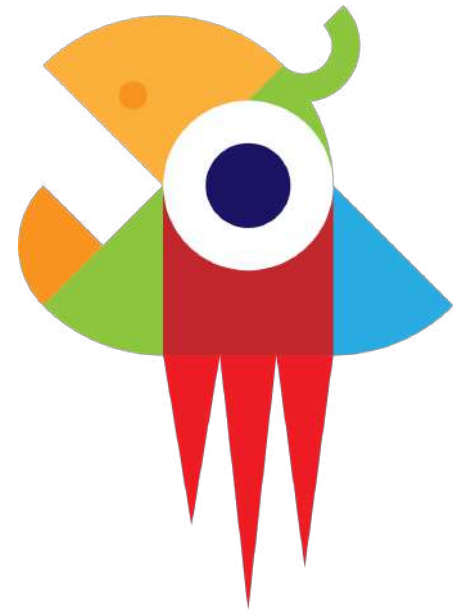


Why a ERP' implementation fails?

an IBL exercise



Context

- **This exercise is part of a subject from the Bachelor Degree in Informatics at the University of Zaragoza named “Information Systems II”. The main objective of this subject is to develop a solid understanding of Information Systems from a Computer Engineering point of view. Achieving this objective implies that the student has developed skills related to the life cycle of an Information System in a company or organization such as, for example, the integration of systems to satisfy the needs of users or managers, or risk management and technological innovation.**



Context

- **These skills make the student competent to perform one or more of the following tasks once he/she enters working life:**
 - Ensure communication between the area responsible for the Information Systems of a company or organization and the rest of the areas.
 - Participate in strategic decisions affecting Information Systems.
 - Maintain relations with Information Systems suppliers.
 - Be responsible for the implementation of Information Systems.



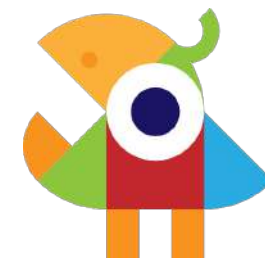
Context

- **The deployment of an information system in an organization is a high-risk task with a lot, and highly documented, failures. In general, you should learn from these failures in order not to repeat them. This exercise put the focus in trying to identify and understand the causes behind some of the most famous failures.**



Previous to the lesson (course scripting)

- **The teacher has to prepare the material for the lesson. The description of the work to be done by students can be the same as previous years. New reports from failures are published every year. It is possible to update de reference document list with new reports. In this case, the teacher will use the SFLM in order to check that these new reports can provide answers to the fixed questions. To do this, she/he will upload the files into the SFLM using as custom topics “ERP” and “Failure”. Then, she/he will check that the reports can provide questions aligned with the general ones proposed in this exercise (see later).**



During the lesson (synchronous learning)

- **The activity has the following script:**
 - 1. The teacher will explain the process of the exercise and its justification. She/he will organize the students in groups of 4 and will assign 2 of the reports. The teacher will assign randomly the documents to the groups taking into account that each one will be assigned to at least two groups. (10 minutes)



During the lesson (synchronous learning)

- 2. Each group will review the assigned reports and will provide answer to the following questions (50 minutes):

Questions	Bloom's Taxonomy
What were the main mistakes in the projects?	evaluation, comprehension, knowledge
In general, what was the reaction of the directives when the project stopped?	application, analysis
In relation with ERPs, in which conditions many business managers believe?	comprehension
Why ERP post-implementation usually fails?	synthesis, evaluation
What is necessary for the project to be successful?	synthesis, evaluation
Why the findings derived from these failure cases are valuable?	synthesis, evaluation



During the lesson (synchronous learning)

- 4. The groups will share their answers with the other ones trying to elaborate a consensual answer for all the questions (30 minutes).



After the lesson (asynchronous and synchronous learning)

- **Students can improve their qualifications by reviewing the other reports (the ones assigned to the other groups) and providing different and/or more completed answers to the proposed questions.**
- **In all cases, the answers have to be justified by referring to the reports.**



Documents used for the lesson

- **These documents have been uploaded to the SFLM using as custom topics “ERP” and “Failure”. Analyzing the file provided by the SFLM, it has been checked that the reports can provide questions aligned with the general ones proposed in this exercise.**
 - <https://www5.in.tum.de/~huckle/DIABaggage.pdf>
 - <https://eprints.whiterose.ac.uk/79147/>
 - <http://iceb.johogo.com/proceedings/2002/PDF/f119.pdf>
 - <https://www.cl.cam.ac.uk/~rja14/Papers/npfit-mpp-2014-case-history.pdf>
 - https://kopisusa.com/wp-content/uploads/ERP_Implementation_Failure_Hershey_Foods.pdf



Thank you!



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University of Zaragoza - Why a ERP' implementation fails?

