Ericka Mianne D. Ferma

IT601

**Chapter 9.**

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

The project manager is responsible for ensuring that project teams are working well together and addressing the functionality issues in a timely, open and efficient manner. While program manager is to ensure that business goals are met.

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

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

* Decision-Making Process - Well defined decision-making process will minimize a number of issues related to scope, efficiency, and productivity throughout the project implementation cycle.
* Project Scope - It defines what needs to be delivered by the project, and a changing scope means the project will have difficulty in achieving project goals.
* Teamwork - It takes savvy project managers and project leads to develop and build teams to address the many issues that will confront the teams as the project moves forward.
* Change Management - It is another critical factor that must be addressed by the project manager.
* Implementation Team and Executive Team - The program manager and the project manager are critical to a successful ERP implementation, but there are other groups that are also critical to that success

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

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

It is defined as constant changes to the parameters outlined in the original project goals. It is important because it has a detrimental effect on meeting the objective.

**Chapter 10**

1. **Discuss the steps in business process reengineering?**

* Preparation - to develop and articulate what is to be accomplished by reengineering, including goals and scope as it relates to BPR.
* Testing and Measurement - Even though the “to be” processes are clearly documented and the
* timing for each process estimated, the testing and validation of each process is necessary to ensure
* that a step was not missed or that a process not achievable

1. **Why is BPR important in an ERP implementation?**

gives businesses a realistic understand of the current the process and supports them in implementing ERP successfully through minimizing unnecessary costs and speeding the process.

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

seeking to create a framework within which organizations can re-examine

their pursuit of strategic objectives via Best Practices in organizational project management

1. **Briefly discuss the steps involved in OPM3?**

The OPM3 model is a three-step continuous improvement process. The steps include knowledge, assessment, and improvement.

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

ERP and BPM systems are not mutually exclusive. Implementation of BPM software does not need revamping of the existing ERP components.

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

Effective change management can lead to improved project success rates.

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

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

ERP and BPM systems are not mutually exclusive. Implementation of BPM software does not need revamping of the existing ERP components.

**Chapter 11**

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

It 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 enters into an outsourcing arrangement with another firm to provide these services under contract for a certain price and period.

1. **What are the advantages and disadvantages to outsourcing?**

1. **Explain the key challenges in offshore outsourcing.**

* Lack of expertise - ERP outsourcing model targets an application that may need integration with other applications and systems in the organization.
* 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.
* Culture clash - The business processes and mannerisms followed by the outsourcing organization could be very different from the organization’s culture.
* Hidden costs - Surprise or unanticipated charges like travel costs, monitoring costs, lower productivity, and long-term loss of relationships with clients are hard to determine.
* Loss of vision - Outsourcing arrangements often result in a loss of institutional knowledge
* Security and Control - Outsourcing requires companies to share their trade secrets, which can be risky in a competitive environment.

1. **Briefly discuss the five best practices in outsourcing.**

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

It 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.**

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

* Economics
* Market agility
* Breadth of skills
* Technical expertise
* Multiple feedback points
* Best practices
* Scalability
* Process-oriented
* Solution sentric
* Upgrade crunch
* Fear of distraction

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

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

seeks to protect investors by improving the accuracy and reliability of corporate disclosures.

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

**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.**

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

4**. What are the major types of SCM software?**

5**. Briefly describe the SCM processes.**

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?**

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.**

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.**