

**CRITICAL SUCCESS FACTORS OF IMPLEMENTING
AN ERP SYSTEM FOR GROUP OF COMPANIES IN SRI
LANKA: A CASE STUDY OF THE CAPITAL
MAHARAJA ORGANISATION (PVT) LTD**

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Master of Business Administration in Information Technology

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Thesis/Dissertation submitted in partial fulfillment of the requirements for the Master
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Declaration

I declare that this is my own work and this thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of our knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

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The above candidate has carried out research for the Masters Dissertation under my supervision.

Dr.Shehan Perera

Date:

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Abstract

Enterprise Resource Planning is an integrated IT solution system which supports an organisation in the incorporation of information from all internal departments vertically & also connects the suppliers and the customers. ERP implementation deals with many stakeholders and various teams and it requires a coordinated effort of all stakeholders and the teams within the organisation. Although ERP is a supportive system which helps an organisation improve its processes, it takes a long period of time to implement and is involved with a substantial risk as well as a major investment.

The purpose of the study is to identify the critical factors that contribute to the successful implementation of the ERP system. This study has been focused on a qualitative basis and the qualitative data were gathered from interviews, which were conducted in a group of companies in Sri Lanka. For this study, ten respondents were selected as the sampling frame and the data collections were conducted by the researcher through individual company basis. In this study seven variables have been identified as the independent variables and one variable has been identified as the dependent variable. Based on the relationship between independent variables and the dependent variable, seven hypotheses were developed. The collected qualitative research data has been analysed using the thematic analysis which is supported by the ground theory. Based on this analysis it was concluded that there is a relationship between all the independent variables and the dependent variable of the study. All the hypotheses which were developed at the beginning of the study were supported and several recommendations have been made according to the findings of the study. Getting all the team members involved in the decision making process, getting the contribution of the top management and to continue with a two-way communication system are some of the recommendations of this study.

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Abbreviations

ERP	Enterprise Resource Planning
SQL	Structured Query Language
SAP	Systems, Applications and Products
IT	Information Technology
GT	Grounded Theory
CIO	Chief Information Officer
IQ	Intelligence Quotient
BPR	Business Process Reengineering