

**Code: 14E00315**

MBA III Semester Regular & Supplementary Examinations November/December 2016

**ENTERPRISE RESOURCE PLANNING**

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

**PART - A**

(Answer the following: (05 X 10 = 50 Marks))

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- 1 Elucidate the evolution of ERP with illustrations.  
**OR**
- 2 Explain six major components of BPR life cycle.
- 3 Examine the importance of data mining and data warehousing in detail how they can be integrated with ERP system.  
**OR**
- 4 Explore the applications of OLAP and OLTP in enterprise perspective.
- 5 Discuss the role of FICO and HR modules of ERP package in customizing the enterprise system.  
**OR**
- 6 Explain the processes and activities of material management module of an ERP system.
- 7 Explain the essential requirements for effective ERP implementation and brief the challenges involved in it.  
**OR**
- 8 Summarize the role of vendors and consultants in ERP implementation process.
- 9 Evaluate the categories of oracle software applications in ERP.  
**OR**
- 10 Discuss in detail about the business management solutions and impact of Baan and PeopleSoft on enterprise systems.

**PART - B**

(Compulsory question, 01 X 10 = 10 Marks)

- 11 **Case study:**  
Dabur, largest Indian personal and healthcare company which created a great positive brand image in the minds of Indian consumers with its largest natural and herbal portfolio. It owns more than 350 products, 14 manufacturing plants, 3500 employees and 4000 distributors in India. It took a IT initiative to create a competitive advantage in the market and to face the competitors. The distribution network is the lifeline for an FMCG company and is a greater value adds in terms of IT returns than manufacturing.

Contd. in page 2

For years, Dabur had been using FoxPro based systems for handling logistics. By 2000, the company distribution network had grown, spanning 29 factories, 6 mother warehouses, 47 stocking points, 4 zonal offices and over 10,000 stockiest and dealers. In addition, about one hundred trucks were dispatched daily. With distribution pressures rising, technology up-gradation was necessary. The company therefore initiated automation of its outward logistics system in April 2001 with its primary distribution system named 'project synergy', this involved implementation of the MFG/PRO ERP system. Dabur works on two ERP systems. For the outbound logistics it runs QAD ERP suite known as MFG/PRO. For manufacturing locations, they used Baan. Baan requires a central server. However, the company never wanted to make the network a critical component in the automation of outbound logistics. The company decided to go for an ERP solution that was network independent. It found that MFG/PRO could be run on independent servers at each location it was a good choice that suited its unique needs.

By 2005 Dabur started to feel the pinch of maintaining two independent ERP systems. They were facing following issues. There were still data redundancies and inconsistencies at times. Considerable amount of rework was necessary in just data format conversion between the two systems. It still did not provide a holistic picture and thus posed problems in formulating a strategy or taking business critical decisions. Maintenance costs climbed up because of the above stated points. Therefore, to realize not just the operational excellence but also decision support infrastructure, the idea of a single organization wide ERP implementation was proposed in Dabur. So, with Accenture's help, Dabur implemented strategic and operational changes by implementation of organization wide SAP core modules.

**Questions:**

- (a) What gone wrong with the ERP plan of Dabur?
- (b) As a CEO of Dabur, how would you face this situation in re-investing for ERP?

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