AN UPDATED ERP SYSTEMS ANNOTATED BIBLIOGRAPHY: 2001-2005

José Esteves

Víctor Bohórquez

Instituto de Empresa Business School
Maria de Molina 12, 1º
Madrid 28006, Spain
915689747
Jose.esteves@ie.edu

Instituto de Empresa Business School
Maria de Molina 12, 1º
Madrid 28006, Spain
Victorw.bohorquez@ie.edu

Abstract

This study provides an updated annotated bibliography of ERP publications published in the main I S conferences and journals during the period 2001-2005, categorizing them through an ERP lifec ycle-based framework that is structured in phases. The first version of thi s bibliography was published in 2001 (Esteves and Pastor, 2001c). However, so far, we have extended the bibliography with a significant number of new publications in all the categories used in this pa per. We also reviewed the categories and some incongruities were eliminated.

INTRODUCTION

The goal of this study is to provide an updated annotated bibliography of ERP publications published in the main IS conferences and journals during the period 2001-2005, categorizing them through an ERP lifecycle-based framework that is structured in phases. The first version of this bibliography was published in 2001 (Esteves and Pastor, 2001c). However, so far, we have extended the bibliography with a significant number of new publications in all the categories used in this paper. We also reviewed the categories and some incongruities were eliminated.

This paper is organized as follows. First, we present the approach used to search for the articles. Then, we provide the bibliography and review. Finally, we draw some conclusions.

SURVEY SEARCH APPROACH

In order to develop an overview of academic activity relating to ERP systems, key IS conferences and journals were scanned for the period 2001-2005. Academic events surveyed are presented in Tables 1 and 2. For the period 2001-2005, the list of IS journals surveyed is based on the categorization of the ranking of IS journals developed by Mylonopolous and Theorakis (2001). Thus, we would like to point out that any subsequent analysis of ERP publications on this list of IS journals provided by Esteves and Pastor must be based on journals published after 2001, since it was only for this period that we were able to have an accurate collection of publications form said list.

```
-              ------------------------------
I              nsert Tables 1 and 2 about here
-              ------------------------------
```

The search was made using keywords such as enterprise resource planning, enterprise wide systems, enterprise systems or software packages and the main ERP vendors such as: SAP, Oracle, Baan, Peoplesoft, JD Edwards. Publications during the period 2001-2005 were analyzed. Tables 3, 4 and 5 list the number of publications identified from conferences and IS journals. We also included relevant publications from other scientific publications we found during the collection process.

```
            ------------------------------
            Insert Tables 3 to 5 about here
--          ------------------------------
```

ERP BIBLIOGRAPHY ANALYSIS

After we collected all the publications, they were analyzed and categorized using the same ERP lifecycle used in the initial ERP annotated bibliography (Esteves and Pastor, 2001c). One of the ways to analyze qualitative data is the utilization of a classification system that includes a quest for regularity and standards, as well as topics encompassed by the data and that must then be summarized by means of words or phrases (Bogdan and Biklen, 1982). We used that process to analyze and categorize our data, the publications found in this case. The ERP lifecycle represents the various phases through which a project of an ERP system passes in an organization. The ERP lifecycle is structured in dimensions and phases, generic enough to permit the classification of publications and comprehensive enough to give a general vision of the whole ERP lifecycle. Publications that did not fall into a specific phase of the ERP lifecycle were included in an ERP general directions section.

The number of pub lications that are related to the implementation phase (47%) is notoriously greater than the number related to other phases as shown in Figure 1. This corresponds to the focus on ERP systems given by the trade press, which also deals predominantly with implementation problems. Due to the great number of papers related to education, we kept a section dedicated to that subject. We reviewed 449 publications, and almost 20% of them from AMCIS. So far, AMCIS is the academic event with more mini-tracks dedicated to ERP field. Con ferences account for 67 % of the ERP publications. Next, we de scribe in detail each one of the four sections and we present topics for further research.

```
--              ------------------------------
              Insert Figure 1 Here
--              ------------------------------
```

General Directions

We categorized the publications on ER P issues not related to ERP lifecycle phases in four main topics: research issues, business modeling, and ERP produc t development issues. Next, we describe each topic in detail.

Research Issues
This topic is related with ERP research issues and trends. It covers aspects such as: research agendas, ERP ov erview, motivations and expectations, proposals on how to analyze the value of ERP systems and how to deal or face ERP research projects.
ERP systems research issues and overview are analyzed in some publications and some authors proposed research agendas (Esteves and Pastor, 2001c; Dong et al., 2002; Jacobs and Bendoly, 2003; Shehab et al., 2004).
(Carton et al., 2004) present a roadmap for researching how an ERP sy stem changes the landscape for management decision-making, and th erefore on the effectiveness of the organization as a whole.
(Chng and Vathanophas, 2002) bui ld on Parr and Shank s (2000) to inv estigate the different phases of the ERP lifecycle, as well as the applicability of the lessons learned to an inter-organizational arrangement.
(Hawking and Stein, 2001) present an analysis of the Australian ERP marketplace.
(Houghton et al., 2004) analyze previous research on SAP for ev idences of sy stematic research biases to analyze if that is the cause for such lack of ERP implementation failure research.
(Ni et al., 2002) explore the issue of flexibility in ERP systems.
(Sammon and Adam , 2002a) stress the importance of understanding the relationships between the main actors of ERP community, defined here as a triadic group composed of (1) an ERP vendor, (2) an ERP consultant and (3) an implementing organization.
(Sammon and Adam, 2002b) di scuss a model for investigating non-decision making in ERP communities.
(Sathish et al., 200 3) begin with an overview of what constitutes an enterprise system. They also review stakeholder theory and how it can be used to better understand ERP systems within organizations.
(Wagner, 2002) presents an end-to-end narrative approach that is particularly useful for describing, undertaking, and understanding process-oriented field research. She provides as an example an ERP study.
(Westrup, 2002) uses the idea of management fashion as an example of a discourse based approach to discuss the rise and apparent demise of ERP systems.

Business Modeling

The objective of the business modeling process is to help an organization to define a good business vision that will reduce the effort of adopting the ERP business model. It helps organizations to understand, manage and communicate their business processes. It covers aspects such as: usage of modeling tools applied in ERP contexts, new business modeling approaches and comparisons between them.

(Becker et al., 2003) propose a modeling language for the domain of enterprise information portals.

(Darras et al., 2003) show the use of the concepts of enterprise modeling, with formalism close to software engineering in order to ameliorate the analysis and the deployment of ERP systems.

(Dorp, 2002a) describes the extension of ERP with recipe and material traceability and he also discusses the functionality of tracking and tracing proposing a general reference data model for tracking and tracing in manufacturing area.

(Dorp, 2002b) describes the traceability requirements in manufacturing situations in natural language and he induces a general modeling solution: a reference data model.

(Hedman and Kalling, 2002) illustrate how the management and business context of Information and Communication Technologies (such as ERP and CRM systems) can be viewed through the business model.

(Hedman and Kalling, 2003) review business model concept and they propose an outline for a conceptual business model. The business model is illustrated by an ERP implementation in a European company.

(Mendes et al., 2003) include the concept of time in a novel business modeling framework they are developing to cope with the complexity of Modeling Business Change.

(Murthy and Wiggins, 2004) critique prior data modeling approaches and present an integrated object-oriented modeling approach that captures both the structural and the behavioral aspects of the business domain.

(Soffer et al., 2003) present a generic reverse engineering process, aimed at obtaining a model of the ERP functionality, options, and supported business processes.

(Zoukar and Salinesi, 2004) propose a matching method between an ERP functionality model and a business requirement model and they explain how the similarity model was developed in a systematic way.

ERP Product development Issues

This topic is related with the first-hand development and manufacturing of ERP products. It covers aspects such as: new modules, interfaces, componentization, increased flexibility and introduction of new emerging technologies and platforms.

(Andresen and Gronau, 2005) develop a pattern-based approach which covers three identified dimensions of adaptability in ERP systems.

(Carlsson and Hedman, 2001a, 2001b) attempt to evaluate enterprise portals focusing in an artifact and critical evaluation of the role based concept of mySAP workplace enterprise portal.

(Dreiling et al., 2005a) explore the product nature of software as proprietary item has been questioned through the rapid increase of open source programs that are being used in business computing in general, and also within the overall portfolio that makes up ERP systems.

(Frank, 2001) proposes the use of a new distributed ERP system with approximated ACID properties as an E-commerce system.

(Loos, 2001) proposes appropriated data structures for ERP application to solve a cyclic production problem, which is distinctive of recycling and chemical processes.

Furthermore an approach is presented to handle by-products and cyclic production with common gozintograph structures.

(Marx and Rautenstrauch, 2005) propose an architecture for a distributed ERP-system based on web- services and peer-to-peer-network technology whose r oll-out and maintenance is better affordable for SMEs than traditional systems.

(Murphy and Seddon, 2003) provide a model for understanding the motivations of ERP developers and customers in establishing close relationships.

(Neumann et a l., 2002) suggest a m odel of integrated coordination of Production Planning and Control (PPC) systems, which are a su bset of ERP systems, by means of Workflow Management Systems (WfMS).

(Ng and Ip, 2003) propose a model called Web-based object-oriented model (WOOM) which provides the framework, channel and i nterface necessary to bui ld a W eb-based ERP system in a global business environment.

(Reitwiesner et a l., 2001) analyze the competition between framework technology and standard software on the basis of a m arket model which allows them to incorporate the impact of network effects and compatibility decisions onto the market positions of these two competing technologies.

(Stojanovic et al., 2001) propose a new systematic and integrated approach to component-based development of complex enterprise-scale, information systems.

(Taneja and Raja, 2005) explore the effect of chasm on the sustainability issues in ERP industry. The results demonstrate that efficient companies are not just investing more in R&D and Ma rketing, but are in fact managing the inputs better than the inefficient companies.

(Truex and Av ison, 2003) reflect on the genealogy of method engineering and look to how it must evolve to meet the needs of contemporary IS development, in particular ERP systems.

(Uwizeyemungu and Ra ymond, 2004) outli ne what could be considered as an ERP by first determining the essentially required characteristics of such a system: integration, flexibility and transversality.

(Volkoff and Sawyer, 2001) analyze the effects of intra-group conflict on ERP software development team performance using a path m odel with that relates three antecedents, the presence of intra-group conflict and the level of conflict management to s oftware development team performance.

Main Topics Researched

ERP systems overview, research agendas and research issues were very well covered in the publications found. There is a g rowing number of publications related to business modeling, but this area still needs more research and attention from IS researchers. The review shows that development of ERP pr oducts has been centered on technological issues, like component or web- based development systems and the characteristics of an ERP: integration, flexibility and tran sversality. Nevertheless, other authors center on understanding the motivations of ERP dev elopers and customers to establish close relationships between both.

Topics for Further Research

Unanswered issues such as ERP complexity, integration and f lexibility should be addressed in the future. Technologically, other issues of interest are the development of interfaces, componentization and integration of technologies. The development of open-source ERP sy stems is a n emerging issue. T he improvement of busin ess modeling techniques, analysis of business models' fit, and adequacy of ERP systems to business models are also areas where there is a lack of research. There is also a need to evaluate the most adequate database models for ER P systems. It is al so essential to study the

relationship among the sta keholders during the ERP development process, how ERP vendors collect and define business best practices, how these practices are materialized in the ERP sy stems, and the relationship between user groups and ERP v endors. Open source ERP systems are emerging. Issues on h ow to improve these ERP are being developed, the definition of best practices within these open communities' relationships, etc.

ERPS ALONG THEIR LIFECYCLE

Here we use the ERP lifecycle framework proposed by Esteves and Pastor (1999). This framework is s tructured in phases, which consist of the several stages that an ERP system goes through during its whole life within the hosting organization. They are the following: adoption decision, acquisition, implementation, use and m aintenance, evolution and retirement phase. Next, we describe each phase:

Adoption decision phase. This phase is the one during which managers must question the need of a new ERP system while selecting the general information system approach that will best address the critical business challenges and im prove the organizational strategy. This decision phase includes the definition of sy stem requirements, its goals and benefits, and an an alysis of the impact of adoption at a busin ess and organizational level.

Acquisition phase. This phase consists of th e product selection that best fits the requirements of the organization. T hus, minimizing the need for customization. A consulting company is als o selected to help in the next phases of the ERP lifecycle especially in the implementation phase. Factors such as functionality, price, training and maintenance services are analyzed and t he contractual agreement is d efined. In this phase, it is also important to make an analysis of the return on investment of the selected product.

Implementation phase. This phase deals with the adaptation of t he binomial ERP-organization. Thus, th e customization or pa rameterization and adap tation of th e ERP package acquired are made, according to the needs of the organization. Usually this task is made with the help of consultants who provide implementation methodologies, know-how and training. Although training will be p resent in all the phases, the largest investment is made during the implementation phase.

Use and maintenance phase. This phase consists of the use of the product in a way that returns expected benefits and minimizes disruption. During this phase, one must be aware of the aspects related to functionality, usability and adequacy to the organizational and business processes. Once a sy stem is implemented, it must be maintained, because malfunctions have to be corrected, special optimization requests have to be met, and general systems improvements have to be included.

Evolution phase. This phase corresponds to the integration of more capabilities into the ERP system, providing new benefits. The extensions can be classified in two types: the first one is the evolution "upwards" with functionality oriented to decision making with applications such as advanced planning and scheduling, data-warehouses and business intelligence systems; the second type is the evolution "to outwards" its environment, with applications such as customer relationship management, supply-chain management, inter-organizational workflow and electronic commerce.

Retirement phase. This phase corresponds to the st age when with the appearance of new technologies or the inadequacy of the ERP system or a pproach to the business needs, managers decide if they will substitute the ERP software with other information system approach m ore adequate to the organizational needs of the moment. Some organizations have just passed through this phase by several reasons such as: strategic

changes, lack of t rust in the ERP v endor or the implementation partner and bad implementation experiences.

ADOPTION

Adoption Impact
(Beard and Sum ner, 2004) using the VRIO framework of the re source-based model of competitive advantage, explore whether ERP systems can provide an organization with a sustained competitive advantage.
(Hunton et al., 200 3) examine the long itudinal impact of ERP adoption on firm performance by matching 63 firms with peer firms that had not adopted ERP systems.
(Suh and Kym, 2001) examine the impact of absorptive capacity on ERP adoption of the firm. The study proposes several variables have to be considered for effective knowledge acquisition for practitioners.
(Tagliavini et al., 2002) analyze the impact of the level of business complexity and the extent of organizational SME in ERP adoption.

Adoption Approaches
(Arunthari and Hasan, 2005) contribute to the literature of the adoption of ERP systems in developing countries. Their study has led to the development of a research model of ERP system adoption.
(Chang et a l., 2003) employ Transaction Costs Economics (TCE) and Institutional theory, to provide a theoretical foundation to better explain the extent of ERP adoption within companies.
(Light et al., 2001) analyze the differences between best-of-breed approach and a single vendor-based ERP approach.
(Ng and Tan, 2004a, 2004b) employ symbolic interactions in an e thnographic study for comparing ERP packages and legacy systems.
(Oliver and Romm, 2002b) pr esent a critical approach for exp loring the themes of communication, rationality and domination in the context of ERP adoption.
(Raymond et al., 2004) identify the dimensions of SMEs' readiness for the adoption of ERP systems.
(Spathis and Co nstantinides, 2004) examine the underlying reasons why companies choose to convert from conventional IS to ERP s ystems and the chang es brought in, particularly in the accounting process.
(Tan et al., 2004) compare the adoption of an ER P commercial package and an ERP development in-house to decipher how ERP adopt ion can be s trategized to dev elop strategic capabilities and understand the implications of both approaches.

Challenges and Enablers
(Bagchi et al., 2003) Evaluate the user participation and involvement in t he context of ERP systems. They do an exam ination of ERP system adoption at the individual or user level and find differences in nature of user participation and involvement in ERP.
(Behrens and Sed era, 2004) provide a th eoretical framework which reveals that the causal factors found in the categories of technology, organization, business procedures and people contribute to the phenomenon of shadow systems in an ERP context.
(He, 2004) introduces a Resource-Based Perspective (RBP) model on ERP challenges to help make ERP decisions in China.
(He and Brown, 2005) investigate which issues facilitate or hinder the adoption of ERP applications in China in the light of previous research reported on Western firms.
(Hung et al., 2004b) conduct a theoretical model to explore the critical factors which have influence on ERP adoption in Taiwan's SMEs.

(Laukkanen et al., 2005) investigate the relationship of enterprise size to the constraints and objectives of ERP systems adoption.

(Light and Pap azafeiropoulou, 2004) use t he theory of diffus ion of i nnovations, to develop a greater understanding of the principal attributes of ERP packages adoption.

(Oliver and Oliver, 2002) present a discourse analysis of an extract from an ele ctronic newsletter, which was disseminated to staff by the v ice-chancellor of a regional Australian university, announcing the adoption of an ERP system.

(Papazafeiropoulou and L ight, 2004) look at IT diffusion and ado ption in t erms of technology, organizational aspects and inter-organizational aspects in order to see who might be the real beneficiaries of ERP adoption.

(Pozzebon, 2001) d ealing with idea s borrowed from structurational and social constructivist streams of thinking, identifies occasions of ERP package negotiation and change at three levels - segment, organization and individual level.

(Stevens, 2003) proposes three main resources: standards, ERP so ftware, and middleware in order to processing plants adopt ERP successfully.

(Wei and Wang, 2004) draw upon data from two case s to understand the change dynamics and the misfits of adopting an ERP system from a stage view.

Main Topics Researched

The research in this phase has focused on how some types of organizations have adopted ERP systems and the requi rements, risks, benefits and critical factors associated. Some studies have analyzed the factors and challenges for ERP adoption in different contexts, other studies have analyzed the di fference between best-of-breed approach and a single vendor-based ERP appr oach or the comparison of the adoption of an ERP commercial package and an ERP d evelopment in-house. Some studies examine the underlying reasons why companies choose to c onvert from conventional IS to ERP s ystems and investigate the relationship of en terprise size to the constraints and objectives of ERP systems adoption. Fi nally, others ev aluate user pa rticipation and i nvolvement in the context of adoption of ERP systems.

Topics for Further Research

Some researchers have stressed the need to create methodologies that help managers to assess why an ERP approach is the most adequate for a spe cific organization and why the current information system should b e substituted. There is a lack of s tudies that analyze how this dec ision adoption is made in ERP c ontext. Most of the organizations are also dealing with the p roblem of a sing le vendor versus best-of-breed solutions and ERP vendors are al so providing integration technology for thei r ERP sy stems. Few studies have analyzed this topic and have examined the benefits, impact and long-term of these kind of solutions. Lately, SMEs are also adopting ERP systems and there is a need to understand the ERP adoption in this context compared with large companies. It would be interesting to compare studies made in different countries, to verify that conceptual models can be generalized on a global scale. There is also a need to understand ERP vendor strategies, how they are evolving to deal with this new type of clients.

ACQUISITION

Acquisition Approaches

(Axelsson and Avdic, 2001) discuss about roll of IT Management during the Acquisition of ERP Systems.

(Baki and Çakar, 2005) analyze how to define the criteria for the ERP selection process and what criteria are the most important for firms.

(Bernroider and Koch, 2001) analyze the differences in characteristics of the ERP system selection process between small or medium and large sized enterprises.

(Hallikainen et al., 2002) investigate the criteria that are emphasized when making decisions on acquiring ERP software packages by Finnish SME.

(Hallikainen et al., 2004) synthesize and categorize the reasons for ERP acquisition into technological and business reasons.

(Nelson, 2005) explores affect and emotional reactions from the perspectives of the different stakeholders involved the ERP selection. The results show that ERP selection is a very emotional phase.

(Rosemann et al., 2004b) suggest the optimization of requirements analysis and thus improved alignment by formalizing analyses of both organization's requirements and enterprise system's capabilities with the Bunge–Wand–Weber (BWW) ontology.

(Sammon et al., 2001) document the early stages of a larger research study, which is currently in progress into the selection process that organizations should follow when investing in ERP systems.

(Stefanou, 2001) proposes a framework of the key issues involved in the ERP selection process and the associated costs and benefits.

(Sundarraj and Talluri, 2003) propose a multi-period integer-programming model to assist decision-makers in the procurement of componentized enterprise information technologies.

(Verville, 2002) describes a case study of ERP acquisition that illustrates good practices on ERP acquisition and set forth a framework for the ERP acquisition process.

Acquisition Evaluation
(Chen, 2001) analyzes several critical planning issues including needs assessment and choosing a right ERP system, matching business processes with the ERP system, understanding the organizational requirements, and economic and strategic justification.

(Sarkis and Sundarraj, 2001) propose a quantitative technique called the Analytical Hierarchy Process (AHP) for strategic evaluation of enterprise Information technologies such as ERP systems.

(Sneller et al., 2004) propose a method for ex-ante evaluation of ERP that is generally applicable in small and medium sized distribution and manufacturing companies.

(Rosemann et al., 2005) discuss why ERP selection and implementation is still being perceived as problematic if not risky. Then, they present an updated view of current practices of ERP selection and implementation.

Main Topics Researched
The research in this area has focused on ERP selection methods, criteria and best practices affecting ERP selection. Some authors synthesize and categorize the reasons for ERP acquisition into technological and business reasons. The studies analyze several critical planning issues including needs assessment and choosing the right ERP system, matching business processes with the ERP system, understanding the organizational requirements, and economic and strategic justification. Some studies have proposed models to evaluate the benefits of ERP acquisition in different contexts like SMEs, while others have explored effects and emotional reactions from the perspectives of the different stakeholders involved in the selection of an ERP package.

