INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) PERCEPTION TO USE FOR DECISION MAKING PURPOSE IN HIGHER EDUCATION INSTITUTIONS IN NIGERIA.

BY

ADEJARE YUSUFF AREMU

MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
DECEMBER 2014

INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) PERCEPTION TO USE FOR DECISION MAKING PURPOSE IN HIGHER EDUCATION INSTITUTIONS IN NIGERIA.

BY

ADEJARE YUSUFF AREMU

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of Master of Science Management

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darnl Aman

ABSTRACT

The summary review of this research study it is as follow here, the main purpose of this work paper is to analysis the factor that affect the Integrated of Enterprise Resource Planning (ERP) in the purpose of perception to use ERP for decision making in higher education institutions in Nigeria. There are some factors that examined in this research work, which are: ERP Life Cycle development, Characterizing achievement, Enterprise system experience, ERP Implementation in HEIs, Organizational Theory Applications, ERP system in higher education, etc. Quantitative data was ensured for this study, and Nigeria higher education workers bark home was used as respondent in this work, a structured questionnaire survey was used to collect data from the respondents which are Masters and Phd final year student of UUM, USM and UNIMAP are using as the respondent for this study, which they're workers of various higher education institutions in Nigeria.

Eleven different departments were selected and the population sampling focus is 200, which 85 Questionnaires were distributed and collected bark after respondent answered is 73 except 12 on-collected. SPSS and PLS were used for data analysis, Also Reliability and Validity instrument were tested. Tam model were using to test the believed of staffs of HEIs in Nigeria based on this seven components, Quality of internet connection, Ease of used, ERP Feeling enjoyment, Security and Privacy, Usefulness, Amount of information and perception to use ERP. Also Regression and Correlation were analysis and lastly, relevant hypotheses was derived and tested by using PLS software, where three variables are rejected and three are supported. The contribution of this study to HEIs in Nigeria is to reducing the operational cost, save time, to provided student ease accessing online group discussion and improvement in term of learning quality.

Key Words:- ERP, Implementation, Intention To Use, HEIs, Decision Making and Nigeria.

ACKNOWLEDGEMENT

I give my first and foremost appreciation to AMIGHTY GOD, the creator of heaven and earth and all that dwell in it, the lifter of my head, the commander of the universe, my strength, shield, fortress and hope. He has been gracious and compassionate in protecting me throughout my studies. Thank you so much my LORD.

Thanks again my LORD, the completion of this project would not have been possible without the grace of Almighty Allah both spiritual and physical kind of support and valuable assistance of several people whom I would like to acknowledge.

I will forever be grateful to my supervisor Dr. Arfan Shahzad, for painstakingly checking my scripts and for him constructive directing me, which has helped me a long way in the successful completion of this research work. Special thanks to him again Dr. Arfan S, man of courage, thanks for his continuing support and encouragement during the course of my studies and writing of this thesis. Thank you, for all that you did.

I would like to take this opportunity to extend my sincere appreciation and gratitude to the dean of OYA, he never taught me anything but I gain a lot from his power point about academic *writing. as well as valuable idea along the way with the lecturers and management of OYA for* their support and cooperation during this study with the help of my friends at (USM),(UNIMAP) and (UUM) for their encouragement and support throughout this research process.

My profound gratitude goes to my parents Mr & Mrs F.S. Adejare, for their love, prayers and support both morally and financially. And to my lovely one, Shakirat I.O for her understanding and perseverance, I love you. To my God sent guardian and Brother Dr. Saliu A.A.(a.k.a Abdlone) and Dr. Yekinni Kolawole, for being a wonderful part in achieving this success. To my brothers and sister- Akande, Ayinde, Ajao and Akanke. Not left out are Asake, Aduke and childrens (Adejare), love you all.

In addition, my special thanks to all 73 respondents of HEIs staffs of Nigeria for their co-operation in completing the questionnaire which provide the useful data for this study.

God bless you all!

Contents

CHAPTER ONE 1
1.0 Introduction 1
1.1 BACKGROUND OF THE STUDY 6
1.2 Problem Statement 11
1.3 Research Question 12
1.4 Objective of the Study 13
1.5 Scope of the Study 14
1.6 Significance of the Study 14
1.7 Organization of the Study 15
CHAPTER TWO 16
LITERATURE REVIEW 16
2.0 Introduction 16
2.1 Research Approaches 17
2.1.1 Defining achievements 18
2.1.2 Cycle of ERP Models 19
2.1.3 Development ERP Life Cycle 19
2.1.4 Experience Enterprise System Cycle 21
2.1.5 ERP Project Best Practice 22
2.1.6 ERP Implementation in HEI 23
2.1.7 Higher Education, ERP Implementation 23
2.1.8 Integrated Process-Oriented Model 24
2.1.9 Operational Effectiveness Casual Chains 26
2.2 Socio-Technical Theory 26
2.2.1 ERP and Organizational Fit 27
2.2.2 ERPs' and Higher Education 28
2.2.3 ERP Benefits in college 30
2.2.4 Business Benefits 31
2.2.5 Technical benefits 31
2.2.6 The ERP execution process 32
2.2.7 Challenges of ERP usage in University 32

