SIA ASYNC QUESTIONNAIRES

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Chapter 9.

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

* The role of project manager is to address the issues related to how the system works, have good negotiation skills, work well with the teams, and be politically navigate through the implementation. It is mostly focused on tactical areas within an ERP implementation. While the program manager is to ensure that business goals are met. Program manager or Project executive is strategically focused.

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

* The important skills need to be a project manager is technical and Functional skills.

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

* **Decision-Making Process** = it is important because it will minimize a number of issues related to scope, efficiency, and productivity throughout the project implementation cycle.
* **Project Scope** = it is important to determine what needs to be delivered by the project and to prevent difficulty in achieving project goals.
* **Teamwork =** it is important because teamwork with a solid understanding will create a strong foundation for implementing ERP.
* **Change Management** = Change management is important to address lack of communication and lack of training or knowledge. Through the help of the project manager implementing communication and training are the keys to a successful change management effort.
* **Implementation Team and Executive Team** = it is important to choose what combination was what to implement will be used largely depends on what type of resources the organization has within its own walls and how quickly the implementation must take place to prevent slow down the implementation process.

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 parameters outlined in the original project goals. It is important to be managed by the project manager to ensure that the parameters of the project are outlined in the business case, a project charter, or a mission statement.

Chapter 10

1. Discuss the steps in business process reengineering?

* Preparation = in this part it set the goals and vision, identify teams, and develop an inventory of processes that need to be evaluated
* Define the “as is” process and evaluate cross-organizational issues.
* Map out “to be” processes based on best practices
* Test and measure new processes based on meeting goals and vision.
* Reevaluation = in this part it revises, adjusts to improve processes.

2. Why is BPR important in an ERP implementation?

* BPR is important in an ERP implementation because it helps the organization to understand the process and to proceed in ERP implementation.

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

* It helps the organizations identify and deliver the right projects to advance their strategy. It also improved project performance and return on investment. Lastly it helps the organization align its strategy with the projects that sustain business projects success.

4. Briefly discuss the steps involved in OPM3?

* **Knowledge** = knowledge is about learning and understanding the value of system implementation best practices.
* **Assessment** = assessment is about evaluating the current state of organizational project management skills and abilities, identifying strengths and weaknesses.
* **Improvement** = improvement is by prioritizing project management areas by improving on strengths and developing weaknesses.

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

* The role of the Project Management office in ERP implementation is to manage the project monitor the progress in an ERP implementation.

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

* To maximize the collective benefits for all people involved in the change and to minimize the risk of failure of implementing the change.

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

* The usually critical path of an ERP implementation is the decision to implement in ERP because the project fails to address the logic and communication that leads to fail to achieve company goals.

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

* The role of the cross-functional lead in an ERP implementation is that it provides guidance through ERP implementation. Cross-functional monitor and make sure that the delivery will receive on time.

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. Meaning instead of hiring employees to perform a task the company outsources with another outsource to provide services under a contract for a certain price and period. Outsourcing is important because it helps companies to increase efficiency.

2. What are the advantages and disadvantages to outsourcing?

Advantages

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

Disadvantages

* Lack of expertise
* Misaligned expectations
* Culture clash
* Hidden costs
* Loss of vision
* Security and control

3. Explain the key challenges in offshore outsourcing.

* The often challenges in offshore outsourcing are with the quality and communications of offshore vendors.

4. Briefly discuss the five best practices in outsourcing.

* Balancing outsourcing
* In-sourcing approach

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.

* Papa stands for privacy, accuracy, property, and accessibility. Privacy is concerned with how personal information is safeguarded in the system. Accuracy requires systems to validate the correctness of the data in the system and who is responsible for this accuracy. Property governs who has ownership rights to the information. Accessibility is concerned with who has access to what information.

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

* USER ID AND PASSWORDS
* PHYSICAL HARDWARE SECURITY
* NETWORK SECURITY
* INTRUSION DETECTION
* PORTABLE DEVICES
* AWARENESS
* SECURITY MONITORING AND ASSESSMENT
* ENCRYPTION

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

* Auditor is involved because it ensures that the data converted matches the previous system data.

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

* The Sarbanes-Oxley Act is important to investors because it protects investors.

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

* 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.

Chapter 12

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

* A good SCM can assure the company agility and flexibility needed today.

2. Define SCM in your own words.

* SCM is a flow of goods, data, finances related to product services.

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

* Facilities
* Inventory
* Transportation
* information

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.