

A Project/Dissertation Review-3 Report on

Project Analysis Tool

Submitted in partial fulfilment of the
requirement for the award of the degree of

B. TECH



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**Under the Supervision of
Mr. Padmanabhan P**

Submitted By

Muskaan Sharma (18SCSE1010068)

Satwik Sinha (18SCSE1010035)

SCHOOL OF COMPUTING SCIENCE AND ENGINEERING
DEPARTMENT OF COMPUTER SCIENCE AND ENGINEERING
GALGOTIAS UNIVERSITY, GREATER NOIDA
INDIA
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**SCHOOL OF COMPUTING SCIENCE AND
ENGINEERING GALGOTIAS UNIVERSITY,
GREATER NOIDA**

CANDIDATE'S DECLARATION

We hereby certify that the work which is being presented in the project, entitled "**Project Analysis Tool.**" in partial fulfilment of the requirements for the award of the B.Tech submitted in the School of Computing Science and Engineering of Galgotias University, Greater Noida, is an original work carried out during the period of September,2021 to December and 2021, under the supervision of Mr. Padmanabhan P ,Associate Professor, Department of Computer Science and Engineering/Computer Application and Information and Science, of School of Computing Science and Engineering , Galgotias University, Greater Noida. The matter presented in the thesis/project/dissertation has not been submitted by us for the award of any other degree of this or any other places.

Satwik

Sinha/18SCSE1010035

Muskaan

Sharma/18SCSE1010068

This is to certify that the above statement made by the candidates is correct to the best of my knowledge.

Mr. Padmanabhan P

Associate Professor

CERTIFICATE

The Final Project Viva-Voce examination of Satwik Sinha/18SCSE1010035 and Muskaan Sharma/18SCSE1010068 has been held on _____ and his/her work is recommended for the award of B. tech in Computer Science & Engineering.

Signature of Examiner(s)

Signature of Supervisor(s)

Signature of Project Coordinator

Signature of Dean

Date: December, 2021

Place: Greater Noida

Abstract

This project will outline the contemporary state of projects going in a particular university or domain. Collecting, storing, merging, and sorting enormous amounts of data has been a major challenge for software and hardware facilities. This tool will basically collect the data received or at what stage the project has reached and will allow the administrator of the project to access project information. He/ She can analyze data and get a graphical representation of it. They could also get to know about the project domains of students for example how many students have been working on Machine Learning, Android App Development, etc. The objective of analytical tool is obtaining necessary and useful information from collecting data and consequently utilizing it for decision making and active control. The main aim of the project is to get an idea of the profound knowledge about the project details and its stages on which a user is particularly working on so that we don't have to collect by and by from every specific student as it be a more effective approach and would save time.

Acknowledgement

We take this opportunity to express our sincere gratitude to Prof. Mr. Padmanabhan P Associate Professor, Department of CSE GALGOTIAS UNIVERSITY, GREATER NOIDA. The deep Knowledge & keen interest of our supervisor in the field of “Project Analysis and ERP management systems” helped us greatly to successfully carry out this project. His endless patience, scholarly guidance, strong motivation, continual encouragement, constant and energetic supervision, constructive criticism, valuable advice, reading many inferior drafts and correcting them at all stage have made it possible to complete this project. We would like to express our heartiest gratitude other faculty member and the staff of CSE department of GALGOTIAS UNIVERSITY, GREATER NOIDA to finish our project. We would like to thank our entire course mate in GALGOTIAS UNIVERSITY, GREATER NOIDA, who took part in this discuss while completing the course work.

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Acronyms Used

B.Tech.	Bachelor of Technology
MTech.	Master of Technology
BCA	Bachelor of Computer Applications
MCA	Master of Computer Applications
B.Sc. (CS)	Bachelor of Science in Computer Science
M.Sc. (CS)	Master of Science in Computer Science
SCSE	School of Computing Science and Engineering

Introduction

Problems arise in every organization. Such problems as what products/systems to develop, should capacity be expanded, or should a computer be purchased are just a few of an endless number of continuing problems about which management must concern itself if the firm is to survive. These problems and their alternative solutions establish some elements of change around which the organization must adapt. Projects are generally established to carry out these changes and someone is always responsible for each project's successful completion.

Every project is unique in terms of the problems that arise, the priorities and resources assigned it, the environment in which it operates, and the project manager's attitude and style used to guide and control project activities. Therefore, the organizational structure for the project must be designed to fit within that project's operating constraints. The organizational structure implemented may not be the same structure used throughout the life cycle of the project due to changes in priorities, available resource, project personnel, laws, and other contingencies. Regardless of the project management structure chosen, management must realize that a dynamic state of equilibrium between limited personnel and financial resources and the objectives of the project will be necessary if project management is to be successful in their particular organization.

