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Internal Assessment Test II – Nov. 2017

Sub:	Enterprise Resource Planning					Sub Code:	16MCA352	Branch:	MCA
Date:	9.11.2017	Duration:	90 min's	Max Marks:	50	Sem	III A		OBE
Note : Answer FIVE FULL Questions, choosing ONE full question from each part									
<u>PART I</u>									
1	Explain in detail all three ERP market Tiers						MARKS	CO	RBT
	OR								
2	Discuss on Marketplace dynamics- On premise ERP and On demand ERP						[10]	CO3	L1
	<u>PART II</u>								
3	Discuss all the products of SAP AG						[10]	CO3	L2
	OR								
4	Discuss all the products of ORACLE Corporation						[10]	CO3	L2

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PART III

5 List all the different phases of ERP Implementation. Explain in detail any 4 phases. [10]

CO2	L1
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OR

6 List all the implementation Methodologies by vendors and consulting firms. Explain in detail any two methodologies. [10]

CO2	L1
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PART IV

7(a) Explain Contract with Package Vendor [05]

CO2	L1
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(b) List all the roles of Package Vendors [05]

CO2	L1
-----	----

OR

8 (a) Explain Contract with Consultant [05]

CO2	L1
-----	----

(b) List all the roles of consultant [05]

CO2	L1
-----	----

PART V

9 List and Explain PMBOK identified nine knowledge areas on which project management is based [10]

CO1	L1
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OR

10 Discuss in detail Project Monitoring [10]

CO1	L1
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Q1 Explain in detail all three ERP market Tiers (10)

Ans ERP segments or tiers are created based on the company size (revenue, number of users etc) and the features required by the organization.

Large Enterprise ERP (ERP Tier 1)

The ERP market for large enterprise is dominated by three companies: SAP, ORACLE, and Microsoft. Tier 1 ERP vendors sell complex ERP products that have successfully penetrated the TIER1 market that consists of companies with annual revenues in excess of \$250 million with global ERP requirements.

The tier 1 ERP vendors have developed mid-market pricing and implementation strategies to make them more appealing to the mid-market buyer.

Mid-Market ERP (ERP Tier II)

The tier II market is the largest of all the tiers in terms of the number of potential customers. The customers of tier II software usually are in the \$25 million to \$250 million dollars. Vender in this class includes Infor, QAD, Glovia, Sage, IFS, Epicor, ABAS, CDC software, Cincom and others. The benefit to a Tier II ERP product is that they are designed and priced for the middle market.

Small Business ERP (ERP Tier III)

Tier II software is designed for single site customers of under \$25 million dollars. These are companies with 5 to 30 users and have less demanding needs. Often these companies have just grown out of the accounting packages and are looking to expand their capabilities.

Vendors in this class include Consona, Exact Global, Expandable, Activant Solutions, NetSuite, Smarter Manager, etc.

Tier I ERP Products	Tier II ERP Products	Tier III ERP Products
For companies with annual revenue more than \$250 million	For companies with annual revenue between \$25 million and \$250 million	For companies with annual revenue less than \$25 million

High Complexity	Medium Complexity	Limited Complexity
Highest cost of ownership	Medium cost of ownership	Lowest cost of ownership
Can be used in many industries	Vertical industry focus	Vertical industry focus
Industry specific solution for most industries	One product for all industries	One product for all industries
Largest ERP Companies	Medium ERP Companies	Small ERP Companies
International operations	International operations	-
Multilanguage, multicurrency capabilities	Can have Multilanguage, multicurrency support	-

Q2 Discuss on Marketplace dynamics- On premise ERP and On demand ERP(10)

Ans The basic difference between on-premise ERP and on-demand ERP is clear: On-premise ERP solutions are installed locally on your company's hardware and servers and then managed by your IT staff while on-demand ERP—also called SaaS, or Software-as-a-Service—is provided as a service. With this type of deployment, a company's ERP software and its associated data are managed centrally (in the Internet "cloud") by the ERP vendor and are accessed by customers using a web browser.

