

# **Qualitative Case Studies on Implementation of Enterprise Wide Systems**

## **Table of Contents**

### **SECTION I: ERP IMPLEMENTATION APPROACHES**

<b>Chapter I. Socio-Technical Aspects of ERP Implementation: The Central Role of Communication .....</b>	<b>1</b>
<i>Dov Te'eni, Tel-Aviv University, Israel</i>	

<b>Chapter II. Post-Implementation Use of a Complex Technology: The Case of a Southeastern U.S. University .....</b>	<b>22</b>
<i>Marie-Claude Boudreau, University of Georgia, Terry School of Business, USA</i>	

<b>Chapter III. Understanding an ERP System Implementation in a Higher Education Institution: A Grounded Theory Approach .....</b>	<b>40</b>
<i>Jose Esteves, Universitat Politecnica de Catalunya, Barcelona, Spain</i>	
<i>Joan Pastor, Universitat Internacional de Catalunya, Barcelona, Spain</i>	

<b>Chapter IV. ERP and New Organizational Capabilities: The Example of the Kentucky Community and Technical College System .....</b>	<b>57</b>
<i>Roy Tapp, Kentucky Community and Technical College System, USA</i>	
<i>Jon Hesseldenz, Kentucky Community and Technical College System, USA</i>	
<i>Linda Morefield, Kentucky Community and Technical College System, USA</i>	
<i>George Kelley, University of Cincinnati, USA</i>	

**Chapter V. Technology Innovation in a Small Rural Hospital .....71**

*Sheila K. McGinnis, Idaho State University, USA*

*Carla Wiggins, Idaho State University, USA*

*Kenneth Trimmer, Idaho State University, USA*

*Lela ‘Kitty’ Pumphrey, Idaho State University, USA*

**SECTION II: CULTURE AND POLITICS IN ERP ADOPTION AND IMPLEMENTATION**

**Chapter VI. What Went Wrong? Lessons Learned from Studying ERP Implementation Across Cultures .....87**

*Celia Romm Livermore, Wayne State University, USA*

**Chapter VII. Metaphorically Speaking, Does Culture Matter? ..... 107**

*Jenine Beekhuyzen, Griffith University, Australia*

**Chapter VIII. Looking Back, Looking In and Looking On: Treading Over the ERP Battleground ..... 123**

*Dave Oliver, Central Queensland University, Australia*

*Marilyn Van Dyke, Central Queensland University, Australia*

**Chapter IX. Exploring the Power and Politics of a PeopleSoft® Implementation ..... 140**

*Cherilyn Randolph, University of Western Australia, Australia*

*Rebecca Main, University of Western Australia, Australia*

**Chapter X. Managing Complexity and Institutionalization: Power and Politics in ERP Implementation in an Australian University ..... 160**

*Brian Corbitt, Deakin University, Australia*

*Konrad Peszynski, Deakin University, Australia*

*Olaf Boon, Deakin University, Australia*

**Chapter XI. Tales of Resistance in an Australian University ..... 176**

*Matt Goodwin, Griffith University, Australia*

**SECTION III: INFORMATION SYSTEMS SUCCESS**

**Chapter XII. Evaluating the North American Pilot for SAP’s Campus Management System ..... 192**

*Kathryn F. Gates, The University of Mississippi, USA*

<b>Chapter XIII. Critical Success Factors for Implementing an ERP System .....</b>	<b>211</b>
<i>Jens Laurits Nielsen, London School of Economics, UK</i>	
<b>Chapter XIV. Implementation Factors that Affect ERP System Success .....</b>	<b>232</b>
<i>Craig Chatfield, Griffith University, Australia</i>	
<b>Chapter XV. Academic and Business Users: A Model of ERP User Acceptance .....</b>	<b>243</b>
<i>Nicole Mayer, Brisbane, Australia</i>	
<b>Chapter XVI. Achieving Strategic Goals: The Role of ERP and the Influence of Use Quality .....</b>	<b>262</b>
<i>Michelle Morley, Griffith University, Australia</i>	
<b>Appendix A: The Evolution of Enterprise Wide Systems within Australian Higher Education .....</b>	<b>279</b>
<b>Appendix B: The Griffith University Case .....</b>	<b>287</b>
<b>About the Authors .....</b>	<b>291</b>
<b>Index .....</b>	<b>299</b>