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BSIT - 601

SIA ASYNC QUESTIONNAIRES

**Chapter 9.**

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

* The role of the program manager is to coordinate or integrate the individual parts of a project to work and make it function as a whole. On the other side, the project manager is assigned to a specific element of the overall project; its role is to manage that individual project entrusted to him/her.

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

* To be a project manager, you need to be able to: address issues related to how the system works, and have good negotiation skills, and teamwork.

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

* The Decision-Making Process is important so that different teams can catch up with the well-defined decisions and understand them well so that potential issues will be reduced
* Project Scope is important as it discusses the project parameters in line with the cost, quality, and time to meet the project goal.
* Teamwork is important as it brings the staff together, enhances individual personal communication, and easily keeps track of their progress.
* Change Management is important as it helps to seamlessly manage the continuous change and the employee can be trained well for their new tasks.
* The Implementation Team and Executive Team is important since different sectors must have a team that is knowledgeable enough to quickly work out the implementation.

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

* Their role is to show commitment and support throughout the project implementation. Company Executives can also assist with the change management process by leading communication about the new system and its importance in meetings.

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

* Scope creep is the need to make changes to the original scope. It is important to manage it during an ERP implementation since these changes could go out of hand and lead to missed deadlines and project budget overruns.

**Chapter 10**

1. Discuss the steps in business process reengineering.

* The first step is the preparation, it is to set and identify what is to be accomplished and what needs to be evaluated.
* Next is the “as is”, which defines the process, evaluates cross-functional boundaries, and documents it afterward.
* The third one is the “to be” processes that address timing and change needs.
* Then test and measure new processes to ensure that a step was not missed or that a process is not achievable.
* Lastly, reevaluation—revise, and adjust to improve processes.

1. Why is BPR important in an ERP implementation?

* BPR is important in an ERP implementation as it is one of the best methods for determining the need to move to an ERP system and set the stage for the implementation.

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

* It helps companies understand the level of competency and ability to implement an ERP system successfully meaning it meets the overall needs of the organization.

1. Briefly discuss the steps involved in OPM3.

* Knowledge is the understanding of the value of the system implementation best practices.
* Assessment is the evaluation of the current state of organizational project management skills and abilities identifying the strengths and weaknesses.
* Improvement is the plan to enhance the strengths and develop weaknesses.

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

* Its role is to ensure that project teams are working well together. Also, it addresses the critical success factors regularly as they relate to the decision process.

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

* Change management is an integral part of the overall implementation of an ERP system as it minimizes the risk of failure and maximizes the ability of the people involved.

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

* Implications for management is the prime component of a successful implementation. Since change is inevitable a strong will for support and commitment is needed to continue working on the project.

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

* The role of the cross-functional lead is to walk the teams through the phases.

**Chapter 11**

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

* Anytime a company chooses to subcontract its business processes or functions to another company, it is engaging in outsourcing. They choose to exploit technology in new ways to improve quality and reduce costs.

1. What are the advantages and disadvantages of outsourcing?

* The 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.
* The disadvantages are Lack of expertise, Misaligned expectations, Culture clash, Hidden costs, Loss of vision, and Security and control.

1. Explain the key challenges in offshore outsourcing.

* ERP team’s skills and experience
* resource availability
* project priority
* availability of funding
* severity of problem
* development motivation.

1. Briefly discuss the five best practices in outsourcing.

* First, a better way to manage the offshore relationship is through a practice called “in-sourcing,” where good ERP managers invite a representative or entire team to work on-site.
* The second emerging best practice is for the creation of a formal governance process to manage the offshore relationship.
* Must first understand what they want to accomplish, benchmark their current costs and level of quality, and then build an infrastructure to ensure the expected value is realized.
* Plan for installing upgrades, maintaining modules, troubleshooting problems, and policing platforms once the software enters the longest phase of its life cycle—ongoing operations.
* Should not consider outsourcing and offshoring when they want someone else to take accountability or to deflect blame in the event something unfortunate transpires.

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

* Software as a Service also known as 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. A service provider can offer better, cheaper, more reliable applications than companies can themselves.

1. Briefly discuss the components of PAPA.

* Privacy – the individual right to control what information about themselves needs to be safeguarded and what can be made available to the public.
* Accuracy - protect an individual or consumer from negligent errors and prevent intentional manipulation of data by organizations for their advantage.
* Property Rights - Organizations do not have a right to share information collected without getting explicit permission from the user.
* Access – The proper controls for authorization and authentication making it accessible only to those who have the right to see and use this information

1. 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

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

* They expect these audits to benchmark their progress in becoming compliant and hope to obtain the first certification of compliance.

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

* There are some sections they need to comply such as sections 404 and 409, companies must have adequate control over the business processes and information systems that feed their financial reports.

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

* It must include several disasters that can occur to a business.
* It must address the level of risk versus the amount of money to ensure that systems are available as quickly as possible.
* All departments that use an ERP system must be involved in providing business continuity

**Chapter 12**

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

* a good supply chain management (SCM) system can ensure the organization agility and flexibility needed in today’s Web-enabled competitive landscape.

1. Define SCM in your own words.

* SCM is in charge of making a strategy for organizing and controlling the flow of products in a supply chain

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

* FACILITIES - decisions regarding location, capacity, and flexibility of facilities have a significant impact on the supply chain’s performance
* INVENTORY - changing inventory policies can dramatically alter the supply chain’s efficiency and responsiveness.
* TRANSPORTATION - The type of transportation a company uses also affects the inventory and facility locations in the supply chain.
* INFORMATION - it directly affects each of the other drivers as it is potentially the biggest driver of performance, or efficiency, in the supply chain

1. What are the major types of SCM software?

* planning applications and execution applications.

1. Briefly describe the SCM processes.

* PROCUREMENT
* OUTSOURCING AND PARTNERSHIPS
* MANUFACTURING FLOW MANAGEMENT
* ORDER FULFILLMENT
* CUSTOMER SERVICE MANAGEMENT PROCESS
* FORECASTING

1. Why is SCM implementation critical for the success of e-business?

* SCM implementation is critical for the success of e-business, an organization will not be able to build B2B partnerships with its trading partners, work on e-procurement from suppliers, and have proper e-fulfillment of client orders.

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

* supplier base reduction
* greater involvement of supplier management in new product introduction
* and increased risk management strategies

1. What is e-procurement?

* 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.

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

* Collaborative design and product development among parties in the supply chain are crucial when product design and shortening the time it takes to get the product to market are the goals

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

Elements

* Information sharing and transparency
* Direct and real-time accessibility
* Collaborative planning, forecasting, and replenishment
* Joint design
* Coordinated production planning and operations, procurement, order processing, engineering change, and design
* Integrated, automated business processes
* Virtual resources
* Logistics restructuring
* Mass customization
* New services
* Click-and-mortar models

Benefits

* Reduced bullwhip effect
* Early problem detection
* Faster response
* Trust building
* Reduced bullwhip effect
* Lower cost
* Optimized capacity utilization
* Improved service
* Efficiency and accuracy gains
* Fast response
* Improved service
* Earlier time to market
* Expanded network
* Better asset utilization
* Higher efficiency
* Penetrate new markets
* Create new products

**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.

* The role of CRM

1. What are the key differences between today’s CRM and the early generation of CRMs?
2. How does CRM impact the company’s bottom line or performance?
3. What are the major types of CRM?
4. Briefly describe the customer relationship processes.
5. What are the major components of CRM?
6. What is hosted CRM?
7. How should organizations design CRM systems?
8. List the major CRM vendors by their target market.