# Success of ERP System Implementation: Change Management Perspective

**Dr. Suraj Kumar Mukti**

National Institute of Technology Raipur

## ABSTRACT

*Evaluation of success of Enterprise Resource Planning (ERP) system implementation is a typical and cumbersome process for any organisation. There are no any fixed criteria to define or evaluate the success. This article addresses six key issues that affect the ERP implementation success. These issues include missions and vision, of management commitment, unclear objectives, lack of end user training, and inadequate management of knowledge and culture incompatible organization. Change management and business process reengineering are also identified as important issues.*

*Understanding of organisational culture and values & behaviour among end users are the key factors on which change management is completely based. Ideas and innovations from the organisational stakeholders should be invited by the system implementation team; hence they may relate their selves in the project to lead the ERP implementation success in the organisation. This article will assist to organisations seeking to implement ERP system*

*Keywords*

***ERP, Change management, success factors, ERP implementation***

## INTRODUCTION

Enterprise Resource Planning (ERP) is a product arrangement that absorbs business capacities and information into a solitary framework that is shared inside the business. ERP started from the assembling and arranging frameworks, and it has extended its extension to other "back-office" capacities including the administration of HR, generation arranging, and fund (Van Nieuwenhuyse et al., 2011). As of late, ERP has incorporated different business capacities and augmentations, for example, production network administration and client relationship to accomplish vital objectives.

The key goal of coordinating ERP is to enhance the working proficiency of business by enhancing business forms and diminishing operation costs (Beheshti, 2006). ERPs permit the correspondence of various business offices that have differing needs by sharing data in a solitary, far reaching framework. Accordingly, ERP encourages collaboration and associations between all units and procedures of a business (Harrison, 2004). ERP assumes a basic part in institutionalizing procedures and information inside business best practices. The business can streamline the stream of information between various parts of the association by making a one-exchange framework. As indicated by Hitt et al. (2002), the institutionalization of procedures permits a more prominent level of interoperability that was intricate and exorbitant to accomplish with most remain solitary, custom-manufactured frameworks. The institutionalization and coordination of procedures combined with the successful information stream permits in the association to bring together its regulatory exercises, enhance its capacity to convey new data frameworks and decrease the cost of keeping up data frameworks (Siau, 2004).

These favourable circumstances and advantages of ERP have made ERP the foundation of business insight for organizations by giving administrators a coordinated perspective of the considerable number of procedures with the association. ERP is intended to adapt to new business request easily. Countless and organizations have received ERP over the previous decade, and income of ERP showcase keeps on growing all the more quickly (Dover,2012)

International Journal of Engineering Technology Science and Research
IJETSR
www.ijetsr.com
ISSN 2394 – 3386
Volume 4, Issue 11
November 2017

## RELATED WORKS

### Issues

Regardless of ERP expanded development from the late 1990s to-date, there are a few difficulties that organizations and associations experience while actualizing ERP. Various researchers have investigated some of these variables. Notwithstanding the capital concentrated speculations and the potential advantages, not all ERP ventures result into the planned results. The usage of ERP is frequently deferred and overwhelms the underlying spending plan (Helo et al., 2008). Research demonstrates that an expansive number of ERP executions have neglected to accomplish the coveted association target. The majority of these disappointments are not caused by the ERP programming but rather the unpredictability and enormous changes caused by ERP in an association (Maditinos et al., 2011). As indicated by Helo et al. (2008), the significant obstacles to fruitful ERP executions are not innovatively related issues, for example, similarity, mechanical many-sided quality, and institutionalization, yet most are association and human related issues including as protection from change, hierarchical culture and business forms. Huang et al. (2004) exhibited the main ten dangers that reason ERP execution disappointments. The table underneath demonstrates the ten dangers.

