

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

YOUR MISSION:

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

What you have to do:

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

Dr. Sara Adel

تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- **مقدمة:** بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- **دراسات علمية سابقة:** تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- **المنهجية وطريقة البحث:** بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- **النتائج ووصف المناقشة حول النتائج الرئيسية للبحث:** شرح مفصل للمشكلة محل الدراسة.
- **المراجع:** تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجلات المحكمة أو المواقع المستخدمة للبحث.
- **الملحقات** (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (اختياري).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

ERP System Implementation in Large Enterprises

1.0 Introduction

Today's operational processes and supply chains are far more complex than a decade ago. They involve complex business functions involving different departments, with a need for the most to up to date information, and critical linkage with upstream and downstream partners to name a few. Enterprise Resource Planning (ERP) systems have proved to be the solution to the information needs of many businesses, but a costly mistake for many others. Davenport (1999) reports that ERP implementation can be challenging, time-consuming, and expensive, and can place tremendous stress on corporate time and resources. Indeed, approximately 66 to 70 per cent of ERP implementation projects failed to achieve their implementation objectives in some way (Lewis, 2001; Carlo, 2002; Shores, 2005; Ward et al., 2005; Zabjek, 2009). Surveys show that even projects with the most favourable conditions, ERP implementation failure is common (Liao et al., 2007).

The ERP literature on implementation is extensive (Esteves and Bohoroquez, 2000; Moller et al., 2004). It covers areas such as uncertainty management using ERP systems (Koh and Saad, 2006), specific methods of ERP requirements analysis (Vilpola and Kouri, 2005; Vilpola et al., 2007), relevance of local or cultural aspects to consider during implementation (Liang and Xue, 2004, Yousef et al., 2006), pre-implementation issues (Brem et al., 2008), and critical success factors (Akkermans & van Helden, 2002; Hong & Kim, 2002; Hung et al., 2004). Whilst the existing literature is voluminous and complex, it nevertheless highlights a glaring need for greater understanding of ERP implementation failures, and need for a single literature source, which practitioners and researchers alike can use as a reference point for better understanding of the nature and possible causes of implementation failures, and how they may go about limiting these in order to increase the chances of future successful implementations. Initially developed only to manage and predict material requirements, and despite the difficulties and high costs of implementation, ERP systems have matured into a comprehensive advanced technology software, capable of taking on complex tasks and organisational activities, providing them with a unique integration characteristic. ERP systems are being implemented extensively,

with all major Fortune 500 companies adopting a system (Panorama consulting group, 2010).

By following the literature review structured approach, this paper aims to achieve three objectives: First, provide a platform for researchers to recognise the different aspects of ERP implementation that have been addressed. Second, provide a starting point for further research in the area. Third, whilst providing a review of articles, it presents and discusses various critical success factors, implementation strategies and models that enable a better understanding of the implementation process. We also identify critical gaps in current research. Existing research focuses predominantly on the implementation phase, but research on pre and post-implementation is lacking, and that no industry standard implementation methodology has been devised. The paper is organised as follows: the next section introduces the literature ERP systems starting with a definition and history of ERP systems. This is followed by the literature on implementation in large enterprises (LEs) with a focus on pre-implementation, implementation, and post-implementation. It also reviews different methodologies and implementation models proposed to enhance understanding and knowledge of the ERP system implementation process.

2.0 Definition of ERP System

According to Davenport (1998), ERP systems generally comprise different software modules, which allow organisations to automate and integrate the majority of business functions by accessing, and sharing common information, data, and practices across the enterprise in real time. The author further explains the anatomy of ERP systems being at “the heart of an [ERP] system is a central database that draws data from, and feed data into a series of applications supporting diverse company functions. Using a single database dramatically streamlines the “flow of information throughout a business.” A defining feature of an ERP system, is the integration of different organisational functions, so that information is entered only once, and is thereafter available across the organisation with real-time updates (Davenport, 1998). At the operational level, Gable (1998) defines ERP as a “comprehensive packaged software solution, which seeks to integrate the complete range of business processes and functions in order to present a

holistic view of the business from a single information and IT architecture.” Similarly, Nah et al. (2001) and Stemberger and Kovacic (2008) define ERP systems as a “packaged business software system that enables companies to effectively and efficiently manage resources (material, human resources, finance etc.) by providing a total integrated solution for an organisation’s information-processing needs.”

