CMR
INSTITUTE OF
TECHNOLOGY

USN | 1 | C | | | | | | | | |

Internal Assessment Test 2 – May 2017

Sub:	**Enterprise Resource Planning**							**Code:**	13MCA455
Date:	10-05-17	Duration:	90 mins	Max Marks:	50	**Sem:**	IV A	**Branch:**	**MCA**

Answer any 5 questions. All questions carry equal marks.

		Marks	OBE	
			CO	RBT
1.	a. Explain the different ERP implementation methodologies.	[10]	CO2	L2
2.	a. What are the objectives of ERP implementation?	[5]	CO2	L1
	b. Explain the hidden costs of ERP implementation.	[5]	CO2	L2
3.	a. Explain the role of vendors and consultants in ERP implementation.	[10]	CO2	L2
4.	a. Explain ERP implementation life cycle with neat diagram	[10]	CO2	L2
5.	a. Explain Project Management and monitoring.	[10]	CO3	L2
6.	a. Describe the connections between ERP, internet and www and how the integration of all the three, makes the ERP more efficient.	[10]	CO4	L2
7.	a. Discuss the limitation of ERP system. What are the implementation requirements of integrating BA as the front to an ERP system?	[10]	CO4	L2
8.	a. What is EAI? Explain the uses and implementation pitfalls of EAI in detail.	[10]	CO4	L2

CMR
INSTITUTE OF
TECHNOLOGY

Internal Assessment Test 2 – May 2017 (Answer Key)

Sub:	Enterprise Resource Planning	Code:	13MCA455

.

1. a. **Explain the different ERP implementation methodologies**.

Accelerated SAP:
Project Preparation
Business Blue-Print
Realization
Final Preparation
Go-Live and support continuous change.

Perfect Path:
Program management of vendor and internal client resources, project plan, and budget
Comprehensive business process re-engineering and workflow definition
Incorporation of lean manufacturing, six-sigma
Improvement of technical infrastructure
Alignment of ERP implementation with business requirements
Risk management and mitigation planning activities
Organization change management, communication and training activities
Integration between the core ERP system and business processes, systems and stake holders
Definition of ERP measure of success
Optimization of measurable business benefits
Functional and technical development and support
ERP Implementation method:

Fugo Consulting:
Project Planning, Gather requirements, Critical business processes, Customizing, Prototyping, Testing, Additional functionality, Go-Live, Warranty support.
Off-Shore-Onsite ERP Implementation methodology:
Define:

Project scope
Work content definition
Project plan
Business requirements
Conversions and interfaces
User signoff

Design:

Gap analysis
Configuration of the base system
Development of customization or extension
Design of conversions
Interface designs
Solution foot print design signoff

Configure:

Business process mapping to establish functional flows
Development of custom code over and above base application functionality

Solution footprint unit testing

Deploy

Migration of tested code to the target instance for production
Creation of base instance setups followed by conversions, interfaces and customization
Ready for go-live

Support

Help the client to build necessary skills
Planning of transition for handover of the system to the client team.

2. a. **What are the objectives of ERP implementation?**

The objectives include characteristics such as:

- Scope
- Speed
- Resources
- Risk
- Complexity
- Benefits

b. **Explain the hidden costs of ERP implementation.**

Training
Customization
Integration & Training
Data Conversion
Data Analysis
Consultants
Brain drain(employee turnover)
Continuing maintenance

3. a. **Explain the role of vendors and consultants in ERP implementation**.

Roles of vendors:

1. Vendor should supply the product and its documentation as soon as the contract is signed.
2. The vendor is responsible for fixing any problems in the s/w that the implementation team encounter.
3. Another role the vendor has to do is to play the role of the trainer.
4. Customize as per business need.

Roles of the Consultants:

1. Administering each of the phases of the implementation.
2. Consultants should add value to the project.
3. Consultants should also remain impartial while questioning current company process.

4. a. **Explain ERP implementation life cycle with neat diagram**

Pre-evaluation Screening:
When the company has decided to implement the ERP the search for the convenient and suitable ERP package begins.

Package Evaluation:
The objective of this phase is to find the package that is flexible enough to meet the company's need or in other words, software that could be customized to obtain a 'good fit'.

Project Planning Phase:
This is the phase that designs the implementation process. Time schedules, deadlines, etc. for the project are arrived at. The project plan is developed in this phase.

Gap-Analysis:
This is the most crucial phase for the success of the ERP implementation.
Simply it is the process through which companies create a complete model of where they are now, and in which direction they want to head in the future.

Reengineering
The second use of the word 'reengineering' in the ERP field focus on the Business Process Reengineering (BPR)

Configuration
In this case business process has to be understood and mapped in such a way that the incoming ERP solutions match up with the overall goals of the company.