(1)     Lack of administration duty

(2)     Insufficient preparing with clients

(3)     Ineffective correspondence with clients

(4)     Inadequate help from the official

(5)     Lack of viable venture administration technique

(6)     Conflicts between office clients

(7)     Attempt to construct scaffolds to inheritance application

(8)     Composition of the actualizing venture colleagues

(9)     Failure to update business forms

(10)     Misunderstanding of progress prerequisites

The hazard factors show the various authoritative factors, for example, association fit, venture administration and control, ability blend, programming framework outline and innovation arranging. Usage of ERP causes authoritative change and requires the engagement of senior and official administration from over the association that can resolve clashes. The absence of duty of the senior administration expands the danger of ERP disappointment. Marco-Pallares et al. (2008) expressed that the adjustments in business procedures can make protection receiving the ERP framework. ERP coordinates and interfaces business works inside the business. Subsequently, it is essential that the administration and workers be submitted and prepares representatives who are utilizing business capacities affected by the execution of ERP with clear and successful correspondence channels. Disappointment of the executing group to prepare the end-client preparing builds dangers makes disarray and error and decline the fulfillment and believability of the ERP framework. Clients' acknowledgment is a basic achievement factor for ERP framework usage. About the hierarchical issues, the execution of ERP affects a few angles including the individual working practices and authoritative procedures. The effective execution requires that the planned level of utilization is accomplished as framework use is a measure of its acknowledgment by the end-clients. In this manner Users' acknowledgment is a fundamental achievement factor for the usage of ERP.

Dixit and Prakash (2011) featured a portion of the issues influencing the usage of ERP among little and medium-sized organizations. They recognized a portion of the difficulties as absence of mindfulness among SMEs and ERP merchants, recognitions among SME and insufficient assets. Dixit and Prakash (2011) expressed that there is a low level of mindfulness among most SMEs for ERP sellers and applications. They trust that exclusive expansive associations should actualize ERP. They group the central point influencing the execution of ERP into four classes including the best administration, preparing, programming outline and testing, and information accumulation. The centre part of the best administration is to give the vital monetary help and sufficient assets. IT writing shows that for data innovation tasks to succeed, top administration is

key. It isn't distinctive with the execution of ERP. ERP execution includes more than changing an association's product. It includes repositioning the association and changing its business operations, procedures and practices. Because of the expansive effect on the upper hand of the association, top administration ought to consider the key impact of actualizing an ERP arrangement. This paper groups these difficulties and variables into hierarchical elements and framework factors.

## BASIC ORGANIZATIONAL SUCCESS FACTORS

The usage of ERPs is an authoritative wide issue and thusly is impacted by various hierarchical components. Sternad and Bobek (2012) directed a writing pursuit to recognize the basic hierarchical elements that impact the achievement of ERP usage. The writing look recognized fourteen factors that were specified more than five times in the previous one decade. These components frame the premise of the investigation of the authoritative elements for the usage of ERP.

### ➢ *Clear Goals, Objectives, Scope & Planning*

As per Aduri et al. (2003), unmistakably characterized business, and key destinations are the most basic components. Researchers concur that defining clear vision and mission and the correct techniques to accomplish objectives fills in as a plan for the achievement of the venture. Destinations, objective, and mission, give the task group the operational heading of the venture. Akkermans and Van Helden (2002) expressed that reasonable targets and objectives frame an unmistakable – cut basic achievement factors yet additionally can be tricky. As per Akkermans and Van Helden (2002), it is regularly hard to characterize these targets at beginning of the venture. Also, having accord among administrators about setting the targets and approaches to screen the goals may prompt a more noteworthy level of fulfillment. Obviously characterized targets guarantee the task is engaged and are essential in assessing the achievement of the venture.

### ➢ *User Training and Education*

The execution of ERP has far-achieve impacts on workers and their parts. Since ERP Influence Corporation amongst divisions and procedures, information reconciliation promotion structures, the part of clients and their obligations change in a few ways. To start with, the representatives should figure out how to adapt to the new and complex framework. ERPs present various functionalities and greater affect business forms. The mix of these functionalities and procedures adjusts the part of workers. As the procedures, information and offices incorporate representatives' part and their ordinary work changes. The procedure of business forms over a consistent and joined database prompts expanding conditions amongst offices and people. Considering the limitlessness of the effect of ERP on representatives, preparing turns into a vital achievement factor. Lacking client preparing and inability to see how ERP framework functions are in charge of numerous issues ERP usage and disappointments. The usage of ERP frequently bombs because of absence of legitimate preparing. Researchers and analysts consider client preparing and instruction as an imperative factor of fruitful ERP usage. The key explanation behind instruction and preparing program is to guarantee the clients are OK with the framework, and increment their aptitude and learning. ERP ideas, framework highlights, and hands on preparing are imperative parts of ERP usage. The preparation needs not exclusively to cover how to utilize the new framework, yet in addition the new procedures and understanding the mix of those procedures inside the framework. Absence of sufficient preparing influences clients to develop their procedures and approaches to utilize the piece of the framework they can control. Consequently, the full advantages of ERP are not feasible unless the end clients have the fundamental know-how to utilize the framework. The administration ought to create preparing systems ahead of time and refresh them constantly. ERP preparing and instruction alludes to the way toward offering administration and utilizing rationale and general idea of ERP frameworks. The substance of the preparation program should concentrate on rationale and ideas of ERP, highlights of ERP framework programming and hands-on preparing. Ceaseless preparing is basic to meet the changing needs of the business and improve representatives' aptitudes. In spite of the fact that it conceivable to change hierarchical equipment and programming effortlessly, it might take a long time to modify expectations to absorb information with an association. A noteworthy test in ERP usage is the determination of the sufficient

