

SIA Asynchronous Activity

Chapter 9.

1. What is the role of a project manager and a program manager?
 - Project manager is concerned with his or her own piece of the overall puzzle and manages within a single functional project. While a program manager is the one who must link many different individual projects. Program manager might also be managing projects that have nothing to do with the ERP implementation but contributes to the overall business goals.
2. What are the skills, knowledge, and abilities required to be a project manager?
 - A project manager must be able to address issues, have good negotiation skills, work well with teams, and be politically savvy.
3. Name five critical success factors and why they are important to the success of a project.
 - a. Decision-making process – this is important because this will minimize a number of issues related to scope, efficiency, and productivity throughout the project implementation cycle.
 - b. Project scope – this defines what needs to be delivered by the project.
 - c. Teamwork – this is important because it will help the team to keep on track and it will likely cost less in resources.
 - d. Change management – this is important because issues and needs should be taken into consideration along with those organization. The more the team share in the ownership of the system, the more it will provide for a smoother changeover.
 - e. Implementation team and Executive team – this is important because this ensures that once the project is over and the consultants are gone, the internal IT personnel have absorbed all the necessary information to operate independently.
4. What role can the company executives play in an implementation?
 - Executive management support and commitment throughout the project is essential. Executive management can also assist with the change management process especially communications that will be needed with the new system.
5. What is “scope creep,” and why is it important to manage during an ERP implementation?
 - Scope creep is important during an ERP implementation because without it, it can lead to missed deadlines and project budget overruns.

Chapter 10.

1. Discuss the steps in business process reengineering?
 - The steps in business process reengineering are Preparation, As is, To Be, and Testing and Measurement. Preparation is to develop and articulate what is need to be accomplished by reengineering. As is is the way where functional teams must define the existing

processes. To Be is the phase where facilitators earn their stripes. Testing and Measurement is the way to ensure that a step was not missed.

2. Why is BPR important in an ERP implementation?
 - It can help the team to analyse the dynamics of existing processes and can provide greater insight to redesigned processes that meet project goals.
3. What does the organizational project management maturity model do for a company's ERP implementation?
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4. Briefly discuss the steps involved in OPM3?
 - a. Knowledge – preparation for assessment.
 - b. Assessment – evaluates the current state of organizational project management skills and abilities.
 - c. Improvement – this is for planning and implement of improvements. This also covers the start the cycle over.
5. Explain the role of the project management office in an ERP implementation.
 - It is responsible for ensuring that project teams are working well together and addressing the functionality issues in a timely, open, and efficient manager.
6. Why is change management critical to the success of a project from the beginning?
 - It is important from the beginning because with a change management, it will be easy for the team in developing a planned approach to change in an organization.
7. What is usually the critical path of an ERP implementation? Why?
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8. Briefly discuss the role of the cross-functional lead in an ERP implementation?

Chapter 11.

1. What is outsourcing and why would a company choose to outsource?
 - Outsourcing occurs anytime a company decides to subcontract its business processes or functions. Therefore, instead of hiring employees to perform a task, the company (outsourcer) enters into an outsourcing arrangement with another firm (outsourcer) to provide these services under contract for a certain price and period to another company.
2. What are the advantages and disadvantages to outsourcing?
 - Advantages are economics, market agility, breadth of skills, technical expertise, multiple feedback points, best practices, scalability, process-oriented, solution centric, upgrade crunch, and fear of distraction. While the disadvantages are lack of expertise, misaligned expectations, culture clash, hidden costs, loss of vision, and security and control.
3. Explain the key challenges in offshore outsourcing.
 - The key challenges are the following:
 - Cultural and Language Barriers - Offshore outsourcing often involves working with teams from different cultural backgrounds and speaking different languages. This can lead to misunderstandings, miscommunications, and difficulties in conveying key messages effectively. Differences in work culture, values, and communication styles can further exacerbate these challenges.

- Organizational Change Management: Implementing ERP systems involves significant organizational change. Offshore teams may face resistance to change due to cultural differences or differing views on best practices. Motivational factors may vary across regions, making it challenging to ensure buy-in and commitment to the new processes and systems.
- Local Requirements and Regulations: Each country has its own set of regulations, currency-related constraints, and local requirements. Offshore outsourcing requires a deep understanding of these regulations to ensure compliance. Additionally, differences in holidays, workweeks, and other local constraints may impact project timelines and resource availability.
- Customization vs. Standardization: Balancing the need for standardization across global ERP systems with the need for customization to meet local requirements is a significant challenge. Over-customization can increase complexity and undermine the benefits of a global solution, while excessive standardization may not adequately address local needs.
- Ethical Standards and Security: Offshore outsourcing raises concerns about data security, intellectual property protection, and adherence to ethical standards. Ensuring that offshore partners maintain high ethical standards and comply with security protocols is crucial for safeguarding sensitive information and mitigating risks.
- Effective Communication and Collaboration: Effective collaboration between onshore and offshore teams is essential for project success. Communication challenges, such as time zone differences and language barriers, can hinder collaboration and coordination efforts, leading to delays and misunderstandings.

4. Briefly discuss the five best practices in outsourcing.

- Understanding Cultural and Language Differences - Recognizing and understanding cultural and language barriers is crucial for effective communication and collaboration.
- Proactive Organizational Change Management - implementing robust organizational change management processes is essential for addressing resistance to change and ensuring buy-in from all stakeholders.
- Compliance with Local Regulations and Requirements - adhering to local regulations, currency-related constraints, and other legal requirements is vital for compliance and risk mitigation.
- Balancing Customization and Standardization - Striking the right balance between customization and standardization is key to optimizing the benefits of outsourcing.
- Maintaining Ethical Standards and Security Protocols - Upholding high ethical standards and implementing robust security protocols are critical for protecting sensitive information and intellectual property.