2.2.8 Critical Success Factors for ERP execution Rabaa'i (2009) investigated past research, distinguishing discriminating achievement variables (Csfs) for ERP Execution. 34
2.2.9 Top administration responsibility and backing. 34
2.2.10 Change administration 35
2.2.11 Project administration 35
2.2.12 ERP group piece 36
2.2.13 Consultant determination and relationship 36
2.2.14 Communication plan 37
2.3 PERCEPTION TO USE 38
2.4 Quality Of Internet Connect 39
2.5 ERP Feeling Enjoyment 40
2.6 Security And Privacy 41
2.7 Ease Of Use 42
2.8 Usefulness 43
2.9 Amount of Information 45
2.10 Models and Theories for Adoption of New Technology 46
2.11 Theory of Reasoned Actions (TRA) 47
2.12 Theory of Planned Behavior (TPB) 47
2.13 Technology Acceptance Model (TAM) 48
2.14 Summary 49
CHAPTER THREE 51
RESEARCH METHODOLOGY 51
3.0 Introduction 51
3.1 Population and Sampling Size 51
3.2 Theoretical Framework 53
3.3 Formulation of Hypothesis 54
3.4 Research Design 55
3.5 Sources of Data 55
3.6 Data Collection 55
3.7 Measurement and Instrumentation 56
3.8 Data Analysis 59
3.9 Summary 60
CHAPTER FOUR 61
RESEARCH ANALYSIS AND FINDINGS 61

4.0 Introduction 61
4.1 Overview of Collected Data 61
4.1.1 Background of the Respondent 61
Table 4.1 Background of the respondent 62
Table 4.1.2 RESPONDENT AGE 62
Table 4.1.3 RESPONDENT EDUCATION 63
Table 4.1.4 RESPONDENT DEPARTMENT 63
Table 4.1.5 RESPONDENT WORKING 64
4.2 Statistical Analysis and Findings 65
4.2.1 The Construct Validity 66
Figure 4.1: The Research Model 67
4.3 Model measurement 68
4.4 The Content Validity 68
4.5 The Convergent Validity 70
4.6 The Discriminant Validity 72
4.7 Predictive Relevance of the Model 73
4.8 Goodness of Fit (GoF) of the Model 74
4.9 The Structural Model and Hypothesis Testing 75
Figure 2 76
Table 4.1.11 76
4.10 Result of Hypothesis 78
4.11 Summary 78
CHAPTER FIVE 79
CONCLUSION AND RECOMMENDATIONS 79
5.0 Introduction 79
5.1 Discussions of findings 79
5.2 Contribution of Study 84
5.2.1 Contribution to the LR 85
5.2.2 Contribution to Higher Education in Nigeria 85
5.2 Limitation of the study 86
5.3 Recommendations for future study 86
5.4 Conclusion 87
References 89

APPENDIX 111

Table 1: 3.0 Sample Size for a Given Population Size 52
Figures3.1: Research Models 54
Table 3.1: variable table 58
Table 4.1 Background of the respondent. 63
Table 4.1.2 RESPONDENT AGE 63
Table 4.1.3 RESPONDENT EDUCATION 64
Table 4.1.4 RESPONDENT DEPARTMENT 64
Table 4.1.5 RESPONDENT WORKING 65
Figure 4.1: The Research Model 69
4.4 The Content Validity The (Table 1 and Table 2) 69
Table 4.6Factor Analysis/Cross Loading 70
Table4.7 Factor Loading Significance 71
4.5 The Convergent Validity 72
Table 4.8: The Convergent Validity 73
Table 4.1.9 Correlations among constructs and discriminant validity 74
4.1.10 goodness of fit 76
Figure 2, Figure 3, and Table 6. 77
Figure 2 77
Items loadings and path coefficient 77
Table 4.1.11 78
Hypothesis testing result 78

ABBREVIATIONS

Quality Of Internet Connection (QIC)

Ease Of Used (EOU)

Feeling Enjoyment (PE)

Security and Privacy (SP)

Usefulness (U)

Amount of Information(AOI)

Higher Education Institutions in Nigeria (HEIN)

Enterprise Resource Planning (ERP)

SMART Partial Least Squares (PLS)

Goodness of fit (GOF)

Composite Reliability (CR)

University Utara Malaysia (UUM)

