

Investigation and Minimization of Barriers for Effective Implementation of ERP System in Indian Industries

Vijay Khaparde

Somaiya Vidya Vihar, Mumbai, India; vijaykharde@somaiya.edu

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SECTION I

Demographic Details

Name: (Optional) _____

Name & Place of Company: _____

Designation: _____

(Please tick (>) against the appropriate option)

-Age (year) < 25 26-35 36-50 > 50

-Income (m) < 50,000 50,000 -1,00,000 > 1,00,000

-Educational Qualif Graduate Post Graduate Others

-Occupation Business Service Professional

-Marital Status Married Unmarried

-Family size Two Three Four > 4

-No. of children Nil One Two > 2

SECTION - II

1] Rank the following from 1 to 4 nos. in planning the implementation in order of importance to you. (Pl. give 1 to the most important one and then 2, 3.....)

Rank

a) What to implement?

b) When to implement?

c) Where to implement?

d) How to implement?

2] Do you see barriers in effectively implementing the ERP system?

YES NO

If yes, what are the barriers in effective implementation of the system?

3] Which one of the following six barriers has been identified in your industry during the implementation of ERP system?

- a) Project Management
- b) Top Management Commitment
- c) Change Management
- d) Technology Factors
- e) Cultural Factors
- f) Human Factors

SECTION - III

DETAILED QUESTIONNAIRE SURVEY FOR THE ABOVE SIX FACTORS for the effective implementation of ERP system:

Use the 5 Point Likert Scale. 1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4 – Disagree, 5 - Strongly DA
Please tick mark (✓) on the suitable option.

1) PM (Project Management):-

PM encompasses the effective project team, project planning and preparation and the right selection of the implementation partner / consultant for the project.

Q.1. Whether “Project Management” is essential aspect of ERP implementation process?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.2. Does the project team should consist of the best people in the organization?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.3. Whether the project team should have a mix of consultants and internal staff?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.4. Whether hiring of consultants helps in improving technical skills for design and implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.5. Whether planning issues are the major barriers to employ ERP systems effectively?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.6. Whether an ERP implementation may be very risky if it is undertaken without full preparation and/or a detailed feasibility study?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.7. Is it necessary to assess and analyse the preparedness of an organization before initiating the project?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.8. Whether the consultants are required in helping the users in data preparation and assisting in project planning and monitoring?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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2) TMS (Top Management Support):-

It includes the top management commitment, post implementation evaluation and the external - internal issues or problems.

Q.9. Whether the Top Management Support is necessary?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.10. Whether the allocation of valuable organizational resources by the top management is essential?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.11. Whether the setting of strategic direction by the top management is essential?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.12. Whether the continuous support and monitoring of implementation process by top management is essential?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 13. Whether the Fit-gap analysis is necessary for post implementation evaluation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 14. Whether the external and internal issues or problems in an organizations effect on the implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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3] CM (Change Management):-

Change management is about the organizational changes, shift (change) from legacy to ERP system and BPR (Business Process Reengineering) - CM for business process strategy.

Q. 15. Do you run the Change Management programme in your organization for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 16. What are the changes that have taken place during this change management program?

- 1.
- 2.
- 3.

Q. 17. If already implemented the ERP system in your organization, what were the changes you made during the implementation process?

- 1.
- 2.
- 3.

Q. 18. What change you did suggest for the implementation of ERP system in your organization?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.19. Whether the Change management is regarded as one of the most important factors for the successful ERP implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 20. Whether the successful change management requires a selection of the qualified internal employees as project members for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 21. Whether constantly changing environment significantly affects the overall efficiency and so also the competitiveness of enterprises?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 22. Whether the degree of fit between the organization and the ERP systems is very critical for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 23. Whether the success in change management requires the selection of employees excellent in capability and communication skill within the organization in early stages for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 24. Whether the shift (change) from legacy system to ERP system is useful for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 25. Whether the family business legacy system is suitable for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 26. Whether the organization focuses on business process reengineering (BPR) as change management strategy prior to implementing ERP system for effective implementation?

If yes, what is the change management strategy?

If no, whether there is need of change of organizational process for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 27. Whether good CM strategy leads to effective implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 28. Whether as part of change management efforts, users should be involved in design & implementation of business processes and the ERP system for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 29. Do you think that if the input to CM is organizational change management strategy then output to CM will be an effective implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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4) TFs (Technology Factors):-

Technology factors in ERP implementation is about hardware, software, human resources, data management and the Information System IS/ Information Technology IT of the organization. These TFs are applicable for both MNCs and Domestic (National) Companies' systems.