The integration of all modules or departments into any organization is essential for effective management and outreach. When different departments are not connected together, information exchange and confidential translation becomes more expensive and different resources such as staff, and time is spent resolving this extra money which reduces the effect of organizational work. The concept of resource management software has been in the works since the 1960s which became a trend in the mainstream market as processing large amounts of information became a necessity and a means to achieve excellence. Such demands

in the industry have led to the development of software that not only solved these root causes but also bought a sea of unexpected opportunities. Utilizing such management technology reduces the disruption of business operations in a few cases by consolidating under a single command all the skills, technologies, and resources required to accomplish a project. The skills required depend on each project and the resources available at that time. A large number of changes are made by the parent organization to achieve the objectives of the project; there was a great chance of project failure. To the fullest extent, such management software is designed to:

Keeping every instance of a project at a centralized location, including all project notes and relevant documents and archives, this is the unique selling point of project management software: It eliminates the hunt for status reports, documents and messages.

Keeping track of a project in real time. A project management software helps us keep track of projects and updates live, and this software also gets updates regularly keeping us up to date with the latest tools in the industry. With little to no human intervention, these software's keep working in the background tracking every update.

The assignment of tasks and responsibilities is efficient and in line with employees' talents. This part of project assignment is often the most tedious, time-consuming and worrisome. However, the software can learn from previous data records make tweaks in accordance and adjustments are no more stressful than inputting a few new details as per convenience until the final picture comes down to your liking. Similarly, several management software's feature reassignments and extensions so that in the end the project remains in real time.

Such management software also provides budget monitoring expertise's. As a client one of your primary concerns is that the project doesn't go overboard. The benefit of project management software's is that allows you to monitor real time cost deployment of your project so that you can reassess and offer cheaper alternatives.

Reduce non advantageous meetings and gatherings. Especially the "let's just touch base" gatherings that seem harmless enough till you realized the time spent talking about work could be used to do the work instead.

Gain remote and instant access to the program anytime, from any location. Whether your team consists of employees which are positioned on-site, off-site or both, the software is accessible at all places, allowing employees to communicate, share files and collaborate.

The trustworthiness and efficiency of these software's as a whole is a big reason for people to embrace and use technology in this direction. It's understandable for people to be skeptical of modern technologies, particularly as these software's will be the backbone of organizations in years to come, any disruption in their functioning can lead to offload and downtime of catastrophic magnitudes. With the growth of the technological solutions in present day generation project analysis and management software's will be helpful to remedy many issues and so it's far gaining acceptance day by day in multinational corporations and start-ups alike.

Through a project analysis tool, a guide can communicate between projects and students under their guidance alike. The integration module helps put all the date about ongoing projects, completed and/or unassigned at one place for graphical representation in the next and the last module helps the administrator tweak all the functionalities at the ease of a click while also viewing the progresses through graphs and visual infographics.

PROBLEM FORMULATION

Nearly every activity within an organization could be labelled as a project possessing unique characteristics and varying levels of importance to the organization. A project is defined as a planned undertaking of related activities to reach an objective that has a beginning and an end. All projects solve some type of problem, but projects may also be established simply to determine and define feasible alternative solutions to problems. Seven primary characteristics of a project include:

1. Objective: Each has a specific goal to reach.
2. Schedule: Point in time in which they must be accomplished.
3. Complexity: Does the technology exist to achieve the project objectives?
4. Size and Nature of Task: Step-by-step plan of action.
5. Resources: Labour, personnel, equipment, materials, facilities, etc.
6. Organizational Structure: The 'meshing' of project requirements into the existing organization.

Information and Control Systems: These must be structured to handle problems through the typical lines of authority

Tool and Technology Used

- S/w windows 10 pro
- SQL server 2021
- Visual studio 2019
- Python 3

Literature Survey

Employing project management technologies minimizes the disruption of routine business activities in many cases by placing under a single command all of the skills, technologies, and resources needed to realize the project. The skills required depend on each specific project and the resources available at that time. The greater the number of adjustments a parent organization must make to fulfil project objectives, the greater chance exists for project failure. The form of project management will be unique for every project endeavour and will change throughout the project.