Topics for Further Research
The analysis of return on investment and different price models in ERP acquisitions is still at an early stage. There is also a need to study deeper the role of each party (vendor, customer and consultant) and their influence on ERP selection. Also, the critical issues of defining a request for proposals and the contractual agreement need to be addressed.

There is a ne ed for studies that attempt to unde rstand best practices in c ontract management and how contractual management may impact the future of the ERP system within the organization. Finally, there is a ne ed to understand how com panies are analyzing the technical infrastructure needed for the new ERP system. Usually, the acquisition of an ER P system entails changing the ha rdware and software in a n organization and most organizations forget to take this into account in the acquisition phase. Finally, there is a lack of studies that attempt to analyze the consultant process selection.

IMPLEMENTATION PHASE

The publications related with the implementation phase were categorized in five main topics: implementation approaches, implementation success, other implementation issues, organizational issues and k nowledge management issues as s hown in F igure 2. Next we will describe each topic.

```
        --              ------------------------------
                         Insert Figure 2 Here
        --              ------------------------------
```

Implementation Approaches
This topic focuses on how to deal with an ERP implementation project. It covers aspects such as: taxonomies of ERP implementations, implementation strategies, methods and techniques, and comparisons with other software implementation projects.
(Al-Mudimigh and Jarrar, 2001) propose a methodology for an ERP integrated approach.
(Arinze and Anandarajan, 2003) develop the Enterprise Object Model (EOM) framework and mapping method for capturing user requirements in general terms, transforming them into detailed configuration settings for ERP software.
(Brehm et al., 20 01) propose a ty pology of ER P tailoring types that go from configuration to modification of the ERP package. They also discuss the different implications of each choice.
(Chang and Gable, 2001) confirm the importance of this finer partitioning of the data, and distinctions identified reflect the circumstances of ERP lifecycle implementation, management and support among the stakeholder groups.
(Chang, 2004) attempts to empirically identify and explicate the issues and the concerns for individuals substantially involved with the SAP financial system within the government agencies. A repeatable methodology is also developed.
(Clemmons and Si mon, 2001) com bine the concepts of con trol and coo rdination and Bartlett and G hoshal topology of firm strategy to c reate a fi rm strategic orientation which is then matched to an ideal ERP configuration.
(Dreiling et al., 2005b) propose a m ethod to increase the efficiency of ERP Systems implementations. They describe a business example using SAP modeling techniques to illustrate the proposed method.
(Esteves and Pastor, 2002a) propose a framework to ana lyze the most critical ERP implementation processes (work packages).
(Fitz-Gerald and Ca rroll, 2003) i nvestigate the role of g overnance in ERP s ystems implementations.
(Reimers, 2003b) describes how an ERP system implementation may support th e transformation of a traditional management system.
(Rosemann, 2001) focuses on the ERP sy stem configuration. A main activity within this process is t he configuration of ref erence models, which suppo rt the specification of requirements related to ERP Systems.

(Rosemann et al., 2004a) provide an approach to evaluate the significance (size) of a gap between the world of organizational requirements and the world of system capabilities.

(Sato and Hori, 2002) develop a qui ck iterative process prototyping for project management that shows necessary things to evaluate in the development of a business process within an ERP system.

(Stender, 2002) describes AI2M - Agile Incremental Implementation Methodology - an incremental implementation methodology for ERP systems.

(Soja, 2005) analyzes the conditions for ERP implementations and how ERP pro jects affect enterprise strategy.

(Somers and Ne lson, 2004) analyze the fit between information theory approach, in the current literature, and the experiences reported by a cross-section of 116 org anizations that completed an ERP system implementation experience.

(Souza and Zwicker, 2001) identify and analyze aspects of ERP sy stems usage and they build a theoretical model representing ERP systems' implementation process.

(Volkoff, 2003) describes a teaching case that deals with the cha llenges inherent to an ERP system configuration.

(Wagner and Antonucci, 2004) investigate the area of public and private sector ERP implementations and found that much of the private sector implementation methodologies and best practices are similar to public sector implementations.

(Wagner et al., 2004) use narrative research to analyze the negotiation of a best p ractice design during an ERP implementation.

(Wood and Caldas, 2001) analyze the re asons for reductionism thinking during ERP implementations. They argue that by applying complex thinking we may open new avenues to explain these processes.

Implementation Success/Failure

Implementation success deals with the issues of how to succeed through an ERP implementation. It covers aspects such as: ERP project success and failure definitions, problems and outcomes, critical success factors and risk management.

Various authors have analyzed critical success factors and their relevance along the ERP implementation phases (Somers and Nel son, 2001; Esteves and Pastor, 2001a, 2001b, 2003, 2004; Nah et al., 2001b; Murray and Coffin, 2001; Akkermans and Helden, 2002; Al-Mashari et al., 2003; Brown and Vessey, 2003; Nah et al., 2003; Umble et al., 2003; Bradley, 2005; Ward et al., 2005).

(Al-Mashari and Al- Mudimigh, 2003) descr ibe a case s tudy of an ERP fai led implementation to re-engineer the business processes of a major manufacturer.

(Al-Mudimigh et al., 2001) propose an integrative framework for ERP im plementation based on an extensive review of the factors and the essential elements that contribute to success in the context of ERP implementations.

(Al-Mudimigh and Al -Mashari, 2002) investigate the potential value of ERP implementation.

(Allen et al., 2 002) investigate whether ERP systems offer a feasible IS strategy for higher education institutions, using a critical success factor model.

(Amoako-Gyampah, 2004) compares ERP critical success factors from a managerial and end-user perspective.

(Barker and Frolik, 2003) analyze the trials and tribulations of an ERP im plementation failure and to offer suggestions for other organizations.

(Bradford and Florin, 2003) use diffusion of innovation theory and IS success theory to develop and test a model of ERP implementation success.

(Caruso and Marchiori, 2003) d iscuss the introduction of Information and Communication Technologies (like ERP) into SME and how in this context it is possible

to manage the chang e process needed to really get the p otential benefits of these technologies.

(Colmenares, 2004) studies the critical success factors affecting ERP implementations in Venezuela.

(Esteves and Pa stor, 2002b) show the interdependence between project sponsor role, project manager role and ERP project success, for which they present an interdependence model.

(Esteves et al., 200 2a, 2002b, 2002c) propose a set o f metrics for monitoring business process redesign, sustained management support and training using Goals/Questions/Metrics method.

(Esteves et al., 2003) propose a Partial Least Squares (PLS) model to establish the relationships between critical success factors in ERP implementations.

(Faverio et al., 2005) discuss the critical success factors in ERP implementations within SME. They proposed a methodology to support the SME entrepreneur in identifying the critical factors to be monitored along the whole ERP adoption process.

(Ferrario and Montagna, 2004) present a framework that allows estimating the difficulties of an ERP implementation project.

(Foster et al., 2004) look into the change management practices of Australian companies and identify the main success factors and barriers associated with effective management strategies in ERP implementations.

(Gargeya and B rady, 2005) investigate and analyze common circumstances that occur within most ERP projects, and determine the areas that are keys to success v ersus those that contribute to failure.

(Gefen, 2002) analyzes the influence of client trust in the customization of ERP systems on their perception of engagement success.

(Grossman and Walsh, 2004) exam ine some of the issues that need to be con sidered when traveling down the ERP path and discusses technical, operational, and legal issues.

(Halonen and Paavilainen, 2005) describe how a hierarchical accident model is a suitable framework when modeling information system failures.

(Hong and Kim, 2002) analyze the influence of ERP organizational fit and certain implementation contingencies in ERP implementation success.

(Kim et al., 2005) identify the cr itical impediments that large organizations face in the implementation of ERP systems, and the impact of these impediments on overall success of ERP projects.

(Lech, 2004) describes a process of maximizing the r eturn on investment in ERP implementations by following the 80/20 rule: 80% of effort goes into developing functionality supplying 20% of business value.

(Lee and Myers, 2004b) investigate how conflicts over strategy can affect the success of ERP implementations.

(Liang et al., 2004) examine cases of failed ERP system implementations in China and explaining the unique circumstances.

(Mabert et al., 2003b) investigate and identify key differences in the approaches used by companies that managed their ERP implementations on-time and/or on/under budget versus the ones that did not.

(Magnusson et al., 2004a, 2004b) propose a conceptual framework for forecasting ERP implementation success and discuss the role of such a framework in a sof tware based tool.

(Mandal and Gunasekaran, 2003) ana lyze some experiences of a suc cessful ERP implementation in a wat er corporation and th ey provide suggestions for other organizations.

(Martinsons, 2004) discusses how the same software system implementation can produce fundamentally different results.

(Nah et al., 2005) use the grounded theory approach to inductively develop a model that highlights key factors influencing end-users' acceptance of ERP systems, because the success of ERP implementation depends on the intensity and nature of its use by end-users.

(Nelson and Somers, 2001) evaluate the applicability and effectiveness of the End-User Computing Satisfaction (EUCS) and to assess the role of user training and knowledge for ERP system success.

(Newell et al., 2005) identify the socio-political and cultural issues that explain why this is difficult and suggest some meta-level processes (induction, informality and improvisation) that can help to offset the problems with maintaining the critical success factors.

(Newman and Westrup, 2005) analyze successful practices in ERP implementations. They conclude that making an ERP system work is more than an issue of technical expertise or social accommodation.

(Oana, 2005) compares the financial performance trend of successful and less successful ERP implementers over three years following the implementation. This study reveals no significant contribution of the implementation effort to the success of ERP implementations.

(Rajagopal and Tyler, 2002) identify the factors of influence to implement Oracle ERP systems, and the performance of these systems.

(Ramírez and García, 2005) present an explanatory model of ERP systems success and its empirical validation in a group of Chilean organizations.

(Reimers, 2002, 2003a) attempts to identify the crucial implementation process and context variables which warrant closer attention in the study of IT-enabled organizational change. The author focuses his study in a Chinese context.

(Reinhard and Bergamaschi, 2001) propose the measures for ERP project success efficiency and effectiveness that are used to evaluate the importance of success factors in each ERP project phase.

(Rosemann et al., 2001) report on an empirical investigation of the factors that influence process modeling success in ERP Systems.

(Scott and Vessey, 2002) propose a model of risk factors in ERP implementation and illustrate the relationships and the trade-offs inherent in the model using two case studies.

(Shang and Seddon, 2003) examine the risks and the sources of risks of process changes associated with ERP implementations.

(Sheu et al., 2004) review several issues critical to the success of international ERP implementations. They suggest that language, culture, politics, government regulations, management style, and labor skills impact various ERP implementation practices at different countries.

(Skok and Legge, 2001) use an interpretative approach to understand the reasons for the apparent lack of ERP success by analyzing issues raised by representatives of key stakeholder groups.

(Smyth, 2001a) uses an a priori ERP Success Model based on a framework developed to explain success in the adoption of CASE packages.

(Soja, 2004) studies the critical success factors affecting ERP implementations in Poland.

(Soja and Put, 2005) attempt to discover the most desired attributes of a model of an ERP implementation project.

(Sullivan and Beach, 2002) propose a conceptual framework to facilitate a study of the factors that determine success and failure among High Reliability Organizations (HRO's) and ERP system projects.

(Sumner and Hamilton, 2005) based in a case study of an ERP project within a Fortune 100 company in the tr ansportation industry identify the s trategies which facilitate a turnaround ERP project.

(Tan and P an, 2002) propose a p reliminary framework for ev aluating ERP system success using focus groups method.

(Timbrell and Chan, 2003) using a De lphi study, analyze the issues underlying the implementation of ERP systems in government agencies.

(Trienekens et al., 200 5) report Critical Success Factors (CSF) in tw o ERP implementation projects in industry. The paper identifies both (dis)advantages of CSFs and shortcomings of ERP implementation project management.

(Wang and Chen , 2002) derive a p ractical understanding of c ritical factors of dyad parties and whether their consulting process will improve ERP system quality.

(Wong et a l., 2005) examine the cur rent literature concerning ERP im plementation problems during ERP implementation phases and causes of ERP implementation failure.

(Wu and Wang , 2002) investigate ERP key-user satisfaction in the specific context of implementing an ERP system by an external contractor.

(Yang and Seddon, 2004) analyze benefits and key project success factors from sixty ERP implementations discussed by senior project managers in som e of the world's largest corporations at the June 2003 Sapphire conference.

(Zhang et a l., 2002) examine generic and specific-to-China factors that affect ERP implementation success in China.

(Zhang et al., 20 03a, 2003b) study the critical success factors affecting ERP implementations in China with focus on both generic and unique factors.

Organizational Issues
This category focuses on issues of people skills, know-how, organizational processes, structure and culture, issues that end up changing in order to face a new ERP context.

(Aladwani, 2001) describes an integrated, process-oriented approach for facing the complex social problem of workers' resistance to ERP.

(Amoako-Gyampah and Salam, 2004) present an extension to the technology acceptance model (TAM), and ev aluate the impact of one belief construct and two ERP implementation success factors (training and communication) on the perceived usefulness and perceived ease of use during ERP implementation.

(Andoh-Baidoo and Ng wenyama, 2005) reformulate SSM to in corporate emancipatory ideals to enhance project communication during ERP implementation.

(Arif et al., 2005) analyze if an ERP implementation is an information systems effort performed to support the business processes, or it i s a process re-engineering effort required to implement the ERP system.

(Berente, 2005) presents a view of ERP systems as an amplifying technology that has the potential to amplify either adaptive or creative response, depending largely on firm-specific factors.

(Binbasioglu and Winston, 2002) identify and distinguish the manifest and latent effects of an ERP system using a systems dynamic approach.

(Boersma and K ingma, 2005a) develop an ana lytical framework through which th e organizational cultural dimension of ERP implementations can be analyzed.

(Boersma and Kingma, 2005b) focus in the mutual shaping of technology and organizational culture, in particular the virtualization of the organization.

(Cadili and Whitley, 2005) explore the interpretative flexibility of ERP systems through the study of a project to implement a h osted system for the Central Accounting Department of a large multinational.

(Calvert and Carroll, 2005) examine end-user training (EUT) in ER P systems, with the aim of identifying whether current EUT research is applicable to ERP systems.

(Cao and Rahmati, 2005) examine the impact of human and management organizational subsystems on business process change and performance. The findings of this study prove the importance of soft aspects in business process change through implementation of ERP systems.

(Carton and A dam, 2003a, 2003b) investigate the impact of ER P roll-outs in multi-national companies.

(Chertouras and Chatzikallia, 2004) discuss the application of ERP i n the reengineering of the business processes of a human resources department, which lead to a significant productivity enhancement.

(Chou et al., 2004) investigate how charismatic leadership style and intragroup conflict affect ERP implementation team performance.

(Davenport et al., 2004) examine de change management process associated with ERP implementations and they suggest that process change is being undertaken on an ongoing basis.

(Davison, 2002) describes some lessons learned from ERP implementation experiences worldwide with different cultural heritages showing that there is the need from developers and con sultants to adap t their products and services for different cultural markets.

(Dong, 2001) p roposes a conceptual model exploring impacts of top management on ERP implementation effectiveness.

(El Amrani et al., 2003a, 2003b) study the relationships between the factors influencing the ERP lifecycle, the perception of a more cross-functional overview of the company and, more globally, the scope of the change this technology brings within the company.

(Elbanna, 2003) explores some of the socia l and organizational obstacles that face the implementation of an integrated ERP system.

(Fitz-Gerald and Car roll, 2005) pres ent an analysis of t he role of org anizational governance in ERP-driven business transformation.

(Gefen, 2004) ex amines how trus t is bui lt during an ERP i mplementation, and the relative weight of this trust compared with the perceived qualities of the implemented ERP itself in determining clients' assessment that the business relationship with the vendor is worthwhile.

(Helm et al., 2003) d iscuss the importance of a ssessing employee attitudes throughout the ERP implementation process.

(Huang et al., 2001a) suggest that an ERP implementation is a social and emotional process termed as emotional buy-in, through which stakeholders are transformed from being distant from the project to being part of the project.

(Hwang, 2005) investigates ERP a doption and implementation issues of ERP systems based on the organizational IS management perspectives.

(Ke and Wei, 2005) theorize how leadership affects ERP implementation through fostering the desire organizational culture, in addition to its direct effect.

(King, 2005) draw some conclusions that may be helpful to managers who must select consultants and conduct joint ERP implementation efforts with them.

(Knapp and Shin, 2001) look at the organizational impacts from a business performance point of v iew seeking answers to how do organizations evaluate ERP sy stem implementations.

(Koch, 2001) analyses ERP as a tool for realizing BPR in manufacturing. It combines theories from organizational sociology and management with technology-analysis.

(Kræmmergaard and Rose, 2002) investigate the managerial competences required for the complex interactions required to su ccessfully integrate an E RP system into an organization—the ERP journey.

(Kumar et al., 2003) identify a num ber of critical management challenges in ERP implementation activities.

(Legare, 2002) illustrate the important role that organizational factors play in realizing the business benefits of an ERP implementation.

(Liang and Xue, 2004) from an ERP vendor's perspective, analyze what can be done to address contextual issues relating to ERP implementations in SME.

(Lind, 2005) develops some characteristics of process-oriented information systems. These characteristics are based upon socio-instrumental actions as the basic unit of analysis for information systems and business processes.

(Mabert et al., 2003a) analyze the impact of organization size on ERP implementations in the US manufacturing sector.

(Madapusi and D'Souza, 2005) analyze how misalignments between the firm's ERP system and its international strategy can often result in unsuccessful ERP implementations and sub-optimal business performance.

(Madhavan and Theivananthampillai, 2005) explore the nature and process of business process redesign efforts of an organization that had successfully implemented an ERP solution.

(Matsui, 2002) suggests that production information systems depend on certain organizational settings and quality management practices.

(Melin, 2003) argues that ERP systems take the part of an organization's administrative paradox (flexibility vs. stability).

(Nandhakumar et al., 2003) examine the process of change enacted during the implementation of an ERP system over time.

(Nandhakumar et al., 2004, 2005) seek to understand the ERP implementation process, in particular, the link between the ERP implementation process and the underlying and often subtle influences within the context.

(Pozzebon and Pinsonneault, 2004, 2005) analyze the critical influences that have initial organizational decisions between internal members and external consultants on the global - local negotiation that characterizes ERP packages implementation.

(Rajagopal, 2002) conducted an analysis of six manufacturing firms that implemented an ERP system and using the six-stage model proposed by Kwon and Zmud, he identifies various contextual factors that influenced these firms to implement ERP.

(Reimers, 2004) illustrates the cultural issues implicated in the use of an ERP system in a medium size company operating in an emerging market economy.

(Rodecker and Hess, 2001) investigate end-user computing satisfaction (EUCS) with an ERP system. This study differs from prior IS research on EUCS in that it focuses on ERP and it incorporates training, knowledge and involvement, and locus of control.

(Rose and Kræmmergaard, 2002) construct a new theoretical model to understand the change of sense making in ERP implementations.

(Rowe et al., 2005) show that flexibility, the primary goal of ERP adoption, as well as implementation strategy factors (organizational vision, speed, and core modules) exerts a positive impact on cross-functionality in SME but not in large firms.

(Sarker and Lee, 2003) test the role of three key social enablers in ERP implementations.

(Sawyer and Southwick, 2002) analyze temporal effects in information and communication technology-enabled organizational change.

(Scott, 2004) proposes an ERP innovation model based on innovation literature and an ERP case study.

(Shakir and Viehland, 2004) examine ERP implementation business drivers in the new millennium and reflect on future directions for ERP adoption.

(Shang and Su, 2004) analyze the reasons for user resistance, recognizing related user behaviors and actions, and identifying effective strategies to manage these changes involving two types of major users ERP systems.

(Shang, 2005) as sesses the alignment between international organizational operations and ERP systems configuration. Different aspects of the impacts on both head office and local units are then analyzed.

(Sia and Soh, 2002) propose a framework that seeks to assess the severity of misalignment between ERP features and organizational requirements have resulted in costly workarounds by critically examining the seductive universal best practices embedded in ERP.

(Silveira and Diniz, 2003) discuss the relation between IS implementation and organizational change processes. Two approaches were defined for this relation: technological and organizational.

(Soh and Si a, 2004) e xplain package-organizational misalignments as the re sult of differences between the structures embedded in the package and those embedded in the organization.

(Southwick, 2002) docu ment the busine ss process reengineering effort within a university that tries to develop a culture of enterprise thinking to align the organization with the ERP.

(Strong et al., 2001) explore the way ERP systems add structure to organizations, and the various user responses, including workarounds, which result under varying conditions of task interdependence, complexity, and level of worker autonomy.

(Strong et al., 2003) use Grounded Theory method to develop a framework of the changes in control and visibility in ERP implementations.

(Tansley et al., 2001) focus on one stimulus to transformational change into development of Human Resource Information Systems as an opportunity structure that can enable a break with the past to facilitate a Greenfield HR philosophy and enable a more strategic role for HR specialists.

(Van Stijn and Wensley, 2005) co nceptualize ERP's best practices in terms of organizational routines, which are considered to be "repositories" of organizational memory.

(Vilpola and Väänänen-Vainio-Mattila, 2005) propose conducting contextual analysis, committing end u sers in the E RP implementation team, and em ploying usability principles and processes in order to consider the human factors in ERP implementations.