preparing for the end-client and training. It is normal for officials and the best administration to think little of the level of instruction and preparing due to the related cost. Dezdar and Ainin (2011) gathered exact information from Iraq's organizations executing ERP. The point of the examination was to analyze authoritative components that may impact ERP usage. They expressed that ERP is an intricate framework that necessities satisfactory preparing and training to empower end-clients to utilize it adequately and effectively. Also, end-client preparing and instruction upgrades the level of learning and capability, along these lines enhancing singular execution and continuously the execution of the association. As per Nah et al. (2003), adequate preparing can possibly enhance the productivity of ERP frameworks while absence of preparing goes about as a noteworthy prevention. The association can utilize the preparation and instruction projects to construct a disposition toward the framework. It might likewise assist ERP clients with adjusting successfully to the authoritative change occurring inside the association. End-client preparing builds the odds of ERP framework utilize and achievement. Somers and Nelson (2004) reasoned that executing ERP without sufficient preparing may have extreme unfortunate outcomes. Schaffer and Scherer (2000) expressed that end clients should be prepared how to include information and data, and need to take in the new procedures behind the framework. Dorobat and Nastase (2012) arranged a rundown of basic achievement factors that influence ERP execution preparing stage. The rundown of variables incorporates top administration bolster, venture administration, preparing educational programs, client preparing duty, staff abilities and capabilities and preparing spending plan. As indicated by Dorobat and Nastase (2012), ERP usage requires colossal preparing necessities that are costly. The preparation program can constitute 10% to 20% of the aggregate ERP usage venture (Dorobat and Nastase, 2012). Along these lines, the dedication of the best administration and administrators is indispensable in supporting the ERP preparing program. Researchers concur on the significance of beginning a preparation program with natty gritty clients preparing prerequisite investigation. The point of the investigation is to comprehend the present level of learning, how to convey data, number of clients to be prepared and the courses or substance of the educational programs. On the beginning of the task, representatives may require a vast volume of preparing and support to make them OK with the ERP charge dialect and another business forms. Representatives and different students need to feel the preparation is significant to their present and future employments.
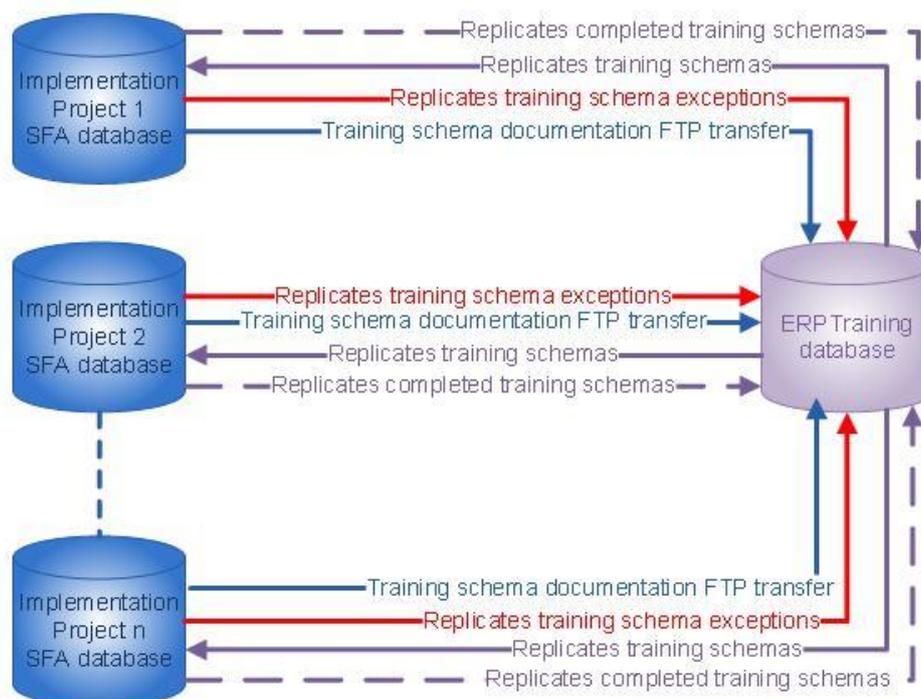