The project management process typically includes four key phases: initiating the project, planning the project, executing the project, and closing the project. An outline of each phase is provided below:

- [Conceptualization Phase](#)

Conception phase, starting with the seed of an idea, it covers identification of the product / service, Pre-feasibility, Feasibility studies and Appraisal and Approval. The project idea is conceptualized with initial considerations of all possible alternatives for achieving the project objectives. As the idea becomes established a proposal is developed setting out rationale, method, estimated costs, benefits and other details for appraisal of the stakeholders. After reaching a broad consensus on the proposal the feasibility dimensions are analysed in detail.

- Planning Phase

In this phase the project structure is planned based on project appraisal and approvals. Detailed plans for activity, finance, and resources are developed and integrated to the quality parameters. In the process major tasks need to be performed in this phase are:

- Identification of activities and their sequencing
- Time frame for execution
- Estimation and budgeting
- Staffing

A Detailed Project Report (DPR) specifying various aspects of the project is finalized to facilitate execution in this phase.

- Execution Phase

This phase of the project witnesses the concentrated activity where the plans are put into operation. Each activity is monitored, controlled and coordinated to achieve project objectives. Important activities in this phase are

- Communicating with stakeholders
- Reviewing progress
- Monitoring cost and time
- Controlling quality
- Managing changes

Termination Phase

This phase marks the completion of the project wherein the agreed deliverables are installed and project is put in to operation with arrangements for follow-up and evaluation.

Study findings from papers on ERP

According to literature analysis results, many independent variables are identified:

In this paper, we identify common requirements for a platform to build research tools on and we evaluate them based on potential use for recent publications. The scope of these tools is often visualization and collaborative modification. An efficient way for the implementation of those approaches is to extend existing tools.

- **Project Analysis and Management (1)** helps us provides us a Guide and introduction to processes involved during Project Risk and Management risk analysis, which provides a complex, simple but robust and effective framework that helps new users to familiarize themselves. Project Risk Management can be applied to all projects, whether organization, industry or environment, with any time frame or budget.
- **Analysis of tool-based research in software engineering (2)** debriefs us in software development projects resources are sorted managed and stored in a variety of repositories such as BTS i.e bug tracking systems, version control systems and/or simply file servers. Nonetheless the structure of these resources and the relationships among them can be described in a simplified unique model. On one part this model includes bits of system specification, describing the system under implementation, such as requirements or UML models. On the other end there are models describing the software development project such as iteration and release plans, bug reports, organizational charts. Many software focused research approaches in

engineering are based on these models, implementing extending existing or proposing novel models.

- **Project Management Tools and Techniques in High-Technology (3)** he explains in detail the findings of the paper suggest that under the direction and presence of the project manager the proper planning of the project contributes significantly to the success of the project. Project management is very focused on project managers and achieving guaranteed quality standards is a key condition for success. In addition, having clear goals and objectives associated with top management support is considered to be the most important factors for success in audited companies.
- **Project Management and Its Performance Tools Czech Republic Jana Kostalovaa, Libena Tetreovab (4)** This paper explains the problems of project management and project management tools used in the Czech Republic. The presentation outlines the overall management of the project and outlines its key tools. Proper attention is paid to the analysis and evaluation of the current level of project management through the exploitation of project management tools in the Czech Republic. This paper presents, compares and compares the results of surveyed research with other research from the perspective of project outcomes different approaches such as monitoring, project management awareness, project implementation success, including software tools, implementation. of project management tools, project management information and reasons why the implementation of a particular project failed.
- **A review of methods, techniques and tools for project planning and control (5)** explains us the purposes of this article is to equip us in providing a brief review of methods/ techniques developed for the most commonly studied and administered decision-making problems in project management and control from the past decade. These problems involve risk analysis, time and cost performance evaluation, project representation, project scheduling, time, cost, and cash flow forecasting, resource allocation, optimal timing of

control points, and corrective action decision-making. We also reviewed recently developed tools for project management and control. Emphasis is paid on recent contributions, but various older yet important works are also cited. Our analysis shows an increasingly growing attention to the stochastic nature of projects in management, control decision and processes. Convincingly attention has also been put at improvements in ongoing project control techniques coupled with developing new methods for automating data collection process, and also to generate much more integrated project plan. Most importantly, our review underlines an important shift in the project management and control research field, in the past have been largely dominated by project scheduling literatures, as in short term reactive decision-making brings forth several new challenges and with them opportunities to project researchers and organizations.

Chapter: Questions answered in Analysis

In our Analysis, a good problem formulation is the heart (or core) of every study, and it's where we can go if we get off track during the study and writing period.

