

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM(A-B-FS) Tri-III (Batch 2017-2019)

Subject: Enterprise Resource Planning
End-Term Examination

Maximum Marks: 50

Duration: 3 hrs

Date: 31/03/2018

Q. 1 Answer any 6 from the following [6 x 5 = 30]

1. Explain importance of compelling business case and its advantages over traditional business case.
2. Explain how IT investments are classified in four quadrant. Explain each one of them. Also mention where ERP investment will get classified.
3. What is enterprise application integration?
4. Discuss the critical success factors of ERP deployment
5. How will you execute the Gap analysis phase of ERP implementation for a very large manufacturing industry? Discuss the steps involved in this scenario.
6. Describe briefly the risks during ERP implementation
7. Give an overview of the data migration process.

Q. 2 CSS, Mumbai based premier MNC, Involved in the design, manufacturing, global marketing and selling of its high demand products such as lather Bags, Footwear, Sports shoes, apparels etc right from 2010. This profit making firm decided to adopt ERP in 2015 and fully implemented the ERP system by 2016 in its many modules say CRM, Manufacturing, HR, SCM, FICO etc by renowned ERP Vendors. Initially ERP was seen as a success, but of late especially after July 2017, the firm's customer attrition, operating cost etc started increasing whereas the sales volume has come down. Having invested huge amonut in ERP implementation and maintenance the firm is now puzzled and want to identify the probable failure factors responsible for this ERP debacle. The 3 BS2119 firm has approached you and in your assumed role as a ERP Management Consultant prepare and present the firm with a 'Generic Report' incorporating the most

probable factors, possible avenues (both Internal and external) along with any other solid reasons for the ERP failure, as identified by you. You may assume relevant data for this case, but the same needs mention in the report. Justify your report with valid points as well as your valuable suggestions for the Firm to overcome the debacle.

[10Marks]

Q. 3 Read the scenario carefully and answer the questions

Select comfort is the bed that invented the "sleep number" system, which provides a range of mattress firmness setting to accommodate sleeping preferences. Founded in 1987, the Minneapolis, Minnesota-based company delivered net sales of \$691 million in 2005. The company has 32U.S.-issued or pending patents and was ranked by Furniture/Today as the top bedding retailer in the nation for the sixth consecutive year. Needless to say, a company of this size depends on enterprise-wide software systems to provide access to valuable information throughout the organization. A few years ago, Select Comfort began moving away from its hard-to-maintain legacy systems to integrated enterprise resource planning (ERP) software. The e-Business Suite from Oracle provides ERP services through a convenient Web-based interface. The suite helps Select Comfort coordinate its sophisticated made-to-order manufacturing operations in South Carolina and Utah, and keep mattress orders flowing smoothly from the store to the factory to the consumer's home. Select Comfort adopted several e-Business Suite modules to assist in varying parts of its business: an order management module to fulfill the hundreds of mattress orders it receives daily, a customer relationship management (CRM) module for keeping track of customer interaction, and modules that handle typical business needs such as assets management, general ledger, payables, purchasing and receivables. The ERP system ensures that all these modules and services are synchronized and centralized so they can provide up-to-date information. Seeking to make use of the latest technologies, Select Comfort adopted business intelligence (BI) software from Siebel Systems, Inc. BI software allows a business to combine its databases and extract use information to apply to business strategies. The BI software from Siebel caught the interest of Select Comfort because of its power and ease of use. Select Comfort plans to deploy Siebel Business Analytics to 2,500 users company-wide by

2008. The software will deliver alerts and dashboard capabilities to show how the company's 400 stores are performing in real time. Select comfort had concerns about using enterprise-wide software from two vendors, Oracle and Siebel. When companies adopt new software, the software, the software must be able to integrate with existing systems. Select Comfort resigned itself to the fact that it would have to work with Siebel on integration issues. Shortly after Select Comfort purchased the Siebel software, Oracle announced that it was purchasing Siebel. The partnership means that the Siebel BI software will eventually be integrated with oracle's database and ERP software. David Dobrin, an analyst at B2B Analysts, Inc., in Cambridge, Massachusetts, said Select Comfort will likely have to wait for a strong link between the products. Integration "will take years and years, and probably Oracle will have to do a major revision to data systems," he said.

Questions:

1. What benefits does Select Comfort's ERP system provide that Individual software solutions from a variety of vendors could not?
[5 Marks]
2. What risk did Select Comfort assume when it chose software from a different vendor?
[5 Marks]

-----End of Paper-----