

**THE GENDER EQUIVALENCY IN RESOURCE  
ALLOCATION FOR ERP IMPLEMENTATIONS IN  
SRI LANKA**

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(10/9059)



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Thesis/Dissertation submitted in partial fulfillment of the requirements for the degree  
Master of Business Administration in Information Technology

Department of Computer Science & Engineering

University of Moratuwa  
Sri Lanka

February 2012

## DECLARATION

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## ABSTRACT

Despite the phenomenal growth in Information Systems and focus towards the wellbeing of human resources within organizations, gender studies in the context of ERP implementation projects have been widely lacking interest among researchers in the past. Exploring the effects of gender on the success of ERP implementation teams has been ignored by most researchers and the records from the industry confirm that at present gender is rarely used as a criteria by most managers during decision making for allocation to ERP teams.

With the aim of filling this gap and adding new knowledge to the industry, this study aims to realize three main objectives. The first is to identify the optimum roles that should exist in an ERP implementation team. The second is to explore the industry for gender related characteristics that could lead to completing an ERP implementation more successfully. Finally this study would be commissioned to explore the suitability of a gender to take up a role in an ERP project and consequently to explore the preference of a gender to an ERP implementation project team.

The study was based on extensive data gathering from individuals employed in the ERP industry. Experienced individuals from two groups namely, “Resource Allocators” and “Team Members” holding different roles were interviewed during the data gathering process. A set of twenty five different semi structured interviews were carried out in the first phase where important themes were identified based on objectives. In addition five semi structured interviews were conducted to further clarify themes identified during the first phase of interviews. The constant comparison technique together with cross case analysis in grounded theory was used to analyze each theme individually and interpret the results.


The above mentioned analysis techniques applied on the data gathered resulted in the identification of following outcomes. 1) The optimum roles that an ERP implementation team should possess in order for it to be successful was identified; 2) The gender characteristics that enhance the success rate in ERP implementations were recognized. 3) It was identified that the selection of a male was predominantly higher than a female and finally 4) It was elicited that the industry showed a slightly higher preference towards males over females during recruitment and allocation to projects. Even though the traditional criteria considered currently by most managers are obviously important this research clearly shows that the consideration of gender during the selection process could make a significant difference in terms of better satisfaction, higher performance and the overall success of the project.

This thesis contributes to our understanding of how gender could affect a complex and large scale project such as an ERP implementation in achieving its final goals. The results of this study would be of particular interest to practicing ERP implementation team members as well as senior management personal in the IT/ERP industry and the wider academic community in Sri Lanka to be knowledgeable about the facts of such effects and act upon them, in the march towards success.

## ACKNOWLEDGEMENT

First and foremost, I would like to extend my deepest gratitude to my Supervisor Dr. Raj Prasanna for the continuous guidance, advice and support extended to me throughout my MBA Research study . I am also very much grateful to the MBA 2010 Course Coordinator, Mrs. Vishaka Nanayakkara for the encouragement and advice given to me with regard to my Research study and final dissertation.

I am indebted to the support extended by IFS Solutions Ltd, Flinth Industries Ltd, Brandix Lanka Ltd and Lawson Software Plc for giving me permission to study their business and interview employees. I also gratefully appreciate the support given by all the staff members interviewed in all the above mentioned companies, for their time and effort to assist me during the interview phases.

 My sincere gratitude goes to the Department of Computer Science and Engineering, University of Moratuwa, Sri Lanka for the encouragement and support extended throughout the study. I also thank my dear friends and colleagues for their assistance and encouragement.

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Last but not least I am very much thankful to my parents and other family members for their continuous motivation and encouragement throughout my MBA Research.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
BFL	Brandix Finishing Limited
BPR	Business Process Reengineering
CEO	Chief Executive Officer
CSF	Critical Success Factors
ERP	Enterprise Resource Planning
HR	Human Resources
HRM	Human Resource Management
IFS	Industrial and Financial Systems
IS	Information Systems
IT	Information Technology
PM	Project Manager
R&D	Research and Development
SBU	Strategic Business Unit
SD	Sales and Distribution
SE	Software Engineer
TPC	Technical Project Coordinator



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