

TITLE: An Integration of Organisation Information Processing Theory and Activity Theory in ERP systems implementation

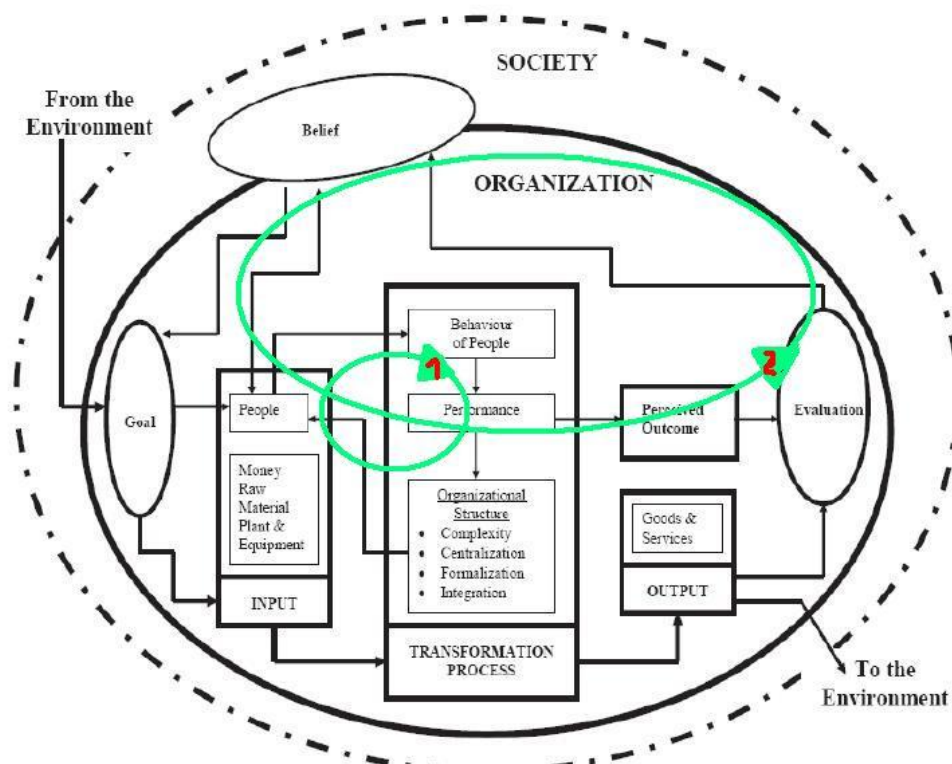
PRESENTATION:

In a well structured way, the well documented paper “explores organization [*sic*] information processing theory (OIPT) and activity theory in enterprise resource planning (ERP) systems implementation. A framework for the ERP implementation has been developed from a conceptual model on the interaction of organizational culture and structure. The modified model incorporates the activity theory and the OIPT and provides a formal way of bringing on board various interplaying variables in the system implementation process, more so for ERP systems.” (lines 10-16 in paper).

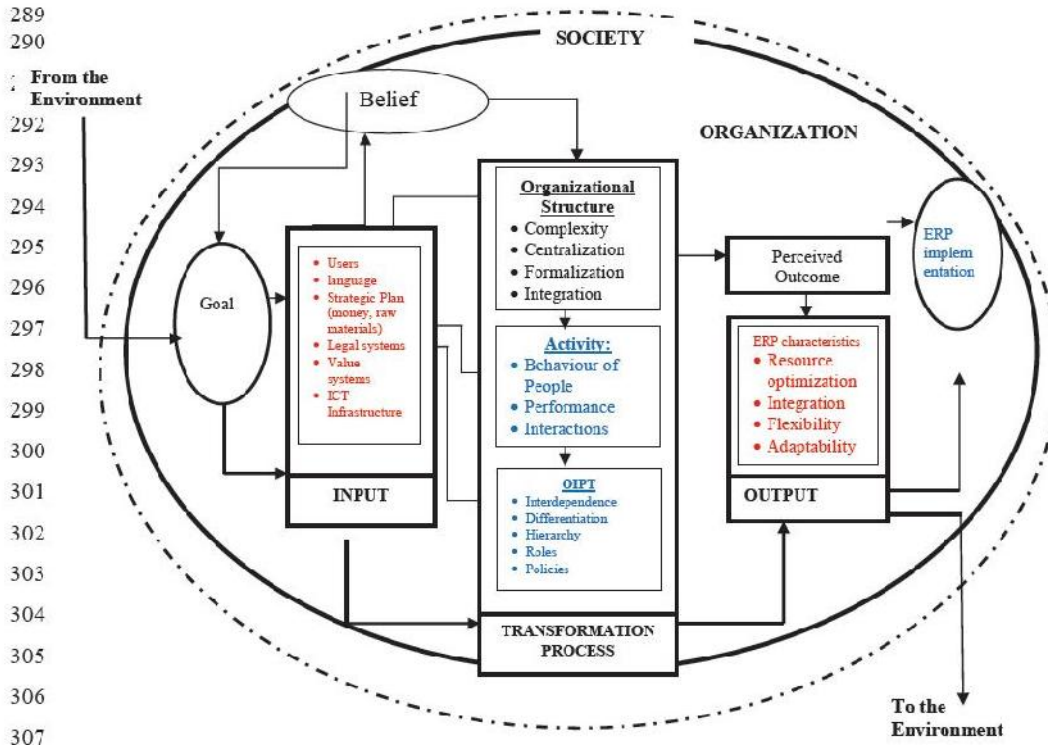
This discussion focuses on Section 5.0. that concretizes the core of the contribution where authors propose an interesting “Framework for the implementation of ERP”.