MARKETPLACE DYNAMICS-ON-PREMISE ERP

SAP and Oracle are the two biggest names in the ERP market. The companies have competed head-to-head with each other for decades and both have demonstrated keen ability to adapt to the changing demands both of their clients and the economic environment. Although Microsoft Dynamics is not quite of the same scale as SAP and Oracle, the three together comprise the entirety of the Tier I ERP market. Each have grown to offer solutions to suit clients outside of their historical target market; SAP and Oracle now are becoming more viable for small and mid-sized businesses while Microsoft Dynamics is now more viable for mid- to large-sized businesses.

The growth of the ERP market is fueled by the following three factors.

- ERP vendors are continuing to expand market presence by offering new applications such as supply chain management, sales force automation, customer relationship management, business analytics and business intelligence, and human resources
- To sustain their rapid growth, ERP vendors will look to sell more licenses into their installed base
- While ERP originated in the manufacturing market, ERP usage has spread to nearly every type of enterprise including retail, utilities public sector and health care

MARKETPLACE DYNAMICS--ON-DEMAND ERP

In 2011, the on-demand or SaaS-ERP comprised just two percent of the ERP market. SaaS-ERP accounted for 14.1% of the total SaaS market. The other solutions that are part of the SaaS market are CRM(31.4%), Content Communication and Collaboration (26.4%) and others (28.1%).

According to forecast study, the SaaS ERP which is just 2% of the ERP market is expected to grow by about 21% annually through 2015 to reach 4%

SaaS ERP gained momentum as SMEs started opting for it because of the low initial cost. Another factor that led to the on-demand ERP market was the decision by SAP and Oracle to come out with SaaS products. IT departments are attracted to the SaaS model because it provides relief from disruptive version upgrades and manages a large number of disparate applications.

As SaaS ERP solutions eliminate the need to install hardware and ensure easier and faster implementation, executives involved in technology decision-making across businesses are increasingly turning to these solutions. However, the penetration of SaaS within ERP varies greatly between sub-segments, with Human Capital Management (HCM) having the most penetration. The availability of HR systems as SaaS which can be paid for on a monthly subscription basis—helps companies manage HR data in real time. Some of the core HR areas for SaaS that are gaining importance are labor management, HR administration payroll and recruitment

Q3 Discuss all the products of SAP AG (10)

Ans **Business Suite**

With SAP Business suite, you can run your operations from procurement to supply chain management efficiently with applications that integrate seamlessly with one another. You can get all of your lines of business working together - aligning processes, gaining efficiencies, and sharing information across the organization for better decision making. You can collaborate both within and outside your business network - relying on a single platform, leading services, and integrated solution, delivered on premise, on demand, and on device

The business applications that are part of the Business suite are Customer Management (CRM), Enterprise asset management, Financials, Human capital management, Procurement, Product Lifecycle Management (PLM), Supply Chain Management (SCM), etc These applications can also be integrated with SAP ERP for the most efficient functioning of the enterprise.

SAP Analytics

You can improve the efficiency and effectiveness of your organizations by using the features provided by SAP Analytic. With SAP analytics, you have virtually unlimited knowledge at your fingertips. The analytics software can help you process massive amounts of data instantly-for real time insights you need to make more informed decisions anytime and anywhere-even from your mobile device.The analytics solutions include applied analytics, business intelligence, data warehousing, enterprise information management, enterprise performance management, governance, risk, and compliance, etc

SAP ERP

SAP ERP is SAP's flagship ERP product. It was earlier known as SAP R/3.In 2004, SAP R/3 was replaced with the introduction of ERP Central Component (SAP ECC). SAP ECC is the foundation software to which the different functional modules can be integrated.

The modules available are financials (financial accounting and management accounting), human capital management (hr and payroll, time and attendance, and talent management), sales and service (sales order management, aftermarket sales and service, professional service delivery, and incentive and commission management), procurement and logistics execution (procurement, inventory and warehouse management, inbound and outbound logistics, and transportation), product development and manufacturing (product development, product data management, production planning, and manufacturing operations), corporate services (plant maintenance, project management, quality management, and travel management), etc.

SAP's industry specific solutions are available for more than 24 industries including aerospace and defense, automotive, banking, chemicals, consumer products, defense and security engineering, construction, and operations, healthcare, higher education and research, high tech, industrial machinery and components, insurance, life sciences, media, mill products, mining, oil and gas, professional services, public sector, retail, telecommunications, transportation and logistics, utilities, wholesale distribution, etc.