As a result, we've devised a formula that takes into account the following factors:

1. Defining the study goals
2. Investigating the essence of research
3. Predicting the effects of alternative methods

Based on product design the project manager can assess the level of achievement of the intended objectives.

This could mean:

- a) related project evaluation,**
- b) an effective tracking system where the team is headed,**
- c) a tool to measure project progress in line with / against targets.**

This application works well with the use of design methods, thus allowing for the interpretation and modification of data focused on each user's capabilities. One can explain such a comparison

ways to be able to understand the context, the user approach and respect the project context.

Module Integration flow

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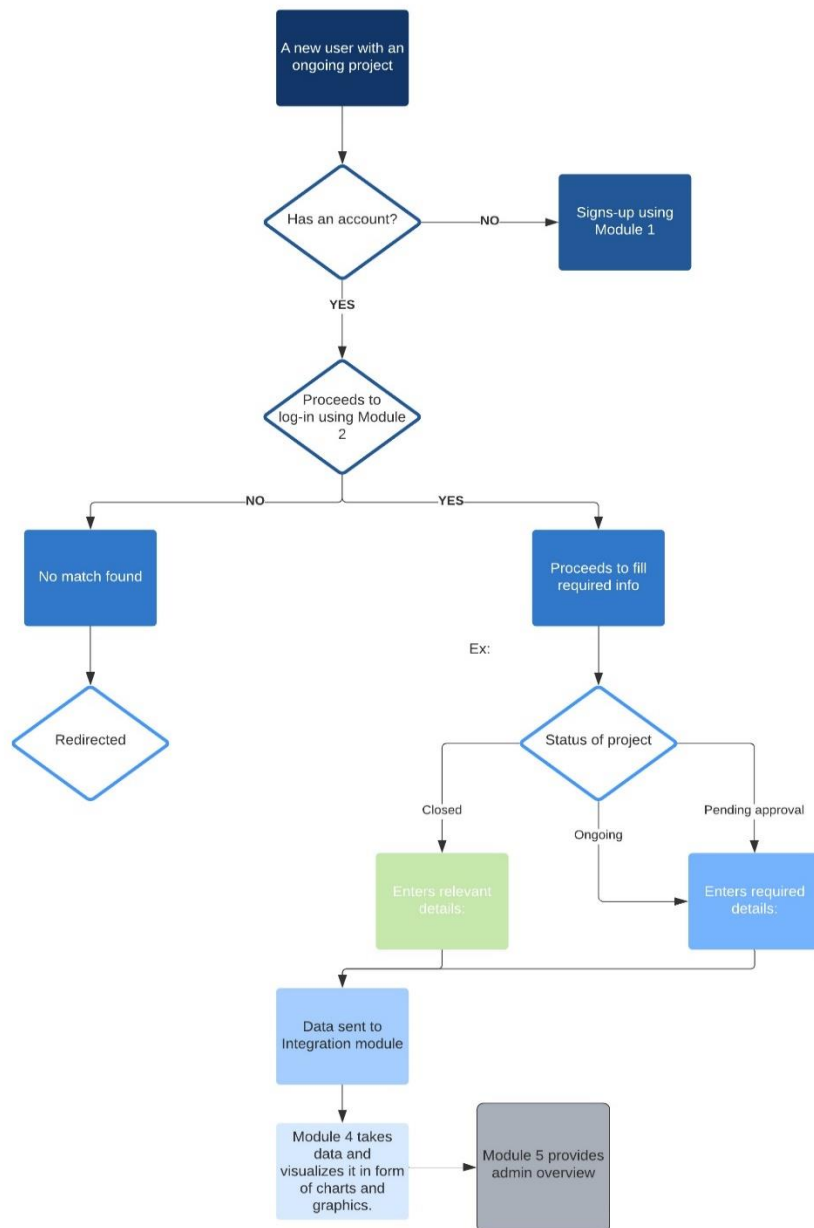


Fig1. Data Flow Diagram of Module integration

The modules are divided into five parts then integrated with deployment of XML and Python discussed on oncoming sections:

I. MODULE INTEGRATION

The modules are divided into five parts then integrated with deployment of XML and Python:

