



**ABSTRACT**

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Author	Maxim V. Venzik	Student number	
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Title	An analysis of the cause-and-effect relations between critical success factors and a result of ERP implementation		
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Abstract

This thesis is concentrated on an investigation of critical success factors in the enterprise resource planning implementation projects on the whole and on an analysis of the cause-and-effect relations between critical factors and a result of implementation in particular. The major goal of the work is to demonstrate either presence or absence of this type of the relations and how those correlate with well-managed and poorly-managed critical factors. The theoretical part of the thesis represents the concept of ERP, evolution of corporate information systems and the market of ERP. Then the focus is on the topic of ERP implementation and its constituents such as the motivations to start the ERP project, the benefits, which can be derived, the cycles of implementation, implementation approaches and the concept of implementation success. Rapt attention is devoted to the phenomenon of critical success factors. An extensive literature review is conducted and a list of CSFs is created through an application of grounded theory, which, in the work, has an adopted structure that consists of four phases: research design, data collection, data ordering and data analysis. Developing a research methodology it is necessary to examine of how the previous researches were carried out. The central part of the research methodology of the study is creation of the research model. The composed model rests on the list of critical factors, on the model of implementation success, on variance and process theory and uses the principle of independent – critical factors and dependent – a result of a project variables. The case study approach that is explanatory or casual in nature is selected as the research method in the empirical part of the study. The thorough selection process among different sources is carried out and eleven cases are identified to be investigated. By application of the research model critical factors for every case are identified and are examined and the cause-and-effect relations between CSFs and the results of the projects are explored and are described. The major finding of the study is that the direct cause-and-effect relations exist between CSFs and the result of ERP implementation. A discussion based on different thinking paradigms is conducted to show a problem of the topic generalization and it is stated that generalization of that area is almost impossible. A relation of the study to both a practice and a theory is represented and the implications for further researches are given.

Key words	ERP implementation, critical success factors, CSF, grounded theory, cause-and-effect relations, variance theory, process theory, case study
Further information	