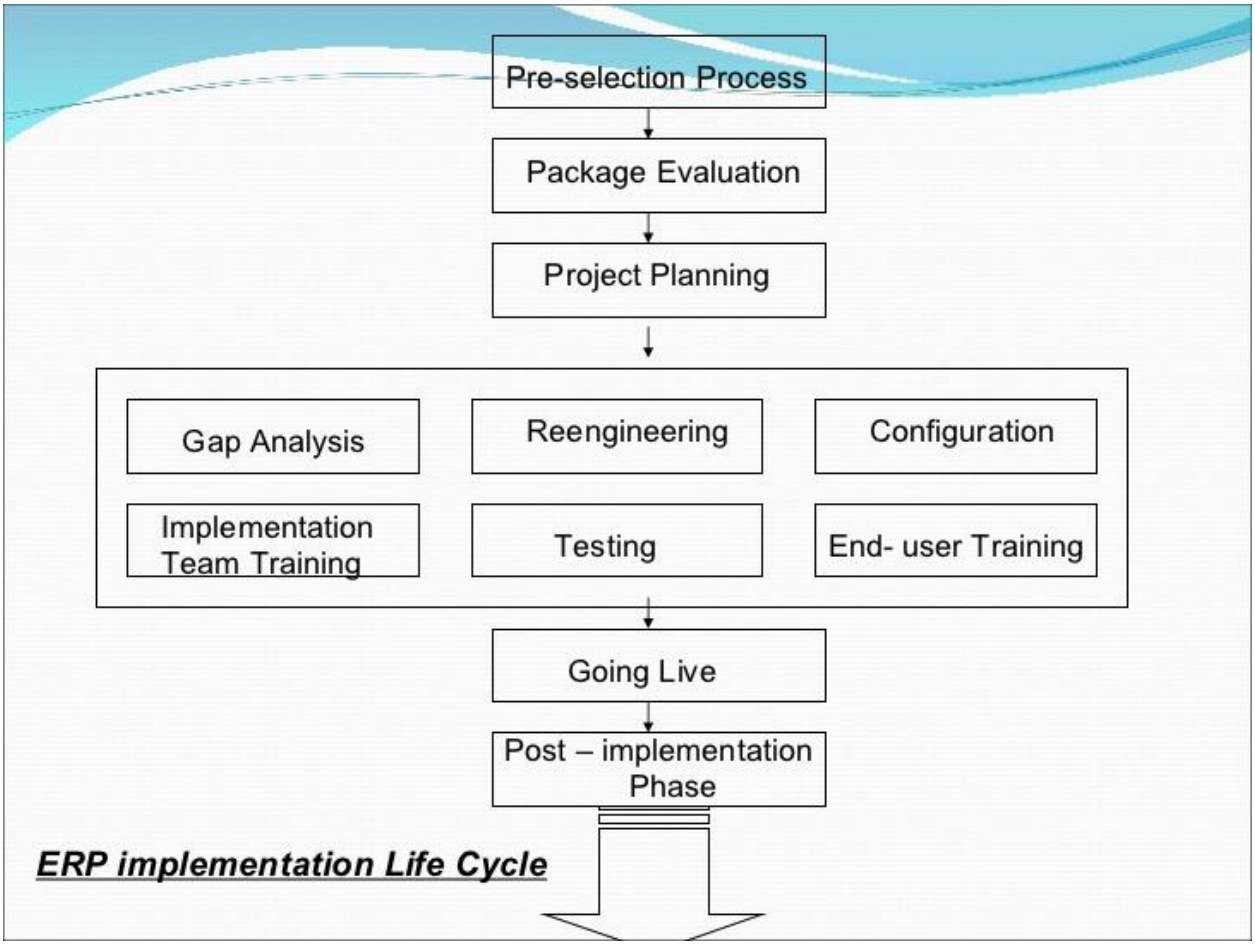
Implementation Team Training
This is the phase where the company trains its employees to implement and later, run the system.

Testing
The test cases must be designed to specifically to find the weak links in the system and these bugs should be fixed before going live.

Going Live
In this phase all data conversion must have been done, and databases are up and running; and the prototype is fully configured and tested.

End-user training
The employees who are going to use the new system are identified and their skills are noted.

Post – implementation
There must be enough employees who are trained to handle the problem that might occurred when the system is running.



5. a. **Explain Project Management and monitoring**.

ERP Project Management

1. Project Integration management
2. Project Scope management
3. Project Time management
4. Project Cost Management
5. Project Quality management
6. Project Human Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement management

6. a. **Describe the connections between ERP, internet and www and how the integration of all the three, makes the ERP more efficient.**

ERP	**Extended ERP**	**ERP- II**
Material Planning	Scheduling	Project Management
Order Entry	Forecasting	Knowledge Management
Distribution	Capacity Planning	Workflow
General Ledger	e-Commerce	Customer Relationship Management
Accounting	Warehousing	Human Resource Management
Shop-Floor Control	Logistics	Portable Capability, Integrated Financials, Internet & WWW integration

7. a. **Discuss the limitation of ERP system. What are the implementation requirements of integrating BA as the front to an ERP system?**

Limitations of ERP System:
Managers cannot generate custom reports
ERP Systems provide only current status
Data in ERP application is not integrated with other enterprises

Implementation of Successful BA front-end to an ERP solution:
Clarify business objectives and obtain executive sponsorship
Begin with a reasonable scope and ensure adequate resource
Choose a vendor with industry expertise in both DW and ERP
Choose a DW platform that deliveries high availability
Select tools that speed implementation and reduce cost
Increase the velocity of information
Plan for Performance and growth
Close the loop for continual improvements.

8. a. **What is EAI? Explain the uses and implementation pitfalls of EAI in detail.**

Enterprise Application integration (EAI) is a process of linking these applications and others in order to realize financial and operational competitive advantages. In an era of economic globalization and e-business, Enterprises are struggling with the ERP system in achieving objectives like a maintain a competitive edge , providing access to the global trading environment etc.

Uses of EAI:

Data (Information)integration
Process integration
Vendor independence
Common façade

EAI implementation pitfalls:

1. Constant change
2. Lack of EAI experts
3. Competing Standards
4. Thinking of EAI as a tool as opposed to a system
5. Discarding details along the way
6. Emerging requirements.
7. Unclear accountability