



**RC-4459-60**  
**M. B. A. (Sem. IV) (FT) &**  
**M. B. A. (Sem. VI) (Eve.) Examination**  
**April / May – 2010**  
**Enterprise Resource Planning**

Time : 3 Hours]

[Total Marks : 100

**RC-4459**

**Instructions :**

(1)

<p>નીચે દર્શાવેલ નિશાનીવાળી વિગતો ઉત્તરવહી પર અવશ્ય લખવી. Fillup strictly the details of signs on your answer book.</p> <p>Name of the Examination : M. B. A. (Sem. 4) (FT) &amp; (Sem. 6) (Eve.)</p> <p>Name of the Subject : Enterprise Resource Planning</p> <p>Subject Code No. : 4 4 5 9 Section No. (1, 2,.....): 1</p>	<p>Seat No. : □ □ □ □ □ □ □ □</p> <div style="border: 1px solid black; border-radius: 15px; height: 80px; display: flex; align-items: center; justify-content: center; margin-top: 10px;">Student's Signature</div>
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- (2) Answers to Section I and Section II must be written in **separate** answer books.
- (3) Figures to the right indicate full marks of the question.
- (4) All questions are **compulsory**.
- 1 What is meant by Enterprise Resource Planning (ERP)? 14  
Discuss the causes of ERP failure.
- 2 Answer any **three** : 36
- (a) Discuss different Modules of ERP.
- (b) Explain the linkage of ERP and Business Process Reengineering (BRP)
- (c) Explain relationship of ERP with SCM.
- (d) Discuss characteristics of ERP.

## RC-4460

### Instructions :

(1)

नीचे दृशाविले निशानीवाणी विगतो उत्तरवडी पर अवश्य लभवी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<input type="text" value="M. B. A. (Sem. 4) (FT) &amp; (Sem. 6) (Eve.)"/>	<input type="text" value="Student's Signature"/>
Name of the Subject :	
<input type="text" value="Enterprise Resource Planning"/>	
Subject Code No. : <input type="text" value="4"/> <input type="text" value="4"/> <input type="text" value="6"/> <input type="text" value="0"/> Section No. (1, 2,.....) : <input type="text" value="2"/>	

- (2) Answers to Section I and Section II must be written in **separate** answer books.
- (3) Figures to the right indicate full marks of the question.
- (4) All questions are **compulsory**.

- 3 Write short notes on any **two** : 24
- (a) Customization Support of ERP.
- (b) Different phases of BPR.
- (c) Growth factors of E-business.

- 4 Read the Case given below and answer the questions : 26
- CASE : ERP Impact on Supply Chain.

Hershey Foods Corporation adopted an ERP system budgeted over \$110 million in 1997 to replace scores of legacy systems dealing with inventory, order processing and other applications. The system was originally scheduled as a four-year project. This schedule was compressed into 30 months to go live before the peak sales period proceeding Y2K. By July 1999, the project was three months behind schedule, but the system was implemented using the big-bang approach anyway.

By mid-September, a busy season for Hershey, the company was experiencing serious order processing and shipping problems with the system. Large customers load up on Halloween candies in the third quarter of every year. After implementing its new systems, Hershey faced shipment delays and deliveries of incomplete orders. Typical delivery times increased from 5 days to 12. In third quarter 1999,

Harshey sales dropped by more than 12 per cent relative to 1998, while inventory piled up in warehouses. This strained many customer relationships and threatened market share.

Diagnosis of the problems of implementing this large-scale ERP in a supply-chain environment focussed on implementation timing. Harshey sought to implement its new systems during the peak season. A second problem was trying to do too much at once. In addition to the SAP R/3 software, Harshey added a CRM system from Siebel Systems and a logistic package from Manugistics that would balance inventories across warehouses. This made the project quite complex, and while such installations have been accomplished, it proved to be too daunting in Hershey's case. Hershey also faced perceived time problems with respect to Y2K concerns, which probably induced it to attempt to accomplish ERP implementation in too short a time frame. Specific problems were indentified in the area of correct identification of business processes.

***Questions :***

- (i) Supply-chain networks are adopted to expedite communication among supply-chain members. Logistics is a forte of Hershey. What pitfalls did Hershey encounter relative to its logistics supply chain?
- (ii) In this case, it appears that performance deteriorated when an ERP system was adopted. How could that happen? What specific circumstances can be blamed for this deterioration?
- (iii) Hershey added a sound CRM package to its system, as well as a very reputable logistics package. Both packages have proven successful in similar applications. What went wrong here?

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