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DECLARATION

I, *Himadri Barman*, bearing Registration No. Ph.D./1893/2012 dated 25.04.2012, hereby declare that the subject matter of the thesis entitled **Effectiveness of Enterprise Resource Planning on Enterprise Productivity – A Study on the Refineries of Assam** is the record of work done by me and that the contents of this thesis did not form the basis for the award of any degree to me or to anybody else to the best of my knowledge. The thesis has not been submitted in any other University / Institute.

Place: Silchar, Assam

Date: 21.09.2015

(Himadri Barman)

Acknowledgement

Knowledge is in the end based on acknowledgement. – *Ludwig Wittgenstein*

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Preface

If we knew what it was we were doing, it would not be called research, would it?

– *Albert Einstein*

When I started my work on this thesis, the basic premise was what the great Einstein said. Research can be looked at from two different perspectives – one is to validate existing knowledge and the other is to delve into something unknown. I choose the later. Productivity is a buzzword in the field of business management and in organizations. Everything is being done to enhance productivity of individuals and of organizations. The purpose of automation and introduction of information systems in organizations was to precisely increase productivity. This has continued till today. Of late, organizations have been aggressively going for enterprise-wide solutions as far as their information needs are concerned and we have in place what are known as Enterprise Resource Planning (ERP). Organizations are investing heavily on these systems with the objective of becoming more productive. The refineries of the country and that of Assam have also invested in ERP.

This thesis aims at providing some insights into what ERP has done for Enterprise Productivity in the refineries of Assam from the user's perspective. As the term Enterprise Productivity is not clearly defined, it has been defined to carry forward the study. User's idea on the Enterprise Productivity is also

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studied. The first chapter which introduces the thesis gives a systematic overview of the research topic starting from Enterprise Resource Planning, Enterprise Productivity and the relationship between the two. The second chapter concentrates on the methodology used in the study. Chapter three looks at the understanding of the concept of Enterprise Productivity from the point of view of the ERP users in the refineries of Assam. Chapter four elaborates on the use of productivity indicators for Enterprise Productivity analysis due to ERP implementation in the refineries of Assam from the perspective of the users. The fifth chapter looks at a measurement framework for Enterprise Productivity analysis due to ERP from user's perspective in the refineries of Assam. The sixth chapter has a comparative analysis of the impact of the ERP implementation on the four refineries of Assam from user's perspective. Chapter seven dwells on the critical aspect of the impact of ERP implementation on Enterprise Productivity from user's perspective in the refineries of Assam. The final chapter, i.e., the eighth chapter concludes the research work and gives directions for future research.

The work contained in this thesis has been carried out to the best of my abilities and with all sincerity. The journey has taught me a lot on the various aspects of research, compilation and presentation. It is a beginning which will take me further to the unknown horizons of knowledge.

Himadri Barman

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