(Volkoff et al., 2002) examine the differences between the way organizational units want to conduct their processes and the way ERP software functions.

(Wagner and Newell, 2005) look at cont entious episodes experienced during an ERP implementation to illustrate the difficulty of trying to always achieve common aims and illustrate the way in which reciprocity helped to move the project forward at these points of conflict.

(Wenger et al., 2005) interpret the dimensions of power in ERP implementations and they concluded that an ERP causes a great shift of power within the firm but it should not be considered the main driver of the episodic power shift.

(Wu and Wang, 2003) using a survey, analyze some ERP issues such as implementation development, package selection, and user satisfaction, in Taiwan. They present a comparative analysis of large size enterprises vs. medium size enterprises.

Knowledge Management Issues
This category covers aspects knowledge management, learning and m anaging competencies from a people pe rspective and t he identification and m anagement of knowledgeable artifacts from an information management perspective. We found several studies that cover knowledge management issues such as:
To understand the na ture, structure and p rocess of knowledge integration that occurs during ERP implementation (Pan et al., 2001; Newell et al., 2002a; Huang et al., 2001c).

(Bo and Gee-Woo, 2004) develop a model of ERP success antecedents from the knowledge transfer, IT implementation, and innovation diffusion literatures.

(Butler and Pyke, 2003) study the effects that ERP systems have on firm-specific intangible assets, such as firm-specific knowledge and core capabilities.

(Chan and Rosemann, 2001, 2002) propose a framework for managing knowledge in ERP Systems. The framework draws its strength from meta-case studies and comprehensive literature analyses, which is consolidated into a three-dimensional framework.

(Fadel et al., 2005) present a framework for understanding Process Knowledge Change in ERP system Implementations.

(Huang et al., 2001d) attempt to understand the nature and processes of knowledge integration that occur during ERP implementation.

(Jones, 2001) examines how firms are able to effectively share knowledge across diverse functions and perspectives during ERP implementation.

(Jones and Price, 2001) discuss factors that impact on how existing knowledge is shared and how new knowledge is absorbed and transferred to become part of the firm's core knowledge competency.

(Ke et al., 2003) analyze the organizational learning process in ERP implementations. They propose that ERP implementation is a process of organizational strategic renewal.

(Ko et al., 2005) examine the antecedents of Knowledge Transfer from Consultants to Clients in ERP system implementations.

(Lee and Myers, 2004c) suggest the theory of organizational defensive routines for understanding how organizational learning may be hindered during the implementation of ERP systems.

(Lim et al., 2005) from the knowledge perspective, the strategic use of an ERP system is posited to be dependent on symmetrical knowledge transfusion between the best practices embedded in the system and the existing procedural routines of the adopting organization.

(Lorenzo et al., 2005) identify and describe the process and key actions associated with the diffusion of ERP systems. This new perspective puts more emphasis on the importance of experiential learning.

(Newell et al., 2002b) analyze how social capital facilitates or inhibits knowledge integration, and they explore how social capital is used during different episodes in the ERP innovation process.

(Newell et al., 2003) examine the simultaneous implementation within a single organization of an ERP system and a Knowledge Management system, two outcomes which traditional organizational theory suggests that are incompatible.

(Newell et al., 2004) suggest that in understanding the relationship between social capital and knowledge integration within a project team, it is necessary to distinguish between two forms of social capital – external bridging social capital and internal bonding social capital.

(Peters, 2002) analyzes the implementation of an ERP system in a Hospital and he develops a model explaining the reasons for the problems and suggesting another approach using a multi layer agent system to support the knowledge intensive processes.

(Robey et al., 2002) adopt a process theory perspective with focus on the dialects of organizational learning that generates change in a comparative case study of 13 industrial firms.

(Sathish et al., 2004) present an overview of why stakeholders and their domain knowledge are important to ERP projects.

(Sedera et al., 2003c) discuss the initial findings of a two-phased study that focuses on empirically assessing the impact of knowledge management on the success of ERP systems.

(Sedera et al., 200 4b) analyze the im pact of m anaging knowledge on ERP s ystems success and they study the relative importance of the knowledge management process.

(Sedera and Dey, 2005) propose a theoretical model to identify the KM enablers and KM strategies of a rapid ERP implementation that facilitate knowledge creation, retention and transfer and to determine the importance of knowledge transfer modes in a rapid ERP implementation.

(Stijn and Wensley, 2001) introduce the organizational memory mismatch approach to analyze the process knowledge mismatches in ERP implementation and use phases.

(Timbrell et al., 2001) discuss impediments to knowledge transfer, and present findings from the a posteriori application of Szulanski's model.

(Volkoff et al., 2004) identify the c ritical barriers, and empirically uncover two new knowledge transfer mechanisms that are effective for addressing the knowledge transfer barriers in the ERP context.

(Wan et al., 2001) evaluate and critique the existing ERP implementation literature, and then provide an alternative analysis of ER P implementation based on the concept of knowledge integration, which involves the on-going interaction cross-functionally between organizational members.

(Wyssusek, 2005) co nceptualizes ERP a s symbolic systems and ex amines ERP implementations in terms of semiotic and linguistic categories.

Other implementation issues

This topic encompasses other issues not covered in the rest of topics such as: role of consultants, applied theories to specific ERP issues, general conclusions and organizational change management in ERP projects.

(Aries et al., 20 02) examine adequate computational performance dictated by the organization business processes and scalability that need to be satisfied by enterprise systems such as ERP, and they propose some solutions based on their experience in Boeing Company.

(Bokovec and Damij, 2003) analyze the most important elements of a globally designed financial and management accounting model and their 'translation' to the structures and processes of an ERP system implementation.

(Duplaga and Astani, 2003) survey 30 manufacturing firms to id entify general trends related to several ERP implementation issues.

(Francalanci, 2001) redefines the concepts of size and complexity for ERP projects and empirically verifies their impact on implementation effort.

(Huang and Palvia, 2001) identify a range of issues concerning ERP implementations by making a comparison of advanced and developing countries.

(Murphy and Simon, 2001, 2002) demonstrate how benefits analysis methods can be applied to large-scale ERP projects cost, and that these methods can incorporate intangible benefits.

(Olhager and Se lldin, 2003) present the results of a s urvey of ERP implementations in Swedish manufacturing companies.

(Smagalla, 2003) ev idences that ERP sof tware packages may drive improvement but may not reconcile operational disparities.

(Tsai et al., 2004) using a survey of Taiwanese firms investigate the extent to which ERP systems were applied in manufacturing and service firms and the major benefits obtained from the ERP implementation.

(Tu, 2004) discusses related configuration security weakness in SAP sy stem and suggests practical solutions to enhance the security control of SAP to comply with Sarbanes-Oxley act.

(Wright and Wright, 2002) analyze the unique risks associated with ERP implementation projects for consideration in providing IS assurance services.

Main Topics Researched

Some authors have studied implementation approaches and they have proposed some new ones. Requirements analysis, business modeling techniques and reengineering have also emerged as important topics on ERP implementation research. Some authors propose a method that matches an ERP functionality model and a business requirement model; others investigate the role of governance in ERP systems implementations. As Esteves and Pastor (2001c) pointed out, there remains the debate concerning the concept of ERP implementation. However, it seems that there is a consensus for the definition of ERP implementation up to the Go Live of the ERP system.

There are diverse studies focusing on the best practices and integrative frameworks based on an extensive review of the critical success factors that contribute to success in the context of ERP implementations. The research on critical success factors has evolved and issues such as their relevance along the ERP implementation stages, the contextualization of critical success factors to some business sectors or countries have been addressed. Researchers have created frameworks that allow the estimation of the difficulties of an ERP implementation project and the definition of risk factors in ERP implementations. Also, they discuss how the same software system implementation can produce different results.

Some studies redefine the concepts of size and complexity for ERP projects and empirically verify their impact on implementation effort, identifying a range of issues concerning ERP implementation by making a comparison of advanced and developing countries.

We evidence the emergence of studies related to organizational issues and change management process in ERP implementations, analyzing the reasons for user resistance, recognizing related user behaviors and actions, and identifying effective strategies to manage these changes. In this topic, authors seek to assess the severity of misalignment between ERP features and organizational requirements, examining the best practices in ERP implementation and differences between the structures embedded in the package and those embedded in the organization. Other studies explore the way ERP systems add structure to organizations, which result under varying conditions of task interdependence, complexity and level of worker autonomy.

Articles in the field of knowledge management (KM) introduce the organizational memory mismatch approach to analyze the process knowledge mismatches in ERP implementation and use phases. This theoretical model identifies the KM enablers and KM strategies of a rapid ERP implementation that facilitate knowledge creation, retention and how new knowledge is absorbed and transferred to become part of the firm's core knowledge competency, to determine the importance of knowledge transfer modes in a rapid ERP implementation.

Topics for further research

There is a lack of studies regarding the definition, usage and adequacy of ERP methodologies for SME contexts.

As we mentioned above, critical success factors are quite well studied. However, we noted that their operationalization is not. There is a need to develop approaches to put in practice and manage the critical success factors identified in some studies. The development of techniques and approaches for the control and monitorization of ERP implementation projects is an area to be improved. It is also important to relate critical success factors with implementation methodologies.

While the findings suggest that research on the identification of critical success factors has reached saturation point, there is little interest in risk factors for ERP implementation projects. There is a need for more in-depth case studies that document ERP

implementations. Most of the case studies are exp loratory and lack theoretical basis. Understanding ERP implementation from a stakeholder perspective is also still lacking. There is a nee d to und erstand the types of ERP i mplementation issues met by the different stakeholder groups. Moreover, it would be interesting to analyze the role played by each stakeholder and the activities each stakeholder should play, along with issues of power, authority and empowerment.

Most authors still provide a v ision of many failed ERP im plementations based on references of 2000 or before. There are no studies that show the evolution of success and failure rates during recent years. Presumably, with the experience gained over these years, it should have changed, and the trade press does provide some insights into this, but ERP researchers still transmit the idea of many failures. In the field of knowledge management there is a lack of case studies that describe a complete process not only in a local environment but also in an international roll-out multi-national project. There is also a need to u nderstand how com panies are managing the k nowledge management process, tools used, etc. Finally, aspects such as contingency plans, training of end-users and training of the IT/IS departments have yet to be studied.

USE AND MAINTENANCE

Use Benefits and Success
(Beretta, 2002) analyzes the role of process-based performance measurement systems on the organizational integration of ERP systems.
(Boudreau, 2003) proposes a cau sal model that reveals key factors leading to th e construct of "quality of use". The model suggests that the inclusion of factors relating to learning allows understanding better why "quality of use" may vary among individual users.
(Chand et al., 200 4) report their findings on ba lanced scorecard applicability for assessing the business contributions of ERP systems.
(Chang and Gable, 2002) analyze some benefits of ERP sy stems in Que ensland government.
(Dorantes and Walz, 2005) examine the impact of ERP investment on business value by comparing the reaction of investors to ERP investment announcements with senior managers' perceptions (ex ante) about the net benefits of the ERP sy stem after its implementation (ex post).
(Esteves, 2005) proposes a research model to analyze the benefits of ERP sy stems, by using disconfirmation theory as a theoretical basis.
(Gable et al., 2002) examine barriers to benefits-realization from ERP systems to provide innovative perspective on strategic management of l arge-scale packaged software, and on the extended virtual enterprise explicitly or implicitly deployed across the ERP life-cycle.
(Gable et al., 2003; Sedera et al., 2 003a; Sedera and Gable, 2004; Sedera et al., 2004a) propose a model to measure ERP systems success.
(Gattiker and Goodhue, 2004) using organizational information processing theory (OIPT), suggest several factors that influence some of the ERP costs and benefits that organizations are experiencing.
(Gattiker and Goodhue, 2005) present a model of the organizational impacts of ERP systems once the system has gone live and the "shake-out" phase has occurred.
(Gefen and Ragowsky, 2005) examine associations between the business characteristics of manufacturing firms and their perceived benefits from ERP system investments.
(Gwillim et a l., 2005) present the results that support the findings reported in t he literature and contribute new insights into the political factors that discourage the undertaking of post-implementation reviews (PIRs) in organizations.

(Hawking et al., 2004) explore the barriers and benefits in ERP implementations as firms moved in second wave value propositions.

(Hedman and Borell, 2003) present an artifact evaluation of ERP systems based on the Competing Values Model. The result of the evaluation is used to discuss the impact of ERP systems on organizations.

(Hess and Hightower, 2002) use the Joshi's equity-implementation (E-I) model based upon equity theory, for understanding user satisfaction with ERP systems.

(Hillam and Edwards, 2001) their stakeholder analysis appears to be an essential element of an evaluation study on an ERP.

(Hitt et al., 2002) explain the business impact of ERP implementation on a wide variety of performance measures and empirically test for the productivity and business performance effects of ERP on firms that adopted ERP versus those that did not.

(Kanthawongs and Kini, 2003) explore ERP implementation and evaluation in a developing country by extending the adoption framework model proposed by Huang and Palvia (2001).

(Lee and Lee, 2004) propose a conceptual framework to highlight the importance of the change management after firms implement ERP systems.

(Lorenzo, 2001) shows the preliminary results of the human, contextual, and processual issues influencing the ERP-use that evolves in a virtuous continuous improvement cycle.

(Martin and Cheung, 2005) suggest that improvements through business process re-engineering can still be achieved after the implementation of ERP systems.

(McNurlin, 2001) comments that 34% of the organizations were very satisfied with ERP, 58% were somewhat satisfied, 7% were somewhat unsatisfied, and 1% was unsatisfied. There are three critic success factors: successful user training and change management; effective handling of the risks and the fundamentals of project management; and continued executive commitment. The third item was the most crucial.

(Mendoza et al., 2005) examine the process of appropriation of application software over time, to gain a deeper understanding of the influences that encourage productive and persistent use.

(Murphy and Chang, 2002) examine and extend the social network theory to understand the impact of ERP systems on organizational function.

(Ranganathan and Samarah, 2001) examine the impacts of ERP systems on firm value using the event study approach. The results show that investors view ERP systems as being productive and resulting in firm value.

(Saccol et al., 2003) evaluate the impact of ERP systems on organizational strategic variables of those companies using a survey to Brazilian companies.

(Scott, 2005) analyze data on users perceptions of ERP training manuals, more than two years post-implementation, taking into account usability dimensions of task support, learn ability, navigation, and presentation.

(Sedera et al., 2001) analyzes ERP systems benefits realization approach of the Queensland Government using Balanced Scorecard.

(Sedera et al., 2002) discuss initial findings from a study that focuses on identifying and assessing important ERP impacts in 23 Australian public sector organizations.

(Sedera et al., 2003b) study the proposition that the size of an organization (e.g. small, large) may have contributed to the differences in receiving benefits reported in prior studies in this domain.

(Sedera et al., 2003d) illustrate key validity and reliability issues in measuring Information Systems performance, using examples from a study designed to assess ERP systems success.

(Sedera and Tan, 2005) attempt to clarify the controversy over the measures of user satisfaction and the adequacy of user satisfaction measures to gauge the level of success in complex, contemporary IS.

(Shang and Seddon, 2002) propose an ERP benefit framework for summarizing benefits in the use of ERP systems.

(Shang and Seddon, 2004) distinguish ERP from traditional information systems and forms propositions about ERP benefit assessment.

(Smyth, 2001b) seek s to understand and exp lain ERP success t hrough a pro cess of empirical fact finding and analysis, supported by critical evaluation of established theory in related areas.

(Somers and Nel son, 2003) conceptualize the f it of ERP sy stems in manufacturing organizations by conducting a study to id entify how well organizational strategies and integrating mechanisms fit management's expectations of the system's value.

(Sousa and Goodhue, 2003) propose a model to understand the exploratory use of ERP systems.

(Staehr et al., 2002a, 2003; Barnden, 2003) seek to understand and explain what business benefits have been obtained in the ERP post implementation period, and how and why these business benefits have evolved over time.

(Staehr et al., 20 02b) examine ERP post im plementation period in an Austr alian manufacturing organization with the aim of understanding and explaining the business consequences that occurred.

(Stein et al., 2003) examine the expected and actual benefits of current implementations and assesses the ROI of these implementations.

(Talbert, 2002) discusses the im portance of a lon g-term perspective for a chieving business benefits from ERP systems.

(Voordijk et al., 2005) analyze the changing role of information technology in large engineering consultancy firms in the Netherlands after implementing ERP.

(Wu et al., 2002) examine factors relate to user satisfaction in Taiwan and compare satisfaction differences between enterprises implementing foreign and domestic ERP systems.

Maintenance

(Babaian et al., 2004) use collaboration theory to conceptualize the relationship between the user and the ERP sy stem and to prov ide a f oundation on whi ch interfaces can be developed that enhance user performance and satisfaction with ERP systems.

(Bryson and Sullivan, 2002) present an approach to analyze incentives schemes and structuring ERP outsourcing contracts for the mutual gain of the parties.

(Dibbern et al., 2002) based on a rev iew of the I S outsourcing literature, present the knowledge-related determinants for the IS outsourcing decision, aggregating them in a structural model.

(Dorp et al., 2001) focus particularly on t racking and tracing in s emi-process industry. Amongst others, tracking and t racing enables ERP cust omers to o ptimize process performance with r espect to recall management and may also off er better protection against product liability.

(Ingvaldsen et al., 2005) present an approach and a tool to business flow analysis that helps us reveal the real business flows. Analyzing the logs of large ERP systems, the tool reconstructs models of how people work and detects important performance indicators.

(Jones et a l., 2004) using a theoret ical framework explain th e motivation for th e development of shadow systems within an ERP context.

(Laframboise, 2002) studies the effect of d ifferent levels of q uality initiatives on business performance. The relationship between a firm's use of ERP sy stems and performance excellence was examined.

(Mookerjee, 2005) takes a holistic approach to t he problem of maintaining integrated systems such as ERP by considering it from three different perspectives: operational, architectural, and organizational.

(Nah et al., 2001a) identify maintenance activities pertaining to ERP implementation, classify them into maintenance categories, and assess their relative frequency at various stages of the ERP maintenance lifecycle.

(Pui Ng, 2001) identify the fundamental factors driving ERP maintenance and upgrade decisions.

(Pui Ng et al., 2003a) propose a preliminary ERP maintenance model, reflecting fundamental ERP maintenance and upgrade activities.

(Pui Ng et al., 2003b) describe a case study of a large Government agency to gather empirical data on their ERP maintenance model – from software maintenance preparation through software upgrade.

(Rattanasampan and Kim, 2002) categorize some selected theories of technology acceptance and use into four categories based on two dimensions: organizational/individual levels and the extent of voluntarism/determinism in technology acceptance and discuss some implications of each of these categories.

(Stratman and Roth, 2002a) define and operationalize eight ERP competence constructs using a two-stage normative process of scale development.

(Stratman and Roth, 2002b) analyze how the eight ERP competences constructs act to influence business performance on North American manufacturing firms.

(Tanigawa, 2004) seeks to understand architectural decision-making processes in practice from the descriptive view.

(Topi et al., 2005) categorize and describe the usability issues encountered by one division of a Fortune 500 companies in the first years of its large-scale ERP implementation.

(Volkoff et al., 2005) analyze integration in the ERP context by discovering the salient characteristics or dimensions of ERP-enabled integration.

(Whang et al., 2003) propose a conceptual framework of ERP implementation process and identify the critical issues and factors for the successful upgrade of packaged ERP solutions.

(Wu et al., 2004) examine a small sample of actual outsourcing ERP contracts in several industries and a review of the relevant outsourcing literature. They determine the common provisions and structural characteristics of these ERP contracts.

Main Topics Researched

The main issues researched on this phase are post-ERP implementation benefits, limitations and factors that affect ERP usage. It is important to assess the ROI of these implementations and compare the reaction of investors to ERP investment announcements with senior manager perceptions about the net benefits of the ERP system after implementation. However, the size of an organization may contribute to the differences in perceived benefits. Some studies analyze the impact of ERP systems on organizational strategic variables in firms that adopted ERP versus those that did not, examining and extending the social network theory. Generally, the relationship between the user and the ERP system will give a guide to interfaces that can be developed to enhance user performance and satisfaction with ERP systems. Most of the improvements through business process re-engineering can still be achieved after the implementation of ERP systems. Some authors propose a preliminary ERP maintenance model, reflecting fundamental ERP maintenance and then to upgrade activities from three different perspectives: operational, architectural, and organizational. Lately, the issues of ERP outsourcing and maintenance models have gained importance. Researchers classify maintenance categories and assess their relative frequency at various stages of the ERP maintenance lifecycle.

Topics for Further Research

Although, there are some studies on ERP b enefits, few studies have looked at the post-implementation period of ERP systems to de termine how and why business benefits evolve over time.

There is also a need to study the level of integration of ERP systems in organizations. It would be interesting to d efine critical success factors for the usage and maintenance phase. User satisfaction and human factors affecting this satisfaction should be studied. Usability is also an important topic and probably the field of human computer interaction can help on this analysis. The way organizations create and manage knowledge related to their ERP systems and the usage of knowledge theory on this su bject would be a topic for a valuable research. Regarding ERP maintenance, other open issues are: outsourcing services, maintenance models and techniques, costs and benefits models, service level agreements, improvement of ERP m aintenance based in previous bespoke maintenance, management of upgrades and their impact. Most international companies are negotiating maintenance contracts on a global scale. Issues such as the upgrade and new versions in a global environment need to be addressed. For instance there is a need to understand the question of local versus remote support and as sociated cultural issues. End-users are a critical success factor and few studies analyzed their adaptation and the role they perform in ERP usage. There is a need to analyze issues such as training, participation, skills and abilities that are required to ensure the success in use and m aintenance of a n ERP system.

