

**STUDY OF FACTORS IMPACTING THE
COMPLETION OF ERP SYSTEMS IMPLEMENTATION
WITHIN A PLANNED TIMELINE**

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Sri Lanka

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DECLARATION

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ABSTRACT

Enterprise Resource Planning (ERP) systems are among the most important IT-enabled business innovations during the recent past. A critical issue concerning the implementers and managers of ERP systems is the completion of implementation ERP projects within the planned timeline. The research presented in this study has as its focus the analysis of the factors which impact the completion of ERP systems implementation within the planned timeline in the company named EnterpriZe as a case study.

Based on an extensive literature review, five factors have been identified as the most critical factors which impact the completion of ERP implementation. These five factors; Clear objectives and scope of work, top management support, realistic project plan and estimates, the aptitude of project manager, and team collaboration have been considered as independent variables when developing the conceptual framework and the hypotheses of the study. To evaluate and determine the most significant factors impacting project timeline delays, a survey was distributed among employees of EnterpriZe. Thereafter, Pearson correlation coefficient analysis has been conducted for gathered primary data. The analysis revealed that all five factors have a positive relationship with the completion of ERP implementation within the planned timeline that was used as the dependent variable.

Further, to recommend an effective guideline towards project completion within planned timeline the study was continued to see how well EnterpriZe can do the same process by adapting to the proposed guideline. Based on the facts which were revealed from the data analysis, recommendations have been made which can be used as a guideline for project managers and management to complete an ERP systems implementation on time, on budget and with agreed scope of work.

Keywords: Enterprise Resource Planning (ERP), Implementation life cycle, Key Success Factors (KSF)

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LIST OF ABBREVIATIONS

ERP - Enterprise Resource Planning

PPM - Project Phase Model

WBS - Work Breakdown Structure

BPR - Business Process Reengineering

KSF - Key Success Factors

HR - Human Resource

CAC - Cronbach's Alpha Coefficient