



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 2022	SESSION: 2
DURATION: 2 Hours	MARKS: 75

FIRST OPPORTUNITY EXAMINATION	
EXAMINER(S)	Dr Pardon Maoneke
MODERATOR:	Dr Victoria Hasheela-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. Each Question Carries one Mark.

[15 Marks]

1. Using electronic means to place sales orders was first introduced during the _____ stage of Customer Relationship Management (CRM) evolution.
 - A. Fourth generation CRM
 - B. Fifth generation CRM
 - C. Third generation CRM
 - D. First generation CRM

2. Which of the following will accurately compute the Total Cost of Ownership (TCO)?
 - A. $TCO = \text{purchasing costs} + \text{implementation costs}$
 - B. $TCO = \text{purchasing costs} + \text{implementation costs} + \text{operating costs} + \text{system retirement costs}$
 - C. $TCO = \text{purchasing costs} + \text{operating costs}$
 - D. $TCO = \text{purchasing costs} + \text{training costs} + \text{system retirement costs}$

3. The _____ can be defined as compartmentalized operating units that are isolated from their environment.
 - A. Functional silos
 - B. Procurement process
 - C. Integrated systems
 - D. Supply chain

4. Which of the following focuses on the acquisition of raw materials that are used for manufacturing purposes?
 - A. ERP II
 - B. ERP
 - C. ERP III
 - D. MRP

5. SELECT the least secure cloud architecture deployment strategy.
- A. Private cloud
 - B. Hybrid cloud
 - C. Public could
 - D. Community cloud
6. Business organisations have to _____ their newly acquired ERP solutions so that they meet business needs.
- A. Proceduralize
 - B. Customize
 - C. Compartmentalize
 - D. Upgrade
7. Which of the following is required when logging into S4Hana?
- A. User
 - B. Password
 - C. Client
 - D. All of the above
8. The _____ phase is used associated with process re-engineering.
- A. General system design
 - B. Build and test
 - C. Requirements gathering
 - D. Implementation
9. Which SAP Lumira dashboard feature would you use selectively to pick visualization features to be displayed on the dashboard?
- A. Text
 - B. Visualizations
 - C. Input controls
 - D. Shapes

10. Why is code modification strongly DISCOURAGED during ERP implementation?
- A. Lack of access to upgrades and support
 - B. It requires skilled personnel
 - C. ERPs license is not open-source
 - D. Such an operation is reserved for in-house built systems
11. The _____ section is your work area for creating individual graphs in SAP Lumira.
- A. SAP main menu
 - B. Prepare
 - C. Compose
 - D. Visualize
12. Users will have access to a system through the _____ tier.
- A. Presentation
 - B. Database
 - C. Logical
 - D. Application
13. Which ERP implementation strategy involves the use of both the old and new system for some time before migrating to a new ERP?
- A. Phased approach
 - B. Big bag strategy
 - C. Parallel conversion
 - D. Pilot conversion
14. Which of the following is NOT an example of IT function sourcing strategies?
- A. Cloud sourcing
 - B. Insourcing
 - C. Outsourcing
 - D. Hybrid sourcing

15. _____ is NOT an example of technical requirements that can be used as a guide towards selecting an appropriate ERP.
- A. Functionality
 - B. Compatibility
 - C. Vendor's reputation
 - D. Easy of customization

SECTION B: INDICATE IF THE FOLLOWING ARE TRUE OR FALSE

[10 Marks]

1. Using cloud computing can reduce the total cost of owning an ERP system
2. The use of social media and collaboration are common features of the third generation ERP
3. Developers will only gain access to the ERP system for the first-time during the system requirements gathering phase
4. Step-by-step process-oriented ERP implementation involves installing and setting up a single module at a time
5. One can search for transactions using the transaction code on the FIORI launchpad
6. The biggest benefit of system integration is that it eliminates information silos
7. Organization A acquired an account system, ACC Pack, from Business Solutions and a Human Resource software called Paycor from Veya Technologies. This approach will allow organisation A to come up with an integrated system
8. Business process re-engineering is a good example of logical system integration
9. The hardware and software costs account for more than 70% of the total cost of owning an ERP system
10. The use of systems that are designed according to business process reduce chances of information silos within an organisation

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

[Total Marks 50]

QUESTION 1

[24 Marks]

- A. Explain how Henry Fayol and Robert Anthony's theoretical propositions promote information silos in business organisations. [4 Marks]
- B. State and explain the two levels of system integration that business organizations should consider when implementing an ERP solution. [6 Marks]
- C. NUST uses a Uniform Resource Locator (*url* link) to access S/4Hana online using the web browser. This cloud computing service model allow students to access this ERP anywhere in the world.
- i) State the name of the cloud computing service model used by NUST [2 Marks]
- ii) Explain TWO examples of costs that are likely to be avoided by NUST because of using this cloud computing service model [4 Marks]
- iii) Discuss TWO reasons why Namibian business organisations maybe hesitant to use NUST's model for accessing an ERP solution. [4 Marks]
- D. Namibia's Ministry of Finance has reached the ERP implementation phase as it is deploying a new system. Recommend ANY four system conversion approaches that can be used by the Ministry. [4 Marks]

QUESTION 2**[26 Marks]**

- A. Explain the FOUR main activities that are performed during Business Process Reengineering when designing an ERP solution. **[8 Marks]**
- B. Discuss any FOUR drivers for successful supply chain management. **[8 Marks]**
- C. Identify ANY FOUR characteristics of a cloud architecture. **[4 Marks]**
- D. Your business organisation has recently adopted SAP S/4Hana. Explain any THREE categories of SAP Fiori Applications employees at your organisation are likely to use on this new system. **[6 Marks]**