EVOLUTION PHASE

Some authors analyze new emerging ERP technologies and new business models.

Emerging Technologies
(Akkermans et al., 2003) present the results from a Delphi study on the future impact of ERP systems on supply chain management.
(Alaranta, 2005) studies the post-merger integration of ERP sy stems by test ing the Motwani et al. (2002) framework for ERP Implementation that is based on B usiness Process Change Theory in this context.
(Ash and Burn, 2001a) report on a longitudinal study of e-business change management in ERP enabled organizations.
(Ash and Burn, 2001b) examine a rese arch model that proposes various antecedents to successful e-business change management in ERP environments.
(Ash and Bu rn, 2002a) analyzed a case s tudy of e- business evolution using a stag ed implementation which allowed to evaluate it in terms of the attributes of the "virtual organizing" model.
(Ash and Burn, 20 02b) report on r esearch carried out in 1999- 2001 on the us e of e-business applications in SAP based organizations. They try to demonstrate the increased benefits derived from an e-business architecture based on a network of ERP enabled organizations.
(Ash and B urn, 2003) use the p revious e-business change framework to ev aluate the mature stage of e-ERP in six international organizations.
(Bendoly, 2003) pr ovides and ext ension to the theory for p rocess frameworks in knowledge discover and data mining from ERP systems.
(Bendoly and Kaefer, 2004) show that perceived transactional efficiencies are greater for B2B e-commerce technologies in the presence of ERP, and are in fact magnified when ERP implementation specifically precedes B2B e-commerce initiatives. These findings imply a distinct system adoption strategy for firms pursuing e-commerce opportunities.
(Birbeck and Stewart, 2004) investigate the relationship between organizational culture and IT innovation success in the context of extended ES.

(Bornhövd et al., 2005) give an overview of the existing SAP's Auto-ID infrastructure that enables the integration of RFI D and se nsor technologies with existing business processes.

(Burn and Ash, 2002a) use an established research framework of e-Business change to identify the factors for success of an e-business project within an ERP environment.

(Burn and Ash, 20 02b) report on r esearch carried out in 1999-2001 on the us e of e-Business applications in ERP-based organizations.

(Cheung et al., 2001) found that the success of the e-commerce infrastructure in the GlobalMNC lies is in the underlying knowledge architectural design.

(Gable et al., 2001) seek to explore the present and future relationship of ERP and E-business software and their respective futures.

(Gefen and Ridings, 2002) examine the social aspects of CRM implementation by using a quasi-experimental design.

(Hawking and Ste in, 2003) analyze the sk ills needed to m ove into E-business and e-commerce based in a survey to IS professionals working with ERP systems.

(Haro and Pe terson, 2004) explain how and why customer enterprise strategies and systems co-evolve and influence organizational performance.

(Holsapple and Sena, 2005) examine relationships between the importance of various objectives in ERP plann ing and the subseq uent realization of decision-support benefits from an ERP system.

(Huang et al., 2 001b) consider the complementary implementation of ERP an d KM systems in a par ticular company. These systems can aid org anizational efficiency and flexibility.

(Hung et a l., 2004a) construct a conceptual model to ev aluate the performance and competitive advantages associated with ERP from a SCM perspective.

(Hwang and Leit ch, 2003) develop and illustrate a Balan ced Scorecard control framework for the assessment of ERP/e-commerce system implementations.

(Jaiswal and Kaushik, 2005) describe how Business Network Systems (BNS) can b e redesigned using ERP systems to strengthen relationships with business partners and to enhance value to consumers.

(Lee and Shu, 2003) Failure to understand the complementarity between technology and organizational may cause low payoff of IT investment. This study proposes to combine the American Customer Satisfaction Index (ACSI) model and complementarity framework to provide optimal design and adoption of CRM software.

(MacGregor et al., 2003) Analyze the role of Enterprise wide business systems in the adoption and use of e-commerce in Swedish SMEs.

(Metaxiotis et al., 2003) examine the lack of support of ERP systems on the production-scheduling process. Therefore, they propose a knowledge-based system for production that could be incorporated as an ERP custom module.

(Moon and Bahl, 2005) present a simulation study to ev aluate the impact of the Manufacturing Execution Systems (MES) integration with the ERP system on production lead times.

(Parsons, 2005) focuses on the issues of distributed ERP architectures where objects are able to run on mobile devices but must be universally synchronized.

(Rauch, 2002) focuses Supply Chain Process as an Enterprise Application.

(Sammon et al., 200 3a) analyze the re-emergence of dat a warehousing to add ress the limitations and unrealized benefits of ERP systems.

(Sammon et a l., 2003b) the re-emergence of D ata Warehousing, to a ddress the limitations and unrealized benefits of ERP systems implementation, provides researchers with a new challenge in understanding the 'double learning curve' for an organization.

(Sammon et al., 2004) a ttempt to unde rstand organizations needs discourse and to identify if, ERP II is positioned to address these needs.

25

(Sasovova et al., 20 01) examine limitations that restrict the potential benefits from the use of ERP systems in business firms.

(Singletary et al., 2003) present a qualitative research study to su rface practitioner interpretations (assumptions, knowledge and e xpectations) of En terprise Application Integration (EAI).

(Stirling et al., 2002) propose a m ethodology for the structured development of manufacturing information systems taking as a p remise the ex istence of a c ore ERP system.

(Wagner and Bergin, 2001) identify the shortcomings of today 's ERP sy stems with respect to strategic planning and demonstrate the application focus and functionality of the new Enterprise Strategy Management (ESM) systems, mapping them against a four phase model of strategy management.

(Wieder et al., 2002) discuss about Information Systems Quality and ERP, from a point of view of value and integration.

Integration Issues

(Esichaikul and Nuankhieo, 2004) provide a framework assisting ERP a dopters in the selection of the integration approach which is more appropriate to their needs.

(Grant and Tu, 2005) propose a conceptual framework for better understanding of ERP integration issues based on existing literature.

(Hwang, 2004) discusses issues that are important to the integration of ERP systems in a merger and acquisition environment.

(Irani et al., 2003) analyze the impact of EAI on information systems lifecycles and they propose an EAI classification framework.

(Khoumbati et al., 2 005) present the advantages and dis advantages of integration technologies that promise the real time ERP systems integration.

(Lee et al., 2003) look at ERP and EAI and inv estigate their values for today's organizations. They present and com pare two different approaches: internalization represented by ERP; and externalization, through the use of EAI.

(Lee and Myers, 2004a) suggest that enterprise integration is not inevitable, nor is it always strategically necessary.

(Ndede-Amadi, 2004) exa mines the transition from strategic alignment as the b asis for IT investment, to B PR and to the integration of these processes into enterprise-wide systems, to e-commerce.

(Pellerin, 2005) addresses specifically the de fense maintenance management functions that need to be integrated into an ERP solution by adopting the view of a defense repair and overhaul facility.

(Reiersgaard et al., 2005) propose an initial framework for the EAI implementation process. The revised framework identifies ten new factors based on the findings from the case study, which affect core business process integration by EAI.

(Sammon and Adam , 2004) lay the foundation for a model of organizational prerequisites for enterprise-wide integration projects. The main objective of the paper is to present a li terature-based model which lists the key prerequisites that organizations should assess prior to undertaking these expensive projects.

(Scheer et al., 2002) propose an interface classification using the internet in supply chain networks.

(Shafiei and Sundaram, 2004) propose a framework that brings together ERP and DSS and explains the mechanisms to integrate ERP and DSS at enterprise and cross-enterprise level.

(Sharif and Irani, 2005) highlight the emergence of componentization, and extension of ERP functionalities (i.e. so-called ERPII) in term s of a failed ERP-led, and E AI implementation within an industrial products organization.

(Sharif et al., 2005) analyze and extend pr eviously published work through presenting the failure of an industrial automation business to integrate its ERP system with legacy processes when using an EAI approach.

(Themistocleous et al., 2001a, 2001b) present a survey that identifies ERP problems and use of EAI solutions in order to solve ERP integration problems.

(Themistocleous et al., 2002) explain why ERP systems have failed to support integrated supply chains and introduce in a new approach on systems integration.

(Themistocleous and Irani, 2003a) extend previous work on EAI by proposing a novel evaluation framework for the assessment of EAI packages.

(Themistocleous and I rani, 2003b) pr opose a m odel for the adoption of app lication integration. The model suggests that various factors such as bene fits, barriers, costs, external pressures and others influence the adoption of EAI.

(Themistocleous et al., 2004) investigate the role of EAI solutions in an organization and their findings indicate that EAI adoption reduces the operating costs as well the redundancy of data and functionality in the studied organization.

(Tiako, 2005) focuses on Data Integration Issues for Business Intelligence Integrated Enterprise Information Systems.

Main Topics Researched

The issues studied here have also been mainly technology-oriented, such as development of interfaces with other systems, the emergence of componentization and extension of ERP functionalities, the integration of c ustomer relationship management modules and the usage of web technologies. Another important issue studied is workflow management with proposals for new approaches and architectures.

Some researchers analyze the impact of EAI on in formation systems lifecycles and propose an EAI classification framework, identifying ERP problem s and using EAI solutions to solve ERP integration problems. Hence, EAI adoption reduces the operating costs as well as the redundancy of data and functionality in the studied organization. Also, some studies show t he advantages and disadvantages of integration technologies that promise the r eal time ERP systems integration and suggest that in tegration is not inevitable, nor is it always strategically necessary.

Other studies analyze the skills needed to move into e-business and e-commerce based on a survey of IS professionals working with ERP systems. Some studies emphasize that perceived transactional efficiencies are greater for B2B e-commerce technologies in the presence of ERP. They are in fact magnified when ERP implementation specifically precedes B2B e-commerce initiatives. Finally, the re- emergence of D ata Warehousing, to address the limitations and unrealized benefits of ERP systems implementation, brings researchers the new challenge of unde rstanding what is effectively a 'double learning curve' for an organization.

Topics for Further Research

There is a need to analyze when an organization should go for emerging ERP capabilities and how to integrate them in the overall IS. It is a lso important to analyze the organizational perspective and understand the impact of thes e emerging capabilities in organizations. Although the relationship between ERP and SCM has be en studied to some extent, a considerable amount of re search still needs to be c onducted in order to make it e asier for client companies and software vendors to assist in developing an integrated SCM.

We should point out that we also found that most of the conferences are creating special tracks dedicated to these new topi cs, which are usually independent of ERP issues. Therefore, the number of articles in this category is p robably higher than the one presented here. We think that in the future there will be a need to analyze the relationship

between these new research topics and the ERP systems that are used a s a basis in any organization to develop these new technologies.

Lately, most ERP v endors are creating ways to use mobile technology to e xpand the creation and share of data in ERP systems. Lots of companies are using these tools. On-demand and open-source ERP software are also emerging as new trends in ERP arena.

RETIREMENT PHASE

We did not find any publication related to this phase but some publications cited some cases of ERP systems retirement for various reasons. Some publications appeared in the Press (e.g. New York Times, Wall Street Journal, the Economist) relating some ERP implementation disasters. Now, the majority of organizations are in the implementation or in the us e and maintenance phases. We ex pect that in the fu ture these cases will be analyzed in m ore detail. However, we found som e studies abo ut ERP failure implementations (see implementation phase above).

Topics for Further Research

This phase is do ubtlessly the lea st studied. When, why and how an org anization abandons ERPs is an important issue. Some cases of system failure have been reported; however, no auth or has defined what i s meant exactly by ERP s ystem failure n or has anyone identified the most significant factors in t he failure of the se ERP projects. Another issue that has no t been addre ssed is th e definition of the ex pected useful life span of an ERP. It would be also interesting to analyze how the retirement of an ERP system affects the o rganization. Moreover, it would be inte resting to under stand the organizational impact of the decision to abandon an ERP system.

ERP AND EDUCATION

The interest on ERP systems by the un iversities is evidenced by the number of publications published as shown in Figure 3. Universities analyzed the use of ERP in education, ERP courses and how to change the IS curricula to incorporate ERP systems.

-                    ---------------------------------
                        nsert Figure 3 Here   I
-                    ---------------------------------

ERP USAGE BY UNIVERSITIES

This topic focuses on the processes and mechanisms that some universities are using to gradually introduce ERP system in their education process and sometimes the adoption of and ERP system by the universities.

(Allen and Kern, 2001) analyze ERP im plementations in higher education institutions focusing in power, politics and resistance issues.

(Beekhuyzen et a l., 2002) investigate the adoption of ERP sy stems by Australian universities.

(Bradley and Lee, 2004) investigate the relationship between training satisfaction and the perceptions of ease of use, effectiveness and efficiency in the implementation of an ERP system at a higher education institution.

(Dyke and Sincla ir, 2003) identify the factors that universities staff perceives as contributing to the effective implementation of ERP systems in universities.

(Frantz et al., 2002) surveyed CFO's and CIO's of higher education institutions to analyze their perceptions of best practices for ERP implementations.

28

(Furumo and P earson, 2004) use Adaptive Structuration Theory and critical success factors to a nalyze an E RP implementation in two universities, determining why one failed and the other was successful.

(Morley and Hellens, 2003) explore the quality issue of response times and the impact of poor response times on the ability of an Au stralian University to a chieve their strategy within ERP implementation.

(Oliver and Romm, 2002a) address the r ationale for adoption of ERP sy stems in universities. This study is structured around the theory of motivations for investment in information technology (IT) to support core business operations.

(Pollock et al., 2003) investigate the development and implementation of an ERP module in a univ ersity. Based on an ethnog raphic study, they develop the not ion that ERP systems have a 'biography' that helps to understand their evolution.

(Pollock and Cornfo rd, 2004) provides analysis of t he rollout of an ERP sy stem in a university in order to illustrate the value of taking discussions of similarity relationships surrounding the university and other organizations as the topic of analysis.

(Scott and Wagner, 2003) analyze an ERP im plementation in a university and they develop the theme of temporality within actor–network theory to support their analysis.

(Sehgal and Stewart, 2004; Sehgal et al., 2004) investigate how user empowerment can impact the potential components of Enterprise System Success (ESS) and the employee's immediate work environment in a higher education institution.

(Suratmethakul and Hasa n, 2005) rev eal details within complex phenomena in an organization when a substantial new system was implemented. The study revealed three critical issues: Knowledge Transfer, System Capability and Organizational Context.

(Swartz and Orgill, 2001) propose a framework for ERP adoption and implementation in universities.

(Tracy et al., 2001; Stewart et al., 2002) developed a simulated economic environment in which operates a virtual supply chain based on the manufacturing and sales of personal computers. The participating institutes of higher learning will be able to develop and del iver worl d-class, technology-enabled bus iness and m anagement education programs utilizing the mySAP.com e-business applications to their full extent.

(Wagner and Newell, 2004) analyze the strategic partnership between a multinational software vendor and a university who together designed a 'best practice' ERP package for the higher education industry.

ERP COURSES

This topic describes the different types of ERP courses offered by several universities and some ERP courses proposals.

(Antonucci and Muehlen, 2001) present a description of the collaboration and the preliminary evaluation results, in the form of stu dents' feedback, of an international collaboration between two universities that address these issues of new e-centric business practices. The collaboration deploys a case scenario methodology that utilizes SAP R/3 and the web to link geographically dispersed students.

(Hawking et a l., 2001) outline how ERP systems can be incorporated into a b road IS curriculum model such as IS'97 curriculum.

(McCarthy and Hawk ing, 2004) argue that a blended approach to En terprise Resource Planning education which incorporates both classroom based education and e-learning is the preferred option.

(Nelson and M illet, 2001) provide the rationale, educational objectives, and content design for a foundation course in ERP and Business Processes. They also describe educational outcomes as m easured by changes in students' self-reported levels of knowledge before and after the course.

(Nelson, 2002) describes a workshop that prepares instructors to teach and ERP and business processes course using SAP technology.

(Stewart and Rosemann, 2001) discuss the design of a problem-based learning approach that seeks to embed industrial knowledge in the ERP related curriculum of universities.

(Tan and Ri chardson, 2005) discuss about whether software meets the ne eds and expectations of the students sufficiently and whether computer experience, in particular the number of c omputer courses previously studied, was fou nd to influence both perceived ease of use and usefulness of Mind Your Own Business (MYOB) when used in a first year accounting course.

IS CURRICULA

This topic is related with the integration of ERP system in IS curricula and the need of people with ERP k nowledge and how universities can improve and re-structure their curricula in order to satisfy the needs.

(Beekhuyzen and Gass ton, 2002) explore how universities can benefit from understanding and fully utilizing their knowledge management activities to improve its curricula using knowledge that exists within the ERP environment.

(Bradford et al., 2003) based in a survey at 94 colleges and universities examine some issues related with ERP integration in the classroom such as: the reasons why schools did not adopt ERP for teaching purposes, implementation issues, and pedagogical uses.

(Hawking and M cCarthy, 2001) describe the issues and barriers associated with integrating ERP systems into university curricula.

(Hawking et al., 2005) discuss the evolution of ERP systems and how un iversities are attempting to develop their curriculum to complement these changes. They identify how one university is addressing this di lemma and how th is approach could be adopted and expanded further.

(James and Too, 2005) report, in terms of an act ion research framework (ARF), an ongoing project to facilitate the evolution of the approach to teaching an IS final y ear undergraduate and postgraduate subject, from a conventional content-focused approach, to one that guides students through a pr ocess of reflection-in-action by means of assessable milestones.

(Joy and McCarthy, 2002) discuss expansion of the Application Service Provision (ASP) market to deliver ERP applications and curriculum to educational institutions offshore.

(Rosemann, 2002) provides a structure to ERP education issue that helps academics distinguish among different approaches for the integration of these software packages into their curriculum.

(Stewart et al., 2004) detail the curriculum innovation in a p roject focused on engaging students in learning ICT. They report the progress of the project and its application to enterprise systems area.

(Strong et al., 2005) present a panel designed to contribute to the ability of many more universities to provide a stimulating ERP-based educational environment for students.

(Theling and L oos, 2005) describe how a market-leading ERP sy stem can be used to demonstrate theoretical knowledge of ERP sy stems. They propose an integrative ERP curriculum, which maps different theoretical IT-knowledge to ERP systems.

Main Topics Researched

The analysis of IS curricula is quite well covered in research studies as is the response of universities to the demand for people with ERP k nowledge. Some ERP cou rses are explained in detail. However, their importance in relation to the ERP m arket is not. Studies of ERP adoption and usage by universities are very useful for other universities that are in the process of adopting an ERP system.

Some authors investigate the development and implementation of an ERP module in a university. They investigate the relationship between training satisfaction and the perceptions of ease of use, effectiveness and efficiency in the implementation of an ERP system at a higher education institution. Other authors analyze the strategic partnership between a multinational software vendor and a university who together designed a 'best practice' ERP package for the higher education industry.

In ERP courses, authors provide the rationale, educational objectives and content design of courses, taking into account the students' feedback. They also discuss the design of a problem-based learning approach that seeks to embed industrial knowledge in the ERP-related curriculum of universities. Some researchers argue that a blended approach to ERP education which incorporates both classroom based education and e-learning is the preferred option.

Some studies refer to IS as a curriculum subject, examining some of the issues related with ERP integration in the classroom such as: the reasons why schools did not adopt ERP for teaching purposes, implementation issues and pedagogical uses. They also describe the issues and barriers associated with integrating ERP systems into university curricula. Finally, some studies discuss the evolution of ERP systems and how universities are attempting to develop their curriculum to complement these changes.

Topics for Further Research

An important issue is how universities are dealing with ERP evolution and how they are planning their courses and adapting them to this evolution. Another issue is ERP market satisfaction among people that acquire ERP academic knowledge. In relation with ERP adoption and usage by universities, studies related with all the phases of the ERP lifecycle should now be undertaken. In general, there is certain confusion about use of term ERP in relation to other information systems. Small vendors use the term ERP for any systems that have an accounting package, whereas large vendors (SAP and Oracle) keep adding modules and abbreviations (SCM, CRM, etc.) to their traditional ERPs. Educational establishments have to differentiate and participate, through research, in new definitions that are emerging in the market.

CONCLUSIONS

Although Esteves and Pastor (2001c) thought that the number of publications on ERP systems would grow exponentially after 2001, because many universities had created research areas in ERP systems and the interest of the IS community was growing as well, the number of publications in the upcoming years did not evolve thus.

Publications within the information systems community on ERP systems are scant compared to the business that they have generated. The publications identified in this paper originate from a small number of sources and only recently. All major IS conferences have dedicated at least a track or mini-track to ERP systems. In fact conferences are still the main source of publications while journal publications are few in number. This is especially evident in top journals, which have offered very few publications over the last five years. Also, in some journals, most ERP publications appear in special issues and not on a regular basis. We also noted that some conferences are creating mini-tracks dedicated to specific modules of extended ERP systems such as CRM and SCM, and that seems the most likely trend to develop over the next few years.

