



EXAM

Course Code: IS-406
Course Name: Enterprise Systems I

Date: December 3, 2013
Duration: 0900 - 1300

**Number of pages
including the front page:** 3

Resources allowed: Dictionaries (English/Norwegian- Norwegian/English, other dictionaries for exchange students' language – translation to English and visa versa

Notes: You can answer either in English or in Norwegian. The exam consists of five main questions that count equally. Please read the questions carefully. Good luck!

Question 1 (20 %)

- a) What is an ERP-system, and what are the main components of such systems?
- b) What motivates a company to adopt an ERP-system? Mention at least 5 reasons.
- c) Discuss briefly at least 4 challenges/risks that could occur in ERP adoption projects in organizations. Support your answer with case examples (at least one) from the course literature.
- d) Describe the situations resulting in the bullwhip effect in SCM, and what could be done to avoid it.

Question 2 (20 %)

- a) Explain the concept of service-oriented architecture (SOA), and discuss why SOA can support agility in organizations. Use examples from the Norwegian Tax Administration (Skatteetaten), and/or other cases you have discussed during the course.
- b) What is cloud computing? Define shortly the concept, its service- and deployment models. Mention at least 4 reasons for why companies want to move business critical systems (e.g. ERP, CRM) to the cloud and point to some concerns companies might have for doing so.

Question 3 (20 %)

- a) Explain the differences between **operational** and **analytical** CRM systems.
- b) Elaborate shortly on the main lessons learned from a CRM-case you have discussed in the course.

Question 4 (20 %)

- a) Discuss briefly the need for the data extraction, cleansing, and transformation (ETL) process, and when it is used. You can also illustrate your answer with examples/diagrams.
- b) Discuss briefly how Online Transaction Processing (OLTP) systems differ from On-Line Analytical Processing (OLAP) systems used in data warehouses. Mention at least 3 differences.

Question 5 (20 %)

Mini-case description:

You have got a job as a knowledge manager officer in a large global company – ABC-Service. You are supposed to support ABC-Service by providing advices regarding selection of appropriate knowledge management initiatives. Because of internal competition among the employees in ABC-Service, the knowledge-sharing attitude is not very good. The attitude is that “knowledge is power” – and people want to protect what they know to keep their position so they are not easy to replace. Because of low knowledge exchange, ABC-Service is ‘re-inventing the wheel’ since they are not aware of existing competencies and knowledge across departments and locations. In addition, the top management group of the company is not aware of what the employees know and who knows what.

By establishing a KM strategy, the purpose is to increase knowledge sharing among employees, to make knowledge visible, and to reuse knowledge and competencies across the different locations in ABC-Service.

- a) What are the main challenges for ABC-Service regarding utilization of the knowledge in ABC-Service?
- b) What would you do to meet these challenges to better mobilize the knowledge potential in ABC-Service? For example, what kinds of KM initiatives/projects would you recommend? Can ABC-Service learn from other global companies?

Use concepts such as the repository model, the networking model, KM 2.0 and other relevant KM concepts, in addition to case examples from the course literature to strengthen your answer (e.g. how can ABC-Service learn from the Siemens case, the Ericsson case discussed in the class or others).