3.0 Research Methodology

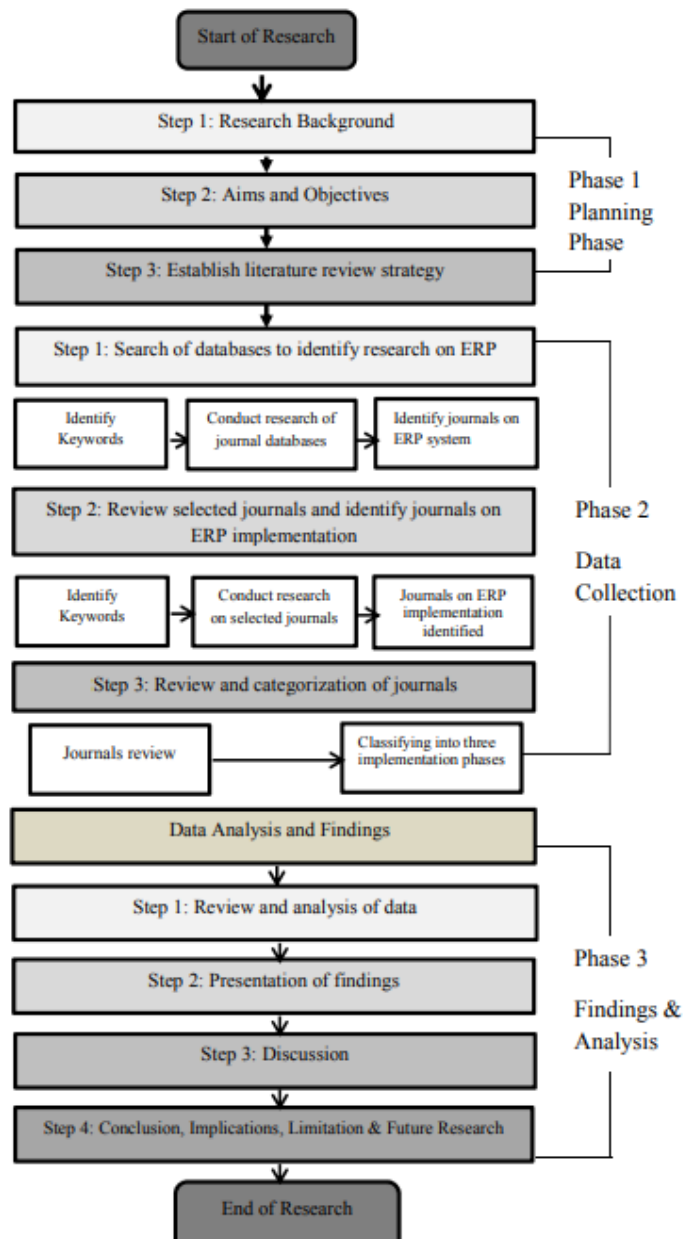
Proper planning and implementation of ERP systems are necessary in order to enhance the strategic value of organisations (Bancroft et al., 1998; Becerra et al., 2000; Gobeli, 2002). However, too many organisations are still suffering implementation failure, and many others fear implementation because of the costs, which we hypothesises is related to the lack of a single reliable reference source on the advantages and disadvantages of implementation. With this in mind, this paper uses Esteves and Bohorquez (2007) classification based on the ERP lifecycle framework to develop and present a comprehensive structured review of the literature on ERP system implementation in large enterprise (LEs), with particular focus on pre-implementation, implementation, and post-implementation, since these factors are identified by scholars as contributing towards successful ERP implementations (Gattiker and Goodhue, 2005; Jacobs and Bendoly, 2003; Soh et al., 2000; Vincent et al., 2003). The structured approach is appropriate since David et al. (1999) argue that research in the ERP area must not proceed haphazardly, rather it must develop a systematic mean for identifying the patterns under these systems.

By following Esteves and Bohorquez (2007) structured literature review approach, this paper aims to achieve three objectives: First, provide a platform for researchers to recognise the different aspects of ERP implementation that have been addressed. Second, to contribute to further research in the area of ERP implementation. Third, whilst providing a review of articles, it presents and discuss various critical success factors, implementation strategies and models which enables a better understanding of the ERP implementation process, and how practitioners and researchers may draw upon these finding develop a better implementation strategy.

4.0 Literature Review

Due to the volume of literature under review, each stage of the research methodology is summarised and presented in a three stage methodological framework in figure (1). The outline of the methodological framework is similar to one proposed by Tranfield (2003).

