

Contents

1	ERP as a Business Enabler	1
1.1	Introduction	1
1.2	Evolution of ERP	2
1.2.1	Scope for MRP-I.....	3
1.2.2	MRP-II.....	4
1.3	Need for ERP	6
1.4	Overview of ERP	7
1.5	Modules of ERP	8
1.5.1	Components of Material Management Module.....	8
1.6	ERP Life Cycle.....	9
1.7	How ERP Improves Productivity of Business Processes.....	11
1.8	Benefits of Automation Through ERP	12
1.8.1	Collaboration Approach.....	12
1.8.2	Cross Functional Barrier is Broken	13
1.8.3	Integration of Island of Automation	13
1.8.4	Key Principles for Integration of Islands.....	14
1.9	ERP Products.....	17
1.9.1	SAP	17
1.9.2	PeopleSoft.....	18
1.9.3	Oracle	18
1.9.4	Microsoft Dynamics	19
1.9.5	Comparison of ERP Packages	19
1.10	Trend in ERP: Open-Source ERP.....	25
1.10.1	Definition of Open Source.....	26
1.10.2	Advantages of Using Open-Source ERP	26
1.10.3	Conclusion	27
1.11	MIS and ERP	29
1.12	Summary	30
1.13	Glossary.....	30
1.14	Review Questions.....	31
1.15	Project Work.....	31
1.16	Case Study.....	32

1.16.1	Background.....	32
1.16.2	Current Situation	33
1.16.3	Challenges	34
1.16.4	Discussion Points.....	34
1.16.5	Notes that will help in Discussion	34
	Further Reading.....	35
2	Introduction.....	37
2.1	Target Audience.....	39
2.1.1	Multiple Deployment Sites/Multiphase Considerations.....	39
2.1.2	Structure of the Document.....	40
2.2	Project Initiation.....	41
2.2.1	Objective.....	41
2.2.2	Prerequisites	43
2.2.3	Detail Activities	44
2.2.4	Decision Matrix/Checklist.....	46
2.2.5	Critical Success Factors.....	47
3	Core Process Analysis	49
3.1	Objective	49
3.2	Prerequisites	50
3.2.1	Business Requirement Definition.....	50
3.2.2	Business Requirement Mapping.....	50
3.3	Detail Activities.....	51
3.3.1	Business Requirement Definition.....	51
3.3.2	Core Process Analysis: Key Process Owners Training	56
3.3.3	Core Process Analysis: Business Requirement Mapping and Gap Analysis/Resolution.....	59
3.4	Deliverables (Table 3.11)	67
3.5	Decision Matrix/Checklist (Table 3.12).....	67
3.6	Critical Success Factors	67
4	Conference Room Pilot.....	71
4.1	Objective	71
4.2	Business Flow Diagram: Conference Room Pilot	73
4.3	Prerequisite.....	73
4.4	Detailed Activities	74
4.4.1	Prepare Instance Strategy	74
4.4.2	Prepare Backup Strategy	74
4.4.3	Define Application Instance Management Procedures.....	74
4.5	Install the CRP Instance	75
4.5.1	Define Application Setup	75
4.5.2	Unit Testing and CRP	78
4.6	Deliverables (Table 4.2).....	82

4.7	Decision Matrix/Checklist (Table 4.3)	82
4.8	Critical Success Factors	82
5	Customizations	85
5.1	Objective	85
5.2	Process Flow Diagram: Implementation of Customization	85
5.3	Implementation Schedule—Customization	85
5.4	Prerequisite	86
5.5	Detail Activities	87
5.5.1	Gap Analysis	87
5.5.2	Analyze Dependency	87
5.5.3	Design	88
5.5.4	Development	88
5.6	Deliverables	89
5.7	Decision Matrix/Checklist	89
5.8	Critical Success Factors	89
6	Interface and Conversion	91
6.1	Objective	91
6.2	Business Flow Diagram	91
6.3	Implementation Schedule—Interface	93
6.4	Prerequisite	93
6.5	Detail Activities	93
6.5.1	Identify Interfaces and Tools	93
6.5.2	Prepare Interface-Building Plan	94
6.5.3	Interface Designing	94
6.5.4	Interface Development	95
6.5.5	Interface Integration Testing	96
6.5.6	User Acceptance Testing	96
6.5.7	Identify and Freeze Source Data Files	97
6.5.8	Load and Validate Source File for Data Migration	97
6.5.9	Load and Validate Backlog Transaction Data	98
6.6	Deliverables	98
6.7	Decision Matrix/Checklist	99
6.8	Critical Success Factors	99
7	System Integration Testing	101
7.1	Objective	101
7.2	Business Flow Diagram	101
7.3	Implementation Schedule—System and Regression Testing (Table 7.1)	102
7.4	Prerequisite	102
7.5	Detail Activities	103
7.5.1	Define Testing Requirement and Strategy	103
7.5.2	Prepare Testing Environment	103

