SIA ASYNC QUESTIONNAIRES

Chapter 9.

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

project manager is mostly focused on tactical areas within an ERP implemen-tation, a program manager or project executive is strategically focused. The role of the program manager is to ensure that business goals are met. Both project and program managers must address areas that are critical to the success of the project.

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

The skill set of a project manager must be varied and robust. Also, 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.

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

1. Decision-Making Process

A well-defined decision-making process will minimize a number of issues related to scope, efficiency, and productivity throughout the project implementation cycle.

2. Project Scope

"Scope defines what needs to be delivered by the project, and a changing scope means the project will have difficulty in achieving project goals"

3. Teamwork

In most ERP implementations, project teams are assembled by bringing together staff from the existing organization, new hires, and possible external consultants. Teamwork does not just happen without some effort in training and team building. Each team will have its own set of dynamics based on the knowledge and personalities of the people involved. 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.

4. Change Management

Change management is another critical factor that must be addressed by the project manager. Communication and training are the keys to a successful change management effort. It is normal for people to resist change and have a fear of the unknown.

5. Implementation Team and Executive Team

The program manager and the project manager are critical to a successful ERP implementation, and there is implementation Team which is also critical to that success. A critical element in choosing what combination of the three 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.

1. 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.

1. 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. If change control is not enforced,

"scope creep" can quickly get out of control, leading to missed deadlines and project budget overruns.

A well-thought-out process to manage changes to scope is critical to a project's success. The team can do everything in its power to understand the functionality of an ERP system and new changes must then be built into the implementation.

Chapter 10

1. Discuss the steps in business process reengineering?

The steps in business process re engineering are the preparation, as is, to be, testing and measurement,and last is reevaluation. The first step is preparation is to develop and articulate what is to be accomplished. This steps set goals and vision, identify teams and develop the inventory process that need to evaluated.this goal should be measurable. The second steps is As is, it is working on the vision and goals the functional teams must define the existing

processes. The processes will need both a written description and graphical depiction of each and every process. Each process will likely have predecessors and successors linking processes together for future analysis in the “to be” phase. The third is To be , thiis phase where the facilitators earn their stripes.This step involves significant thought and analysis.This phase must address.Process timing and the necessary modifications to achieve the original set of goals. The fourth is testing and measurement, the testing anf validation of each process is very important to ensure that the step was not missed a process not achievable. The last one is the reevaluation, to revise and to improve the process.

1. Why is BPR important in an ERP implementation?

BPR important in EPR because BPR invovles analyzing business process to improve efficiency, productivity and effectiveness. It guarantees that ERP systems are installed in a way that aligns with the organization's strategic goals and allows it to maximize the return on its ERP technology investment.

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

serves to provide a framework for organizations to assess and improve their capabilities in project management. Specifically in the context of ERP (Enterprise Resource Planning) implementation.OPM3 offers a structured approach to project management maturity, which can considerably increase the likelihood of ERP installation success by ensuring that projects are well-planned, performed, and linked with corporate goals.

4. Briefly discuss the steps involved in OPM3?

There are 3 steps in OPM3 the first is the knowledge to prepare for assessment,to Learn and understand the value of system implementation best practices. Second is assessment , Perform Assessment to Evaluate the current state of organizational project management skills and abilities against "best practices", identifying strengths and weaknesses. The last one is improvement, plane for improvement to prioritize project management. Next is implement improvements and the last one is start the cycle over.

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

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,

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

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

Chapter 11

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

Outsourcing occurs whenever a corporation decides to subcontract its business procedures or functions. As a result, instead of hiring personnel to do a task, the organization (Outsourcer) enters into an outsourcing agreement with another firm (Outsourcee) to supply These services are under contract for a set fee and time period. As previously mentioned, outsourcing is For a long time, enterprises around the world have successfully exploited the ERP area.

1. What are the advantages and disadvantages to outsourcing?

The advantages of outsourcing Market agility, Breadth of skills.,Technical expertise, Scalability, and more the dis advantages 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.