Figure 1: Literature Review Methodological framework Summary



Step 1: Search of databases to identify research on ERP system Phase One: This study uses electronic research databases such as Swetwise, ProQuest, EBSCO, Emerald, SceinceDirect, WileyInterscience, and ACM Digital library to identify Electronic journals and articles on ERP systems and ERP system implementation. The search keywords are: MRP, ERP, enterprise resources planning system, and enterprise systems. The initial search identifies a sample of 952 research papers on ERP implementation and systems using the keywords. Research on ERP systems such as SAP, Oracle, Peoplesoft, Baan, Infor, Sage, etc., are included in the study. Step 2: Reviewing the literature and selecting journals on ERP implementation As the focus of this study is on ERP implementation, keywords ERP implementation, the search keywords are further defined to include, SAP, IT implementations, post implementation, ERP implementation strategies and models are used to identify only those research papers relating specifically to ERP implementation between the periods 1998 - 2014. There is considerable literature on ERP system implementation prior to 1998. However, Botta-Genoulaz et al. (2005) advise only the most recent literature should be included in current studies. As a result, 725 research papers are dropped as they are not specifically related to ERP implementation, or they are from a period prior to this study. An additional 12 duplicated research papers are removed from the sample (Wolfswinkel et al., 2013).

Step 3: Review and categorisation of papers Esteves and Bohorquez (2007) classification based on the ERP lifecycle framework is adapted to classify the literature review sample into three groups (pre-implementation, implementation and post-implementation). Once classified, a comprehensive and detailed review of the abstract of each research paper is undertaken. Although time consuming, a minimum of 45-60 minutes is spent on each journal. This process is critical in order to gain an understanding of the theme of the study, its methodology, and findings. This not only provides for a suitable understanding of the areas in implementation, but also generates a plethora of information that is subsequently applied in this review. Due to the subjective nature of the classification of papers, content analysis is used to provide rigour to the process.