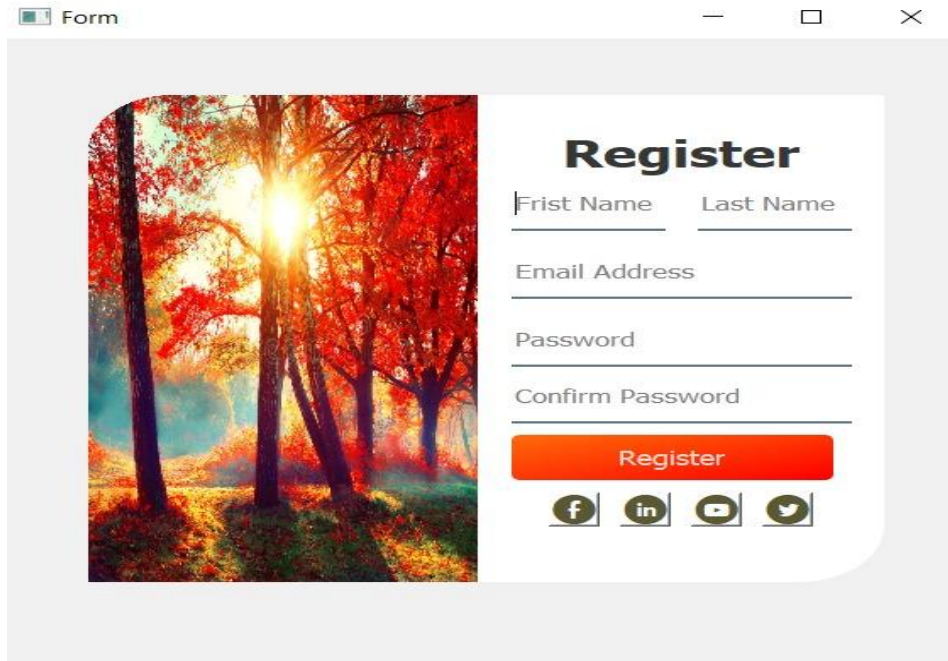
- A. **Registration:** Registration deals with Collecting, storing, merging, and sorting amounts of data related to user and its project.
- B. **Log-in:** The log-in module through its design implementation is a portal module that allows user to type a user name and password to log in.
- C. **Integration:** Module contains information about what's happening in user's projects, and it then combines them into infographic visuals.
- D. **Visualization:** The Visualization module provides graphical display of element models and results.

It obtains model information from the previous module and result information from an output database.

- E. **Administrative Overview:** These are the following list of functionalities this module will implement:
 - It allows you to customize view as per your preference.
 - You can choose to drop or replace any project with ease.
 - Gives all essential tools you as an admin would require.

Page Design Examples:

1. Registration



The screenshot shows a registration form window titled "Form". On the left is a vertical image of a forest with trees in vibrant autumn colors (red, orange, yellow) and sunlight filtering through the canopy. On the right, the form is titled "Register" in bold black text. It contains four input fields: "Frist Name" and "Last Name" (with a vertical line between them), "Email Address", "Password", and "Confirm Password". Below these fields is a prominent orange "Register" button. At the bottom of the form are four social media icons: Facebook (f), LinkedIn (in), YouTube (play button), and Twitter (bird).

2.LOG-IN:



The screenshot shows a login form window titled "Qt Form - loginui2.ui*". It features the same autumn forest image on the left. The form is titled "Log IN" in bold black text. It contains two input fields: "User Name" and "Password". Below these fields is a prominent orange "Log In" button. Underneath the button is a link that says "Forgot your password or user name?". At the bottom of the form are four social media icons: Facebook (f), LinkedIn (in), YouTube (play button), and Twitter (bird).

Chapter 4 Findings and discussion

Why Firms Invest in ERP?

Why do firms invest in ERP given the different alternatives for information integration in a business? The answer for this question lies between either technical gains e.g., replacing legacy systems, or for business reasons e.g., improving operational performance and efficiency (Nicolaou, 2004).

Many technical reasons exist including the replacement of disparate systems into a single integrated system (Hitt et al., 2002). The replacement of legacy systems was very important for the boom of ERP during the late 1990s when companies wanted to replace their legacy systems during the year 2000 (Y2K) with a more Y2K compliant solution so they have invested into ERP systems (Anderson et al., 2003). ERP also provides a tested system security basis which promises to keep the organization up to security standards and for providing data security (Fuß et al., 2007).