**Figure 1:** ERP Training System Framework (Rajeshwar, 2015)

In this manner, it is basic to advise workers the substance and advantages of the preparation. The achievement of the preparation program relies upon its capacity to convey preparing and information at the people's level. In an association, ERP preparing should be conveyed to the administrative staff, key end-clients, general end-clients and the mentors. Esteves et al. (2002) underscores the significance of synchronizing ERP preparing with the general usage of the undertaking. ERP preparing ought to be planned to limit issues from the time slack between the preparation and the begin of ERP. Preparing costs are a noteworthy worry in most ERP ventures. Preparing costs are high due various variables. In the first place, the clients need to take in another arrangement of business forms and not exactly how to communicate with the interface. Also, new representatives need additional preparation and help. At long last, the preparation costs relate with the level of capabilities of workers.

Training needs changes during the implementation processes and is diversified. Therefore, using only one training method may be ineffective.

> *Knowledge Management*

Another issue firmly identified with client preparing is learning administration. Learning administration signifies a class of IT-based data framework that is produced keeping in mind the end goal to help information creation, stockpiling and recovery, exchange of data and use of data. The part of learning administration in ERP usage includes strategies for making, sorting out, putting away and exchanging information about the centre procedures of the association. Learning administration and ERP are synergistic arrangements and are integral to each other. The utilization of learning administration in the execution of ERP encourages compelling item and administrations development therefore expanding the capability of ERP (Lekenes and Munkvold, 2006). Lekenes and Munkvold (2006) expressed that for associations to profit by Knowledge Management identified with ERP, the diverse performers inside the association needs to receive distinctive systems relying upon their part in ERP usage process. The on-screen characters need to source learning proficiently. Jumble between the ability to exchange and retain learning makes it troublesome for ERP undertaking to accomplish the coveted outcomes.

Vandaie (2008) recognized two basic zones of concern with respect to the administration of learning amid the usage of ERP. These territories of concern incorporate the administration of strategy information and process-based nature of association learning. ERP usage is information concentrated, and the reality of the whole undertaking depends on educated workers and viable administration of learning amid ERP lifecycle. ERP offers concentrated databases and coordinated business forms crosswise over hierarchical capacities that take the organization to unite its data. The joining of data requires the more extensive learning of association's procedures among the end clients. The perspective of the representative's changes from errand cantered to process-cantered and all things considered workers need to see how their assignments fit the general procedure and their commitment to the achievement of the procedure. A key ramification of the learning based point of view of the association is that the centrality of sharing data along the procedure line increments. Information partaking in ERP exists along different lines of collaborations among representatives, ERP group, outer specialists and administration in various levels of engagement. There are distinctive lines of information sharing inside ERP ventures. The primary line of learning sharing includes information sharing among ERP colleagues. ERP group is responsible for executing the venture. In many occasions, the structure of this group contains delegates from various divisions. Agents from the distinctive divisions accompany diverse type of learning that should be shared for the fruitful arranging and usage of ERP venture. The second line of information sharing includes correspondence between the colleagues and end clients of the undertaking. Sharing of learning at this level involves illuminating the end clients on the utilization of the framework and in that capacity it is affected by the capacity of the association to oversee change. Thus, it is basic for the administration to coordinate this level of data sharing inside change administration activities. The third line of data and information sharing includes the executing group and outer advisors or sellers of the framework.

The topic of whether learning administration is reciprocal or conflicting to ERP usage stays subject to discuss. In any case, a few researchers including Vandaie (2008) and Leknes Munkvold (2006) trust that learning administration supplements ERP.

The point of executing ERP is to build an association's proficiency by enhancing data preparing capacity. The systematization and centralization of procedures upgrades the capacity of the association. Then again, the point of learning administration is to prepare learning through compelling and sorted out learning storehouses of learning and practices of making and sharing data. In this manner, most associations utilize information administration systems all through ERP execution. The accessibility of learning administration frameworks to give exact and opportune data causes an association to embrace effortlessly. The different phases of ERP lifecycle require information that is difficult to catch that can't be composed utilizing casual learning administration implies. The significant worry of strategy endeavour framework administration is on account of process information is routinized to make workers subliminally play out the different undertakings. At the point when representatives are incorporated into the ERP group, the need to share learning and data surfaces.

