

Managing End User Resistance of ERP Implementation
(Case Study – Ceylon Petroleum Storage Terminals
Limited)

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Degree of Master of Business Administration in Information Technology

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Sri Lanka

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DECLARATION

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.....

Chathumi Perera

(Signature of the candidate)

.....

Date

The above candidate has carried out research for the Master's thesis under my supervision.

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Dr. Shantha Fernando

(Signature of the Supervisor)

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ABSTRACT

Enterprise Resource Planning (ERP) systems are becoming mature technologies to support inter and intra company business processes. However, one of the factors frequently cited as the major reason for the failure of ERP system in post implementation is “User Resistance”. This research discusses on user resistance, the impact of user resistance during the implementation of ERP system and how to manage user resistance. The theoretical part of the dissertation is aimed at gaining information about user resistance, and the effects of user resistance during the implementation of the system, and also in the post-implementation. Literature suggests that the user resistance of individual level is the key to the successful implementation of system projects.

Mixed approach is adopted which mainly uses face-to-face interviews as the evidence collection method, while using questionnaires as an add-on tool to support the research questions identified within the study. The identified data are ensured as reliable and trust worthy to make some recommendations to the public as research findings.

This study identifies that the implementation failure can be due to several reasons. Further, it interprets the significance of the desire and acceptance of the end user equivalent to the use of effective technology and processes. This can be called as end user resistance in system implementation. To address the issues arisen due to end user resistance and to build trust; communication, training, end user involvement and management participation can be the most effective strategies.

These findings can be applied by project teams during the implementation and post implementation of the ERP projects. Hence, this will suggest a necessary framework to ensure the success of project implementation with the relevant change management strategies.

Key words: Resistance, ERP, implementation, training, communication

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LIST OF ABBREVIATIONS

CPSTL	- Ceylon Petroleum Storage Terminals Ltd.
ERP	- Enterprise Resource Planning
FI	- Finance
HR	- Human Resources
IT	- Information Technology
MM	- Material Management
PP	- Production and Planning
ROI	- Return On Investment
SAP	- Systems, Applications, and Products for Data Processing
SD	- Sales and Distribution
SPSS	- Statistical Package for the Social Sciences