Business reasons also exist. This includes automation and reengineering of business processes (Hitt et al., 2002). Other business reasons provided by Federici (2009) are better management, better operations, better information availability and reengineering procedures, which are all reasons for acquiring ERP. Other business reasons include enhancing cooperation and teamwork between employees in the company. In addition, benefits expected from implementation of ERP systems include tangible benefits like reducing costs, reducing operations time, and a lean organization, while intangible benefits like information integration, better information quality, and increase in customer satisfaction also exist (Loh et al.,

2006; Nicolaou, 2004). Such perceived benefits are expected because ERP help make production inside manufacturing companies more efficient by integrating information from other departments like sales and procurement into the production system, which as a result helps eliminate costs and improve production schedules (Matolcsy et al., 2005). This discussion leads to the observation that measurements of business performance should accurately match the reasons behind ERP implementation unique to each specific organization.

ERP Overview

Typically, Enterprise Resource Planning (ERP) are software packages composed of several modules, such as human resources, sales, finance and production, providing cross-organization integration of data through imbedded business processes. These software packages can be customized to answer the specific needs of each organization.

Regarding the significant impact of ERP systems on industry, [Davenport 1998b] refers that “the business worlds embrace of enterprise systems may in fact be the most important development in the corporate use of information technology in the 1990s”. The market for people who can work with these systems, implement these systems, and understand how these systems transform organizations is very big, and growing [Watson & Schneider 1999].

ERP implementations usually involve broad organizational transformation processes, with significant implications on the organization’s management model, structure, management style and culture, and particularly, on people [Caldas & Wood, 1999]. As [Davenport 1998a] mentions, ERP systems are not projects that someday will end, but rather, they are a way of life. They require a high degree of alignment between business strategies, information technology strategies and organizational processes [Gibson et al., 1999], in the same line [Henderson & Venkatraman, 1991] mentions for more general enterprise information systems. Change seems to be the main phenomenon associated with an ERP system. According to [Jake & Pohl 1993], in order to deal with change effectively, one has

to establish the change vision in the given technical, social, and organizational context.

The interest of the scientific community in the ERP field is evident according to the new panels and tracks that some scientific events dedicate to the subject, such as Hawaii International Conference on Systems Science (HICSS), Association for Information Systems (AIS), International Information Management Association (IIMA), and Workshop on Information Technologies and Systems (WITS), as well as the birth of the EMPRS'99 itself. The main vendors also promote professional and commercial conferences like ERPWORLD or SAPPHIRE. The amount and quality of academic literature available in this field is just beginning to develop.

We believe that organizations and vendors should play an important role in researching on ERPs, because this kind of research is amenable to be field-based rather than laboratory-based. Consultants also play an important role in the research of some issues; over the years, they have accumulated probably the richest ERP experiences through thousands of ERP installations worldwide.

All in all, we found a large scope of research issues and a great number of influencing variables, and here we have attempted to organize the research issues into a framework.

ERP Life-cycle Framework

We have mapped the research issues that can be analysed in the ERP life-cycle process using the framework presented in Figure 1.



Fig. 1. The ERP life-cycle framework.

The framework is structured in phases and dimensions. Phases are the different stages of an ERP system life-cycle within an organization and dimensions are the different viewpoints by which the phases could be analysed. We describe the dimensions and phases in the following sections. The dimensional vision of the framework presents a set of related issues. For instance, the change management dimension embodies cultural issues, organizational structures, roles and skills, management of strategic change and business process re-engineering. Finally, we would like to focus on the issues discussed here, from the viewpoint of organizations but without forgetting the vendors' perspective. Issues relating to vertical markets, mid-market focus, componentization, data warehousing, business modelling, and technology changes or skills are important issues to vendors.

The research framework is flexible and generic in order to make possible the allocation of research issues and to give a general vision of the whole ERP life-cycle, without giving attention only to some aspects. Nowadays, the majority of problems focus only on the acquisition and the implementation phases, because the technology is new with few organizations in the post-implementation phases, but it is vital to form a general vision to prevent future problems. Each issue should be analysed and defined according to the dimensions that make up the orthogonal part of our framework. This orthogonality should be made more explicit in future upgrades of this framework. This framework is useful for identifying the origins and impacts of change, and thus provides a way of identifying and characterizing research issues in ERP systems.

Dimensions of the ERP Life-cycle

We defined four areas of concern or viewpoints by which the different phases of the life-cycle should be analysed: product, process, people and change management.

1. Product.

This dimension focuses on aspects related to the particular ERP product in consideration, such as functionality, and on related technical aspects, such as

hardware and base software needs. A thorough understanding of the software tool's capabilities must exist in order to make an alignment with the business strategy in order to determine whether the software is being used effectively, in accordance with the needs of the organization, and how it can best be applied to further the goals of the organization.