SAP Business One

Designed specifically for small businesses that want to fully integrate their end-to-end business and grow, the SAP Business One application provides a single, affordable solution for managing the entire business, including accounting, financials, sales service, customer relationships, warehousing, and operations

SAP Business by Design

SAP Business by Design is a SaaS solution that is ideally suited for SMEs and subsidiaries of large corporation. It is a complete suite that can run your wholeenterprise-financials human resources, sales, procurement, customer service, and supply chain.

Business All-in-One Solutions

SAP Business All-in-One solutions are designed for midsize or quickly growing small companies that need to optimize their business and outperform their competition. For companies that want to focus on operational excellence, business agility, and customer intimacy, the solutions provide in-depth functionality for running the entire business efficiently.

Q4 Discuss all the products of ORACLE Corporation (10)

Ans Oracle Applications provide complete choice and a secure path for customers to benefit from the latest technology advances. Oracle offers more than ten comprehensive product lines, including Oracle E-Business Suite, Siebel, Fusion, Primavera, PeopleSoft, JD Edwards, etc. Each product line is designed to meet specific business needs in areas such as sales, business intelligence, enterprise resource planning, commerce, and more

Oracle E-Business Suite

Oracle E-Business Suite is the most comprehensive suite of integrated, global business applications that enable organizations to make better decisions, reduce costs, and increase performance.

With hundreds of cross-industry capabilities spanning enterprise resource planning, customer relations management and supply chain planning, Oracle E-Business Suite applications help customers manage the complexities of global business environment no matter if the organization is small, medium, or large in size.

Siebel

Oracle's Siebel is one of the world's most complete Customer Relationship management (CRM) solutions and help organizations differentiate their businesses to achieve maximum top-and-bottom-line growth. Siebel delivers a combination of transactional, analytical, and engagement features to manage all customer-facing operations. With solutions tailored to more than 20 industries, Siebel CRM delivers comprehensive on-premise and on-demand CRM solutions that are tailored industry solutions with role-based customer intelligence and pre-built integration.

Oracle Fusion Applications

Oracle Fusion Applications were designed, from the ground up, using the latest technology advances and incorporating the best practices gathered from Oracle's thousands of customers. They are 100% open-standards-based business applications that set a new standard for the way we innovate, work, and adopt technology. The Fusion applications include CRM, SCM, financials, governance, risk and compliance, human capital management, procurement, project portfolio management, etc.

Oracle Primavera

Oracle Primavera is the leading Enterprise Project Portfolio management (EPPM) solution for project-intensive industries. It offers best-in-class capabilities focused on mission-critical PPM requirements of industries like engineering and construction, discrete and process manufacturing,

public administration, financial services and others. Oracle Primavera enables enterprise agility, team productivity, portfolio predictability and overall project management efficiency. The result is the ability to drive down costs, minimize risk and deliver results to key stakeholders.

Oracle's PeopleSoft Applications

Oracle's PeopleSoft applications are designed to address the most complex business requirements. They provide comprehensive business and industry solutions, enabling organizations to increase productivity, accelerate business performance, and provide a lower cost of ownership Oracle continues to introduce new PeopleSoft functionality. More than 200 additional features have been added since the initial PeopleSoft 9.1 release, and more are coming through the PeopleSoft Release Process Model. Oracle's PeopleSoft Release Process Model provides multiple methods for delivering new features between Major releases. Feature Packs, bundles, and maintenance packs give you the flexibility to add the features you need without impacting your productivity or business activity.

Oracle's JD Edwards EnterpriseOne

Oracle's JD Edwards EnterpriseOne is an integrated applications suite of comprehensive enterprise resource Planning software that combines business value, standards-based technology, and deep industry experience into a business solution with a low total cost of ownership. EnterpriseOne is the first ERP solution to run all applications on Apple iPad. JD Edwards EnterpriseOne also delivers mobile applications. Only JD Edwards EnterpriseOne offers more choice of databases, operating systems, and hardware so you can build and expand your IT solution to meet business requirement. JD Edwards delivers over 80 application modules to support a diverse set of business process and key industry solutions such as consumer package goods, manufacturing, asset intensive, and Project and services.