Q. 30. In order to use ERP software, whether the computer hardware structure has to be upgraded to Pentium 4 (P4s) with large capacities, which are compatible with ERP software for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 31. Whether also the number of PCs has to be increased to appreciably reduce paper work, and improve faster flow of information and quick decision making processes for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 32. Whether the suitable networking is required for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 33. Whether the intranet facilities within the different departments of an organization are important for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 34. Whether good bandwidth of internet is essential for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 35. Whether the critical issue in ERP implementation is how to bridge the gap between the ERP system and an organization's business processes by customizing either the system, or the business processes of the organization, or both?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 36. Whether the customized software is required for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 37. Whether the organizations' should be willing to change the business to fit the software with minimal customization for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 38. Whether the selection / development of the software are important for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 39. Whether Enterprise integration software, when implemented correctly, can be used to streamline companies' business processes?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 40. Whether it is crucial that software developers pay attention to factors of user diversity, such as age and cognitive abilities, as these substantially contribute to increased effectivity, efficiency, and satisfaction and which will eventually yield in substantially more productive and competitive companies?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 41. Whether the software modifications should be avoided as far as possible to reduce errors and to take advantage of newer versions and releases for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 42. Whether the trend of the human resources of an organization is to give fool proof training about computer system for its effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 43. Whether there is allocation of human resources for training in computer literacy for its effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 44. Whether one of the biggest challenges faced by the implementation team of a new computer system is to acquire data from existing catalogues managed by legacy software applications still in execution?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 45. Whether there should be a plan for migrating and cleaning up data for an effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 46. Whether the correct analysis of data management reveals the effective performance of organization data during the ERP implementation process?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 47. Whether Information technology and systems have tremendous impact on the productivity of both manufacturing and service organizations?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 48. Whether the IS/IT Department in an organization play an important role for the effective implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 49. With the change in the Indian economy and consequent changes in the business environment, whether there is a

need to understand how different factors have influenced information system (IS) deployment in Indian firms?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 50. Do your MNC have all the technology factors which are used for effective implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 51. What type of systems your MNC have?

- 1.
- 2.

Q. 52. What type of systems your Domestic (National) company have?

- 1.
- 2.

Q. 53. Are those people who are in Domestic Company, are comfortable in working with ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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5] CFs (Cultural Factors):-

The cultural factors are about the organizational culture, national culture and managing cultural change.

Q. 54. Whether the organizational culture entails about Learning and development culture for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 55. Whether the organizational culture entails about participative decision making culture and power sharing culture for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 56. Whether the organizational culture entails about support and collaboration culture; and tolerance of conflicts and risk culture for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 57. Whether the training process is one main vehicle for the dissemination of the organizational culture for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 58. Whether a culture with shared values and common goal is conducive to success?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 59. Whether the National culture (Government / Corporate policies) has significant impact on the effective implementation process?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 60. Whether Indian organizations have encountered organizational and cultural problems during the adoption and implementation of new IT in general for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 61. Whether managing culture / cultural change pave the way for effective implementation of ERP system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 62. Are there many approaches for managing the cultural change for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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6] HFs (Human Factors):-

HFs is those wherein human resources planning, training and communication are taken into account.

Q. 63. Whether human factors are critical to the success of ERP projects?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 64. Whether the impacts and the outcomes of the usage of ERP, therefore, should be investigated from different perspectives?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 65. Whether human factor influences success about ERP's performance significantly?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 66. Whether human factors that contribute to efficient and effective decision making in the complex ERP system implementations are insufficiently understood in an organization?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 67. Whether Human factors can have a pivotal role in enabling the success and adoption of ERP implementation in manufacturing industries?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q.68. Whether effective implementation is because of human resources planning factor rather than that of technical factors?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 69. Is it important to identify the human capital that will be required in order to meet the deadlines identified in the project?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 70. Whether ERP implementation process requires vast amount of human resources for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 71. Whether the training of ERP system is must for all the employees of various departments of an organization for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 72. Whether training processes might not only explain system use but also illustrate the ability of the ERPs to enhance job performance for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 73. Whether the computer literacy for IT and business people to be included in the training for effective implementation?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 74. Do the most vendors offer class room training prior to ERP rollout for effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 75. Whether effective enterprise communication is critical to an effective ERP implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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Q. 76. Whether the communications between the departments help determine defects in ERP designing and effective implementation of the system?

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
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If yes, what are the defects observed in ERP designing and effective implementation?

Thanks for your kind co-operation and for sparing the valuable time for questionnaire.

THANK YOU

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Conflict of Interest:

Author of a Paper had no conflict neither financially nor academically.