Affärssystemsprojekt

Konsekvenser av att vara slutet eller öppen för förändringar

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Akademisk avhandling

som med vederbörligt tillstånd av Rektor vid Umeå universitet för
avläggande av filosofie doktorsexamen framläggs till offentligt förvar i
Hörsal B, Samhällsvetarhuset, Umeå universitet,
fredagen den 29 april, kl. 13.15.
Avhandlingen kommer att förvarsas på svenska.

Fakultetsopponent: Professor, Yvonne von Friedrichs,
Avdelningen för Ekonomivetenskap och juridik, Mittuniversitetet
ERP-Projects are important activities within organizations. Most organizations use ERP-systems from small to large national and international companies. Actually, Business considers ERP projects as one of the most demanding and risky changes an organization can perform.

An Investigation into ERP-projects is of interest from an organizational point of view because the result affects the organization in a long-term perspective. In addition, Interorganizational ERP-projects consists of team members from two different areas of business, who have different competencies and roles. Communication in-between the parties, the functionality for intermediary’s and the managers’ participation are important within information systems and project research. However, In ERP-projects are concepts such as project goal, timeframes and Interorganizational teams important to discuss.

There are divergent approaches on change and associations that prevail in realization of the ERP-projects. One approach is that the project participants ought to be closed and the other is that they ought to be open for changes in project goals, time and team depending on the knowledge that is developed. The investigations comprehensive problem is to study organizational consequences within the supplier and the customers’ organizations if they are open or closed for change.

The aim of the dissertation is to contribute to both business and ERP research through a description of consequences for supplier and customer organizations if the parties are closed or open for change within ERP-projects.

Multiple and longitudinal case studies have been used to discover organizational consequences from a long term perspective. The investigation is conducted in three phases (1) a retrospective phase (2) an observational phase and (3) a longitudinal phase. Data collection methods used is interviews, observations and document investigations to be able to describe consequences for both supplier and customers’ organizations that are performing ERP-projects.

In the results, an openness and closeness to change of project goals, time frames and team resources within the projects were associated with consequences for both of the organizations. When both parties were closed to change it was difficult to utilize knowledge developed within the projects. The supplier identified strategical learning projects before they decided to be open for change. When the customers were open for change and the supplier closed for change the customers performed learning and change outside the common projects and the Interorganizational project sequential. When both parties were open for change the expected system and organizational development did not appear. Instead, when both parties had an openness for change there were plenty of communication barriers. In this dissertation, the results from the investigation of ERP projects is compiled and described through four published articles.

Keywords
ERP-projects, open, closed, change

Language
Swedish

ISBN
978-91-7601-414-1

ISSN
0346-8291, Nr. 90

Number of pages
83 + 4 papers