Oracle's JD Edwards World

Oracle's JD Edwards World is single platform solution enables better collaboration both within and outside your business network. Get all of your lines of business working together sharing information, boosting performance, trimming costs, and driving profitable growth. JD Edwards World takes your organization down the path of profitable and redefines what your industry can do by providing a large portfolio of business processes and key industry solutions such as consumer packaged goods, manufacturing, asset intensive projects and services. JD World's built for the IBM Power Systems, System i models, and allows you to stay on top of enterprise topics, trends, and challenges.

Q5 List all the different phases of ERP Implementation. Explain in detail any 4 phases (10)

The different phases of ERP implementation are given below:

SNO	PHASES	DESCRIPTION
1	Pre-evaluation screening	The purpose of this phase is to eliminate those packages that are not at all suitable for the company's business Processes.
2	Package evaluation	In this phase the ERP package that is best suited for the organization is selected.
3	Project planning Phase	In this phase the details of how to go about the implementation are decided. In this phase the time schedules, deadlines, etc. for the project, are arrived at.
4	Gap analysis	This is the process through which companies create a complete model of where they are now and where they want to be headed.
5	Reengineering	It is in this phase that human factors are taken into account.
6	Customization	In this phase, the ERP is modified to suit the business processes of the organization.
7	Implementation team training	This is the phase where the company trains its employees to implement and later run the system.
8	Testing	This is the phase where the system that is being implemented is tested for any problems, bugs, errors, etc.
9	Going live	This is the phase where ERP is made available to the entire organization,
10	End-user training	This is the phase where the actual users of the system will be given training on how to use the system.
11	Post implementation	This is the phase where the ERP system is used for conducting the business.

PRE- EVALUATION SCREENING

- Pre-Evaluation Screening is the phase which starts when company decides to go for an ERP System. The search for perfect ERP package starts.
- There are many ERP packages available. Analyzing all the packages and deciding is not easy and it is a very time consuming process. So, it is better to limit the number of packages to be evaluated (max 5).
- It is always better to do a thorough and detailed evaluation of a small number of packages.
- Not all packages are same - each has its own weakness and strength. Some packages can be good in some areas while in other sectors they may not.
- The pre-evaluation process should eliminate those packages that are not suitable for the company's business processes.
- Once few packages are screened, detailed evaluation process starts.

PACKAGE EVALUATION

- The Package Evaluation/selection process is one of the most important phases of the ERP implementation, because the package you select will decide failure or success of project.
- Since ERP packages are so expensive, once purchased, it is not an easy task to switch to another one. So, do it right the first time.
- While making the analysis, the important point that should be kept in mind is that, none of the ERP package is perfect.
- The objective of the selection process is to find whether it is a perfect fit or a good fit.
 - **Perfect fit** - To identify a package that covers each and every requirement
 - **Good fit** - To find a package that is flexible enough to meet the company's needs-
- Once the packages to be evaluated are identified, the company needs to develop selection criteria that will permit the evaluation of all the available packages.
- Few important points to remember while evaluating the ERP software includes
 - a. Functional fit with the company's business processes
 - b. Degree of integration between the various components of the ERP system
 - c. Flexibility and scalability
 - d. Complexity
 - e. User friendliness
 - f. Quick implementation
 - g. Ability to support multi-site planning and control
 - h. Technology - client/ server capabilities, database independence, security
 - i. Availability of regular upgrades
 - j. Amount of customization required
 - k. Local structure infrastructure

- l. Availability of reference sites
- m. Total costs - including cost of license, training, implementation, maintenance, customization and h/w requirements

PROTECT PLANNING PHASE

- This is the phase that designs the implementation process.
- In this phase details of how to go about implementation, schedules and deadlines etc are decided.
- This phase will decide about when to begin, how to do it and when the project is supposed to be completed and what to do when things get out of control.
- The project planning is usually done by a committee constituted by the team leaders of each implementation group.
- Implementation team members are selected and their roles and responsibilities are identified and assigned.
- This committee will meet periodically throughout cycle to review process and chart the future course of action.