## ➢ *Senior Management Commitment*

As indicated by Green, top administration incorporates CEO and every one of CEO's subordinates who are in charge of hierarchical arrangements. In many examples, the best administration is spoken to in the venture by the directing advisory group and the undertaking support. Esteves et al. (2002) expressed that maintained administration bolster relates with "supported administration duty at the best and centre levels amid ERP usage regarding contribution and eagerness to designate assets. Administration support and responsibility are fundamental for achieving venture objectives and destinations and adjusting the vital objectives of the association. Top administration bolster is basic all through the execution of the venture and the administration should be submitted with its readiness and inclusion to apportion basic assets toward the usage stage. The official has the general obligation regarding tolerating and affirming ERP venture activities including financing prioritization. In this manner, dynamic interest by the best administration is basic to the satisfactory resourcing of ERP venture, optimizing choices and advancing the acknowledgment of the task inside the association. Another key angle is the acknowledgment from the official that ERP execution requires the utilization of the best and brightest workers for a lot of time. Consequently, the best administration need to cause distinguish people required to execute the change and sort out them into a compelling multidisciplinary group. Top administration duty includes recognizing the venture as a best need. A portion of the parts of responsibility incorporate doing what is essential amid the usage stage to ensure all procedures and steps are clear. Responsibility is an agreement that uninhibitedly accepted, unmistakable and anticipated that would be kept by all gatherings. Dong (2000) recognized two sorts of best administration duty.

Top administration influences workers' responsibility regarding ERP through successful interior correspondence about the significance of ERP. The duties of best administration in ERP incorporate imparting the organization's technique to workers, exhibiting a dedication, and recognizing judicious targets for the ERP venture. Studies show that best administration bolster amid the whole ERP venture is fundamental, and it is key for a business to accomplish targets. Senior level sponsorship, support, title and interest impact ERP achievement. ERP does include changes in equipment and programming, as well as change in business forms.

## ➢ *Change Management*

ERP frameworks change the way associations work together, and the way representatives work. The activity profile of representatives will consequently change. A few employments will never again to fundamental while new occupations might be made. Also, the route in which the association capacities will change, the arranging, gauging and basic leadership abilities will enhance while data combination and mechanization of procedures will happen. Dealing with these progressions is perplexing and if not done appropriately can prompt ERP disappointment. The key test of ERP usage is the means by which an association deals with the different components of changes in the association to accomplish the coveted changes. ERP forces new rationale on the association, and this may cause a few social clashes. Social changes are the most advanced sorts of changes to recognize and oversee on the grounds that culture is perplexing to get a handle on. The authoritative culture mirrors the certain convictions, qualities and presumptions about the practices accepted

to prompt achievement. Amid the execution of ERP, the common culture may offend the coveted types of control and authoritative structures fundamental for actualizing ideal procedures. As indicated by Sia et al. (2002), ERP may authorize extra administration power and control as opposed to present authoritative strengthening. Workers may oppose the interior power structures presented by the framework. In this manner, ERP can be utilized as a change specialist or methods for propelling a particular political reason inside the association. A substantial number of ERP neglect to accomplish the coveted advantages, most likely in light of the fact that associations think little of the exertion engaged with change administration. Hierarchical change is an idea used to guarantee that an intricate change gets the correct outcomes, inside the coveted time period and right expenses. Protection from switch makes up the best test confronting ERP execution. The current authoritative structure and procedures in many associations are not perfect with data gave by ERP frameworks in light of the fact that each ERP forces its rationale on an association's methodology and culture. These various changes may influence altogether authoritative structures, arrangements, representatives, procedures and cause protection, redundancies, and perplexity.

Meyer and Allen (1991) recognized a portion of the elements encouraging change administration. These components incorporate compelling administration of HR, versatile and adaptable structure, and recognition with innovation, information exchange, and more grounded relational abilities. As far as HR, the fruitful execution of ERP depends on more prominent instruction and preparing, positive inspiration and dispositions, and duty toward development. The authoritative structure should be versatile and adaptable and ought to encourage solid correspondence instruments and systems inside the association. The basic leadership process ought to be wide and vital rather than barely characterized operational and specialized objectives. The actualizing group ought to guarantee prior association of the operational workforce, top administration support and responsibility and collaboration among hierarchical units.

