

Seat No. /Enrollment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA SEMESTER- IV - EXAMINATION-SUMMER-2024

Subject Code: 4549289

Date: 25/04/2024

Subject Name: Enterprise Resource Planning

Time: 10:30 AM TO 01:30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Marks

Q-1 Explain below given term. **(14)**

1 Quality management

2 Human resource management

3 Business architecture

4 ERP evolution

5 Business process re-engineering

6 Material management

7 Marketplace

Q-2(a) Define term IT. Explain business risk associated with IT in detail. **(7)**

Q-2(b) Explain importance of IT for decision making and innovation in business. **(7)**

OR

Q-2(b) Explain in detail evolution and benefits of ERP in today's scenario. **(7)**

Q-3(a) Write a short note on functional module of ERP **(7)**

1) Human resource management 2) CRM

Q-3(b) Discuss how and why supply chain and customer relation applications are integrated with ERP system. (7)

OR

Q-3(a) Define ERP. Explain in detail any two functional modules of ERP. (7)

Q-3(b) Briefly Explain origin of ERP in India. Discuss in detail conceptual model of ERP. (7)

Q-4(a) Explain in detail concept of Business process mapping and re-engineering with examples. (7)

Q-4(b) Discuss Which strategies should organization adopt for successful implementation of ERP ? (7)

OR

Q-4(a) Explain in detail role of consultants, employees and vendors in ERP implementation. (7)

Q-4(b) Discuss in detail concept of make to stock and make to order cycle. (7)

Q-5 Hershey, a 147 year-old confectioner, headquartered in Hershey Pennsylvania. The enterprise saw the implementation of an ERP platform as being central to its future growth.

Consequently, rather than approaching its business challenge on the basis of an iterative approach, it decided to execute a holistic plan, involving every operating center in the company. Subsequently SAP was engaged to implement a \$10 million systems upgrade, however, management problems emerged immediately.

The impact of this decision represented complete chaos, where the company was unable to conduct business, because virtually every process, policy, and operating mechanism was in flux simultaneously. The consequent result was the loss of \$150 million in revenue, a 19% reduction in share price, and the loss of 12% in international market share.

Q-5(a) Briefly Explain Why ERP implementation failed in Hershey's company? (7)

Q-5(b) Which steps should company take to recovering loss of revenue and international market share? (7)

OR

Q-5(a) Assume you are a manager of this company then what are the steps you will take for successful implementation of ERP? (7)

Q-5(b) Explain ERP implementation life cycle in context of this case study. (7)