GAP ANALYSIS

- Gap analysis is a phase in the ERP implementation, where the organization tries to find out the gaps between the companies' existing business practices & those supported by the ERP package.
- This is the process through which companies create a complete model of where they are now and where they want to head in the future.
- The main objective is to design a model, which both anticipates & covers .any functional gap.
- It has been estimated that even the best ERP package meets only 80% of the company's functional gaps.
- One of the most affordable, but most difficult solution is to alter the business to fit the ERP package.
- Another solution is that the company can simply agree to live without a particular function.
- Other solutions include:
 - Upgrading or updating the software (low cost but risky)
 - Identifying a third-party product that might fill the gap
 - Designing a custom Program'
 - Altering the ERP source code.

Q6 List all the implementation Methodologies by vendors and consulting firms. Explain in detail any two methodologies. (10)

1. Accelerated SAP™ (ASAP)

2. Perfect Path

3. ERP implementation method

4. Offshore-on-site ERP implementation Methodology

Accelerated SAP™ (ASAP)

The ASAP Roadmap is a detailed project plan by SAP that describes all activities in an implementation. It includes the entire technical area (r support technical project management and address things like interfaces, data conversions and authorizations earlier than in most traditional implementations. The ASAP Roadmap consists of five phases:

1. Project preparation
2. Business blue Print
3. Realization
4. Final preparation
5. Go-live and support continuous change

ASAP provides examples, checklists or templates as samples. They are used as a starting point to avoid re-inventing the wheel. ASAP calls these things Accelerators.

Project Preparation

Proper planning and organizational readiness assessment are essential and give rise to the determination of the following:

1. Full agreement that all company decision-makers are behind the project
2. Clear project objectives
3. An efficient decision-making process
4. A company culture that is willing to accept change

ASAP's uses Project Estimator to guide the project team through a series of pre-defined questions and drives interviews with senior executives and key operating managers about their expectations of mySAP and the speed of its deployment.

Business blueprint

- During this phase training begins on mySAP's integrated business systems.

- Level 2 hands-on training provides a step-by-step education of mySAP business, process skills.
- The business blueprint is a visual model of your business' future state,
- It will allow the project team to clearly define the scope, and only focus on the mySAP processes needed to run the business.

Realization

- First the baseline system will be configured.
- Second' the system is fine-tuned to meet all of the business process requirements. since the initial configuration is based on the blueprint, the baseline system gives a real-world view of how the business transactions will actually run.

Final preparation

- The mySAP system should be fine-tuned.
- Necessary adjustments are made in order to prepare the system and the business for production start-up' Final system tests are conducted and end-user training is completed. Initial audit procedures are developed.

Go-live and support

Procedures and measurements are developed to review the benefits of the mySAP investment on an ongoing basis. SAP support and services are provided to ensure that the system continues to run smoothly. The online service system (OSS) provides electronic support using a remote connection-. It is easy to use store house of information defining what to do, who should do it and how long it should take.

PERFECT PATH

PERFECT Path is the ERP implementation methodology of panorama consulting solutions. Panorama's board and independent experiences allows clients to implement ERP more effectively than if they tried to do it themselves or with a software vendor, system integrator, or value-added reseller (VAR). Panorama serves the organizations single point of accountability during an ERP implementation by focusing on the following activities.

- 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, and other industry-specific skill sets into the overall business transformation

- Improvement of technical infrastructure
- Alignment of ERP implementation with business requirements
- Risk management and mitigation planning activities
- Integration between the core ERP system and business process, systems, and stakeholders
- Definition of ERP measures of success
- Optimization of measureable business benefits
- Functional and technical development and support

Q7(a) Explain Contract with Package Vendor(5)

