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SIA ASYNC QUESTIONNAIRES

Chapter 9.
1. What is the role of a project manager and a program manager?

Project Manager: Focused on tactical areas within an ERP implementation, addressing issues related to how the system works, possessing good negotiation skills, working well with teams, and being politically savvy to navigate through the implementation. They must manage scope, resources, and time, ensuring that project goals are met in relation to cost, quality, and time.
Program Manager: Strategically focused, ensuring that business goals are met. They coordinate the management of interdependent projects over a finite period of time to achieve a set of business goals. The program manager integrates the individual elements of the projects to achieve a common objective and is responsible for the overall direction, coordination, implementation, execution, control, and completion of these projects.

2. What are the skills, knowledge, and abilities required to be a project manager?
The project manager must have the skills to empathize with the affected employees, realizing many of them might have been doing their job in the same fashion for many years.
A project manager must be able to address issues related to how the system works, and have good negotiation skills, work well with the teams, and be politically savvy to navigate through the implementation.

3. Name five critical success factors and why they are important to the success of a project.
Decision-Making Process, Project Scope, Teamwork, Change Management, Implementation Team and Executive Team

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 defined as constant changes to the parameters
outlined in the original project goals. It was stated earlier that one of the roles of project management is to make sure the project meets its goals in relation to cost, quality, and time. Scope creep has a detrimental effect on meeting this objective

Chapter 10
1. Discuss the steps in business process reengineering?

1. Preparation—set goals and vision, identify teams, and develop an inventory of processes that need to be evaluated.
2. Define the “as is” process and evaluate cross-organizational issues.
3. Map out “to be” processes based on best practices (i.e., related to ERP).
4. Test and measure new processes based on meeting goals and vision.
5. Reevaluation—revise, adjust to improve processes.

2. Why is BPR important in an ERP implementation?
The rationale to implement an ERP is often a result of an organization conducting a BPR study. These studies both identify process and procedural changes to streamline the business and they identify best business practices that can create industry advantages
Expectations are now changing with the understanding that ERP implementations are much more of a long-term investment.
A successful ERP implementation requires organizational change, and business processes are often reengineered to complement the benefits of the new software package

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

OPM3 mitigates operating costs by keeping projects aligned to business strategy. Scalable by size and maturity, OPM3's diagnostic capabilities can guide any organization to improved performance.

4. Briefly discuss the steps involved in OPM3?
Knowledge: This step involves learning and understanding the value of system implementation best practices.
Assessment: In this phase, the current state of organizational project management skills and abilities is evaluated against "best practices", identifying strengths and weaknesses.
Improvement: This final step focuses on prioritizing project management areas by building on current strengths and developing weaknesses.

5. Explain the role of the project management office in an ERP implementation.
ERP implementations require their own organizations and reporting structure. Reporting lines, expectations, and even evaluations need to be included in the structure. Staffing the organization with existing staff, new hires, and consultants creates the need for the project management office to develop a sense of teamwork. Teamwork often takes a number of years to develop under normal circumstances. With ERP implementations, the sense of team needs to be something that is addressed early and quickly on a project and will need to be worked on throughout the implementation. The continuity of teams during the implementation helps to ensure that there is a basis for moving forward as decisions are made and business processes change.

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

Change Management is the process of developing a planned approach to change in an organization. The objective is typically to maximize the collective benefits for all people involved in the change and to minimize the risk of failure of implementing the change. The discipline of change management deals primarily with the human aspect of change, and is therefore related to pure and industrial psychology

7. What is usually the critical path of an ERP implementation? Why?
1. Preparation—set goals and vision, identify teams, and develop an inventory of processes that need to be evaluated.
2. Define the "as is" process and evaluate cross-organizational issues.
3. Map out "to be" processes based on best practices (i.e., related to ERP).
4. Test and measure new processes based on meeting goals and vision.

5. Reevaluation—revise, adjust to improve processes.this critical path is crucial because it ensures that the ERP implementation is aligned with the company's strategic goals and that the new system is properly integrated into the existing business processes. It's a structured approach that helps in managing change effectively, which is often the most challenging aspect of ERP implementation.

8. Briefly discuss the role of the cross-functional lead in an ERP implementation?
The cross-functional lead helps in defining and communicating the "to be" processes based on best practices related to the ERP system, ensuring that these processes align with the company's vision and goals.

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 to another company; therefore, instead of hiring employees to perform a task, the company (outsourcer) enters into an outsourcing arrangement with another firm (outsourcee) to provide these services under contract for a certain price and period.

2. What are the advantages and disadvantages to outsourcing?

Advantages:
Economics: Outsourcing can lead to predictable monthly payments and cost savings, potentially ranging from 30 to 50 percent.
Market Agility: It offers faster solutions and removes distractions from a company's core competencies.
Breadth of Skills: Access to specialized ERP implementation and maintenance skills that may not be available in-house.
Technical Expertise: Cost-effective access to cutting-edge IT solutions and updates from key ERP vendors.