This study shows that ERP researchers still focus on the implementation phase of the ERP lifecycle. The other phases are starting to gain importance, however, especially the usage and evolution phases. One of the reasons is that the majority of mid-sized and large organizations have already implemented an ERP system. With ERP vendors approaching SMEs, the findings of this study suggest a lack of research on this market

and type of companies. Although there are several ERP systems in the market, the majority of case studies analyzed still centre on SAP systems. There is evidence of a lack of studies and research generalization of findings to other ERP systems.

Although some researchers have started analyzing the problem of mergers and acquisitions among ERP vendors, such as Oracle, Peoplesoft, JDEdwards, and among companies with different ERP systems, there is a need to focus more on this issue.

Overall, we found evidence of a lack of comparative studies. Despite the profound and often paradoxical implications of applying some theories to the ERP field, the study of ERP systems still suffers from a lack of systematic comparative research among organizations, industrial sectors, and geographic regions.

Again, we think that ERP systems offer many potential areas for research, several of which were discussed in this paper. Due to their pervasive nature, ERP systems are of interest for a wide range of professional and scholarly communities (from software engineering to accounting), and not only the field of IS. This suggests that ERP-related research could or should be interdisciplinary.

REFERENCES

Akkermans, H. and K. Helden (2002) "Vicious and virtuous cycles in ERP implementation: a case study of interrelations between critical success factors", European Journal of Information Systems, (11)1, pp. 35-46

Akkermans, H. et al. (2003) "The Impact of ERP on supply chain management: exploratory findings from a European Delphi study", European Journal of Operational Research, (146), pp. 284-301

Aladwani, A. (2001) "Change management strategies for successful ERP implementation", Business Process Management Journal, (7)3, pp. 266-275

Alaranta, M. (2005) "Integrating the Enterprise Systems after a Merger: Managing the Change in a Manufacturing Company", European Conference on Information Systems (ECIS)

Allen, D. and T. Kern (2001) "Enterprise Resource Planning Implementation: Stories of Power, Politics, and Resistance", IFIP 8.2 working conference, pp. 149-153

Allen, D., T. Kern and M. Havenhand (2002) "ERP Critical Success Factors: An Exploration of the Contextual Factors in Public Sector Institutions", Hawaii International Conference on System Sciences (HICSS)

Al-Mashari, M. and A. Al-Mudimigh (2003) "ERP Implementation: Lessons from a Case Study", Information Technology & People, (16)1, pp. 21-33

Al-Mashari, M., A. Al-Mudimigh and M. Zairi (2003) "Enterprise resource planning: A Taxonomy of critical factors", European Journal of Operational Research, (146), pp. 352-364

Al-Mudimigh, A. and Y. Jarrar (2001) "An Integrated Approach to ERP Implementation – A Proposed Methodology", European Conference on Information Technology Evaluation, pp. 277-286

Al-Mudimigh, A., M. Zairi and M. Al-Mashari (2001) "ERP software implementation: An Integrative framework", European Journal of Information Systems, (10), pp. 216-226

Al-Mudimigh, A. and M. Al-Mashari (2002) "A Global Survey of Holistic Enterprise Resource Planning (ERP) Implementation", European Conference on Information Technology Evaluation, pp. 17-30

Amoako-Gyampah, K. (2004) "ERP implementation factors: A comparison of managerial and end-user perspectives", Business Process Management Journal, (10)2, pp. 171-183

Amoako-Gyampah, K. and A. Sal am (2004) "An extension of the technology acceptance model in an E RP implementation environment", Information & Management Journal, (41)6, pp. 731-745

Andoh-Baidoo, F. and O.   Ngwenyama (2005) "SSM Approach to Realizing Emancipatory Ideals in ER P Implementation", Americas Conference on Information Systems (AMCIS)

Andresen, K. and N. G ronau (2005) "Adaptability Concepts for Enterprise Resource Planning Systems – A Component Framework", Americas Conference on Information Systems (AMCIS)

Antonucci, Y. and M. Muehlen (2001) "Deployment of Bus iness to Bu siness Scenarios in ER P Education: Evaluation and Experiences from an International Collaboration", Americas Conference on Information Systems (AMCIS)

Aries, J. et al. (2002) "Capacity and Pe rformance Analysis of Distributed Enterprise Systems", Communications of the ACM, (45)6, pp. 100-105

Arif, M. et al. (2005) "Enterprise information systems: technology first or process first?", Business Process Management Journal, (11)1, pp. 5-21

Arinze, B. and M. Anandarajan (2003) "A Fr amework for us ing OO mapping methods to rapidly configure ERP systems", Communications of the ACM, (46)2, pp. 61-65

Arunthari, S. and H. Hasan (2005) "A Grounded S tudy of ERP Adoption an d Vendor Selection in Thailand", Australasian Conference on Information Systems (ACIS)

Ash, C. and J. Burn (2001a) "Evaluating Successful E-Business Change through ERP", Americas Conference on Information Systems (AMCIS)

Ash, C. and J. Burn (2001b) "To Be or Not to Be - An ERP Quandary", Americas Conference on Information Systems (AMCIS)

Ash, C. and J. Burn (2002a) "Staged Implementation of E- business Networks through ERP", ICEIS, pp. 877-884

Ash, C. and J. Burn (2002b) "Exploring the Benefits from B2B I mplementations through ERP", European Conference on Information Systems (ECIS)

Ash, C. and J. Burn (2003) "A str ategic framework for the m anagement of ERP enabled e-business change", European Journal of Operational Research, (146), pp. 373-387

Axelsson, K. and A. Avdic (2001) "IT Management during the Acquisition of ERP Systems – Expe riences from Goal Dialogues at Two Companies", European Conference on Information Technology Evaluation, pp. 293-302

Babaian, T., W. Lucas and H. Topi (2004) "Collaborating to I mprove ERP Usability", ICEIS, pp. 164-168

Bagchi, S., S. Kanungo and S. Dasg upta (2003) "Use of E nterprise Resource Planning Systems: A Path Analytic Study", European Journal of Information Systems, (12)2, pp. 142-158

Baki, B. and K. Çakar (2005) "Determining the ER P package-selecting criteria. The case of Turkish manufacturing companies", Business Process Management Journal, (11)1, pp. 75-86

Barker, T. and M. Frolik (2003) "ERP I mplementation Failure: A Cas e Study", Information Systems Management Journal, pp. 43-49

Barnden, A. (2003) "A Comparison of anticipated and realized benefits from ERP Packaged Implementation", Australasian Conference on Information Systems (ACIS)

Beard, J. and M. Sumner (2004) "Seeking strategic advantage in the post-net era: viewing ERP systems from the res ource-based perspective", Journal of Strategic Information Systems, (13)2, pp. 129-150

Becker, J. et al. (2003) "Requirements Definition for En terprise Information Portals: An Integrated Method for Specifying Quantitative and Q ualitative Information Needs", Americas Conference on Information Systems (AMCIS)

Beekhuyzen, J. and J. Gasston (2002) "ERP a nd Changing Work: knowledge management in prac tice", Australasian Conference on Information Systems (ACIS)

Beekhuyzen, J., M. Good win and J. Nielsen (2002) "ERP in univ ersities: The Australian Explosion", Australasian Conference on Information Systems (ACIS)

Behrens, S. and W. Sed era (2004) "Why Do Shadow Sy stems Exist after an ERP Implementation? Lessons from a C ase Study", Pacific Asia Conference on Information Systems (PACIS)

Bendoly, E. (2 003) "Theory and supp ort for process frameworks of k nowledge discovery & data m ining from ERP sy stems", Information & Management Journal, (40)7, pp. 639-647

Bendoly, E. and F. K aefer (2004) "Business technology complementarities: impacts of the presence and strategic timing of ER P on B 2B e-commerce technology efficiencies", Omega, (32)5, pp. 395-405

Berente, N. (2005) "ERP and I nnovation in Schumpeterian Market Dynamics", Americas Conference on Information Systems (AMCIS)

Beretta, S. (2002) "Unleashing the integration potential of ERP systems: The role of process-based performance measurement systems", Business Process Management Journal, (8)3, pp. 254-277

Bernroider, E. and S. Koch (2001) "ERP selection process in midsize and large organizations", Business Process Management Journal, (7)3, pp. 251-257

Binbasioglu, M. and E. W inston (2002) "Identifying and Distinguishing Manifest Latent Effects of IT: A Case Study of P ackaged Software Implementation", Americas Conference on Information Systems (AMCIS)

Birbeck, P. an d G. S tewart (2004) "Exploring The Relationship Between Organizational Culture And IT Innovations In The Context Of Ex tended Enterprise Systems", Australasian Conference on Information Systems (ACIS)

Bo, X. and B. Gee- Woo (2004) "ERP Implementation: A Technological Diffusion and Knowledge Transfer Perspective", Pacific Asia Conference on Information Systems (PACIS)

Boersma, K. and S. K ingma (2005a) "Developing a cultural perspective on ERP", Business Process Management Journal, (11)2, pp. 123-136

Boersma, K. and S. K ingma (2005b) "From means to ends: The transformation of ERP in a manufacturing company", Journal of Strategic Information Systems, (14), pp. 197–219

Bokovec, K. and T. Damij (2003) "The Relevance of a Global Accounting Model in Multi-Site ERP Implementations", ICEIS, pp. 23-31

Bornhövd, C. et a l. (2005) "Integrating Smart Items with Business Processes an Experience Report", Hawaii International Conference on Sy stem Sciences (HICSS)

Boudreau, M. (20 03) "Learning to Us e ERP T echnology: A Causal Mode l", Hawaii International Conference on System Sciences (HICSS)

Bradford, M. and J. Florin (2003) "Examining the role of innovation diffusion factors on the im plementation success of enterprise resource planning

systems", International journal of accounting information systems, (4), pp. 205-225

Bradford, M., B. Vijayaraman and A. Ch andra (2003) "The Status of ERP Integration in Business School Curricula: Results of a Su rvey of Bus iness Schools", Communications of the Association for Information Systems (CAIS), (12), pp. 437-456

Bradley, J. and C. Lee (2 004) "ERP Training and User Sa tisfaction", Americas Conference on Information Systems (AMCIS)

Bradley, J. (2005) "Are all Critical Success Factors in ERP Implementation Created Equal?", Americas Conference on Information Systems (AMCIS)

Brehm, L., H. Armini and L. Markus (2001) "Tailoring ERP Systems: A Spectrum of Choices and their Implications", Hawaii International Conference on System Sciences (HICSS)

Brown, C. and I. Vessey (2003) "Managing the next wave of Enterprise Systems: Leveraging lessons from ERP", MIS Quarterly Executive, (2)1, pp. 65-77

Bryson, K. and W . Sullivan (2002) "Des igning Effective Incentive-Oriented Outsourcing Contracts for ERP Systems", Hawaii International Conference on System Sciences (HICSS)

Burn, J. and C. Ash (2002a) "Managing the Challenge of E-Business Convergence Through E-ERP Systems", Americas Conference on Information Systems (AMCIS)

Burn, J. and C. Ash (20 02b) "E-Business Transformation Through Effective Enterprise Resource Management", Australasian Conference on Information Systems (ACIS)

Butler, T. and A. Pyke (2003) "Examining the Influence of ERP Systems on Firm-Specific Knowledge and Core Ca pabilities: A Case Study of SAP Implementation and U se", European Conference on Information Systems (ECIS)

Cadili, S. and E. Whitley (2005) "On the interpretative flexibility of hosted ERP systems", Journal of Strategic Information Systems, (14), pp. 167–195

Calvert, C. a nd J. Carroll (2005) "Training for ERP: Does the IS Training Literature Have Value?", Australasian Conference on Information Systems (ACIS)

Cao, G. and N. Ra hmati (2005) "BPR and ERP: A Chinese Case", Australasian Conference on Information Systems (ACIS)

Carlsson, S. and J. Hedman (2001a) "A Critical Evaluation of Role Based Access to Enterprise Portals", Americas Conference on Information Systems (AMCIS)

Carlsson, S. and J. Hedman (2001b) "An Artifact Evaluation of the Role Concept in SAP's Enterprise Portal", Sixth Informs Conference on I nformation Systems & Technology, Florida.

Carton, F. and F. Adam (2003a) "The organizational impact of enterprise resource planning systems: Changes in th e balance of power in m ulti-national companies", European Conference on I nformation Technology Evaluation, pp. 87-96

Carton, F. and F . Adam (2003b) "Analyzing the I mpact of Enterprise Resource Planning Systems Roll-outs in Multi-National Companies", Electronic Journal of Information Systems Evaluation, (6)2

Carton, F., F. Adam and D. Sammon (2004) "The impact of enterprise systems on management decision making", European Con ference on I nformation Technology Evaluation, pp. 555-567

Caruso, A. and M. Marchiori (2003) "The Adoption of Information Systems in SMEs: Organizational Issues and Success Factors", European Conference on Information Systems (ECIS)

Chan, R. and M. Rosemann (2001) "Managing Knowledge in Enterprise Systems", Pacific Asia Conference on Information Systems (PACIS)

Chan, R. and M. Rosemann (2002) "A Classification of Knowledge in Enterprise System Roles", Australasian Conference on Information Systems (ACIS)

Chand, D. et al. (2004) "Measuring the Impact of Enterprise Systems on Business Objectives", ICEIS, pp. 609-612

Chang, K., A. Gold and W. Kettinger (2003) "The Extent of Enterprise System Adoption in Companies: A Multiple Theoretical Perspective", Americas Conference on Information Systems (AMCIS)

Chang, S. and G. Gable (2001) "A Comparative Analysis of Major ERP Lifecycle Implementation, Management and Support Issues in Queensland Government", Pacific Asia Conference on Information Systems (PACIS)

Chang, S. and G. Gable (2002) "A Comparative analysis of Major ERP life cycle implementation, management and support issues in Queensland government", Journal of global information management, (10)3, pp. 36-45

Chang, S. (2004) "ERP Life Cycle Implementation, Management and Support: Implications for Practice and Research", Hawaii International Conference on System Sciences (HICSS)

Chen, I. (2001) "Planning for ERP systems: analysis and future trend", Business Process Management Journal, (7)5, pp. 374-386

Chertouras, K. and T. Chatzikallia (2004) "ERP Based Business Process Reengineering in a Human Resources Department: A Case Study Approach", ICEIS, pp. 78-83

Cheung, A., P. Ling and J. Huang (2001) "Managing Knowledge Activities as Part of E-Commerce Implementation: The Next Step after the ERP Implementation", Americas Conference on Information Systems (AMCIS)

Chng, N and V. Vathanophas (2002) "Towards an Inter-Organizational Enterprise System: A Focus Group Study", Pacific Asia Conference on Information Systems (PACIS)

Chou, H., J. Jiang and E. Wang (2004) "Charismatic Leadership Style, Intragroup Conflict, and ERP Implementation Team Performance", Pacific Asia Conference on Information Systems (PACIS)

Clemmons, S. and S. Simon (2001) "Control and coordination in global ERP configuration", Business Process Management Journal, (7)3, pp. 205-215

Colmenares, L. (2004) "Critical Success Factors of Enterprise Resource Planning Systems Implementation in Venezuela", Americas Conference on Information Systems (AMCIS)

Darras, F., P. Gaborit and H. Pingaud (2003) "Using Model of Enterprise and Software for Deployment of ERP Software", ICEIS, pp. 558-565

Davenport, T., J. Harris and S. Cantrell (2004) "Enterprise Systems and Ongoing Process Change", Business Process Management Journal, (10)1, pp. 16-26

Davison, R. (2002) "Cultural Complications of ERP", Communications of the ACM, (45)7, pp. 109-111

Dibbern, J., L. Brehm and A. Heinzl (2002) "Rethinking ERP-Outsourcing Decisions for Leveraging Technological and Preserving Business Knowledge", Hawaii International Conference on System Sciences (HICSS)

Dong, L. (2001) "Modeling top management influence on ES implementation", Business Process Management Journal, (7)3, pp. 243-250

Dong, L., D. Neufeld a nd C. Higgins (2002) "The Iceberg on the Sea: What Do You See?", Americas Conference on Information Systems (AMCIS)

Dorantes, C. and D. W alz (2005) "Rev isiting the impact of ERP sy stems on business value: A tr iangulation method", Americas Conference on Information Systems (AMCIS)

Dorp, C., A. Beulen s and G. Beers (2 001) "ERP in Sem i-Process: Requirements Capture for Tracking and Tracing", Americas Conference on I nformation Systems (AMCIS)

Dorp, C. (2002 a) "Extending ERP w ith Recipe and Material Traceability", Americas Conference on Information Systems (AMCIS)

Dorp, C. (2002b) "Induction of a Ref erence Data Model for Tracking and Tracing", Americas Conference on Information Systems (AMCIS)

Dreiling, A. et al. (2005a) "Open Source Enterprise Systems: Towards a Viable Alternative", Hawaii International Conference on System Sciences (HICSS)

Dreiling, A., M. Ro semann and W. Van de r Aalst (2005b) "From Conceptual Process Models to Running Workflows: A Ho listic Approach for the Configuration of En terprise Systems", Pacific Asia Conference on Information Systems (PACIS)

Duplaga, E. an d M. As tani (2003) "Implementing ERP in Manu facturing", Information Systems Management Journal, pp. 68-75

Dyke, M. and M. S inclair (2003) "Managing the Change associated with Implementing Administrative Information Systems in Universities", ATEM conference

El Amrani, R. et al. (20 03a) "ERP Implementation, Cross-Functionality and Critical Change Factors", ICEIS, pp. 600-619

El Amrani, R. et al. (2003b) "ERP Implementation and change: towards a cross-functional view", European Conference on Information Systems (ECIS)

Elbanna, A. (2003) "Achieving Social Integration to Implement ERP Sy stems", European Conference on Information Systems (ECIS)

Esichaikul, V. and P. Nua nkhieo (2004) "Connectivity of ER P System", ICEIS, pp. 37-44

Esteves, J. and J. Pastor (2001a) "Analysis of Critical Success Factors Relevance along SAP Implementation Phases", Americas Conference on Information Systems (AMCIS)

Esteves, J. and J. Pastor (2001b) "Establishing the Importance of ERP Implementation Critical Success Factors along ASAP Method ology Processes", ICEIS, pp. 182-187

Esteves, J. and J. Pastor (2001c) "Enterprise Resource Planning Systems Research: An Annotated Bibliography", Communications of the Association for Information Systems (CAIS), (7), article 8.

Esteves, J. and J. Pastor (2002a) "A Fr amework to Analy ze Most Cri tical Work Packages in ERP Implementation Projects", ICEIS, pp. 89-98

Esteves, J. and J. Pastor (2002b) "Understanding the ERP Project Champion Role and its Criticality", European Conference on Information Systems (ECIS)

Esteves, J., J. Pastor and J. Casanovas (2002a) "Monitoring Business Process Redesign in ER P Implementation Projects", Americas Conference on Information Systems (AMCIS)

Esteves, J., J. Pastor and J. Casanovas (2002b) "Measuring sustained Management Support in ERP Pro jects: A GQM Appr oach", Americas Conference on Information Systems (AMCIS)

Esteves, J., J. Pastor and J. Cas anovas (2002c) "Monitoring and Ev aluating Training in ER P Implementation Projects", European Conference on Information Technology Evaluation, pp. 137-144

Esteves, J. And J. Pastor (2003). "Strategic and tactical critical success factors behavior along the ERP i mplementation phases", European Conference on Information Technology Evaluation, pp. 215-224

Esteves, J., J. Pastor and J. Casanovas (2003) "Modeling with P artial Least Squares Critical Success Factors Interrelationships in ERP Implementations", Americas Conference on Information Systems (AMCIS)

Esteves, J. and J. Pastor (2004) "Organizational and technological critical success factors behavior along the ERP implementation phases", ICEIS, pp. 45-53

Esteves, J. (2005) "Addressing the Justification of Enterprise Systems Benefits: a Desires and Expectancy Disconfirmation Model", Americas Conference on Information Systems (AMCIS)

Fadel, K., M. Tanniru and S. Weisband (2005) "Understanding Process Knowledge Change in Enterprise System Implementation: A Framework and Case Study", Americas Conference on Information Systems (AMCIS)

Faverio, P., D. Sciuto and G. Buonanno (2005) "Using Critical Success Factors for Assessing Critical Activities in ERP Implementation within SMEs", ICEIS

Ferrario, L. and J. Montagna (2004) "A Framework for Evaluating Difficulties in ERP Implementation", ICEIS, pp. 460-465

Fitz-Gerald, L. and J. Carroll (2003) "The Role of Governance in ERP Sy stem Implementation", Australasian Conference on Information Systems (ACIS)

Fitz-Gerald, L. and J. Carroll (2005) "Beyond an IT Project: Governance in ERP-driven Business Transformation", Australasian Conference on I nformation Systems (ACIS)

Foster, S., P. Hawk ing and A. Stein (2004) "Change Management: The Forgotten Critical Success Factor in Enterprise Wide System Implementations", Australasian Conference on Information Systems (ACIS)

Francalanci, C. (2 001) "Predicting the implementation effort of ERP Pro jects: empirical evidence on SAP/R3", Journal of information technology, (16), pp. 33-48

Frank, L. (2001) "E lectronic Commerce Using Distributed ERP-Systems with Semantic ACID Properties", Hawaii International Conference on Sy stem Sciences (HICSS)

Frantz, P., A. Souther land and J. Johnson (2002) "ERP Software Implementation Best Practices", EDUCAUSE quarterly, 4, pp. 38-45

Furumo, K. and J. Pearson (2004) "A Case S tudy of ERP Implementation in Two Public Universities: Why Was O ne a Success and the Other a Failure?", Americas Conference on Information Systems (AMCIS)