- Most software vendors will have standard contracts, drafted by their legal department. The contracting company should go through the contract and if they find the terms and conditions agreeable, should sign the contract.
- In reality, the contract signing process is not that much smooth. Many times, the lawyers from both sides may have to sit together and check out the differences.
- It is to be remembered that the relationship between the vendor and the contracting company is not a onetime affair.
- The vendor should be made partner in the company's future plans.
- The vendor will be upgrading their product as advances are made in technology, by adding new modules and features
- The contracting company, being an existing customer, should get benefit of these updates. The contracting company should include all these things in their contract.
- The major points that should be in the contract with the package vendor are:
 1. Value of the software and conditions of payment
 2. List of deliverables (software, documents, etc.)
 3. Mode of delivery and installation help
 4. Copyright and ownership issues
 5. Software license
 6. Third-party software compatibility, integration or interfacing and integration support
 7. Operating system
 8. Hardware/ liability
 9. Conditions and concessions for acquiring complementary modules
 10. Cost of increasing the number of end-users
 11. Cost of implementation training
 12. Cost of end-user training
 13. Annual maintenance fee
 14. Warranty or guarantee terms
 15. Terms and conditions for the receipt of new versions, upgrades...

15. Details of technical support-on-site, telephonic and so on
17. Terms and conditions for customization
18. The profile of the vendors team who will be assisting the company in implementation
19. Other specific responsibilities assigned to the vendor
20. Cancellation of license

(b)List all the roles of Package Vendors(5)

- First and foremost, the vendor should supply the product and its documentation as soon as the contract is signed.
- The vendor is responsible to fix the errors which are found during the implementation process so it becomes necessary, that the vendor should have a liaison officer who should constantly interact with the implementation team.
- The vendor also has to provide the initial training to the company's key users and also to the people who are involved in the implementation Process.
- The vendors training should explain how the package works, what are major components, how the data and information flows across the system, what is flexible and what is not, what can be configured and what cannot, what can be customized and what should not, what are the limitations, what are the strengths and weaknesses and so on.
- The main objective of the vendor training is to show how the system works and not to show how it is implemented.
- The vendor demonstrates the product as it exists and highlights what are the possible options available.
- The trainees should use these training sessions to question the vendor on all aspects of the system.
- The vendor gives the project support function and also takes care of the quality control factor with respect to how the product is implemented.
- The vendors participate in all the phases of an implementation in which he gives advices, answers to technical questions about the product and technology.
- In case, there is gap between the package and the actual business process then it is the job of a vendor to customize(alter to suit the company's purpose) the product and make necessary modifications.
- It is the vendor who understands the finer details of the product and can make valuable suggestions and improvements that could improve the performance of the system

Q8 (a) Explain Contract with Consultant (5)

- The objective of the company is to make the ERP package work successfully as documented.
- Consultants are another group of people in the ERP implementation project.

- The company expects from the consultants is to make the project success by ensuring that the implementation will be completed in time and avoid costs overrun and the user training will be done to everybody's satisfaction.
- The following are some of the points that should be included in the contract with the consultants:
 1. Profile of the consultant's team with resume of each member
 2. Consulting fee and payment conditions
 3. The time schedule and the implementation budget
 4. The projected improvements in quantifiable terms and the time required for showing the results
 5. Implementation methodology
 5. Terms and conditions of knowledge transfer and employee training
 7. List of deliverables (reports, manuals, knowledge bases, etc.)
 - 8- Other specific activities the consultants are supposed to do
 9. Reporting mechanism to the company management
 10. Project monitoring and status reporting systems

(b) List all the roles of consultant (5)

- The consultants are involved in the implementation process of the organization.
- They consultant should guarantee the success of the project and should be able to show the results such as reduction in cycle time, increased response time, improved productivity, etc to the satisfaction of the company management.
- They are responsible for the administration of all the phases of the implementation so that the required activities occur at the scheduled time and at the desired level of quality with effective participation with all those who must participate.
- The consultants have to transform their approaches and methodologies into detailed work plans. The methodology will have to be converted into tasks and should be allocated to the right people. The time schedule for each phase and each task has to be determined and the project plan has to be finalized.
- They should add value to the project. They provide knowledge about the packages and the implementation process, which gives the employees the practical experience.
- They will know what will work and what will not. Thus by eliminating the trial and error method of implementation, and by doing it right the first time, the consultants help in saving huge amounts of money, time and effort.
- They should strive to improve the company's business Processes. Refining the company's processes can optimize the performance of the system and maximize future user satisfaction.
- They should present the real picture to the users. They should ask questions that the vendors are trying to avoid and &e users are unaware of.

