

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER-IV • EXAMINATION-WINTER • 2014

Subject Code: 2840004

Date: 01-12-2014

Subject Name: Enterprise Resource Planning (ERP)

Time: 10.30 am - 13.30 pm

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

(a) IQMS AT STURGIS MOLDED PRODUCTS (SMP)

14

Q.1

The Company

Sturgis Molded Products (SMP), Michigan, USA.

Company Web site: <http://www.smpco.com/>

Sturgis Molded Products Company (SMP) is a one-stop shop for cost-effective, “total solutions molding,” providing, in addition to full service tool production, innovative plastic injection molding solutions to the medical, automotive, consumer, industrial and heavy truck industries. Widely recognized for its expertise, SMP offers superior tool design, production, prototyping, engineering and scientific molding, as well as full product launch support and a number of quality processes such as metal-to-plastic conversion, insert molding, and in-mold film processing.

The Problem/Situation

SMP serves a number of high-demand markets, including the medical, automotive, consumer, industrial and heavy truck industries, providing quality molded parts and components according to a diverse range of consumer specifications and shipment protocols. Within this dynamic framework, SMP must be meticulous in its manufacturing performance and nimble in its ability to optimize plant operations. This is way in June 2003 it sought to upgrade its dated, multi-system ERP software.

“We were getting to the point where our previous system could not support company growth,” said Carol MacDonald, IS manager at SMP. “We also wanted to move to a true Windows-based solution and add a quality system and preventative maintenance software.”

However, after assessing the cost to retro-fit its old ERP system and acknowledging the number of third-party vendor it would take to fulfill the company’s growing business needs, MacDonald and others at SMP agreed that the company needed a single-source solution that would enable it to exceed its customers’ quality and delivery expectation, while gaining operational efficiencies that would directly benefit SMP’s bottom-line.

The Solution and Implementation

SMP considered several ERP option before purchasing EnterpriseIQ along with the EDI, warehouse management, and real-time production monitoring modules. SMP liked the fact that, EnterpriseIQ covered all of its ERP needs with one cohesive system and that additional functionality could be added as needed without the use of third-party software. The company went live with IQMS in May 2004, and has since seen benefit in almost every sector of its business, from tooling and production to customer support and product delivery.

Another critical area where SMP sought to gain efficiencies was in the company’s ability to deliver improved EDI capabilities. In the past, SMP had to manage a manual import/export proves between its EDI and ERP applications, a task that lumbered under any variances or charges a customer might request.

The solution was implemented using EnterpriseIQ™ ERP software system,

including real-time production, electronic data interchange (EDI) and warehouse management modules. The database used was Oracle and it was installed on a Windows-based server platform.

Q1 – What transition Strategy you will use and give your reason for selecting the same?

Q2 - List the benefits realized by implementation of ERP

Q.2 (a) What is an enterprise? How ERP System helps enterprise to function More effectively **07**

(b) In the initial stage Material requirement planning was the concept for production management & control in manufacturing. From this concept ERP was evolved by adding more & more feature as well as integrated with other function of the business. Describe the evolution of ERP System **07**

OR

(b) ERP System provides company with transaction modeling which are integrated with other activities such as HR/Finance etc. of the company. How does ERP create Value for the company? **07**

Q.3 (a) ERP implementation are resource intensive/highly complex/time consuming. There are many technological/people/business needs issue that increases risk of ERP implementation. **07**

Explain People issues of ERP Implementation

(b) What is Data Mining? How is it useful for analyzing data? **07**

OR

Q.3 (a) Explain with an example the automation of business processes achieved by ERP Systems. **07**

(b) What are the implementation challenges for successful implementation? **07**

Q.4 (a) Explain different phases of ERP Implementation life cycle with diagrams **07**

(b) ERP package come in all size and shapes with all the frills/bells/whistles. Requirements must reflect factors that consider indispensable for successful running of business according to company's practice. Provide examples of the ERP selection criteria **07**

OR

Q.4 (a) Explain Big bang Strategy with diagram. What are the variants of big bang strategy **07**

Q.4 (b) ERP software promise great benefits. But what are the costs involved? In most cases ERP implementation cost will exceed the budget. In most cases manager fail to account for areas in their budget resulting in over run. These are hidden cost. Explain the hidden cost of ERP implementation **07**

Q.5 (a) The pivotal role in an ERP implementation project is that of project manager. He is catalyst as well as he makes things happen. List the Characteristics of Good project manager for successful implementation of ERP **07**

(b) Vendors are the people who have developed the ERP package. They know the tool best. If you were to select the vendor how you would prepare the contract defining the roles & responsibilities of Vendor? **07**

OR

- Q.5 (a)** Define e-business. How it can improve the functioning of enterprise? **07**
- (b)** ERP II is the next step in extended ERP. Solution includes traditional material planning, distribution strengthen by capabilities like Customer relationship management Human relationship management, document management and work flow management. **07**
Explain the best practices of ERP II
