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Chapter 9.

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

- a project manager manages within a single functional project while program manager manages

across the multiple functional projects.

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

- a project manager must be varied and robust, it also should know how to address the issues related on how the system works.

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

-Decision making process: to make the right decision

-Project scope: to know what needs to be delivered.

-Teamwork: being united in a project is a must

-Change management: communication and training is a must to success

- Implementation team and Executive team: This is also need to succeed.

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

-They also decide on what also happen in the project

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

-if it is not manage during ERP Implementation, it can quickly get out of control, leading to missing deadlines and project budget overruns

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?

- to understand the effectiveness of the new processes.

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

-Without the OPM3 methodology or a methodology similar to

it, an ERP system implementation runs the risk of not meeting expectations, as well as of being

late and over budget

1. Briefly discuss the steps involved in OPM3?

- Knowledge: prepare for assessment :Learn and understand the value of system implementation

best practices

- Assessment: Perform Assessment: Evaluate the current state of organizational project management skills and abilities against "best practices", identifying strengths and weaknesses.

- Improvement: Plan for Improvement: Prioritize project management areas by building on current

strengths and developing weakness.

Implement Improvements: Based on the plan, apply the requisite organizational changes

to increase the organization’s implementation abilities.

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

- needs to develop a sense of teamwork

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

- because it is a planned approach.

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

- “To be” phase is the most critical because this phase must address

timing of processes and the changes needed to meet the original set of goals.

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

- it is the “as is ” role that works with vision and goals. It also defines the existing processess.

Chapter 11

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

-outsourcing means hiring other company and they hire to provide

these services under contract for a certain price and period.

1. What are the advantages and disadvantages to outsourcing?

The advantages are :

* Economics.

• Market agility.

• Breadth of skills.

• Technical expertise

• Multiple feedback points.

• Best practices

• Scalability

• Process-oriented

• Solution centric

• Upgrade crunch.

• Fear of distraction

The disadvantages are:

* Lack of expertise

• Misaligned expectations

• Culture clash

• Hidden costs

• Loss of vision

• Security and control

1. Explain the key challenges in offshore outsourcing.

- Offshore implementers can face barriers of language, culture, and

values, making the ERP implementation more challenging.

1. Briefly discuss the five best practices in outsourcing.

First,“in-sourcing,” where good ERP managers invite a representative or entire team to work on-site. creation of a formal governance process to manage the offshore relationship

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

-SaaS means software as a service and it is a model of software that can rented or leased from a software vendor. It has many benefits in using it, that’s why it is considered as another outsourcng option.

1. Briefly discuss the components of PAPA.

- PAPA consists of:

- Privacy: providing individuals with the right to be left alone.

- Accuracy: a responsibility in ensuring the accuracy of this data.

- Property: makes organizations realize that they are not the

ultimate owners of the information collected on individuals.

- Accessibility: to have proper controls for authorization and authentication.

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

-It should consist of consist of the software products needed to ensure proper and

secure access but will also consider physical access and user security awareness.

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

- Because it is in compliance with all the regulations mentioned in SOX

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

-because it represents the biggest change to federal securities laws in a long time.

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

-It should include include alternate sites or mirrored sites , alternative computer centers with the network connectivity, and workstations needed to run the business and the support.

Chapter 12

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

-Because it can assure the company agility and flexibility needed in today’s Web-enabled

competitive landscape

1. Define SCM in your own words.

-SCM is a chain of network services between suppliers and customers

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

-facilities: it’s the place where product is manufactured

-inventory: it is the raw materials

-transportation: moves th product between one point to another

-information: it consists of data

1. What are the major types of SCM software?

-There are two main types of SCM software: planning applications and execution applications.

1. Briefly describe the SCM processes.

-PROCUREMENT is the business-to-business purchase and sale of supplies and

services.

- OUTSOURCING AND PARTNERSHIPS 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.

- CUSTOMER SERVICE MANAGEMENT PROCESS provides the source of customer information.

- FORECASTING Some literature includes forecasting into the demand management process.

It is a crucial part for supply chain management.

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

-because it is poised for a rapid evolution. Brick-and-mortar manufacturers are

increasingly adding e-commerce capabilities

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

-REPLENISHMENT SYSTEMS Supply chain replenishment encompasses the integrated production

and distribution process.

- E-Procurement is the use of Web-based technology to support the key procurement processes,

including requisitions, sourcing, contracting, ordering, and payment.

- Collaborative Design and Product Development are crucial

when product design and shortening the time it takes to get the product to market are the goals.

- SUPPLY WEB is a virtual location where buyers and sellers can meet and negotiate products, prices, and quantity.

- E-LOGISTICS part of the supply chain process that plans, implements, and controls the efficient and effective flow and storage of goods, services, and related information from the point of origin to the point of consumption in order to meet customers’ requirements.

- COLLABORATIVE PLANNING involves a shared forecast between business partners.

1. What is e-procurement?

- use of Web-based technology to support the key procurement processes.

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

- it should be collaborative, because it is 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?

-Dimension: Information Integration

Elements:

• Information sharing and transparency

• Direct and real-time accessibility

Benefits:

• Reduced bullwhip effect

• Early problem detection

• Faster response

• Trust building

-Dimension: Synchronized Planning

Elements:

• Collaborative planning, forecasting,

and replenishment

• Joint design

Benefits:

• Reduced bullwhip effect

• Lower cost

• Optimized capacity

utilization

• Improved service

-Dimension: Workflow Coordination

Elements:

• Coordinated production planning and

operations, procurement, order processing,

engineering change, and design

• Integrated, automated business processes

Benefits:

• Efficiency and accuracy

gains

• Fast response

• Improved service

• Earlier time to market

• Expanded network

-Dimensions: New Business Models

Elements:

• Virtual resources

• Logistics restructuring

• Mass customization

• New services

• Click-and-mortar models

Benefits:

• 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?

- For them to not lose customers, but to gain more customers.

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

- it is the company ‘s relationship with their customers.

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

-Early generation of CRM uses old techniques because technology isn’t that advanced in the past, while CRM today has evolved greatly, this is where globalization enters.

1. How does CRM impact the company’s bottom line or performance?

- CRM implementation team needs the ongoing monitoring and involvement of top management; otherwise, their company may have a great CRM solution, but it will not be used effectively to improve the company’s bottom line.

1. What are the major types of CRM?

- one related to customer service or support and the other to sales force automation.

1. Briefly describe the customer relationship processes.

- role is to balance the corporate needs with successful fulfillment of customer needs.

1. What are the major components of CRM?

- MARKET RESEARCH The two key functionalities here are campaign management and market

analysis.

- SALES FORCE AUTOMATION (SFA) SFA tools provide basic functionality for sales personnel to automate sales lead distribution and tracking, sales reporting, pipeline management, contacts centralization and

management, and group collaboration.

- CUSTOMER SERVICE AND SUPPORT Online help desks have become a common source for

customers to find quick answers to complex technical questions.

- DATA MINING AND ANALYTICS The amount of data being generated by the Web-driven

business has been a driver for data mining and analytics functionality because it represents an

extension of existing product lines rather than the creation of new ones.

1. What is hosted CRM?

- Uses thin-client architecture

1. How should organizations design CRM systems?

- They need to need to incorporate CRM in their vision because it is much easier and economical

to implement CRM with the ERP system, rather than to do them separately

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

Target market || CRM Vendors

Large Enterprises || Siebel, Vantive, Clarify, and Oracle

Midsize Firms || Servicesoft, Onyx, Pivotal, Remedy, and Applix

Small Companies || Goldmine, Multiactive, and SalesLogix