Gable, G. e t al. (2001) "ERP is Dead (Or is it?) Long Live E-Business!: An Exploration of the Future of ERP and it 's Relationship With E-Business (Panel)", European Conference on Information Systems (ECIS)

Gable, G. et al. (2002) "An Examination of Barriers to Benefits-Realization From Enterprise Systems in t he Public Service", European Conference on Information Systems (ECIS)

Gable, G., D. Sedera an d T. Chan (2003) "Enterprise Systems Success: A Measurement Model", International Conference on Information Systems (ICIS), pp. 576-591

Gargeya, V. and C. Brady (2005) "Success and failure factors of adopting SAP in ERP system implementation", Business Process Management Journal, (11)5, pp. 501-516

Gattiker, T. and D. Go odhue (2004) "Understanding the lo cal-level costs and benefits of ERP through organizational information processing theory", Information & Management Journal, (41)4, pp. 431-443

Gattiker, T. and D. Good hue (2005) "What Happens after ERP Implementation: Understanding the Impact of Interdependence and Differentiation on Plant-Level Outcomes", Management Information Systems Quarterly, (29)3, pp. 559-585

Gefen, D. (2002) "Nurturing clients' trust to encourage engagement success during the customization of ERP systems", Omega, (30)4, pp. 287-299

Gefen, D. and C. Ridings (2002) "Implementation Team Responsiveness and User Evaluation of Cus tomer Relationship Management: A Quasi- Experimental Design Study of Social Exchange Theory", Journal of Management Information Systems, (19)1, pp. 47

Gefen, D. (2004) "What Makes an ERP Implementation Relationship Worthwhile: Linking Trust Mechanisms and ERP Usef ulness", Journal of Management Information Systems, (21)1, pp. 263-288

Gefen, D. and A. Rag owsky (2005) "A Multi-Level Approach to Measuring the Benefits of an ERP System in Manu facturing Firms", Information Systems Management Journal, pp. 18-25

Grant, D. and Q. Tu (2005) "A Framework for ERP Integration", ICEIS

Grossman, T. and J. Walsh (2004) "Avoiding the Pitfalls of ERP Sy stem Implementation", Information Systems Management, (21)2, pp. 38-42

Gwillim, D., K. Dovey and B. Wieder (2005) "The politics of post-implementation reviews", Information Systems Journal, (15)4, pp. 307-319

Hallikainen, P. e t al. (2002) "Selection of ERP Softwa re in F innish SMEs" Australasian Conference on Information Systems (ACIS)

Hallikainen, P., S. Laukkanen and S. Sa rpola (2004) "Reasons for ERP Acquisition", ICEIS, pp. 518-521

Halonen, R. and J. Paavilainen (2005) "Hierarchical Model of Problems in Implementing Information Systems", Pacific Asia Conference on Information Systems (PACIS)

Haro, G. and R. Peterson (2004) "Extending the 'Enterprise Systems Experience': Evaluating Strategic Configurations and Enterprise Capabilities", European Conference on Information Technology Evaluation, pp. 91-102

Hawking, P. and B. McCarthy (2001) "Delivering Enterprise Resource Planning (SAP R/3) Curriculum using eLearning Resources", Pacific Asia Conference on Information Systems (PACIS)

Hawking, P., A. Ra mp and P. Shack leton (2001) "IS'97 model curriculum and enterprise resource planning systems", Business Process Management Journal, (7)3, pp. 225-233

Hawking, P. and A. Stein (2001) "An Insight into the Australian the ERP Market", ICEIS, pp. 176-181

Hawking, P. and A . Stein (2003) "E-Skills: The Next Hurdle for ERP Implementations", Hawaii International Conference on S ystem Sciences (HICSS)

Hawking, P., A. St ein and S. Fo ster (2004) "Revisiting ERP Sy stems: Benefit Realization", Hawaii International Conference on System Sciences (HICSS)

Hawking, P., B. McCarthy and A. Ste in (2005) "Integrating ERP's Second Wave into Higher Education Curriculum", Pacific Asia Conference on Information Systems (PACIS)

He, L. an d D. Br own (2005) "The Adoption of ERP Applications in China", Americas Conference on Information Systems (AMCIS)

He, X. (2004) "The ERP Challenge in Chin a: A Resource-based Perspective", Information Systems Journal, (14)2, pp. 153-168

Hedman, J. and T. Kalling (2002) "The Business Model: A Means to Comprehend the Management and Busi ness Context of I nformation and Com munication Technology", European Conference on Information Systems (ECIS)

Hedman, J. and A. Bo rell (2003) "ERP Sy stems Impact on Organizations" in G. Grant (ed.) ERP & Data Wa rehousing in Org anizations: Issues and Challenges, Idea Group Publishing, pp. 1-21

Hedman, J. and T. Kalling (2003) "The Business Model Concept: Theoretical Underpinnings and Empirical Illustrations", European Journal of Information Systems, (12)1, pp. 49-59

Helm, S., M. Hall a nd C. Hall (2003) "Pre-implementation attitudes and organizational readiness for implementing an En terprise Resource Planning System", European journal of operational research, (146), pp. 258-273

Hess, T. and R. Hig htower (2002) "Using Equity Theory to Under stand User Satisfaction with ERP Systems: Extending and A dvancing the E quity-Implementation Model", 33rd International Conference on I nformation Systems (ICIS), pp. 737-742

Hillam, C. and H. Edward s (2001) "Applications and Evaluations of Enterprise Resource Planning", European Conference on I nformation Technology Evaluation, pp. 287-292

Hitt, L., D . Wu and Z . Xiaoge (2002) "Investment in Ent erprise Resource Planning: Business Impact and Pro ductivity Measures", Journal of Management Information Systems, (19)1, pp. 71

Holsapple, C. and M. Sena (2005) "ERP plans and decision-support benefits", Decision Support Systems Journal, (38)4, pp. 575-590

Hong, K. and Y . Kim (2002) " The Critical Success Factors for ERP implementation: an o rganizational fit perspective", Information & Management Journal, (40), pp. 25-40

Houghton, L., D. K err and K. Burgess (2004) "SAP - Is It Systematic Research Bias, Which Is To Blame For Such P ost Implementation Disappointment?", Australasian Conference on Information Systems (ACIS)

Huang, Z. and P. Palv ia (2001) "ERP im plementation issues in advanced and developing countries", Business Process Management Journal, (7)3, pp. 276-284

Huang, J. et al. (2001a) "Intellectual Buy-in and Emotional Buy-in: A Reappraisal of ERP Implementation", Americas Conference on Information Systems (AMCIS)

Huang, J. et al. (2001b) "ERP and Knowledge Management Systems: Managerial Panaceas or Synergetic Solutions?", Americas Conference on Information Systems (AMCIS)

Huang, J. et al. (2001c) "ERP systems implementation: A k nowledge-focused perspective", Journal of Decision Systems, (10)1, pp. 99-117

Huang, J. et al. (2001d) "Knowledge Integration Processes within the Context of Enterprise Resources Planning (ERP) Systems Implementation (Case Study)", European Conference on Information Systems (ECIS)

Hung, M. et a l. (2004a) "A Mode l of Evaluating Competitive Advantages Associated with ERP from SCM Perspective", Pacific Asia Conference on Information Systems (PACIS)

Hung, S., S. Chang and P. Lee (2004b) "Critical Factors of ERP Ado ption for Small- and Medium - Sized Enterprises: An Em pirical Study", Pacific Asia Conference on Information Systems (PACIS)

Hunton, J., B. Li ppincott and J. Reck (2003) "Enterprise resource planning systems: comparing firm performance of adopters and nonadopters", International journal of accounting information systems, (4), pp. 165-184

Hwang, M. (2004) "Integrating Enterprise Systems in Mergers and Acquisitions", Americas Conference on Information Systems (AMCIS)

Hwang, Y. and R. Lei tch (2003) "Assessment of ERP/E-commerce System Implementation Using Balanced Scorecard Approach", Americas Conference on Information Systems (AMCIS)

Hwang, Y. (2005) "I nvestigating enterprise systems adoption: uncertainty avoidance, intrinsic motivation, and t he technology acceptance model", European Journal of Information Systems, (14)2, pp. 150-161

Ingvaldsen, J. et al. (2005) "Revealing the R eal Business Flows from Enterprise Systems Transactions", ICEIS

Irani, Z., M. T hemistocleous and P. Lov e (2003) "T he Impact of Enterp rise Application Integration on Information System Lifecycles", Information & Management Journal, (41), pp. 177-187

Jacobs, R. and E. Bendo ly (2003) "E nterprise resource planning: Developments and directions for operations management research", European Journal of Operational Research, (146)2, pp. 5-12

Jaiswal, M.P. and A. Kaus hik (2005) "Realizing enhanced value due to business network redesign through extended ERP systems - Case study of HLLNet", Business Process Management Journal, (11)2, pp. 171-184

James, J. and M. Too (2005) "An Acti on Research Approach to Dev eloping an Information Systems Academic Subject that Facilitates Lifelong Learning", Australasian Conference on Information Systems (ACIS)

Jones, M. (2001) "Organizational Knowledge Sharing and ERP: An Exploratory Assessment", Americas Conference on Information Systems (AMCIS)

Jones, M. and R. Pric e (2001) "Organizational Knowledge Sharing in ERP Implementation: A Multiple Case Study Analysis", International Conference on Information Systems (ICIS), pp. 551-554

Jones, D. e t al. (2004) "The Rise and Fall of a Shadow System: Lessons for Enterprise System Implementation", Australasian Conference on Information Systems (ACIS)

Joy, N. and B. McCarthy (2002) "ASP: a m odel for the provision of ERP education", Australasian Conference on Information Systems (ACIS)

Kanthawongs, P. and R. Kini (2003) "A study of factors influencing ERP adoption framework and ev aluation in a developing country: Case studies from Thailand", European Conference on Information Technology Evaluation, pp. 387-396

Ke, W. e t al. (2003) "Organizational Learning in ERP Implementation: An Exploratory Study of Strategic Renewal", Americas Conference on Information Systems (AMCIS)

Ke, W. and K. Wei (2005) "Organizational Culture and Leadership in ERP Implementation", Pacific Asia Conference on Information Systems (PACIS)

Khoumbati, K., M. Themistocleous and Z. Irani (2005) "Integration Technology Adoption in He althcare Organizations: A Case for Enterprise Application Integration", Hawaii International Conference on System Sciences (HICSS)

Kim, Y., Z. Lee and S. Gosain (2   005) "Impediments to succ essful ERP implementation process", Business Process Management Journal, (11)2, pp. 158-170

King, W. (2005) "Ensuring ERP Implementation Success", Information Systems Management Journal, pp. 83-84

Knapp, C. and N. Shin (2001) "Impacts of Enterprise Resource Planning Systems Selection and Implementation", Americas Conference on Information Systems (AMCIS)

Ko, D., L. Kirsch and W. King (2005) "Antecedents of Knowledge Transfer from Consultants to Clients in Enterprise System Implementations", Management Information Systems Quarterly, (29)1, pp. 59-85

Koch, C. (2001) "BPR and ERP: realizing a vision of process with IT", Business Process Management Journal, (7)3, pp. 258-265

Kræmmergaard, P. and J. Rose (2002) "Managerial Competences for ERP Journeys", Information systems frontiers, (4)2, pp. 199-211

Kumar, V., B. Maheshwari and U. Kumar (2003) "An investigation of critical management issues in ERP implementation: empirical evidence from Canadian organizations", Technovation, (23), pp. 793-807

Laframboise, K. (2002) "Business Performance and Enterprise Resource Planning", European Conference on Information Systems (ECIS)

Laukkanen, S., S. Sarpola and P. Hallikainen (2005) "ERP System Adoption - Does the Size Matter?", Hawaii international conference on system sciences (HICSS)

Lech, P. (2004) "80/20 Rule in ERP System Implementation - a Case Study on Maximizing ROI", European Conference on Information Technology Evaluation, pp. 221-226

Lee, C. and W. Shu (2003) "Complementary Adoption and Optimization of Enterprise Resource Planning Systems", ICEIS, pp. 615-618

Lee, J. and M. Myers (2004a) "The Challenges of Enterprise Integration: Cycles of Integration and Disintegration Over Time", International Conference on Information Systems (ICIS)

Lee, J. and M. Myers (2004b) "Dominant actors, political agendas, and strategic shifts over time: a critical ethnography of an enterprise systems implementation", Journal of Strategic Information Systems, (13)4, pp. 355-374

Lee, J. and M. Myers (2004c) "Enterprise Systems Implementation Failure: The Role of Organizational Defensive Routines", Pacific Asia Conference on Information Systems (PACIS)

Lee, J., K. Siau and S. Hong (2003) "Enterprise Integration with ERP and EAI", Communications of the ACM, (46)2, pp. 54-60

Lee, S. and H. Lee (2004) "The Importance of Change Management after ERP Implementation: An Information Capability Perspective", International Conference on Information Systems (ICIS)

Legare, T. (2002) "The Role of Organizational Factors in Realizing Business Benefits", Information Systems Management Journal, pp. 21-42

Liang, H. and Y. Xue (2004) "Coping with ERP-related contextual issues in SMEs: a vendor's perspective", Journal of Strategic Information Systems, (13)4, pp. 399-415

Liang H. et al. (2004) "Why Western vendors don't dominate China's ERP market", Communications of the ACM, (47)7, pp. 69-72

Light, B., C. Holland and K. Wills (2001) "ERP and best of breed: a comparative analysis", Business Process Management Journal, (7)3, pp. 216-224

Light, B. and A. Papazafeiropoulou (2004) "Reasons behind ERP package adoption: a diffusion of innovations perspective", European Conference on Information Systems (ECIS)

Lim, E., L. Shan and W. Chee (2005) "Managing user acceptance towards enterprise resource planning (ERP) systems - understanding the dissonance

between user expectations and m anagerial policies", European Journal of Information Systems, (14)2, pp. 135-149

Lind, M. (2005) "Contextual Understanding of Information Systems - Characteristics of Process Oriented Information Systems", Australasian Conference on Information Systems (ACIS)

Loos, P. (2001) "Gozintographs for By-Products and Cyclic Production: An Approach for ERP System Application", Americas Conference on Information Systems (AMCIS)

Lorenzo, O. (2001) "Human, Contextual, and P rocessual Issues Influencing Enterprise System Use", Americas Conference on Information Systems (AMCIS)

Lorenzo, O., P. Kawalek and T. Wood-Harper (2005) "Embedding the Enterprise System into the E nterprise: A Model of Corporate Diffusion", Communications of the Association for Information Systems (CAIS), (15), pp. 609-641

Mabert, V., A. Soni and M. Venkataramanan (2003a) "The impact of organization size on ent erprise resource planning (ERP) implementations in the US manufacturing sector", Omega, pp. 235-246

Mabert, V., A. Son i and M. Venkataramanan (2003b) "Enterprise Resource Planning: Managing the implementation process", European journal of operational research, (146), pp. 302-314

MacGregor, R. et al. (2003) "The role of enterprise wide business systems in the adoption and use of e-commerce in SME s: A study of Swedi sh SMEs", Australasian Conference on Information Systems (ACIS)

Madapusi, A. and D. D'Souz a (2005) "Aligning ERP Systems with International Strategies", Information Systems Management Journal, pp. 7-17

Madhavan T. and P. T heivananthampillai (2005) "Business Process Re-design in Enterprise Systems Projects: Radical and Evolutionary Change", Americas Conference on Information Systems (AMCIS)

Magnusson, J., A. Nil sson and F. Ca rlsson (2004a) "Forecasting ERP implementation success – towards a grounded framework", European Conference on Information Systems (ECIS)

Magnusson, J., A. Nilsson and F. Carlsson (2004b) "A Conceptual Framework for Forecasting ERP Implementation Success", ICEIS, pp. 447-453

Mandal, P. and A. Gun asekaran (2003) "Issues in Implementing ERP: A Case Study", European Journal of Operational Research, (146), pp. 274-283

Martin, I. and Y. Cheung (2005) "Business process re-engineering pays after enterprise resource planning", Business Process Management Journal, (11)2, pp. 185-197

Martinsons, M. (2004) "ERP in Chin a: one package, two prof iles", Communications of the ACM, (47)7, pp. 65-68

Marx, J. and C. Raute nstrauch (2005) "Architecture for a SME- Ready ERP-Solution Based on Web-Services and Peer-To-Peer-Networks", ICEIS

Matsui, Y. (2002) "An Empirical Analysis of Production Information Systems in Japanese Manufacturing Companies", Pacific Asia Conference on Information Systems (PACIS)

McCarthy, B. and P. Ha wking (2004) "E RP E-Learning If You Can 't Take Mohammed To The Classroom, Take The C lassroom To Mohammed", Australasian Conference on Information Systems (ACIS)

McNurlin, B. (2001) "Will Users of ERP St ay Satisfied?", Sloan Management Review, (42)2, pp. 13

Melin, U. (2003) "The ERP System as a Part of an Organization's Administrative Paradox", European Conference on Information Systems (ECIS)

Mendes, R. et al. (2003) "Applying Business Process Modeling to Organizational Change", Americas Conference on Information Systems (AMCIS)

Mendoza, A., J. Carroll and L. Stern (2005) "Adoption, adaptation, stabilization and stagnation: software appropriation over time", Australasian Conference on Information Systems (ACIS)

Metaxiotis, K., J. Psarras and K. Ergazakis (2003) "Production Scheduling in ERP Systems", Business Process Management Journal, (9)2, pp. 221-247

Mookerjee, R. (2005) "Maintaining Enterprise Software Applications", Communications of the ACM, (48)11, pp. 75-79

Moon, Y. and V. Bahl (2005) "Assessing the Impact of Integrating a MES to an ERP System", ICEIS

Morley, M. and L . Hellens (2003) "Technical Use Quality in a Univ ersity Enterprise Resource Planning System: Perceptions of Response Time and Its Strategic Importance", ICEIS, pp. 341-346

Murphy, F. and P. Seddon (2003) "A   n Initial Model of t he motivations of Packaged Software Developers and their Customers to establish close relationships", Australasian Conference on Information Systems (ACIS)

Murphy, G. a nd A. Cha ng (2002) "Enterprise Systems and Soc ial Networks: Extending User Acceptance Theory", Americas Conference on I nformation Systems (AMCIS)

Murphy, K. and S. S imon (2001) "Using Cost Benefit Analysis for Enterprise Resource Planning Project Evaluation: A Case for Including Intangibles", Hawaii international conference on system sciences (HICSS)

Murphy, K. and S. Simon (2002) "Intangible Benefits valuation in ERP projects", Information Systems Journal, (12), pp. 301-320

Murray, M. and G. Coffin (2001) "A Case Study Analysis of Factors for Success in ERP System Implementations", Americas Conference on I nformation Systems (AMCIS)

Murthy, U. and W. Wiggins (2004) "OOREA: An Object-Oriented Resources, Events, Agents Model for Enterprise Systems Design", International Conference on Information Systems (ICIS)

Nah, F., S. Fa ja and T. Cata (2001a) "Characteristics of ERP Sof tware Maintenance: A Multiple Case Study", Journal of Software Maintenance and Evolution, (13)6, pp. 399-414

Nah, F., J . Lau and J. Kuang (2001b) "Critical Factors for Successful Implementation of Ent erprise Systems", Business Process Management Journal, (7)3, pp. 285-296

Nah, F., K . Zuckweiler and L. Lau (2   003) "ERP Implementation: Chief Information Officers' Perceptions of Critical Success Factors", International Journal of Human Computer Interaction, (16)1, pp. 5-22

Nah, F., X . Tan and M. Beethe (2005) "End-users' Acceptance of Ent erprise Resource Planning (ERP) Systems: An Investigation Using Grounded Theory Approach", Americas Conference on Information Systems (AMCIS)

Nandhakumar, J., M. Rossi and J . Talvinen (2003) "Planning for drift? Implementation process of enterprise resource planning systems", Hawaii International Conference on System Sciences (HICSS), pp. 1-10

Nandhakumar, J., M. Rossi and J. Talvinen (2004) "ERP revelations: the dynamics of contextual forces of ERP implementation", European Conference on Information Systems (ECIS)

Nandhakumar, J., M. Rossi and J. Talvinen (2005) "The dynamics of contextual forces of ERP implementation", Journal of Strategic Information Systems, (14), pp. 221–242

Ndede-Amadi, A. (2004) "What strategic alignment, process redesign, enterprise resource planning, and e-commerce have in co mmon: enterprise-wide computing", Business Process Management Journal, (10)2, pp. 184-199

Nelson, K. and T. Somers (2001) "Exploring ERP Success from an End- User Perspective", Americas Conference on Information Systems (AMCIS)

Nelson, K. (2005) "Exploring Emotions during ERP Adoption : A Stak eholder Analysis", Hawaii International Conference on System Sciences (HICSS)

Nelson, R. and I. Millet (2001) "A Foundation Course in ERP and B usiness Processes Rationale, Design, and Educational Outcomes", Americas Conference on Information Systems (AMCIS)

Nelson, R. (2 002) "AMCIS 2002 work shops and p anels V: teaching ERP and business processes using SAP software", Communications of the association for information systems (CAIS), (9), pp. 392-402

Newell, S., C. Tans ley and J . Huang (2002a) "Knowledge Creation in an ERP Project Team: The U nexpected Debilitating Impact of S ocial Capital", Americas Conference on Information Systems (AMCIS)

