



Faculty of Management Sciences

DEPARTMENT OF MANAGEMENT

QUALIFICATION: Bachelor of Business Management Honours	
QUALIFICATION CODE: 08BBMH	LEVEL: 8
COURSE: Enterprise Systems Management	COURSE CODE: ESM821S
DATE: November 2019	SESSION: 1
DURATION: 2 Hours	MARKS: 75

FIRST OPPORTUNITY EXAMINATION	
EXAMINER(S)	Mr Pardon Maoneke
MODERATOR:	Dr Victoria Hashela-Mufeti

THIS QUESTION PAPER CONSISTS OF 7 PAGES
(Including this front page)

Instructions for the examiner/moderator

1. Please use the memorandum or sample solutions to guide your marking.
2. Use the marks allocated as a guide to mark
3. Reasonable, in depth and innovative correct solutions provided by the students should be allocated marks even if not provided in the memorandum.
4. Take note of the marks allocated to each question.

SECTION A: Multiple Choice Questions. Marks for Each Question Are Shown at the End
[Total Marks 15]

1. _____ is an example of a back-office ERP system because it only supports internal business operations. **[1 Mark]**
 - A. ERP II
 - B. ERP I
 - C. ERP III
 - D. MRP

2. At which evolution stage was Customer Relationship Management (CRM) first considered as a strategic tool? **[1 Mark]**
 - A. Fourth generation CRM
 - B. Second generation CRM
 - C. Third generation CRM
 - D. First generation CRM

3. Business _____ reengineering involves changing the mindset of employees to do their tasks in a new way. **[1 Mark]**
 - A. Software
 - B. System
 - C. Task
 - D. Process

4. _____ is software that guarantees a buyer the right to read, redistribute and modify the software freely. **[1 Mark]**
 - A. Software as a Service
 - B. Open source software
 - C. Off the shelf software
 - D. None of the above

5. The _____ working section on SAP Lumira allows one to create own measures and dimensions. **[1 Mark]**

- A. Visualize
- B. Compose
- C. Prepare
- D. SAP main menu

6. Strategic management is characterized by _____ decision requirements. **[1 Mark]**

- A. Structured
- B. Unstructured
- C. Semi-structured
- D. Ad Hoc unscheduled

7. Systems integration means allowing access to a shared data resource by people from different _____ areas of the organization. **[1 Mark]**

- A. Geographical
- B. Decisional
- C. Logical
- D. Functional

8. In which cloud computing service model does the service provider have control over nearly all the hardware and software requirements of the client? **[1 Mark]**

- A. Infrastructure as a Service (IaaS)
- B. Platform as a Service (PaaS)
- C. Software as a Service (SaaS)
- D. Public cloud

9. At which evolution stages did CRM and Enterprise Resource Planning systems (ERPs) start engaging the social media (select one correct answer). **[1 Mark]**

- A. 4th generation CRM and 2nd generation ERP (ERP II)
- B. 5th generation CRM and 3rd generation ERP (ERP III)
- C. 5th generation CRM and ERP II
- D. 4th generation CRM and ERP III

10. _____ account for a smaller proportion of costs in the Total Cost of Ownership (TCO) of ERPs. **[1 Mark]**

- A. Implementation costs
- B. Operations costs
- C. Software and hardware costs
- D. None of the above

11. The end of the procurement process is marked by _____? **[1 Mark]**

- A. Request for quotation
- B. Placing a purchase order
- C. Payment to a vendor
- D. Goods receipt

12. An interactive dashboard can be prepared under the _____ working section on SAP Lumira. **[1 Mark]**

- A. SAP main menu
- B. Visualize
- C. Prepare
- D. Compose

13. The outcome of a system design phase is _____?

[1 Mark]

- A. A business blue-print
- B. An outline of system requirements
- C. A schedule of system benefits
- D. All of the above

14. _____ is a systematic and strategic coordination of the flow of products or services, finances and information across entities.

[1 Mark]

- A. An enterprise system
- B. A procurement process
- C. A supply chain management
- D. A CRM

15. Organisations in the same supply chain are more likely to collaborate in _____

[1 Mark]

- A. Inventory management
- B. Designing the supply chain
- C. Research and development
- D. Implementing supply chain software

SECTION B: Structured Questions. Marks for Each Question Are Shown at the End

[Total Marks 60]

QUESTION 1

[20 Marks]

- A. With reference to an organisation of your choice, state and explain any four factors that are important when coming up with an effective strategy for Supply Chain Management (SCM). **[8 Marks]**

- B. Discuss four common challenges faced by Namibian business organisation when integrating Information Technologies in SCM. **[8 Marks]**

- C. Recommend two reasons why business organisations should avoid using a parallel ERP implementation strategy. **[4 Marks]**

QUESTION 2

[20 Marks]

- A. With reference to a model of your choice, explain important attributes that should appear in a CRM strategy. **[8 Marks]**

- B. Discuss complications that are likely to be faced by Namibian business organisations when selecting a suitable ERP system and vendor. **[4 Marks]**

- C. Discuss four procurement risks that managers should worry about even if their organisations are using an ERP system. **[8 Marks]**

- A. Propose two ways that business organisations can consider when reducing the TCO of ERPs (your proposition should clearly indicate the costs to be reduced and how this will happen). **[4 Marks]**
- B. Discuss five reasons why ERP implementation is likely to fail in Namibia. **[10 Marks]**
- C. Identify two limitations of using “silo information systems”. **[2 Marks]**
- D. Illustrate a characteristic that is common to both the second and third generation CRM. **[2 Marks]**
- E. Explain the difference between the second and third generation CRM. **[2 Marks]**