Ahmed et al. (2006) investigated the effect of protection from change on the usage of ERP, and the part of progress administration can direct the execution of ERP. They expressed those six key reasons in charge of opposing change. The principal reason is the idea of progress. At the point when representatives are not made mindful of the idea of progress, the level of protection is probably going to be high. The second reason is that the change is inclined to various understandings, and a few workers may read insidiousness from the authoritative endeavours to execute ERP. The general population influenced by the change have extra weight on them to make it. Likewise, workers oppose change when such change disregards the current organizations. As per Kim at al. (2005), irreconcilable situation, deficient HR duty, inability to reengineer procedures and absence of authoritative change administration are the significant hindrance. Protection from change is a sign of social esteems and qualities. Kim at al. (2005) expressed that overseeing protection from change is like changing hierarchical culture. In this way, viable change administration activities are key for the execution of ERP and business forms reengineering. Without fitting and compelling change administration forms, associations might be notable adjust to the new ERP and to boost execution picks up. Numerous ERP disappointments might be because of absence of concentrate on "delicate issues" including business procedures and administration of changes. Perceiving the requirement for change is basic as more grounded the requirement for change, the greater probability the best administration and partners will bolster the change. Stratman and Roth (2002) noticed that the early contribution in the arranging, outline and usage, and broad best down and cross-useful correspondence help in making eagerness for the execution of ERP among workers. Protection from change may likewise be a consequence of absence of abilities or inability to comprehend the progressions. Al Nafjan and Almodmaj (2005) inferred that ERP execution is less about the innovation or framework and more about the general population. Protection from change may take various structures. Consequently, top administration should step up with regards to manage the issue proactively rather than responsively.

Dahl (2010) distinguished three key perspectives critical for building hierarchical change administration. To start with, the association needs to perceive the indivisibility of undertaking administration and change administration. Besides, the association needs to make change administration mindfulness and ability. At long

International Journal of Engineering Technology Science and Research
IJETSR
www.ijetsr.com
ISSN 2394 – 3386
Volume 4, Issue 11
November 2017

last, the association ought to incorporate exercises to transform worker fitness into authoritative change administration potential.

## ➢ *Organizational Culture*

Successful Effective execution of ERP in many associations is influenced by the authoritative culture. Association culture causes around half of ERP disappointments since supervisors think little of the endeavours important to deal with the extensive variety of changes engaged with the execution of ERP adequately. Zaglago et al. (2013) investigated the effect of culture in the execution of ERP. As indicated by the examination, the earth in which ERP frameworks are produced, chosen and actualized constitutes a social or social setting. The social setting incorporates diverse partners, sellers, venture group, and the clients of the framework. Each of these gatherings engaged with the usage procedure have distinctive social esteems and presumptions toward ERP execution. Association culture is an example of shared suspicions that the gathering learns as it advance and take care of its outer issues and interior mix. The execution of ERP frequently requires changes in business forms and the way of life of the association. Association culture is key amid the usage procedure and the effective selection of ERP. Association culture assumes a basic part in upholding rules, qualities, procedures and practices with the association at both individual and association level. Zaglago et al. (2013) expressed that ERP point of view is process-based instead of capacity based. Along these lines, it might present problematic hierarchical changes. As indicated by Nordheim (2009), ERP forces unbending work process standards and practices upon work environments. It requests changes to hierarchical culture. An open and imaginative culture perceives representatives as the primary wellspring of thoughts and their part in the conveyance of execution those outcomes into a steady situation that fortifies workers' dedication. On opposite, unsupportive association culture that does not bolster association learning and sharing of data demoralizes representatives from contributing and examining factors that may prompt the disappointment of the program. The nearness of an association toward learning encourages the procedure of progress. An association culture that advances learning energizes contribution and adjustment. An administration group that acknowledges new ideas promptly and adjust to new apparatuses as they end up plainly accessible can drive usage of new association wide framework all the more successfully, instead of administration group that likes to keep up the present state of affairs.

## ➢ *Business Re-Engineering*

Business process reengineering (BPR) is that essential and major revaluating and radical upgrade of business procedures to achieve emotional changes in indispensable, contemporary activities of execution, for example, cost, nature of administrations and speed of conveyance. Business reengineering includes upgrade of authoritative structures, administration frameworks, and sets of expectations, aptitude advancement, preparing and the utilization of ERP. Execution of BPR reengineering impacts each part of an association. An effective BPR can prompt execution change, increment in benefit, diminishment in costs and enhanced profitability of the organization. Various examinations have explored the effect or impacts of BPR on the accomplishment of ERP usage. Erkan (2009) explored the impacts of BPR on ERP usage and production network execution. The examination demonstrates the basic part of BPR on the achievement of ERP usage. ERP frameworks audit rule ("Enterprise asset arranging (erp) frameworks survey", 2003) portrayed BPR and ERP as free activities. Be that as it may, these activities are needy can be executed simultaneously.

Absence of arrangement of ERP framework and business forms is a noteworthy issue in the execution of ERP. Keeping in mind the end goal to decrease the hazard related with inability to realign ERP frameworks and business forms, most associations reengineer their business. Revaluating and radical update of business forms empowers an association's operational procedures to be methodically lined up with ERPs and enables an association to acquire better.