Newell, S., J. Huang and C. Tansley (2002b) "Social Capital in ERP Projects: The Differential Source and Effects of Bridging and Bonding ", International Conference on Information Systems (ICIS), pp. 257-265

Newell, S. e t al. (2 003) "Implementing enterprise resource planning and knowledge management systems in tan dem: fostering efficiency and innovation complementarity", Information and Organization, (13)1, pp. 25-52

Newell, S., J. Huang and C. T ansley (2004) "Social Capital and Knowledge Integration in an E RP Project Team: The Importance of B ridging and Bonding", British Journal of Management, (15), pp. 43-57

Newell, S. e t al. (2 005) "Understanding the Pro blems of Enter prise System Implementations: Beyond Critical Success Factors", ICEIS

Newman, M. and C. We strup (2005) "Making ERPs w ork: accountants and the introduction of ERP systems", European Journal of Information Systems, (14)3, pp. 258-272

Newman, S., H. Hansmann and J. Becker (2002) "Workflow-Integrated ERP: An Architecture Model for Optimized Coordination of Intra-And Interorganizational Production Planning and Cont rol", European Conference on Information Systems (ECIS)

Ng, J. and W. I p (2003) "Web-ERP: The next Generation of Enterprise Resource Planning", Journal of Materials Processing Technology, (138), pp. 590-593

Ng, M. and M. Tan (2004a) "Symbolic Processes in ERP Versus Legacy System Usage", IFIP 8.2 working conference, pp. 713-717

Ng, M. and M. Tan (20 04b) "Symbolic processes in ERP versus "legacy" system support", European Conference on Information Systems (ECIS)

Ni, Y., P. Kawalek and H. Ran (2002) "Understanding the Flexibility of Enterprise Systems: A Case Study   Account", European Conference on I nformation Technology Evaluation, pp. 353-360

Oana, V. (2005) "Impact of the qua lity of ERP im plementations on bu siness value", European Conference on Information Technology Evaluation, ECITE

Olhager, J. and E. S elldin (2003) "Enterprise Resource Planning survey of Swedish Manufacturing Firms", European Journal of Operational Research, (146), pp. 365-373

Oliver, D. and C. Rom m (2002a) "ERP Sy stems in Univ ersities: Rationale Advanced for Their Adoption" in Hossain, L., J.D. Patrick and M.A. Rashid (eds.) Enterprise Resource Planning: Global Opportunities and Challenges, Idea Group Publishing

Oliver, D. and C. Rom m (2002b) " Justifying ERP Adopti on", Journal of Information Technology, (17)4, pp. 199-213

Oliver, D. and M. Oliv er (2002) "ERP adoption: Selling The System", IFIP WG 8.2 Working Conference, Barcelona, pp. 507-523

Pan, S. et al. (2001) "Knowledge Integration as a Key Problem in an E RP Implementation", International Conference on I nformation Systems (ICIS), pp. 321-328

Papazafeiropoulou, A. and B. L ight (2004) "Enterprise Resource Planning or Enterprise Resource Plotting? Technological, organizational and inter-organizational aspects of Enterprise Resource Planning Package Adoption and Diffusion", Pacific Asia Conference on Information Systems (PACIS)

Parsons, D. (2005) "Java Architectures for Mobilized Enterprise Systems", Hawaii International Conference on System Sciences (HICSS)

Pellerin, R. (2005) "Adapting ERP Systems for Supporting Defense Maintenance Processes", ICEIS

Peters, C. (2002) "Introducing an enterprise Resource Planning (ERP) System in a Hospital", ICEIS, pp. 275-281

Pollock, N., R. Williams and R . Procter (2003) "Fitting Standard Software Packages to N on-standard Organizations: The 'biography' of an Enterprise-wide System", Technology analysis & strategic management, (15)3, pp. 317-332

Pollock, N. and J. Cornford (2004) "ERP systems and the university as a "unique" Organization", Information Technology & People, (17)1, pp. 31-52

Pozzebon, M. (2001) "De mystifying the Rh etorical Closure of ERP Pack ages", 32nd International Conference on Information Systems (ICIS), pp. 329-338

Pozzebon, M. and A. Pinsonneault (2004) "Implementation of Configurable Information Systems: Negotiations between Global Principles and Local Contexts", International Conference on Information Systems (ICIS)

Pozzebon, M. and A. Pinsonneault (2005) "Global-local negotiations for implementing configurable packages: The power of initial organizational decisions", Journal of Strategic Information Systems, (14), pp. 121-145

Pui Ng, C. (2001) "A Framework for Enterprise Resource Planning Maintenance and Upgrade Decisions", Americas Conference on Information Systems (AMCIS)

Pui Ng, C., G. Gable and T. Chan (2003a) "An ERP Maintenance Model", Hawaii International Conference on System Sciences (HICSS)

Pui Ng, C., G. Gable and T. Chan (2003b) "A Rev elatory Case S tudy into the Adequacy of Standard Maintenance Models in an ERP Context", Pacific Asia Conference on Information Systems (PACIS)

Rajagopal, P. and F. Tyler (2002) "Oracle ERP and Netwo rk Computing Architecture: Implementation and P erformance", Information Systems Management Journal, pp. 53-69

Rajagopal, P. (2002) "An innovation – diffusion view of implementation of enterprise resource planning (ERP) systems and de velopment of a research model", Information & Management Journal, (40)2, pp. 87-114

Ramírez, P. and R. Garc ía (2005) "Antecedentes del Éxito de Sistemas ERP en Chile: Una Investigación Empírica", Americas Conference on I nformation Systems (AMCIS)

Ranganathan, C. and I. Samarah (2001) "Enterprise Resource Planning Systems and Firm Value: An event Study of Analysis", International Conference on Information Systems (ICIS), pp. 157-158

Rattanasampan, W. and S. Kim (2002) "A Framework to Study Technology Use: Alternatives to Technology Acceptance Model", Americas Conference on Information Systems (AMCIS)

Rauch, T. (2002) "Supply Chain Process as an Enterprise Application", European Conference on Information Technology Evaluation, pp. 385-392

Raymond, L., S. Rivard and D. Jutras (2004) "Small Enterprises' Predisposition to Adopt an ERP", ICEIS, pp. 614-618

Reiersgaard, N. et al. (2005) "EAI Implementation Project and Shakedown: An Exploratory Case Study", Hawaii International Conference on System Sciences (HICSS)

Reimers, K. (2002) "Implementing ERP Systems in China", Hawaii International Conference on System Sciences (HICSS)

Reimers, K. (2003a) "Implementing ERP Systems in China", Communications of the Association for Information systems (CAIS), (11), pp. 335-356

Reimers, K. (2003b) "Gearbox (China) Ltd.: Will The Company's ERP System Support its Ambitious Growth Strategy?", International Conference on Information systems (ICIS), pp. 1086-1102

Reimers, K. (2004) "GEARBOX (China) Ltd.: will the company's ERP system support its ambitious growth strategy?", Journal of information technology, (19)2, pp. 140-148

Reinhard, N. and S. Bergamaschi (2001) "Management of ERP Systems Implementation in Brazil", Americas Conference on Information Systems (AMCIS)

Reitwiesner, B., S. Volker and M. Frank (2001) "Standardization And The Competition Between Standard Business Software And Framework Technology: Policy Implications For The Management And The Standardization Organizations", Hawaii International Conference on System Sciences (HICSS)

Robey, D., J. Ross and M. Boudreau (2002) "Learning to Implement Enterprise Systems: An Exploratory Study of Dialects of Change", Journal of Management Information Systems, (19)1, pp. 17

Rodecker, R. and T. Hess (2001) "User Satisfaction with Enterprise Resource Planning Systems: The Effect of User Knowledge and Involvement, Training, and Locus of Control", Americas Conference on Information Systems (AMCIS)

Rose, J. and P. Kræmmergaard (2002) "Dominant Technological Discourses in Action: Paradigmatic Shifts in Sense Making in the Implementation of an ERP System", IFIP WG 8.2 Working Conference, Barcelona, pp. 437-462

Rosemann, M. (2001) "Requirements Engineering for Enterprise Systems", Americas Conference on Information Systems (AMCIS)

Rosemann, M., W. Sedera and G. Gable (2001) "Critical Success Factors of Process Modeling for Enterprise Systems", Americas Conference on Information Systems (AMCIS)

Rosemann, M. (2002) "Special Issue on the AMCIS 2001 Workshops integrating enterprise systems in the university curriculum", Communications of the Association for Information Systems (CAIS), (8), pp. 200-218

Rosemann, M., I. Vessey and R. Weber (2004a) "Alignment in Enterprise Systems Implementations: The Role of Ontological Distance", International Conference on Information systems (ICIS)

Rosemann, M. et al. (2004b) "On the Applicability of the Bunge-Wand-Weber Ontology to Enterprise Systems Requirements", Australasian Conference on Information Systems (ACIS)

Rosemann, M. et al. (2005) "Reconsidering the Notion of "Req uirements Engineering for E nterprise Systems Selection and I mplementation", Australasian Conference on Information Systems (ACIS)

Rowe, F. et al. (2005) "Does ERP Provide a Cross-Functional View of the Firm? Challenging Conventional Wisdom for SMEs and Large French Firms", International Conference on Information Systems (ICIS)

Saccol, A. et al. (2003) "The Impact of ERP Systems on Organizational Strategic Variables in B razilian Companies", Americas Conference on I nformation Systems (AMCIS)

Sammon, D., F. Adam and F. E lichirigoity (2001) "ERP Dr eams and Sound Business Rationale", Americas Conference on Information Systems (AMCIS)

Sammon, D. and F. Ada m (2002a) "Decision Making in the ERP Com munity", European Conference on Information Systems (ECIS)

Sammon, D. and F. Adam (2002b) " Toward a Model for Investigating Non-Decision Making in E RP Communities", International Conference on Decision Making and Decision Support in the Internet Age, IFIP TC8/WG8.3, Cork, Ireland: Oak Tree Press

Sammon, D., F. Adam and F. Carton (2003a) "Benefit Realization through ERP: The Re-emergence of Data Warehousing", Electronic Journal of Information Systems Evaluation, (6)2

Sammon, D., F. Ada m and F. Carton (2003b) "The realities of benefit realization in the m onolithic enterprise systems era - Considerations for the future", European Conference on Information Technology Evaluation, pp. 557-564

Sammon, D. and F. Ada m (2004) "Towards a model for evaluating organizational readiness for ERP a nd data warehousing projects", European Conference on Information Systems (ECIS)

Sammon, D., F. Adam and F. Car ton (2004) "Understanding the ERP Pos t-Implementation Discourse", ICEIS, pp. 466-472

Sarker, S. and A . Lee (2003) "Using a C ase Study to test the role of three social enablers in ERP im plementation", Information & Management Journal, (40), pp. 813-829

Sarkis, J. and R. Sundarraj (2001) "A Decision Model for Strategic Evaluation of Enterprise Information Technologies", Information Systems Management, (18)3, pp. 62-72

Sasovova, Z., M. Heng and M. Newman (2001) "Limits to Using ERP Systems", Americas Conference on Information Systems (AMCIS)

Sathish, S., S. Pan and K. Raman (2003) "A Stakeholder Perspective of Enterprise Systems", Pacific Asia Conference on Information Systems (PACIS)

Sathish, S., S. Pan and K. Raman (2004) "Using Stakeholder Theory to Analyze Knowledge Sharing During Enterprise Systems Implementations", Pacific Asia Conference on Information Systems (PACIS)

Sato, R. and K. Hori (2002) "Developing quick Iterative Process Prototyping for Project Management: Linking ERP and BPE", ICEIS, pp. 851-854

Sawyer, S. and R. So uthwick (2002) "Temporal Issues in I CT-Enabled Organizational Change: Scenes from an ER P Implementation", The Information Society, (18)4, pp. 263-280

Scheer, C., T. Theling and P. Loos (2002) "Information Interface Classification of Actors in Supply Chains", Americas Conference on Information Systems (AMCIS)

Scott, J. and I . Vessey (2002) "Managing Risks in Enterp rise Systems Implementations", Communications of the ACM, (43)4, pp. 74-81

Scott, J. (2004) "Tekcal's ERP Implementation Challenge: Climate, Fit and Effectiveness", Americas Conference on Information Systems (AMCIS)

Scott, J. (2005) "Post-Implementation Usability of ERP T raining Manuals: The User's Perspective", Information Systems Management Journal, pp. 67-77

Scott, S. and E. Wag ner (2003) "Networks, negotiations, and new t imes: T he implementation of Enterprise Resource Planning into an academic administration", Information and Organization, (13)4, pp. 285-313

Sedera, D., M. Rosemann and G. Gable (2001) "Using Performance Measurement Models for Benefit Realization with Enterprise Systems - The Queensland Government Approach (Case Study)", European Conference on I nformation Systems (ECIS)

Sedera, D., G. Gable and A. Palm er (2002) "Enterprise Resource Planning Systems Impacts: a Delphi study of Australian Public Sector Organizations", Pacific Asia Conference on Information Systems (PACIS)

Sedera, D., G. Gab le and T. Chan (2003a) "Measuring Enterprise Systems Success: A Preliminary Model", Americas Conference on I nformation Systems (AMCIS)

Sedera, D., G. Gable and T. Chan (2003b) "ERP success: Does organization Size Matter?", Pacific Asia Conference on Information Systems (PACIS)

Sedera, D., G. Gab le and T. Cha n (2003c) "Knowledge management for ERP success", Pacific Asia Conference on Information Systems (PACIS)

Sedera, D., G. Gable a nd T. Chan (2003d) "Survey design: Insights from a public sector-ERP success study", Pacific Asia Conference on Information Systems (PACIS)

Sedera, D. and G. Gable (2004) "A Factor and Structural Equation Analysis of the Enterprise Systems Success Measurement Model", International Conference on Information systems (ICIS)

Sedera, D., G. Gable and T. Chan (2004a) "Measuring enterprise systems success: the importance of a m ultiple stakeholder perspective", European Conference on Information Systems (ECIS)

Sedera, D., G. Gable an d T. Chan (2 004b) "Knowledge Management as a n antecedent of Enterprise System Success", Americas Conference on Information Systems (AMCIS)

Sedera, D. and S. Dey (2005) "The AST view of E S Knowledge Management: Insights from world's fastest SAP R/3 implementation", Americas Conference on Information Systems (AMCIS)

Sedera, D. and F. Tan (2005) "User Satisfaction: An Overarching Measure of Enterprise System Success", Pacific Asia Conference on Information Systems (PACIS)

Sehgal, R. and G. Stewa rt (2004) "Exploring the Rela tionship between User Empowerment and En terprise System Success Measures", Americas Conference on Information Systems (AMCIS)

Sehgal, R., D. Sedera and G. Stewart (2004) "Assessing The Impact Of User Empowerment On Enterprise System Success", Australasian Conference on Information Systems (ACIS)

Shafiei, F. and D. Sunda ram (2004) " Multi-Enterprise Collaborative Enterprise Resource Planning and Decision Support Systems", Hawaii International Conference on System Sciences (HICSS)

Shakir, M. and W. Viehland (2004) "Business Drivers in Contemporary Enterprise System Implementations", Americas Conference on Information Systems (AMCIS)

Shang, S. and P. S eddon (2002) "Assessing and managing the benef its of enterprise Systems: the business manager's perspective", Information Systems Journal, (12), pp. 271-299

Shang, S. and P. Seddon (2003) "Managing the Risks of Changed Processes with Enterprise Systems", Australasian Conference on Information Systems (ACIS)

Shang, S. and T. Su (2004) "Managing User Resistance in Enterprise Systems Implementation", Americas Conference on Information Systems (AMCIS)

Shang, S. and P. Seddon (2004) "En terprise Systems Benefits: How Should T hey Be Assessed?", Pacific Asia Conference on Information Systems (PACIS)

Shang, S. (2005) "En terprise Systems in International Business Operations: The Benefits and Problems of F it in I nternational Enterprise Systems Implementation", Americas Conference on Information Systems (AMCIS)

Sharif, A. and Z. Irani (2005) "Emergence of ERPII Characteristics within an ERP integration context", Americas Conference on Information Systems (AMCIS)

Sharif, A., Z. Irani and P. Love (2005) "Integrating ERP using EAI: a model for post hoc evaluation", European Journal of Information Systems, (14)2, pp. 162-174

Shehab, E. et a l. (2004) "Enterprise resource planning: An integrative review", Business Process Management Journal, (10)4, pp. 359-386

Sheu, C., B. Chae and C. Yang (2004) "N ational differences and ERP implementation: issues and challenges", Omega, (32)5, pp. 361-371

Sia, S. and C. Soh (2002) "Severity Assessment of ERP- Organization Misalignment: Honing in on O ntological Structure and Context Specificity", 33rd International Conference on Information Systems (ICIS), pp. 723-729

Silveira, M. and E. Din iz (2003) "Organizational change and information systems implementation: A multiple case study in the auto parts industry in B razil", European Conference on Information Technology Evaluation, pp. 525-536

Singletary, L., S. Pawlowsk i and E. Watson (2 003) "What is Applications Integration? Understanding the P erspectives of Managers, IT Professionals, and End Users", Americas Conference on Information Systems (AMCIS)

Skok, W. and M. Leg ge (2001) "Ev aluating Enterprise Resource planning (ERP) Systems using an I nterpretive Approach", SIGCPR2001 Conference on 'The IT Personnel Crisis: Finding and Retaining the Skilled Workforce', San Diego, USA

Smagalla, D. (2003) "Do ES Pack ages Drive Convergence?", Sloan Management Review, (44)4, pp. 7

Smyth, R. (2001a) " Threats to ERP Su ccess: A Case Study ", Pacific Asia Conference on Information Systems (PACIS)

Smyth, R. (2001b) "Challenges to Successful ERP Use", European Conference on Information Systems (ECIS)

Sneller, L., J. Bots and W. Koning (2004) "Ex-ante evaluation of ERP systems: Towards a m ore systematic development of m ethods in I T evaluation", European Conference on Information Technology Evaluation, pp. 417-426

Soffer, P., B. Go lany and D. Dor i (2003) "ERP Modeling: a Comprehensive Approach", Information Systems Journal, (28)6, pp. 673-690

Soh, C. a nd S. Sia (2004) "An institutional perspective on sources of ERP package–organization misalignments", Journal of Strategic Information Systems, (13)4, pp. 375-397

Soja, P. (2004) "Important Factors in ERP Systems Implementations: Result of the research in Polish enterprises", ICEIS, pp. 84-90

Soja, P. (2005) "The Conditions of ERP Implementation Projects: Evidence from Practice", Americas Conference on Information Systems (AMCIS)

Soja, P. and D. Pu t (2005) "Identifying Model ERP I mplementations", Americas Conference on Information Systems (AMCIS)

Somers, T. and K. Nelson (2001) "The Impact of Critical Success Factors Across the stages of enterprise resource planning implementations", Hawaii International Conference on System Sciences (HICSS)

Somers, T. an d K. Nelson (2003) "The Impact Strategy and I ntegration Mechanisms on Ent erprise System Value: Empirical Evidence from Manufacturing Firms", European Journal of Operational Research, (146), pp. 315-338

Somers, T. and K. Nelson (2004) "A taxonomy of players and activities across the ERP project life cycle", Information & Management Journal, (41)3, pp. 257-278

Sousa, D. and D. Good hue (2003) "Understanding Exploratory Use o f ERP Systems", Americas Conference on Information Systems (AMCIS)

Southwick, R. (2002). "Reengineering Identities? E xamining the Cultural Aspects of Business Process Redesign in a University ERP Implementation", Americas Conference on Information Systems (AMCIS)

Souza, C. and R. Zwicker (2001). "Enterprise Systems: A Multiple-Case Study in Eight Brazilian Companies Adopting ERP S ystems", Global Information Technology Management Association, pp. 25-28

Spathis, C. and S. Consta ntinides (2004) "Enterprise resource planning systems' impact on accounting processes", Business Process Management Journal, (10)2, pp. 234–247

Staehr, L., G. Shanks and P. Seddon (2002a) "Understanding the Business Benefits of Enterprise Resource Planning Systems", Americas Conference on Information Systems (AMCIS)

Staehr, L., G. Sha nks and P. Seddon (2002b) "Analyzing ERP Use with t he Structurational Model of Technology", Australasian Conference on Information Systems (ACIS)

Staehr, L., G. Shanks and P. Seddo n (2003) "Explaining different patterns of business benefits from two ERP Systems", Australasian Conference on Information Systems (ACIS)

Stefanou, C. (2001) "A Framework for the ex-ante evaluation of ERP sof tware", European Journal of Information Systems, (10), pp. 204-215

Stein, A., P. Hawk ing and S. Fost er (2003) "ERP P ost Implementation: A Ne w Journey", Australasian Conference on Information Systems (ACIS)

Stender, M. (2002) "Outline of an Agile Incremental Implementation Methodology for Enterprise Systems", Americas Conference on Information Systems (AMCIS)

Stevens, C. (2003) "Enterprise Resource Planning: A T rio of Resources", Information Systems Management Journal, pp. 61-67

Stewart, G. and M. Rose mann (2001) "I ndustry-oriented design of ERP- related curriculum - an Australian initiative", Business Process Management Journal, (7)3, pp. 234-242

Stewart, G. e t al. (2002) "Configuring the SAP S tudent Marketplace For the Advantage of Research and Teaching (SAP SMART)", Americas Conference on Information Systems (AMCIS)