Maintaining similar quality standards across geographically distributed teams can be difficult. Managing cultural differences between the client company and the offshore service provider is one of the biggest issues in offshore outsourcing. In order to address these challenges, the client organization and the offshore service provider must establish strong partnerships, plan carefully, communicate clearly, and implement risk mitigation strategies. It is possible that offshore service providers have different quality assurance processes, standards, and practices than the client organization.

1. Briefly discuss the five best practices in outsourcing.

The first is Economics. Outsourcing provides a predictable monthly payment. A company can solve

all of the problems of running an application at a lower cost. Outsourcing enterprise applications can save a company anywhere from 30 to 50 percent, depending on the task, method, location, and how the relationships are structured.second is Market agility. Outsourcing the ERP function offers a faster time to solution and removes a major distraction from a company’s core competence. Third is Breadth of skills. Many organizations do not have in-house personnel with ERP implementation and maintenance skills. Outsourcing provides an avenue to access these advanced expertise areas quickly. Fourth is Technical expertise. Outsourcing arrangements cost-effectively enable a company to provide access to cutting-edge IT solutions to its employees and clients

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.SaaS model reduces risk during the implementation stage and improves knowledge transfer from integrator to Users of systems.

1. Briefly discuss the components of PAPA

PRIVACY Privacy means giving people the right to be left alone. In most cultures, Adults have the right to determine what information about themselves should be What information is protected and what information can be made public.ACCURACY The accuracy principle of ethics requires organizations that collect and store data on consumers to have a responsibility in ensuring the accuracy of this data. Its major concern is to protect an individual or consumer from negligent errors and to prevent intentional manipulation of data by organizations for their advantage.PROPERTY The property principle of ethics makes organizations realize that they are not the ultimate owners of the information collected on individuals.ACCESSIBILITY The accessibility principle of ethics forces organization to have proper controls for authorization and authentication. ERP implementation teams must ensure that information stored in the databases about employees, customers, and other partners is accessible only

to those who have the right to see and use this information.

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. SOX imposed strict rules for publicly traded corporations' financial reporting and disclosure. It requires CEOs and CFOs to guarantee the accuracy of financial accounts, which increases transparency and accountability in company disclosure. SOX established criteria for corporate governance processes, such as audit committee membership and independence, external auditor oversight, and internal control implementation.

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?

supply chain management "encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities.

Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies."

1. Define SCM in your own words.

Supply Chain Management (SCM) is the science of organizing and controlling the flow of goods, services, and information between suppliers, businesses, and customers to meet their needs efficiently.

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

1. Facilities

Strategically designed and located facilities contribute to faster response to changing demands.

2. Inventory

Effective inventory management enables swift response to customer demands and minimizes stockouts.

3. Transportation

Efficient transportation ensures timely delivery, reducing lead times and enhancing responsiveness.

4. Information

Timely and accurate information sharing facilitates quick decision-making and agile response to changes.

1. What are the major types of SCM software?

The major types of SMC software: planning applications and execution applications.

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.

1. Briefly describe the SCM processes.

1. Procurement: Buying and selling supplies and services from other businesses.

2. Outsourcing and Partnerships: Getting services from external companies to focus on core activities.

3. Manufacturing Flow Management: Producing and supplying products based on forecasts or sales data.

4. Order Fulfillment: Managing orders, storage, delivery, and optimizing the process.

5. Customer Service Management: Providing customer information and support.

6. Forecasting: Predicting product demand to plan better.

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 which 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.

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?

Business

• promotes customer-centric approach

• customer segmenting

• one-on-one marketing

• increase customer retention

Technology

• foster close customer relationship

• analyze customer information

• coherent view of customer

Customer

• increased interaction opportunity

• increase customer loyalty

• better “word-of-mouth” advertising

6. Briefly describe the customer relationship processes.

7. What are the major components of CRM?

Costumer data , sales, management analysis, marketing, costumer service this 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.