

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2016-18)
END TERM EXAMINATIONS, JANUARY 2018

Course Name	Enterprise Resource Planning	Course Code	IM 501
Max. Time	Two Hours	Max. Marks	40

INSTRUCTIONS: All questions are compulsory:

A. Eagle Cars, a world leader in automobile manufacturing and a Global 500 company operates all countries in the European Union. The organization had deployed the “**Made to stock (MTS)**” business model for cars for more of its prominent sites. The management desires the Indian site to be included in the business process template followed globally.

There is a need to support the **Assemble to Order (ATO)** business model in order to control inventory costs.

Made to stock (MTS): It is a build-ahead production approach in which production plans are driven by historical demand information in combination with the sales forecast information.

Assemble to Order (ATO): It represents the ability of user to define the component make-up (configuration) of a product at the very moment of ordering that product and of a vendor to subsequently build that configuration dynamically upon the receipt of the order.

You have been appointed as their partner to deploy, enhance and support Indian deployment.

1.1 Which Commercial ERP product will you deploy? State the reasons for the same... **(4 Marks)**

1.2 Explain the three build-in best practices of the selected ERP? ... **(3 Marks)**

1.3 Identify the three most important key post implementation benefits you envisage? ... **(3 Marks)**

B. Golden Eagle is the third largest distributor of pharmaceuticals to both druggists and hospitals in India. In 1993, they started implementing the Vanilla version SAP ERP R/3 4.6 C software. Their daily production's outgrow was supposed to be handled by Unisys Mainframe. The organization wanted to shift from the old Mainframe system to the new client server based SAP R/3 system. The problem started to appear right at the outset of the implementation process. Their timeline was quite unrealistic under the given circumstances since they lacked even skilled man power to handle fast track implementation. Furthermore, they had regarded SAP R/3 as a supplier of accounting and manufacturing software only. They went for a separate Warehouse Management system which has not been successfully integrated with SAP system. The transition from old warehouses did not go smoothly. Equipment outrages resulted in the shipping of numerous half-finished orders. In 1996 they incurred huge losses due to their inability to meet the order fulfilment and sought for a friendly take-over by a suitable partner.

2.1 Identify the important key factors which led to this ERP implementation failure. ...**(5 Marks)**

2.2 Had you been the consultant, what type of risk matrix you would have carried out along with the risk mitigation measures...?..... **(5 marks)**

C. The CEO of ABC Motors International, through an extensive evaluation process, has decided that his company requires an integrated software system. Having examined a number of possible solutions, he has determined that SAP's R/3 system best suits the company's needs and growth, and has bought licenses for the FI, CO, SD, and MM modules. Your firm has been contracted to lead the installation project that includes some business process re-engineering.

Your team, assigned to assist ABC Motors International in the implementation of this business system, is to build a working prototype of the system and present it to the executive committee. Considering the attached information gathered from the client, your talented consulting team should design and configure the organizational structure and applicable master records to support the business. All appropriate posting documents and resulting accounting documents for each business transactions should be prototyped and tested. You need to document and justify any significant recommendations.

3.0 In your first presentation, you need to identify any FIVE of the following most important elements of enterprise structure for SAP configuration for the following requirements:(10 Marks)

3.1 For the independent auditable balance sheet and income and expense reports for external purposes.

3.2 For handling segmentation accounting for internal purposes.

3.3 For handling adjustment entries for the posting as per auditors' observation

3.4 For reports about employees by the place of posting/location wise

3.5 For getting sales reports by product wise

3.6 For getting sales reports by mode of delivery

3.7 For getting material reports by warehouses

3.8 For reports about employees by their levels in the organisation

3.9 For getting sales reports by the selling units

3.10 For getting material reports by procuring office units

4.0 In your presentation, the following are also to be included.

4.1 The various stages of ERP implementation life cycle (5 Marks)

4.2 The key requirements related to Critical success factors.... (5 Marks)