Stewart, G., J. Smith and T. Dunn (2004) "Creating Engaging Learning Environments for IT Students", Americas Conference on Information Systems (AMCIS)

Stijn, E. and A. Wensley (2001) "Organizational memory and the completeness of process modeling in ERP systems: Some concerns, methods and directions for future research", Business Process Management Journal, (7)3, pp. 181-194

Stirling, M., D. Petty and L. Travis (2002) "A methodology for developing integrated information systems based on ERP packages", Business Process Management Journal, (8)5, pp. 430-446

Stojanovic, Z., A. Dahanayake and H. Sol (2001) "An Integrated Component-Based Approach to enterprise system Specification and Development", ICEIS, pp. 667-672

Stratman, J. and A. Roth (2002a) "Enterprise Resource Planning (ERP) Competence Constructs: Two-Stage Multi-Item Development and Validation", Decision Sciences, (33)4, pp. 601-629

Stratman, J. and A. Roth (2002b) "Beyond ERP Implementation: Critical Success Factors for North American Manufacturing Firms", Supply chain & Logistics journal, (5)1, pp. 5-8

Strong, D., O. Volkoff and M. Elmes (2001) "ERP Systems, Task Structure, and Workarounds in Organizations", Americas Conference on Information Systems (AMCIS)

Strong, D., O. Volkoff and M. Elmes (2003) "ERP Systems and the Paradox of Control", Americas Conference on Information Systems (AMCIS)

Strong, D. et al. (2005) "Panel: Teaching with Enterprise Systems", Americas Conference on Information Systems (AMCIS)

Suh, H. and H. Kym (2001) "The Impact of Absorptive Capacity of the Firm upon ERP Adoption", Pacific Asia Conference on Information Systems (PACIS)

Sullivan, J. and R. Beach (2002) "Learning from High Reliability Organizations in the Development of ERP Systems: A Proposed Research Design", Americas Conference on Information Systems (AMCIS)

Sumner, M. and J. Hamilton (2005) "The Turnaround ERP Project: Strategies and Issues", Americas Conference on Information Systems (AMCIS)

Sundarraj, R. and S. Talluri (2003) "A multi-period optimization model for the procurement of component-based enterprise information technologies", European Journal of Operational Research, (146), pp. 339-351

Suratmethakul, W. and H. Hasan (2005) "Implementing systems in complex work organizations", Australasian Conference on Information Systems (ACIS)

Swartz, D. and K. Orgill (2001) "Higher Education ERP: Lessons Learned", EDUCAUSE Quarterly, (2), pp. 20-27

Tagliavini, M. et al. (2002) "Exploring the use of ERP Systems by SMEs", 6th World Multiconference on Systemics, Cybernetics and Informatics, (XVIII)

Talbert, N. (2002) "Getting the Most From an Enterprise System", Sloan Management Review, (44)1, pp. 11

Tan, C. and S. Pan (2002) "ERP Success: The Search for a Comprehensive Framework", Americas Conference on Information Systems (AMCIS)

Tan, C. et al. (2004). "Enterprise System as an Orchestrator of Dynamic Capability Development: A Case Study of the IRAS and TechCo", IFIP WG 8.2 Working Conference, pp. 515-534

Tan, R. and A. Richardson (2005) "Students' perceptions of using an Accounting Information System: Does IT matter?", Australasian Conference on Information Systems (ACIS)

Taneja, A. and M. Ra   ja (2005) "Technology Adoption Life Cycle and Sustainability in E RP Industry - A D ata Envelopment Analysis Approach", Americas Conference on Information Systems (AMCIS)

Tanigawa, U. (2004) "Decision Processes in Enterprise Architecture: Descriptive Study", Americas Conference on Information Systems (AMCIS)

Tansley, C., S. Newe ll and H. W illiams (2001) "Effecting HRM-style practices through an in tegrated human resource information system: an e -Greenfield site?", Personnel Review, (30)3, pp. 351-370

Theling, T. and P. Loos (2005) "Teaching ERP Sy stems by a Mul tiperspective Approach", Americas Conference on Information Systems (AMCIS)

Themistocleous, M., Z. Irani and R. O'Keefe (2001a) "Identifying ERP Problems and the Application Integration Issues: Empirical Survey", Hawaii International Conference on System Sciences (HICSS)

Themistocleous, M., Z. Irani and R. O' Keefe (2001b) "ERP and application integration: Exploratory survey", Business Process Management Journal, (7)5, pp. 195-204

Themistocleous, M., Z . Irani and P. Lov e (2002) "Enterprise Application Integration: An Em erging Technology for I ntegrating ERP and Supply Chains", European Conference on Information Systems (ECIS)

Themistocleous, M. and Z . Irani (2003a) "Towards a Novel Framework for th e Assessment of E nterprise Application Integration Packages", Hawaii International Conference on System Sciences (HICSS)

Themistocleous, M. and Z. Irani (2003b) "Integrating Cross-Enterprise Systems: An Innovative Framework for th e Introduction of Enterprise Application Integration", European Conference on Information Systems (ECIS)

Themistocleous, M. et al. (2004) "Extending the Information System Lifecycle through Enterprise Application Integration: A Ca se Study Experience", Hawaii International Conference on System Sciences (HICSS)

Tiako, P. (2005) "Data Integration Issues for Business Intelligence Integrated Enterprise Information Systems", ICEIS

Timbrell, G., N. Andr ews and G. Ga ble (2001) "Impediments to I nter-firm Transfer of Best Practice: in an En terprise Systems Context", Americas Conference on Information Systems (AMCIS)

Timbrell, G. and T. Chan (2003) "Investigating Enterprise Systems Issues using a modified Delphi Method and expl oratory Factor Analysis", Australasian Conference on Information Systems (ACIS)

Topi, H., W. Lucas and T. Babaian (2005) "Identifying Usability Issues with an ERP Implementation", ICEIS

Tracy, S. et a l. (2001) "SAP Student Marketplace for t he Advancement of Research and Teaching (SAP Smart)", Americas Conference on Information Systems (AMCIS)

Trienekens, J., W. Kuijpers and R. Hendr iks (2005) "Critical Success Factors in ERP Projects: Case studies in two industrial organizations in the Netherlands", ICEIS

Truex, D. and D. Avison (2003) "Method Engineering: Reflections on the Past and Ways Forward", Americas Conference on Information Systems (AMCIS)

Tsai, W. et a l. (2004) "A Survey of ERP System Implementation in Taiwan", Pacific Asia Conference on Information Systems (PACIS)

Tu, J. (2004) "Using SAP System Configuration Security Test to C omply with Sarbanes-Oxley Act", ICEIS, pp. 581-583

Umble, E., R. Haft and   M. U mble (2003) "Enterprise Resource Planning: Implementation procedures and critical success factors", European journal of operational research, (146), pp. 241-257

Uwizeyemungu, S. and   R. Ray mond (2004) "Integration, Flexibility and Transversality: Essential Characteristics of ERP Systems", ICEIS, pp. 70-77

Van Stijn, E. and A. Wensley   (2005) "ERP's Bes t Practices And Chang e: An Organizational Memory Mismatch Approach", European Conference on Information Systems (ECIS)

Verville, J. (2002) "An investigation of the Decision process for selecting an ERP software: the case of ESC", Management decision journal, (40)3, pp. 206-210

Vilpola, I. and K. V äänänen-Vainio-Mattila (2005) "Evaluating human factors in ERP implementations", European Conference on I nformation Technology Evaluation (ECITE)

Volkoff, O. and S. Sawy er (2001) "ERP Implementation Teams, Consultants, and Information Sharing", Americas Conference on Information Systems (AMCIS)

Volkoff, O., D. Strong and M. Elm es (2002) "Between a Rock and a Hard Place : Boundary Spanners in an ERP I mplementation", Americas Conference on Information Systems (AMCIS)

Volkoff, O. (2 003). "Configuring an ERP Sy stem: Introducing Best Pr actices or Hampering Flexibility?", Journal of Information Systems Education, (14)3, pp. 319-324

Volkoff, O., B. Elm es and D. Strong (2004) "Enterprise systems, knowledge transfer and power users", Journal of Strategic Information Systems, (13)4, pp. 279-304

Volkoff, O., D. Strong and B. El mes (2005) "Unde rstanding enterprise systems-enabled integration", European Journal of I nformation Systems, (14)2, pp. 110-120

Voordijk, H., R. Stegwee and R. Helmus (2005) "ERP and the changing role of IT in engineering consultancy firms", Business Process Management Journal, (11)4, pp. 418-430

Wagner, C. and R. Be rgin (2001) "Enterprise Strategy Management: The Next EPR Frontier", Americas Conference on Information Systems (AMCIS)

Wagner, E. (2 002) "Interconnecting Information Systems Narrative Research: An End-to-End Approach for Process-Oriented Field Studies", IFIP WG 8.2 Working Conference, Barcelona, pp. 419-435

Wagner, E., R. Gal liers and S. Scott (2004) "Exposing Best Pr actices Through Narrative: The ERP Ex ample", IFIP WG 8.2 W orking Conference, pp. 433-450

Wagner, E. and S. New ell (2004) "'Best' for whom?: The t ension between 'best practice' ERP packages and the d iverse epistemic cultures of div erse university context", Journal of Strategic Information Systems, (13)4, pp. 305-328

Wagner, E. and S. Newe ll (2005) "Making Software Work: Producing Social Order via Problem Solving in a Troubled ERP Implementation", International Conference on Information Systems (ICIS)

Wagner, W. and Y. Anto nucci (2004) "An Analysis of the I magine PA Publi c Sector ERP Project", Hawaii International Conference on Sy stem Sciences (HICSS)

Wan, A., P. Shan an d J. Huang (2001) "Ba rriers to ERP Implementation: An Action Research", Pacific Asia Conference on Information Systems (PACIS)

Wang, E. and J. Chen (2002) "ERP success: The effects of internal supports and consultant quality on consultation effectiveness", Pacific Asia Conference on Information Systems (PACIS)

Ward, J., C. Hemingway and E. Daniel (2005) "A framework for addressing the organizational issues of enterprise systems implementation", Journal of Strategic Information Systems, (14), pp. 97-119

Wei, H. and E. Wang (2004) "Understanding Organizational Change and Misfits of Enterprise Resource Planning System: A Stage View of Context, Content, and Process Analysis", Pacific Asia Conference on Information Systems (PACIS)

Wenger, M., G. Dhillon and M. Caldeira (2005) "ERP Implementation in Portugal: Interpreting Dimensions of Power", Americas Conference on Information Systems (AMCIS)

Westrup, C. (2002) "Discourse, Management Fashions, and ERP Systems", IFIP WG 8.2 Working Conference, Barcelona, pp. 401-418

Whang, J., M. Lee and K. Kim (2003) "A Case Study on the Successful Upgrade of ERP System", Pacific Asia Conference on Information Systems (PACIS)

Wieder, B. et al. (2002) "Information Systems Quality and ERP – Insights into the Links between 'Value' and 'Integration'", European Conference on Information Technology Evaluation, pp. 451-464

Wong, A. et al. (2005) "Critical Failure Factors in ERP Implementation", Pacific Asia Conference on Information Systems (PACIS)

Wood, T. and M. Caldas (2001) "Reductionism and complex thinking during ERP implementations", Business Process Management Journal, (7)5, pp. 387-393

Wright, S. and A. Wright (2002) "Information System Assurance for Enterprise Resource Planning Systems: Unique Risk Considerations", Journal of information systems, (16), pp. 99-113

Wu, J. et al. (2002) "An Examination of ERP User Satisfaction in Taiwan", Hawaii International Conference on System Sciences (HICSS)

Wu, J. and Y. Wang (2002) "Development of a Tool for Measuring Key-User Satisfaction in an ERP Environment", Pacific Asia Conference on Information Systems (PACIS)

Wu, J. and Y. Wang (2003) "Enterprise Resource Planning Experience in Taiwan: An Empirical Study and Comparative Analysis", Hawaii International Conference on System Sciences (HICSS)

Wu, J., M. Ding and L. Hitt (2004) "Learning in ERP Contracting: A Principal-Agent Analysis", Hawaii International Conference on System Sciences (HICSS)

Wyssusek, B. (2005) "Enterprise System Implementation and the Linguistic Shaping of Organizational Knowledge", Pacific Asia Conference on Information Systems (PACIS)

Yang, S. and P. Seddon (2004) "Benefits and Key Project Success Factors from Enterprise Systems Implementations: Lessons from Sapphire 2003", Australasian Conference on Information Systems (ACIS)

Zhang, L. et al. (2002) "A Framework of Enterprise Resource Planning Systems Implementation Success in China", Pacific Asia Conference on Information Systems (PACIS)

Zhang, L. et al. (2003a) "Critical Success Factors of Enterprise Resource Planning Systems Implementation Success in China", Hawaii International Conference on System Sciences (HICSS)

Zhang, L. et al. (2003b) "ERP Systems Implementation Determinants and Success Measures in China: A Case Study Approach", ICEIS, pp. 136-143

Zoukar, I. and C. Salinesi (2004) "Matching ERP Functionalities with the Logistic Requirements of French Railways: A similarity approach", ICEIS, pp. 444-450

Table 1 - IS conferences surveyed within the period 1997-2005

IS conferences	
ACIS	Australasian Conference on Information Systems
AMCIS	Americas Conference on Information Systems
ECIS	European Conference on Information Systems
ECITE	European Conference on Information Technology Evaluation
EMRPS	Enterprise Management and Resource Planning: Methods, Tools and Architectures
HICSS	Hawaii International Conference on Systems Science
ICEIS	International Conference on Enterprise Information systems
ICIS	International Conference on Information Systems
IFIP 8.2	IFIP 8.2 - group information systems
PACIS	Pacific Asia Conference on Information Systems

Table 2 - IS journals surveyed within the period 1997-2005

IS journals	
AMR	Academy of Management Review
BPMJ	Business Process Management Journal
CACM	Communications of Association for Computing Machinery
CAIS	Communications of the Association for Information Systems
DB	Data Base
DS	Decision Sciences
DSS	Decision Support Systems Journal
EJIS	European Journal of Information Systems
HBR	Harvard Business Review
IEEEC	IEEE Computer
IM	Information and Management
ISF	Information Systems Frontiers
ISJ	Information Systems Journal
ISM	Information Systems Management Journal
ISR	Information Systems Research
JGIM	Journal of Global Information Management
JIT	Journal of Information Technology
JMIS	Journal of Management Information Systems
JSIS	Journal of Strategic Information Systems
MISQ	Management Information Systems Quarterly
OM	Omega
OS	Organization Science
SMR	Sloan Management Review

(α): Information about ACIS 2001 is not available in library on-line
of Association for Information Systems

Table 3 - ERP publications at selected international IS conferences within the period 1997-2005

	1997	1998	1999	2000	Total	2001	2002	2003	2004	2005	Total	Σ
Conferences												
ACIS	-	2	1	1	4	0(α)	7	8	8	10	33	37
AMCIS	1	2	32	29	64	28	18	12	11	21	90	154
ECIS	-	2	4	5	11	4	8	6	6	2	26	37
ECITE*	-	-	-	-	-	3	5	5	4	2	19	19
EMRPS	-	-	29	-	29	-	-	-	-	-	-	29
HICSS	-	-	3	3	6	6	5	7	6	7	31	37
ICEIS	-	-	-	-	-	3	4	6	14	10	37	37
ICIS	1	4	4	7	16	4	3	2	6	2	17	33
IFIP 8.2	-	-	-	-	-	1	4	-	3	-	8	8
PACIS	1	-	-	3	4	6	6	6	11	7	36	40
Others	1	5	9	9	24	2	2	1	-	-	5	29
Total conferences	4	15	82	57	158	57	62	53	69	61	302	460

Table 4 - ERP publications at selected international IS journals within the period 1997-2005

	1997	1998	1999	2000	Total	2001	2002	2003	2004	2005	Total	Σ
Journals												
AMR*	-	-	-	-	-	-	-	-	-	-	-	-
BPMJ*	-	-	-	-	-	14	2	1	5	8	30	30
CACM	-	-	-	8	8	-	3	2	2	1	8	16
CAIS	-	-	1	1	2	1	2	2	-	1	6	8
DB*	-	-	-	-	-	-	-	-	-	-	-	-
DS*	-	-	-	-	-	-	1	-	-	-	1	1
DSS	-	-	-	-	-	-	-	-	-	1	1	1
EJIS	-	1	-	1	2	2	1	2	-	5	10	12
HBR	-	-	1	-	1	-	-	-	-	-	-	1
IEEEC*	-	-	-	-	-	-	-	-	-	-	-	-
IM*	-	-	-	1	1	-	2	3	3	-	8	9
ISF*	-	-	-	-	-	-	1	-	-	-	1	1
ISJ	-	-	-	-	-	-	3	1	1	1	6	6
ISM*	-	-	-	-	-	1	2	3	1	4	11	11
ISR	-	-	-	-	-	-	-	-	-	-	-	-
JGIM	-	-	1	-	1	-	1	-	-	-	1	2
JIT	-	-	2	6	8	1	1	-	1	-	3	11
JMIS	-	-	-	-	-	-	3	-	1	-	4	4
JSIS*	-	-	-	-	-	-	-	-	6	5	11	11
MISQ	-	-	-	-	-	-	-	1	-	2	3	3
OM*	-	-	-	-	-	-	1	1	2	-	4	4
OS*	-	-	-	-	-	-	-	-	-	-	-	-
SMR*	-	-	-	-	-	1	1	1	-	-	3	3
Others	1	3	2	4	10	5	5	24	2	-	36	46
Total journals	1	4	7	21	33	25	29	41	24	28	147	180

Table 5 - Summary of ERP publications at selected international IS conferences and journals within the period 1997-2005

	1997	1998	1999	2000	Total	2001	2002	2003	2004	2005	Total	Σ
Total conferences	**4**	**15**	**82**	**57**	**158**	**57**	**62**	**53**	**69**	**61**	**302**	**460**
Total journals	**1**	**4**	**7**	**21**	**33**	**25**	**29**	**41**	**24**	**28**	**147**	**180**
Total year	**5**	**19**	**89**	**78**	**191**	**82**	**91**	**94**	**93**	**89**	**449**	**640**

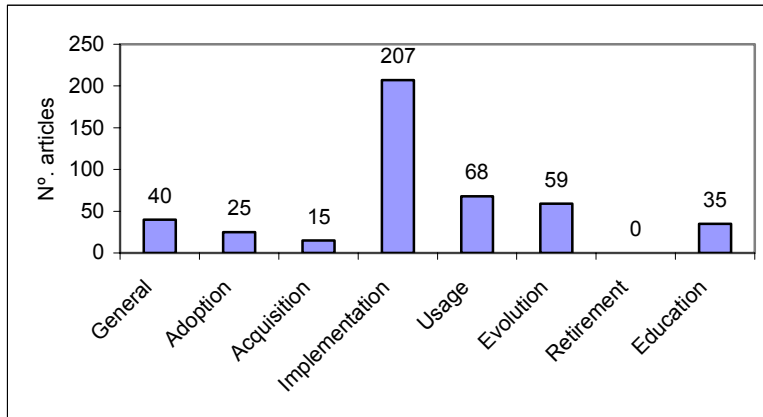Figure 1 - Number of Publications by category.

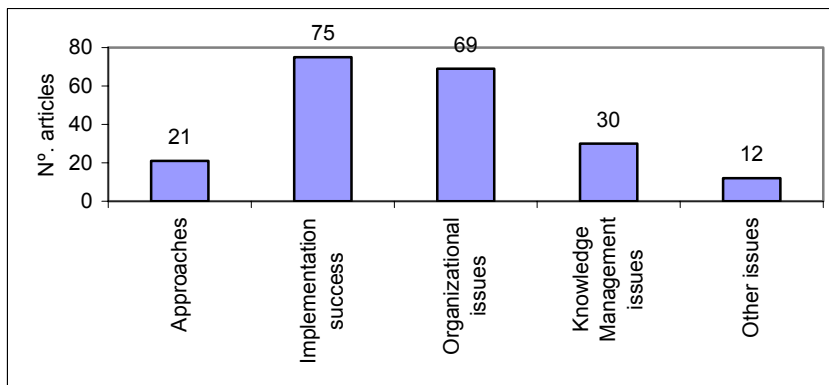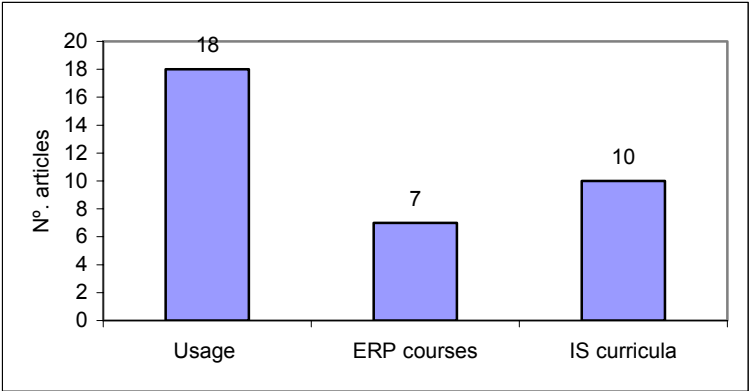Figure 2 - Number of publications related with each topic of implementation phase.

Figure 3 - Number of publications related with ERP and education.

NOTAS

NOTAS

NOTAS