2. Process.

Each organization has its own core capabilities and functionality that must be supported by an ERP system. Also, an ERP system must help the decision-making required to manage the resources and functions of the organization. Usually, the main ERP investment focus is on re-engineering processes to enable the organization to adapt to the new business models and functional requirements of the ERP system in order to achieve better performance.

3. People

This dimension refers to the human resources and their skills and roles in an ERP system life-cycle. These skills and roles must be developed to minimize the impact of the introduction and diffusion of an ERP system, in order to reduce risk and manage complexity, while facilitating organizational change. Dealing with contingencies, changing practices, and adapting to a new organizational structure and culture are some aspects that must be learned.

4. Change Management

This dimension refers to the body of knowledge that is used to ensure that a complex change, like that associated with a big system, gets the right results, in the right timeframe, at the right costs [Holland & Davis, 1998]. The change management approach tries to ensure the acceptance and readiness of the new system, allowing the organization to get the benefits of its use.

ERP Projects

ERP systems are usually implemented as projects. ERP implementation projects usually involve selecting the ERP vendor, establishing business process reengineering, implementation, and evaluation of the adopted system (Wei, 2008).

ERP implementation projects normally involve internal IT & business personnel from the adopting firm as well as external consultants from implementation partners in order to be successful. This shows how human resources intensive ERP projects are. It is also worth mentioning that a good implementation partner is considered one of the most important factors for the success of ERP projects, and is another addition to the complexity of ERP implementation projects (Dai, 2008).

Due to the complexity of ERP projects, it will be important to discuss ERP project implementation issues and ERP project failures in the next sections to further understand the introduction of ERP into organizations and how it contributes to the relationship between ERP and business performance.

ERP Implementation Issues

There are different utilization issues that face business that decides to go forward and implement ERP. ERP requires a big portion of time, personnel, and capital (Laukkanen et al., 2007). Most of this cost is not associated with the ERP software package itself but with its implementation, including customizations, configurations, and consultation services to implement it (Hitt et al., 2002). The time needed to establish an ERP system is at an average of 21 months. A Sample study of Taiwanese firms also found that it takes about 11 months on average to implement the ERP system (Huang et al., 2009). A similar period was suggested by Nicolaou (2004) who stated that ERP implementation projects take on average 8 months. In all cases, Gupta et al. (2004) mentioned that ERP projects frequently require more time and capital than what was planned due to the heavy integration needed on the technical and business sides.

It can be said that ERP projects frequently involve business process reengineering (BPR), can include customizations, and require good budgeting and time management in order to lead to successful business performance gains.

ERP Project Failure

Most of the implementation failures for ERP were early ERP adoptions which did not have strong business justifications (Gupta et al., 2004). This was attributed to the misalignment between the objectives from the ERP implementation and the strategic organizational and IT goals. If such a misalignment exists, it can cause the business to lose the advantages of ERP systems. On the other hand, investing into ERP systems without any objective other than following the market or industry trend might also cause an ERP project to fail (Kang et al., 2008).

In addition, ERP failure can be associated to internal or external aspects to the organization. Internally, failure is associated to the insufficient business knowledge, while externally failure is associated to the weak technical skills of the consultants helping in the ERP implementation. Miscommunication between the teams involved can also result into failure (Hitt et al., 2002). Another issue raised was that resisting BPR activities associated with ERP can lead to ERP project failure or a huge loss of benefits (Velcu, 2007). Insufficient training of endusers is also a reason attributed to ERP failures (Gupta et al., 2004; Häkkinen & Hilmola, 2007; Loh et al., 2006). As a result to measure the overall effect of ERP on a business, sufficient training should first be provided to the end-users to make the results more accurate.

Activities like organizational integration, user acceptance testing, accurate scope planning, and successful communication management between project members are also important factors of ERP project success or failure and all contribute to the relationship between ERP and business performance (Loh et al., 2006).

Application: ERP and Business Performance Benefits

This section will discuss the relation between ERP systems as a specific example of IT with business performance and productivity.

ERP was found to save costs, facilitate business processes, and provide better information management. Operational aspects like lead time can also be shortened by utilizing ERP, faster fulfilment of customer orders can be achieved using ERP systems. Gupta et al. (2004) and Matolcsy et al. (2005) also agree that ERP systems provide more customer satisfaction by reducing time of delivery of products.

Although literature seemed to agree with the hypothesis that ERP improves performance, there were still some concerns expressed by some scholars that there might be reverse causality between pre- and post- implementation with a drop in some performance indicators (Hitt et al., 2002). Some researchers tried to give reasons for this. For example, Fuß et al. (2007) suggest that services-sector business (like banks) adopting ERP usually anticipate and utilize ERP systems for effectiveness more commonly than efficiency, therefore cost reductions and productivity might not be as important for them as better-quality business processes and better information quality. For such ERP adopters making efficiency and productivity measurements is inaccurate and can have negative causality.

