

PGDM (RM), 2016-18
ERP FOR MANAGERS
RM-501 (501)

Trimester – V, End-Term Examination: December 2017

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No:

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

SECTION-A

Answer any 3 out of 5 (Short Questions) – 5 Marks each

QUESTION-A1 – How does BPR help in streamlining the work process and achieving the significant level of improvement in the quality, time management and cost?

QUESTION-A2 – Describe atleast five steps involved in system integration.

QUESTION-A3 – Discuss the risks and benefits in Big Bang and Phased approach of implementation of ERP.

QUESTION-A4 – Why server centric architecture is better than client centric architecture in ERP?

QUESTION-A5 – Discuss the reasons of failure of ERP implementation?

SECTION-B

Answer any 2 out of 3 (Long Questions) – 10 Marks each

QUESTION-B1 – What are the activities involved in Post Implementation of ERP?

QUESTION-B2 – Explain various internationally recognized shipping terms which are applied to international transportation of goods by sea or air.

QUESTION-B3 – Elaborate advantages and disadvantages of various development models? Which is most suitable model for development of ERP system in an organization? Why?

Turn Over...

SECTION - C
CASE STUDY

15 MARKS

PLEXIPAVE: A FAILED CRM IMPLEMENTATION

SOURCE: Adapted from: Reed, T., & Desrosiers, A. (2006) Unpublished Case Study Report, College of Management, University of Massachusetts, 1 University Avenue, Lowell, MA 01854

Plexipave is the world's largest manufacturer of acrylic sports surfacing systems and surface preparation products. Their acrylic sport surfaces are installed in residential, commercial, institutional, and tournament locations around the world, including Indian Wells, Tennis Asia, and the Davis Cup. Plexipave Sport Surfacing Systems is a division of California Products Corporation, a manufacturer of paints and coatings since 1926, headquartered in Andover, MA. California began manufacturing Plexipave in 1953, and is now the oldest and largest manufacturer of acrylic tennis court surfaces in the world. Plexipave sells its products to tennis court installation businesses.

After the loss of two long-term sales representatives, who collectively had more than 50

years in the business, the director of the Plexipave division was in search of a better way to capture customer data. Much of the customer and market information from the two territories was lost since the salesmen maintained prospecting information independently from the database in customer service.

Customer service maintained a Microsoft Access database of current customers. It was not integrated with any other systems (e.g., ordering, finance), but instead served as a stand-alone database to retain only the most basic information (e.g., addresses and employee names). In addition, Plexipave subscribed to a lead reporting service called the Dodge Reports, offered by construction publishing powerhouse McGraw-Hill.

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TURN OVER...

McGraw-Hill employed reporters from around the country to capture and report construction projects as they went to bid, detailing all aspects of the project. The Dodge Reports were e-mailed to customer service, read, sorted, divided by territory, and e-mailed to the sales representative who would then follow up on the lead. Any report updates were treated as a new report, and the information would be sent once again with the applicable updates.

McGraw-Hill and Seibel entered into an agreement in 2004 to offer a hosted CRM program as an upgraded option for the Dodge Reports. It would enable Plexipave employees to download the daily Dodge reports into the CRM database and to transfer information from legacy programs into the CRM as well. A small one-time fee of \$5,000, plus \$100 per seat annually provided a hosted database that could be accessed remotely through the Internet. The software was designed to eliminate redundant files: If updates were available for a customer or project, it would simply add the information to the existing file. If a user attempted to create a new file for an existing user, the software would likewise alert the user to the double entry.

The director of Plexipave purchased the CRM service and five seats to "test-pilot" the program with key salesmen and customer service personnel. A seat was used for a customer service representative so she could input the data from the Access database (about 175 customers), download the leads from Dodge into the CRM before pushing the data to the sales force, and enter new phone, mail, and fax inquiries into the CRM. Three seats were given to salesmen who volunteered to pilot the program. The last seat was utilized by the director to oversee the program. A Dodge representative trained the internal users by reviewing a "canned" capabilities presentation, and the salesmen were trained through Computer-based Training (CBT) software with an offer to meet face-to-face with a trainer if the CBT was not sufficient.

The service went live with no lag time for development. The salesmen spent hours sifting through the database of leads, but did very little in terms of information input. Many approached the automation by compiling notes offline (whether written or typed) and then waiting for downtime or office time to input the data into the CRM. The stockpile of information took hours to input and in a short time, the salesmen began to resent the

time they had to put aside to use the program. The most frequent comment was, "We spend all this time recording what we are doing and should be out selling."

The customer service representative also felt as if the CRM created more work. Even though she was able to input information into the system directly while she was conducting business, other customer service representatives, who did not have access to the CRM, were funneling information transactions through her. She also became the de facto trainer because the salesmen found it easier to ask her how to manipulate the software when they ran into difficulties.

Another problem was that Plexipave's major business is outside the United States. McGraw-Hill did not extend its reporting services internationally, so the CRM service followed suit and did not account for fields to enter international postal codes, country codes, and the like. Plexipave salesmen also travel to remote areas, sometimes without wireless Internet connections or the proper technology to integrate the use of a remote CRM in their daily travels. Whereas training was given on how to operate the software, many lacked the knowledge to understand the strategic advantage that could be derived from CRM programs.

Last, the director's frequency of accessing the system decreased and his enthusiasm wavered after numerous complaints from the salesmen that the program created unnecessary work. In an attempt to save the program, the Dodge Reports representative showered the Plexipave Division with offers of training and software upgrades. For these reasons, the director is unlikely to explore implementation during his tenure unless there is another decision maker who is willing to champion the program. What do you think?

QUESTIONS

3 X 5 MARKS = 15

1. What was wrong with Plexipave's CRM strategy?
2. What was wrong with the McGraw-Hill/Siebel hosted CRM application?
3. Do you think Plexipave should implement another CRM system? Provide detailed recommendations. ■