

R09

Code No: E5207

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD
MBA – II Semester Examinations, February / March -2012
MANAGEMENT INFORMATION SYSTEMS**

Time: 3hours

Max. Marks: 60

**Answer any five questions
All questions carry equal marks**

- 1.a) What is a systems approach? Explain features of system approach.
- b) Explain the major factors in Ward's Model which are considered to be the most important in the development of an MIS.

- 2.a) Explain the role of information system for organization management.
- b) Distinguish between database and DBMS. Also discuss objective of a DBMS.

- 3.a) Give the various reasons which create severe problems in MIS implementation and maintenance. Explain any three problems in detail.
- b) What are the critical factors that decide the success of an enterprise in today's competitive environment? Is it possible to develop an MIS in this regards.

- 4.a) Why do many ERP implementations fail? Explain with example.
- b) What is SCM? Explain success as well as failure of integrating SCM with ERP.

- 5.a) Explain Manufacturing business modules in ERP package.
- b) Explain the benefits obtained by effective use of TQM in ERP implementation.
- c) What are the reasons for the explosive growth for the ERP SME market?

6. How ERP will support for
 - a) Reduction of Lead time
 - b) Increased Flexibility
 - c) Improved Resource utilization

7. Discuss each ERP implementation phases and briefly explain the activities to be performed in each phase. Explain the role of implementation partners.

8. **Agilent Technologies and Russ Barrie: Challenges of Implementing ERP system**

The good news in Agilent technologies Inc. says its enterprise resource planning applications are stable. The bad news they got that the way only after a rocky ERP migration project that cost the company \$105 million in revenue and \$70million in profits.

In mid –August 2002, the multinational communications and life sciences company, formerly a part of Hewlett-Packard Co, said problems with ERP components in oracle's e-Business suite 11e software froze production for the equivalent of a week, leading total massive losses. The oracle system handles

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about half of the company's worldwide production of test, measurement and monitoring products and almost all of its financial operations, as well as as order handling and shipping.

Agilent was in the process of migrating as many as 2200 legacy application that it inherited from HP to oracle. As part of the switchover, approximately 6000 orders in the internally developed legacy systems had to be converted to an oracle friendly format, an agilent spokeswoman said from company headquarters in Palo Alto, California. She said the configuration process had problems requiring corrections. In a statement last week, Agilent President and CEO need Barnholt said the disruptions to the business after implementing the ERP system were "more extensive than we expected". An Agilent spokeswoman said the issue wasn't the quality of the Oracle application, but rather the "very complex nature of the enterprise resources planning implementation."

For its part, Oracle Corp. Said it's working closely with Aligent. "At oracle, we are fully committed to all of our customers for the long haul and support them in any way necessary ," the company said in a statement ." They are fundamental transformation of a company's business processes, people, processes, policies, the company culture are all factors that should be taken into consideration when implementing a major enterprise system."

According to one analyst, ERP disasters are often caused by the user company itself. Joshua Green Baum, an analyst at Enterprise Applications Consulting, said 99 percent of such rollout fiascoes are caused by "management's inability to spec out their own requirements and the implementer's inability to implement those specs."

Russ Berrie and Co. After a three-year sage that included a \$10.3 million financial hit from the failed installation of packaged applications, teddy bear maker Russ Berrie and Co, (www.russberrie.com) was taking another crack at replacing its legacy business systems. The Oakland, New Jersey-based distributors of toys and gifts finalized plans to roll out J.D.Edwards &Co.'s OneWorld Xe suite of enterprise resource planning (ERP), customer relationship management, and financial applications. The multimillion-dollar project was scheduled to be done in phase over the next 18 month. Russ Berrie CIO Michael Saunders said that the company, which had sales of \$225 million during the first nine months of 2001, hoped the One world system would help it reach \$1 billion in annual revenue in the coming years. Within the next 12 months, he said Russ Berrie planned to begin installing the applications one department at a time, starting with a stand-alone implementation in purchasing." We're not going big bang," Saunders said." We're mitigating implementation risks by taking a phased-in approach."

The company had reason to be cautious. Three years before, a Y2K related migration from its homegrown distribution, financial, and customer service systems to packaged ERP applications experienced major system failures. Saundered said the problems were severe enough for Russ Berrie to take many of the applications off-line and return to their old system. Saunders wouldn't identify

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the software vendors that were involved in the failed implementation, but sources said that SAP AG's applications were part of the 1999 project. A Spokeswoman at SAP confirmed that Russ Berrie was one of its customers, but declined to offer further details because of pending litigation between the two companies.

Joshua Green Baum of enterprise applications consulting said it appeared that Russ Berrie "bit off more than they could chew" on the 1999 project. Companywide rollouts are especially risky for midsize businesses like Russ Berrie, Green Baum said.

Questions (3*4=12)

1. What are the main reasons companies experienced failures in implementing ERP systems?
2. What are several key things companies should do to avoid ERP systems failures? Explain the reasons for your proposal.
3. Why do you think ERP systems in particular are often cited as example of failure in IT systems development, implementation, or management?

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