7.5.3	Perform System Integration Testing	104
7.5.4	Regression Testing	105
7.6	Deliverables (Table 7.6)	106
7.7	Decision Matrix/Checklist (Table 7.7)	106
7.8	Critical Success Factors	106
8	Training	109
8.1	Objective	109
8.2	Workflow Diagram of Training Process	109
8.3	Implementation Schedule: Training (Table 8.1)	110
8.4	Prerequisite	110
8.5	Detail Activity and Task List for Training	110
8.5.1	Assess User Requirements	110
8.5.2	Develop Training/User Procedures Strategy	113
8.5.3	Develop Training Curriculum and End User Documentation	114
8.5.4	Deliver Training	117
8.6	Deliverables (Table 8.6)	119
8.7	Decision Matrix/Checklist (Table 8.7)	119
8.8	Critical Success Factors	121
9	User Acceptance Test	123
9.1	Objective	123
9.2	Implementation Schedule—UAT	124
9.3	Prerequisite	124
9.4	Detail Activities	125
9.4.1	UAT Strategy	125
9.4.2	Prepare UAT Environment	125
9.4.3	Conduct UAT	126
9.5	Deliverables	126
9.6	Decision Matrix/Checklist	126
9.7	Critical Success Factors	126
10	Production Go Live	129
10.1	Objective	129
10.2	Workflow of the Production Go Live phase (Fig. 10.1; Table 10.1)	129
10.3	Prerequisite	129
10.4	Detailed Activities	131
10.4.1	Define Transition Strategy	131
10.4.2	Develop Contingency Plan	131
10.4.3	Prepare Production Environment	132
10.4.4	Set Up Applications	133
10.4.5	Implement Production Support Infrastructure	133
10.4.6	Verify Production Readiness	134
10.4.7	Integrate Custom Components	135

10.4.8 Data Migration.....	136
10.4.9 Begin Production	136
10.4.10 Maintain System.....	137
10.5 Deliverables (Table 10.12).....	138
10.6 Decision Matrix/Checklist (Table 10.13).....	138
10.7 Critical Success Factors	138
11 Rollout	141
11.1 Objective	141
11.2 Business Flow Diagram (Fig. 11.1).....	142
11.3 Implementation Schedule: Rollout (Table 11.1)	142
11.4 Prerequisites	142
11.5 Detailed Activities	143
11.5.1 Rollout Strategy (Table 11.2).....	143
11.5.2 Analyze Site-Specific Requirement.....	143
11.5.3 Prepare Production Environment (Table 11.4)	144
11.5.4 Application Setup (Table 11.5)	144
11.5.5 Integrate Custom Components (Table 11.6).....	144
11.5.6 User Acceptance Testing (Table 11.7)	145
11.5.7 Data Migration (Table 11.8)	145
11.5.8 Begin Production (Table 11.9).....	145
11.5.9 Maintain System (Table 11.10).....	145
11.6 Deliverables (Table 11.11).....	145
11.7 Decision Matrix/Checklist (Table 11.12)	145
11.8 Critical Success Factors	149
12 Project Management	151
12.1 Objective	151
12.2 Project Management Life Cycle.....	152
12.2.1 Prerequisites	152
12.2.2 Detailed Activities	153
12.2.3 Risk Management: Broad Approach	154
12.2.4 Issue/Problem Management: Broad Approach	154
12.2.5 Change Control Management: Broad Approach	154
12.2.6 Status Monitoring and Control: Broad Approach.....	157
12.2.7 Problem Reporting and Escalation	158
12.2.8 Project Completion.....	159
12.2.9 Manage Acceptance Expectations Carefully.....	159
12.3 Deliverables.....	160
12.4 Decision Matrix/Checklist	160
12.5 Critical Success Factors	160
13 ERP in B School	161
13.1 Introduction.....	161
13.2 Literature Review.....	161
13.3 Objective	163

13.4 Methodology	163
13.5 Case Study XIMB	163
13.5.1 A Step Forward by XIMB.....	164
13.6 Analysis.....	165
13.7 Conclusion.....	165
Further Reading.....	166
Index	169

Enterprise Resource Planning

Fundamentals of Design and Implementation

Ganesh, K.; Mohapatra, S.; Anbuudayasankar, S.P.;

Sivakumar, P.

2014, XII, 170 p. 29 illus., 19 illus. in color., Hardcover

ISBN: 978-3-319-05926-6