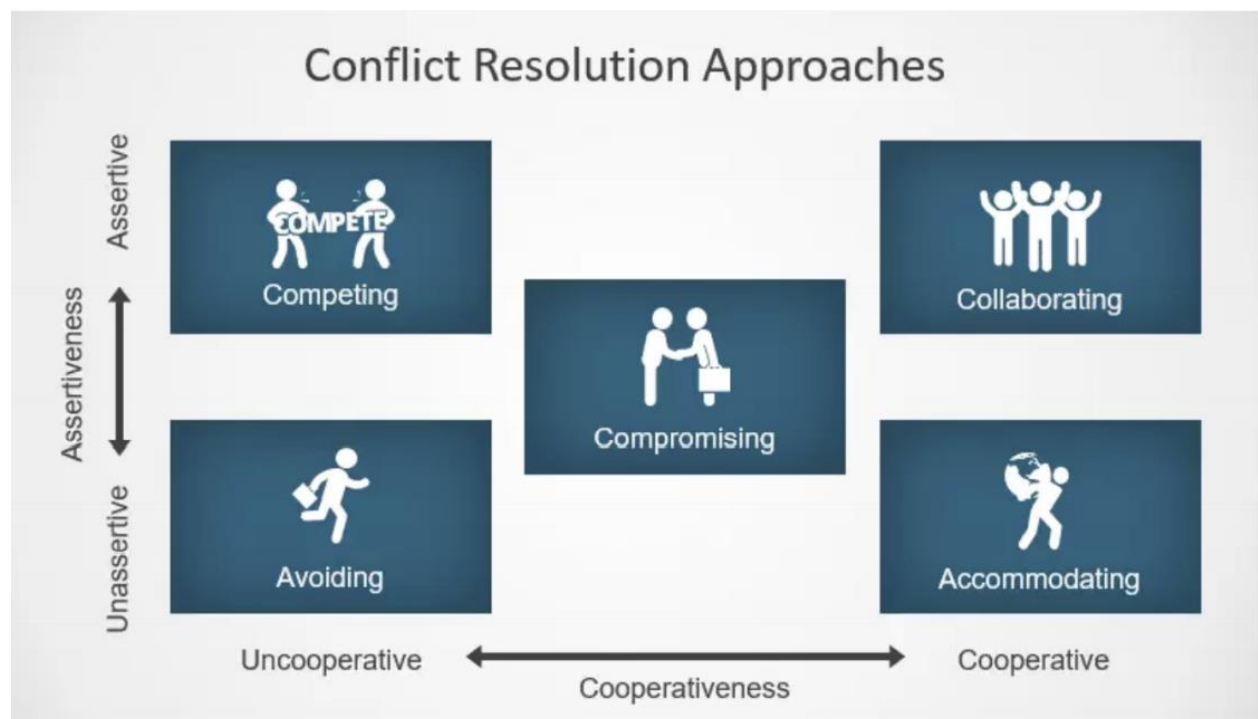
5.0 Results and Discussion

As observed, the ERP literature has developed into a vast mature research field. Due to the potential high costs and low-success rate of ERP system implementation, it is critical that the causes of ERP implementation failures are identified and better understood. Through this understanding, solutions leading to greater implementation success may be found (Calisir and Calisir, 2004). The literature on ERP implementation covers areas such as uncertainty management, pre-implementation, implementation, and post-implementation issues, and critical success factors required for successful implementations, as well as the impact of ERP on organisational performance (Al-Mashari et al., 2003; Hitt et al., 2002). Implementing ERP systems require organisations to restructure their business processes around the new ERP system. This often results in key organisational changes, especially in relation to questions of how to integrate ERP systems, what to do with legacy systems, and how organisational business processes should be revised. However, if these changes are not managed carefully, they can, and often result in organisational conflict (Maguire et al. 2010). The area of most focus in the literature is on CSFs, such as specific phases of implementation, and comparison of the relative importance of CSFs. Focusing on specific phases such as pre-implementation is critical, as the steps taken and strategies adopted in this stage will impact directly on implementation, and the outcome of the overall implementation process. This phase should be considered as the 'starting point' of the attitudes that will shape future implementation phases. Because of its role in shaping the attitude of those charged with the implementation, this phase demands additional research attention (Herold et al. 1995). Moreover, because these early attitudes are central in shaping early behaviour, it is important to understand the nature and origin of such attitudes.

The most common causes of ERP implementation failures are a combination of poor planning and high software customisation (Scheer and Habermann, 2000), lack of top management commitment; ineffective communication; insufficient training; lack of user support, poor project management, relying on legacy systems, inter-departmental conflicts, poor composition of project teams, failure in redesigning business processes and, lack of clarity about required changes. Focusing on these areas will assist practitioners in reducing the risks associated with ERP implementation (Huang et al.

2004). However, concerns relating to ERP system implementation do not end once the system becomes operational. The real challenge begins during post implementation stage. This phase involves critical processes such as testing the system for effectiveness, checking reliability, data integrity, system utilisation, and most importantly, assessing and evaluating the benefits of system implementation (Nah et al. 2001, Huang et al. 2004). During the final implementation phase, organisations will often encounter a wide range of risks, including technical pitfalls, emergent business needs, inadequate user behaviour, and deficiencies in system design (Peng and Nunes, 2009).

In order to overcome team conflict, an effective leader builds teams that work well together. He facilitates the resolution of conflicts that distract the team members, decrease productivity, destroy motivation and lead frustration and anger. Conflicts can be resolved using the Thomas-Kilmann conflict mode instrument as shown in figure 2 below:



The Thomas-Kilmann conflict mode instrument was developed by K. W. Thomas and R. H. Kilmann (1974, 2000). According to Thomas-Kilmann conflict mode instrument:

- Competing/ Forcing is a win-lose resolution technique.
- Collaborating is a win-win resolution technique.
- Compromising is a lose-lose resolution technique

- Avoiding is a lose-lose resolution technique.
- Accommodating is a lose-win resolution technique.

Leaders must ensure they continuously communicate with their team as well as articulate a vision. Leaders must act responsibly to be respected. Leadership is not a popularity contest; it is a serious responsibility that primarily involves developing and guiding the full potential in people, teams and the organization at-large.

6.0 Conclusion

The ERP literature is vast; dates back almost three decades, and provide a rich source of information on ERP systems. The literature shows that top management team support, good project teams, and good communication are the three most important CSFs for achieving successful implementations. Still, due to ever developing technology and improvements in business processes, coupled with the need to integrate cross-functioning departments and partners into the supply chain, there is a continued need for further research in the area of ERP system implementation. However, future research needs to be more innovative, and focus more specifically on areas of ERP implementation where critical knowledge remains missing. The literature provides a myriad of different models designed to overcome ERP implementation challenges. However, one of the most difficult and as yet unresolved areas of ERP implementation, is identifying and agreeing on industry standard implementation model. ERP system suppliers, users, and researches should combine resources to focus on research in this area. It is interesting to note that researchers have focused more on the implementation phase while research in pre and post implementation is limited.

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