FIGURES:

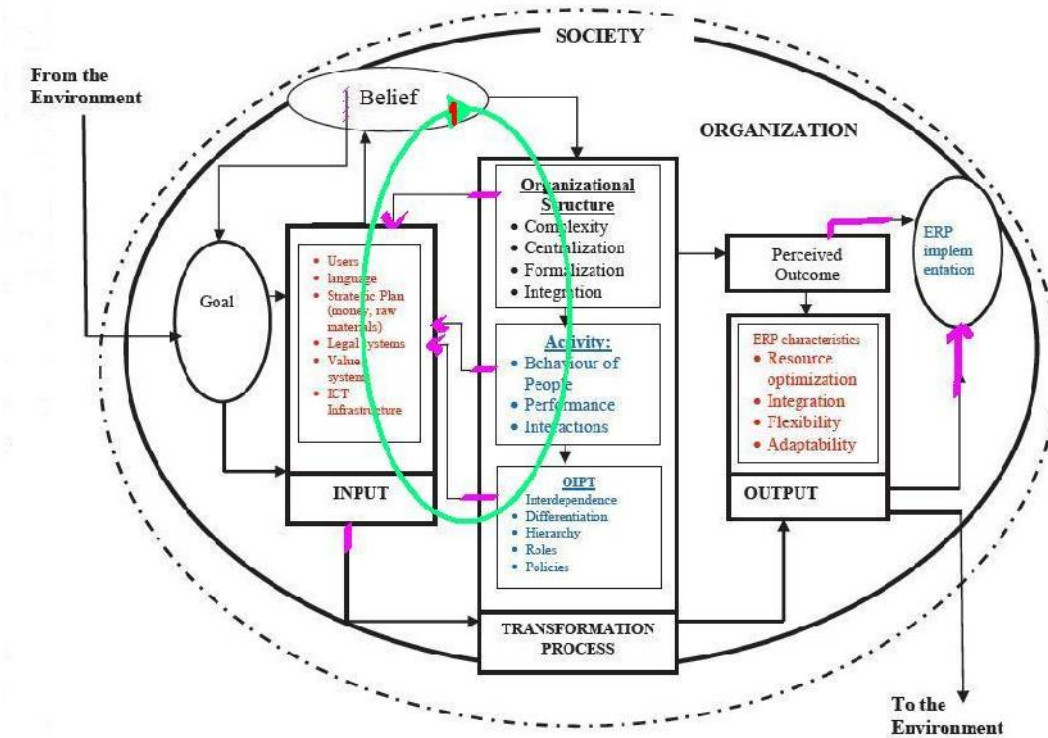
The original model (figure 1') as will be discussed here (figure 1 in paper):



The proposed “modified model” (figure 2 in paper) as it appears in the received copy:



The modified model (figure 2') as will be discussed here:



DISCUSSION:

To deal with interaction between organizational culture and organizational structure, the proposed model stands mainly on Li, Fellows and Liu (2008) works (lines 265-273) with major modifications:

1st modification: the explicit integration of OIPT and AT concepts in the proposed model from the early stages of system implementation;

2nd modification: Li and Liu model materialized organizational culture and structure interaction with loops and emphasised in their paper the importance of the loop that includes “outcome” (loop 2 in figure 1’ here above). While that loop is absent after modification, the proposed model retains and enhances the importance of another loop (loop 1 in figures 1’ and its equivalent loop 1 in figure 2’ here above). As a consequence, While Li and Liu model uses an “evaluation” phase at the end to re-affect the “belief” that is the important materialization of “culture” in the model , the modified model simply ENDS with “ERP Implementation” as a final phase.

It is apparent that the proposed model is addressing the phase of “systems planning”, a term as mentioned in Section 2.0 line 113, witch can be understood as the preparation phase just before actual implementation. Yet, the importance of processes during the actual implementation phase is highlighted in different places in the paper where it is also recognized as a source of uncertainties in witch the two explored theories OIPT and AT can be of certain help.

While arguments for the 1st modification are well developed in different sections of the paper, nothing is said about the equivalent of the original “evaluation” phase. Since the model is proposed for “successful implementation”, it would be interesting to evaluate/measure the success.

RECOMMENDATIONS:

While I respect the choice to stop at the starting of the actual implementation phase given that the core of the contribution of the paper is to enhance chances of a successful implementation by a well analysis during the system planning phase with the help of an integration of concepts of OIPT and AT, I strongly recommend reviewing section 5.0. to include :

- Clear definition of “implementation” as adopted in the model and how to evaluate successful implementation;
- Clear schema (figure 2 in the paper) to enhance its communicability;
- A discussion of assumptions and limitations of the proposed model.

It would also be interesting to undertake further work to apply the proposed model in a real case so that its application can bring quantitative evaluation to support the qualitative literature based approach led in section 5.1.

Reviewer Details: Anonymous Reviewer:- Reviewer preferred to be anonymous