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

- Software as a Service (SaaS) is a model of software delivery where instead of purchasing and installing software on individual computers or servers, users access applications via the internet. SaaS applications are hosted and maintained by a third-party provider who handles maintenance, technical operation, and support for the software. SaaS is considered another

- outsourcing option because of reduced implementation risk, knowledge transfer, accessibility and scalability, cost effectiveness, and it is focus on core competencies.
6. Briefly discuss the components of PAPA.
 - Privacy - This component concerns the safeguarding of personal information within the system.
 - Accuracy - Accuracy requires systems to validate the correctness of the data stored within them.
 - Property - Property governs ownership rights to the information stored within the system.
 - Accessibility - Accessibility refers to who has access to what information within the system.
 7. What are the components of a good information technology security plan?
 - The components are employee awareness, technical skills, comprehensive approach, testing and evaluation, consultant and assessment, and continuous enforcement.
 8. With ERP implementations why would an auditor get involved?
 - Auditors get involved because auditors play a critical role in ensuring the success, integrity, and compliance of ERP implementations by assessing risks, verifying compliance, evaluating controls, ensuring data integrity, recommending process improvements, detecting fraud, and providing assurance on financial reporting.
 9. Why is the Sarbanes–Oxley Act important to investors?
 - It is important to investors because of Enhanced Corporate Governance, Protection against Financial Fraud, Real-Time Information Disclosure, IT Controls and Information Security, and Risk Management and Compliance.
 10. What should a disaster recovery and business continuity plan include and who should be involved?
 - A disaster recovery plan should include risk assessment, recovery objectives, response procedures, alternate sites, data backup and recovery, communication, and testing. And those who should be involved are IT department, operations, finance, human resources, legal and compliance, and executive management.

Chapter 12.

1. What are the motivations for an organization to have a good supply chain management (SCM) system?
 - The motivations are competitive advantage, value chain integration, market responsiveness, risk management, cost reduction, collaboration, and customer satisfaction.
2. Define SCM in your own words.
 - Supply chain management (SCM) is the strategic coordination of activities involved in sourcing, procurement, production, logistics, and distribution to optimize the flow of goods, services, and information from suppliers to customers. It encompasses planning, execution, and control of these activities, as well as collaboration with suppliers, intermediaries, and customers. SCM aims to improve efficiency, reduce costs, enhance customer satisfaction, and mitigate risks within the supply chain network, ultimately contributing to the organization's competitive advantage and overall success.
3. List the four drivers of SCM and how they impact the system's responsiveness.

- The four drivers of supply chain management (SCM) and their impact on system responsiveness are:
 - Facilities - These are manufacturing plants and warehouses within the supply chain network.
 - Inventory - Raw materials, work in process, and finished goods owned by the company.
 - Transportation - Moves products between different stages of the supply chain.
 - Information - Data and analysis concerning facilities, inventory, transportation, and customers throughout the supply chain.
4. What are the major types of SCM software?
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 5. Briefly describe the SCM processes.
 - Supply chain management (SCM) involves several key processes:
 - Procurement - Procurement is the process of purchasing goods and services from suppliers.
 - Outsourcing and Partnerships - Outsourcing involves one company providing services for another company that were traditionally handled in-house.
 - Manufacturing Flow Management - This process involves producing and supplying products to distribution channels based on forecasts or point-of-sales data.
 - Order Fulfillment - Order fulfillment responds to customer demand by managing order entry, storage, delivery of finished goods, warehouse management, and physical distribution.
 6. Why is SCM implementation critical for the success of e-Business?
 - SCM implementation is critical for e-Business success as it enables businesses to operate efficiently, meet customer expectations, reduce costs, and remain competitive in the digital marketplace.
 7. What are the major components of e-SCM?
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 8. What is e-procurement?
 - E-procurement is the utilization of web-based technology to facilitate various procurement processes, including requisitions, sourcing, contracting, ordering, and payment. It offers numerous benefits such as monitoring and regulating buying behavior, consolidating orders to reduce costs, eliminating unauthorized purchases, streamlining payment processes, and reducing cycle time and administrative fees. Companies like Ariba provide procurement solutions, enabling organizations to optimize their procurement operations. An example is Dell's implementation of Ariba's e-procurement system, which significantly improved efficiency, reduced transaction costs, and facilitated better supplier negotiations.
 9. How should organizations design SCM systems? Stand alone or collaborative?
 - Organizations should design SCM systems to be collaborative rather than stand-alone. Collaborative design and product development among supply chain partners are crucial for achieving efficiency and reducing time to market. Collaborative planning involves shared forecasts and real-time access to point-of-sale information, optimizing resource utilization and production plans. Additionally, e-logistics and supply webs facilitate efficient

procurement and logistics management, enabling companies to leverage the benefits of collaborative relationships and technology integration throughout the supply chain.

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

- The elements of SCM integration are ERP system integration, SCM system integration, interorganizational collaboration, middleware development, and specialized integration software. While the benefits of it are operational efficiency, reliable information flow, interorganizational coordination, cost savings, enhanced customer service, strategic insights, and competitive advantage.

Chapter 13.

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

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

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

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

5. What are the major types of CRM?

6. Briefly describe the customer relationship processes.

7. What are the major components of CRM?

8. What is hosted CRM?

9. How should organizations design CRM systems?

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