- The consultants are also responsible for analyzing and clearly addressing the customization needs. It is the duty of the consultants to present the advantages and drawbacks of each area and reach a good decision.
- Maintaining technical documentation of the project is also the duty of the consultant.
- The consultant will leave once the project is complete but the knowledge of the project must stay within the organization. So, the consultant should create a knowledge base and should train enough people so that the work they have started is continued.

Q9 List and Explain PMBOK identified nine knowledge areas on which project management is based (10)

- The nine knowledge areas are:
 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 communication management
 8. Project risk management
 9. Project procurement management

1. Project Integration Management

Top managers in particular, may not realize the level of efforts required from staff in areas that are going to be affected by the new systems and sometimes expect these staff members to carry on with their normal duties in addition to their role in the ERP project. Setting up full time team, back-filling the positions left vacant by team members or having members on special training workshops so they understand what is expected of them, should all be taken into consideration at the outset. Preparedness is crucial but is often lacking

2. Scope management

A ERP system imposes its own logic on a company's strategy, organization and culture and if a definite scope statement is not articulated early in the project, the ERP system will drive the company toward full integration even though a certain degree of business unit segregation may be the optimal solution.

A lack of understanding of the scope of the system may result in a conflict between the logic of the system and logic of the business.

The key to ERP scope management is to identify the areas requiring work around and to understand their implications for the long-term activity of the firm.

3. Time management

Depending on the size of the organization and the scope of the project, implementing an ERP system may take years because of the need to be rolled out across multiple sites, lines of business and countries.

4. Cost Management

The total cost of implementing an ERP system includes the cost of licensing, training, implementation, maintenance, customization and h/w requirements. ERP projects are characterized by a lot of hidden cost like training, consultants fee and so on.

5. Quality management

Various methodologies have been put forward to ensure the package is implemented in a manner, which ensures the quality of final system, i.e. that the system is implemented in an efficient manner and the objectives are met.

6. Human Resource Management

An ERP implementation is a major undertaking which requires management to assemble the best possible team to plan, execute and control the project.

Responsibility for the implementation should be given to those individuals who have high degree of knowledge of the business and the way that its component parts interact.

7. Communication Management

Organization finds it very difficult to communicate internally, each department viewing its information as its own and being reluctant to share it. Indeed, implementation team members discovered that it was easier to learn and share experiences with people from outside their organization than within inter-organizational teams. This is where the primary benefit of using consultants to aid implementation is apparent

Q10 Discuss in detail Project Monitoring (10)

- One of the main roles of the members of the executive committee is project monitoring -that is to check and verify that the work that is being done is satisfactory and that the momentum, morale and enthusiasm of the work team who are performing the tasks is maintained.
- The key players in the project tracking and monitoring are the project management team and the executive committee.

- Before implementation starts the consultants and the company representatives will sit together and prepare a work plan or project plan.
- The work plan contains numerous activities, the man-hours required to complete them and the resources need perform the tasks.
- The work plan or the project plan forms the basis for project tracking and monitoring.
- All the parties involved-the executive committee, the vendor, the consultants and the in-house team- should be in agreement with the contents of the plan.
- The adherence to the plan, and constant monitoring and taking appropriate corrective actions before the project gets out of control will ensure the success of the project.
- The frequency of monitoring by the executive committee depends on the situation-
- If the company has really assigned its best personnel to do the job, then there will be a natural monitoring of the project's daily activities.
- The company professional assigned to serve as the project owner or sponsor is in an ideal position to evaluate how things are going.
- Since the ERP implementation project runs into months, it is quite adequate that the executive committee meets once in a week or once in two weeks.
- Another way is to setup milestones in the project plan and to have a meeting when the milestones planning completion date is over.
- But there are no hard and fast rules regarding how frequently the executive committee should meet.
- During the final stages of the project when the system is being tested the committee might need to meet more frequently to discuss the various issues that could arise.
- Since these meetings will be of a managerial nature, the project management team should prepare a presentation that describes the situation at a level of detail appropriate to the audience.
- It is a good idea that the material used in the presentation should also serve to document in the status of the project till that date.
- This is important because, in order to track the progress at fugue meetings, it may become necessary to recall the issues presented in a previous meeting, so as to explain why the evolution of the work has taken a particular note.