Therefore, previous research has found contradicting findings regarding the effect of ERP systems on business performance. While some researchers have found that ERP systems can affect overall business performance positively, others have only found ERP systems to affect specific areas and not the overall business performance. This can then suggest that ERP systems do not always affect business performance positively and some contributing factors affect this relationship.

In addition, some studies also contradict those sufficient financial benefits are achieved after ERP implementation. This can be seen for example when Kennerley and Neely (2001) concluded that return on sales in specific was found unaffected after implementing ERP systems. The study by Wieder et al. (2006) also stated that some research found that specific financial benefits of ERP systems were not accumulated when comparing between ERP users and non-ERP users. Nicolaou (2004) stated that the ration of G&A expenses to sales for ERP adopters showed a worse ratio than non-adopters indicating a fall in financial performance from this aspect. Wei (2008) added that some researchers found long-term positive effects of ERP on financial performance, while other researchers only suggest that ERP can

help keep performance as-is and does not improve it from the financial aspect. This suggests that further investigations using such financial analysis are important.

CASE STUDY: Microsoft Dynamics

Microsoft Dynamics is a line of enterprise resource planning (ERP) and customer relationship management (CRM) software applications. Microsoft markets Dynamics applications through a network of reselling partners who provide specialized services.

Microsoft Dynamics is an extremely interesting story because of the rejection theory offered by the additional features. According to Microsoft's method, any personal application can be customized certified partners and thus placed in the hands of the entire community. With these 220 ISV-s used and developed approximately. 550 additional Microsoft Dynamics modules, all collected in Add-on Catalogue. Such a catalogue will contain horizontal modules focusing on: BI, Collaboration, Retention, Integration, e-Learning, Navigation, etc. and vertical areas such as: Agriculture, Fishing, Community Management, Professional Services, Planning, Forestry, Utilities etc., apparently everything falls into a niche level in such economic domains. A few of these enhancements to Microsoft Dynamics have been developed in partnership with Microsoft's local partners. Investments are made with a strong focus on responding to future requests from clients and, thus, to exploit and commercially, but then to have a planned investment situation.

The growing interest in these types of solutions is not only due to the negative economic culture of investing in complex IT systems, such as ERP solutions, but mainly due to maturity Open Sources Provision.

Conclusion

In today's world businesses are increasingly leading and automated, organized, a series of processes and relationships between them. These processes include the development and production of services and production lines, critical customer management and support processes and human resources. As a result, ERP delivers data that is often stored and processed by a few independent applications that handle different tasks under an economic agent. It can be easily interpreted by combining "information" for multiple tasks: individually and collectively analysing data from two different departments with different functions (for example: finance and accounting). Because for example an ERP solution will know at least two practical benefits: it will provide a related (inclusive) data structure and will effectively and efficiently address future storage / retrieval requirements regarding effective testing and exploitation. of previously stored data (documents) of the application.

The number of additional modules can range from 3-4 for small local applications, and then go up to about 30 for a valuable local level solution like Charisma, with Total Soft, and usually up to 550 in the case of an international application like Microsoft. Dynamics (Although true in such cases the additions are developed by partners in accordance with the standards set by Microsoft). An important feature in all of these features is, called add-nonapplications or modules integrated separately from the system and thus use the same website.

The project management tool is used to look at different processes and determine what can be done to make them better and more effective. Unlike quality audits, process management looks at efficient ways to improve process from both the technical and organizational standpoint. Through such integration of disciplines of Project Management and its Analysis, organizations could achieve better project performance, both from point of the understanding of project outcomes, as well as from creation in its value.

For further expansion of the project, we can also lay out guidelines on project entry and implementation that help ease the workload of guides and increase the return value and limit time frame spent in doing all the regularities.

Through the implementation of five modules, we aim to achieve a comprehensive and complete approach both from the view point of applicant and the guide/admin in charge of overseeing the projects.

The level of complexity of future projects is a factor that will affect the management and co-operative approach this is an issue addressed to project directors and managers and requires an IT evaluation approach. . Companies are constantly confronted with them and it is expected that in the future they will face many unavoidable changes in organization, legislation, or depending on the information needs of policy makers. In a sense it is very important that the systems are flexible and adaptable to the changes that take place.

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