

Ollscoil na hEireann, Gaillimh

THE NATIONAL UNIVERSITY OF IRELAND, GALWAY

SUMMER EXAMINATIONS 2005

B. COMM. DEGREE, B.Sc. (Business Information Svstems)

Enterprise Systems (MS319)

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Time Allowed :Two and a Half Hours

Candidates are required to answer three questions. All questions carry equal marks.

Question 1.

The Managing Director of a large Irish food processing company is concerned that the firms recent rapid expansion has led to difficulties in controlling and monitoring the activities of the large number of business units and operating sites which make up the company. She has recently attended a seminar on Enterprise Resource planning Systems(ERP) and is convinced that ERP offers the solution to the problem of controlling the firms operations.

Required:

You are required to draw up a briefing for the senior management team in the organisation describing in detail the potential role of ERP in meeting the firms information and control requirements. In particular your briefing should address the following:

The type of benefits which the firm should expect to achieve from the ERP system it is planning to install.

**13 Marks**

The emerging functionality which ERP vendors are adding to their products in the areas of e-fulfillment, e-procurement, workflow etc.

**13 Marks**

A breakdown by appropriate headings of the costs involved in the proposed ERP rollout.

**7 Marks**

### **Question 2**

Tripart Parts Limited has recently been taken over by a large UK based contract manufacturing firm. The UK parent specialises in contract electronic manufacturing for large firms in the mobile phone market. As part of the integration of Triparts integration into the group it is currently implementing a new manufacturing information system. This system is used widely across the group and is sold by a mid range ERP vendor. As part of the implementation of the new system you have been asked to prepare a briefing for finance staff in Tripart on the following issues:

The nature of a manufacturing information system

**15 Marks**

The type of information and reports the system would normally produce

**10 Marks**

The likely impact of the new system on the finance function and the need for integration of the system with the finance systems

**8 Marks**

### **Question 3**

ARLE Chemicals Ireland Limited is the Irish subsidiary of ARLE International a large multinational conglomerate with diversified interests in manufacturing, finance, chemicals and electronics. As part of a Group wide programme AARLE International is currently in the early stages of implementing a client server corporate wide enterprise resource planning system.(SAP). This system will be implemented at Group level with on line links to the various operating sites in Europe. At a recent meeting in France of the project team involved in implementing SAP the Group Finance Director stated that he is concerned that the project will not delivered the promised benefits. As part of a review of the project the Group finance director has asked you to prepare a briefing memorandum for the project team addressing the following issues:

A review of the reasons why ERP implementations fail to deliver the promised benefits

**10 Marks**

A suggested framework or approach to implementing the proposed system.

**15 Marks**

The role of consultants can play in ERP projects.

**8 Marks**

### **Question 4**

Geant S.A. operates a chain of over 150 retail DIY and home improvement stores in Ireland and the UK . In recent years the company has grown rapidly by acquiring smaller regional firms and integrating these into its chain of outlets. Many of the smaller regional outlets acquired had made significant investments in IT/IS prior to acquisition. These investments consisted primarily of point of sale and stock control systems. Geant has been reluctant to replace these systems but in many cases it has been impossible for Geant to integrate them with its centralised reporting systems. As a result IS/IT in Geant is now a mixture of operating systems, applications and architectures with Geant management finding itself relying heavily on spreadsheets and other PC tools to integrate the information coming from the diverse reporting systems.

**Question 4 continues on next page..**

**Question 4 cont'd.**

As a starting point in its attempts to improve information reporting systems Geant is keen to introduce a new customer loyalty card scheme in conjunction with new point of sale(POS) technology and a fully integrated customer relationship management system(CRM). As part of the project approval process you have been asked to make a short presentation to senior management and regional managers on the nature and role of CRM solutions. You are required to prepare a short briefing note addressing the following issues:

The benefits which CRM can bring to the organisation

**13 Marks**

The types of reports and analysis which the Geant might expect to get from the system

**12 Marks**

Other relevant issues

**8 Marks**

**Question 5**

Write a briefing note for senior management on **ONE** of the following topics

Business Process Outsourcing and ERP

The Functionality of ERP systems

Benefits realisation and ERP projects

**33 Marks**