## CONCLUSION

Upper hand might be picked up by utilizing a compelling device like ERP framework in the association. As associations overall keep on implementing ERP, there is an awesome need to distinguish the key issues that

influence the accomplishment of ERP ventures. Proof from exact research shows the criticalness of hierarchical factors as facilitators or impediments to ERP execution. A portion of the distinguished issues incorporate the organization of an agent and proficient execution group. The group ought to incorporate individuals from over the association including the best administration. The incorporation of bury - division individuals encourages information sharing and lessens the rate of protection from end clients. The association and duty of the best administration frames the establishment of the achievement of the undertaking. The administration guarantees targets and objectives of the venture are figured and imparted adequately to all partners. The best administration likewise assumes a crucial part in guaranteeing the undertaking has the important assets. Associations needs to see ERP execution as something beyond the coordination of programming's and equipment and view it's a change procedure that influences workers and different partners. The accomplishment of ERP to a great extent depends on compelling change administration. Viable change administration is imperative in lessening protection and enhancing the appropriation of innovation. Inability to oversee change is a noteworthy donor of ERP disappointment. The best administration and the executing group need to activity change administration activities utilizing different change chief speculations. They can enhance inspiration and advancement inside the association through different inspiration hypotheses. Change administration needs to comprehend association culture as the premise of practices and qualities among workers. The actualizing group need to make a learning association that is interested in thoughts and development. Executing ERP modify finish an association culture and without a smooth and powerful progress, the association hazard neglecting to receive the greatest rewards of ERP. ERP execution runs as an inseparable unit with business process reengineering. Business

Process reengineering guarantees the new ERP fits into the new model of business forms. An association ought to guarantee that its procedures and ERP are integral and bolster the association accomplishes upper hand. ERP encourages the joining and merging of data inside an association. The whole ERP lifecycle include information creation, stockpiling and sharing. In this manner, absence of a powerful information administration can decimate the execution of ERP. The actualizing group ought to make correspondence channels to encourage sharing of data and information. At last, ERP usage ought to be considered as an association wide venture that advantages from the commitment of all partners.

### REFERENCE

[1] Aduri, R., Lin, W. and Ma, Y., (2003), the price tag of Enterprise Resource Planning (ERP) system implementation failure: version 2.0. Retrieved from http://erp.ittoolbox.com/documents/document.asp?i=237 4

[2] Ahmad, U.Z., Zbib, I., Arokiasamy, S., Ramayah, T., Chen, L. M. (2006). Resistance to change andERP implementation success: The moderating role of change management initiatives. Asian Academy of Management Journal. Vol. 11 (2), pp. 1-17

[3] Ahmed, Z., Zbib, I., Arokiasamy, S., Ramayah, T., & Chiun, L. M. (2006). Resistance to change and ERP implementation success: The moderating role of change management initiatives. Asian Academy of Management Journal, 11(2), 1-17.

[4] Akkermans, H., & van Helden, K. (2002). Vicious and virtuous cycles in ERP implementation: a case study of interrelations between critical success factors. European Journal of Information Systems, 11(1), 35-46.

[5] Al Nafjan, A. & Almodmaj, A. (2005). The impact of the change management system resource management and planning. Technology Information Theoretical and Applied Journal, 91-97, Riyadh, Saudi Arabia.

[6] Appuswamy, R (2000). Implementation issues in ERP. 1st International Conference on Systems Thinking in Management. Retrieved from http://ceur-ws.org/Vol-72/007%20Appuswamy%20ERP.pdf

[7] Beheshti, H. M. (2006). What managers should know about ERP/ERP II. Management Research News, 29(4), 184-193.

[8] Dahl, M. (2010). Rituals of inquisition: European Commission monitring of accessions processes.

[9] Dezdar, S., & Ainin, S. (2011). The influence of organizational factors on successful ERP implementation. Management Decision, 49(6), 911-926.

[10] Dixit, A. K., & Prakash, O. (2011). A study of issues affecting ERP implementation in SMEs. International Refereed Research Journal, 2(2), 77-85.

[11] Dong, L. (2000). A model for enterprise systems implementation: top management influences on implementation effectiveness. AMCIS 2000 Proceedings, 13.

International Journal of Engineering Technology Science and Research
IJETSR
www.ijetsr.com
ISSN 2394 – 3386
Volume 4, Issue 11
November 2017

[12] Dorob , I., & N stase, F. (2012). Training issues in ERP Implementations. Accounting and Management Information Systems, 11(4), 621-636.