Disadvantages:
Lack of Expertise: An external company may not understand in-house applications or how to integrate ERP extensions.
Misaligned Expectations: Companies might face surprise charges, delayed delivery, or incorrect service due to misunderstandings.
Culture Clash: Differences in work habits and communication processes can cause tensions in the outsourcing relationship.
Hidden Costs: Unanticipated charges like travel costs, monitoring costs, and potential long-term loss of client relationships

3. Explain the key challenges in offshore outsourcing.
Misaligned expectations. Companies outsourcing often cannot anticipate changes in their business circumstances or in technology, resulting in surprise charges, delayed delivery, or delivery of wrong products and services. Misunderstandings can often occur between the outsourcer and the organizations. Surprise or unanticipated charges like travel costs, monitoring costs, lower productivity, and long-term

loss of relationships with clients are hard to determine. Companies therefore need to sign comprehensive service-level agreements to protect themselves and their partners.

4. Briefly discuss the five best practices in outsourcing.
In-sourcing: Inviting a representative or an entire team from the outsourcing partner to work on-site. This facilitates close supervision and collaboration, ensuring that agreed-upon metrics are met.

Formal Governance Process: Establishing a formal governance process to manage the offshore relationship. This includes refining quality and improving consistency through formal methodologies.

Understanding Objectives: Companies must understand what they aim to achieve with outsourcing, benchmark their current costs and quality, and build an infrastructure to ensure the expected value is realized.

Vendor Selection Due Diligence: Performing thorough due diligence in vendor selection, considering financial status, technical certifications, and related work experience.

Cultural Alignment: Ensuring that the company culture aligns with that of the offshore partner to guarantee a successful implementation. This includes understanding tangible differences like time zones and intangible ones like corporate pride.

5. What is SaaS and why is it considered as another outsourcing option?
Software as a Service (SaaS) is a model of software that can be rented or leased from a software vendor that provides maintenance, daily technical operation, and support for the software. SaaS is a model of software delivery rather than a market segment; it assumes the software is delivered over a secure Internet connection.

6. Briefly discuss the components of PAPA.
Privacy: Concerns the right of individuals to control their personal information and the obligation of organizations to protect this data.
Accuracy: Involves the responsibility of organizations to ensure the correctness of data they collect and store.
Property: Governs the ownership rights over information, determining who can claim these rights.
Accessibility: Relates to who has the right to access information and under what conditions

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

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

9. Why is the Sarbanes–Oxley Act important to investors?
The Sarbanes–Oxley Act of 2002, sponsored by U.S. Senator Paul Sarbanes and U.S. Representative Michael Oxley, represents the biggest change to federal securities laws in a long time.

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

In planning for a disaster a company must address the level of risk versus the amount of money to ensure that systems are available as quickly as possible. Some of these costs include alternate sites or mirrored sites to ensure ongoing business availability, software and data backups stored off-site, alternative computer centers with the network connectivity, and workstations needed to run the business and the support to ensure that the sites remain in synchronization as the software and hardware configurations are changed. The key concept is to understand that planning for a disaster is part of ongoing business and must include all departments involved in a mission-critical system

Chapter 12

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

2. Define SCM in your own words.

It refers to the coordinated management of activities involved in the production, distribution, and delivery of goods and services. SCM ensures that products reach consumers effectively, from raw materials to the final product

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

Facilities: These are the physical locations within the supply chain network where products are manufactured, stored, or shipped.
Inventory: This includes all the raw materials, work in process, and finished goods within the company.
Transportation: It involves the movement of products between different stages of the supply chain.
Information: Data and analysis related to facilities, inventory, transportation, and customers throughout the supply chain.

4. What are the major types of SCM software?

. Planning applications use advanced algorithms to determine the best way to fill an order. Execution applications track the physical status of goods, the management of materials, and financial information involving all parties.

5. Briefly describe the SCM processes.

PROCUREMENT Procurement is the business-to-business purchase and sale of supplies and services. Companies usually develop strategic plans with suppliers to support the manufacturing flow management process and development of new product.
OUTSOURCING AND PARTNERSHIPS Outsourcing is an arrangement in which one company provides services for another company that could also be done or have usually been provided in-house.
MANUFACTURING FLOW MANAGEMENT The manufacturing process is to produce and supply products to the distribution channels based on past forecasts or point of sales (POS) data.
ORDER FULFILLMENT This is the process that responds to customer demand by merging several important functions: order management, storage, and delivery of finished goods. It also involves the warehouse and inventory management and physical distribution.

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

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

8. What is e-procurement?

E-procurement is the use of Web-based technology to support the key procurement processes, including requisitions, sourcing, contracting, ordering, and payment. The use of e-procurement has many benefits. With the use of e-procurement, companies can monitor and regulate buying behavior, consolidate orders to reduce product costs, eliminate maverick purchases, improve payment process, and reduce cycle time and administrative processing fees.

9. How should organizations design SCM systems? Stand alone or collaborative?
10. What are the elements and benefits of SCM integration?

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.
is a system that centralizes customer information, allowing businesses to track interactions, enhance communication, and improve overall customer experience. It helps organizations build stronger relationships with their customers, manage sales processes, and streamline marketing efforts

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?
Operational CRM systems.
Analytical CRM systems.
Collaborative CRM systems.
Strategic CRM systems.

6. Briefly describe the customer relationship processes.
7. What are the major components of CRM?

8. What is hosted CRM?
customer data.

9. How should organizations design CRM systems?

10. List the major CRM vendors by their target market.
Salesforce: Market share 22.9%
Microsoft Dynamics 365: Market share 5.8%
Oracle: Market share 5.1%
SAP: Market share 4.7%
Adobe: Market share 3.6%