[13] Dover, C. (2012). Worldwide enterprise resource management applications 2012–2016 forecast and 2011 vendor shares. (Market Analysis No. 238476, Volume: 1). IDC.

[14] Enterprise Resource Planning (Erp) Systems Review (2003). Information Systems Audit and Control Association, pp. 1-

[15] Retrieved from http://www.csb.uncw.edu/people/ivancevichd/classes/M SA%20516/Extra%20Readings%20on%20Topics/Databa se/Auditing%20Guidelines%20for%20ERP%20Systems.p df

[16] Erkan, T. E. (2009). Bpr effect on erp implementation: a comparative case study. World Academy of Science, Engineering and Technology, 3(6), 1196-1199.

[17] Esteves, J., Pastor-Collado, J., & Casanovas, J. (2002). Measuring sustained management support in ERP implementation projects: a GQM approach. AMCIS 2002 Proceedings, 190.

[18] Helo, P., Anussornnitisarn, P., & Phusavat, K. (2008). Expectation and reality in ERP implementation: consultant and solution provider perspective. Industrial Management & Data Systems, 108(8), 1045-1059.

[19] Hitt, M. L., Wu, D., Zhou, X. (2002), ERP Investment: Business Impact and Productivity Measures, Journal of Management Information Systems

[20] Huang, S. M., Chang, I. C., Li, S. H., & Lin, M. T. (2004). Assessing risk in ERP projects: identify and prioritize the factors. Industrial management & data systems, 104(8), 681-688.

[21] Jacobsson, B. (Ed.). (2009). The European Union and the Baltic States: changing forms of governance. Routledge. Kim, Y., Lee, Z., & Gosain, S. (2005). Impediments to successful ERP implementation process. Business Process Management Journal, 11(2), 158–170

[22] Leknes, J., & Munkvold, B. E. (2006). The role of knowledge management in ERP implementation: a case study in Aker Kvaerner. In ECIS (pp. 1767-1778).

[23] Maditinos, D., Chatzoudes, D., & Tsairidis, C. (2011). Factors affecting ERP system implementation effectiveness. Journal of Enterprise information management, 25(1), 60-78.

[24] Marco-Pallares, J., Cucurell, D., Cunillera, T., García, R., Andrés-Pueyo, A., Münte, T. F., & Rodríguez-Fornells, A. (2008). Human oscillatory activity associated to reward processing in a gambling task. Neuropsychologia, 46(1), 241-248.

[25] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human resource management review, 1(1), 61-89

[26] Nah, F. F. H., Zuckweiler, K. M., & Lee-Shang Lau, J. (2003). ERP implementation: chief information officers' perceptions of critical success factors. International Journal of Human-Computer Interaction, 16(1), 5-22.

[27] Nordheim, S. (2009). Implementing an Enterprise System: A dialectic perspective. (1 Ed.) Aalborg University: Department of Computer Science, Aalborg University. (Ph.D. Thesis; Vol. 1 (48)).

[28] Salwa, A. & Zaid, M. (2005).The organizational factors affecting ERP implementation success. Retrieved from http:/ /www.iasj.net /iasj ?func=fulltext&aId=53137

[29] Sia, S. K., Tang, M., Soh, C., & Boh, W. F. (2002). Enterprise resource planning (ERP) systems as a technology of power: empowerment or panoptic control?. ACM Sigmis Database, 33(1), 23-37.

[30] Somers, T. M., & Nelson, K. G. (2004). Taxonomy of players and activities across the ERP project life cycle. Information & Management, 41(3), 257-278.

[31] Sternad, S., & Bobek, S. (2012). Acceptance of ERP Solutions in Maturity Use Phase: Key Influence Factors for SAP and Microsoft Dynamics NAV. International Journal of Productivity Management and Assessment Technologies (IJPMAT), 1(3), 18-44.

[32] Stratman, J. K., & Roth, A. V. (2002). Enterprise resource planning (ERP) competence constructs: Two-stage multi-item scale development and validation. Decision Sciences, 33(4), 601.

[33] Van Nieuwenhuyse, I., De Boeck, L., Lambrecht, M., & Vandaele, N. J. (2011). Advanced resource planning as a decision support module for ERP. Computers in Industry, 62(1), 1-8.

[34] Vandaie, R. (2008). The role of organizational knowledge management in successful ERP implementation projects. Knowledge-Based Systems, 21(8), 920-926.

[35] Zaglago, L., Apulu, I., Chapman, C., & Shah, H. (2013). The Impact of Culture in Enterprise Resource Planning System Implementation. In Proceedings of the World Congress on Engineering (Vol. 1), pp. 516-521