Universiti Sains Malaysia (USM)

Universiti Malaysia Perlis (UniMAP)

Average variance extracted (AVE)

Technology acceptance model (TAM

Theory of planned behavior (TPB)

Theory of reasoned actions (TRA)

Unified theory of acceptance and use of technology (UTAUT)

Information Technology (IT)

Information and Communications Technology (ICT)

CHAPTER ONE

1.0 Introduction

Enterprise Resource Planning is the one of essential programming that can be actualized by choice making in Higher Education Institution in Nigeria, with a specific end goal to be have one information framework for all offices in HEIs in Nigeria. An ERP is an Enterprise Resource Planning framework - a productive framework that methodologies organization wide exchanges on a solitary programming framework and a single database. These multi-useful frameworks are intended to streamline just about every part of how foundations work, simply put; an ERP coordinates institutional information and methods through one framework.

During the most recent decade, advanced education organizations have been confronted with the need to update or supplant developing machine programming frameworks, regularly alluded to a lay down frameworks, there is no more meet or help present innovation demanded. (Garcia-Sanchez and Pe'rez-Bernal, 2007). As requests for more intricate government and state information reporting expanded and new multi-grounds and virtual facilities situations obliged more powerful frameworks, the dominant part of legacy frameworks was no more ready to perform to the level required. (Mccredie and Updegrove, 1999). Other real motivation by making changes to incorporate the year 2000 (Y2k) programming limits and replacement desires for Web innovation, a zone most maturing legacy framework stages were not able to help (Nah, 2002; Oliver, 2005). The answer for various organizations that determination and execution of an Enterprise Resource Planning framework.

The contents of the thesis is for internal user only

References

Antonacci, D. M. (2002). *Integrating technology into instruction in higher education*.2002.http://www4.gartner.com/resources/106800/106890/106890.pdf [20.1.2005] Zornada L. Razvoj informacijskega sistema – od strateškega na□rta do

Abbas, M. (2011). *ERP Systems in HEI Context from a Multiple Perspective View: A Case Study*.

Abrams, I., Leung, G., & Stevens, A. J. (2009). How are US technology transfer offices tasked and motivated – Is it all about the money? *Research Management Review*,17(1), 1–34.

Abugabah, A., & Sanzogni, L. (2010). Enterprise resource planning (ERP) system in higher education: A literature review and implications. *World Academy of Science, Engineering and Technology.*

Achimugu, P., Oluwagbemi, O., & Oluwaranti, A. (2010). An evaluation of the impact of ICT diffusion in Nigeria's higher educational institutions. *Journal of Information Technology Impact*, 10(1), 25–34. Available online: http://www.jiti.com/v10 /jiti.v10n1.025-034.pdf, last accessed 12th March 2013.

Adesina, Aderonke., A.(2010). Journal of Internet Banking and Commerce, April 2010, vol. 15, no.1.

Adeyinka, A. A. (1971). The Development of Secondary Grammar School Education -in –the Western State, of Nigeria, 1908-1968. Unpublished M.Ed Dissertation, University of Ibadan.

Agarwal, R. (2000). Individual acceptance of information technologies. In R. W. Zmud (Ed.), *Framing the domains of IT management: Projecting the future through the past* (pp. 85-104). Cincinnati, OH: Pinnaflex Educational Resources.

Ågerfalk, P. J. (2013). Embracing diversity through mixed methods research. *European Journal of Information Systems*, 22(3), 251–256. doi:10.1057/ejis.2013.6.

Aiken, P. (2002). Enterprise resource planning (ERP) considerations. *VCU/Institute for Data Research.*

Ajayi, J.F. Ade (1963). The development of Secondary grammar-school education in Nigeria.

Aker, J. C., & Mbiti, I. M. (2010). Mobile Phones and Economic Development in Africa.*Journal of Economic Perspectives*, *24*(3), 207–232. doi:10.2139/ssrn.1629321

Aladwani, A. M. (2001). Change management strategies for successful ERP implementation. *Business Process Management Journal*, *7*(3), 266-275. Retrieved from ABI/INFORM Global database.

Ale, K. & Chib, A. (2011). Community factors in technology adoption in primary education: Perspectives from rural India. *Information Technologies & international Development*, 7(4).

Alexandrou, M. (2002), "Supply chain management (SCM) definition", available at: www.

Allard, S. L. (2003). Innovation in university social systems: The adoption of electronic theses and dissertations digital libraries. Unpublished PhD, University of Kentucky.

Allen, D., & Fifield, N. (1999). Re-engineering change in higher education. *Information Research*, *4*(3), 4-3.

Allen, D., & Kern, T. (2001). Enterprise resource planning implementation: Stories of power, politics, and resistance. *Proceedings of the IFIP TC8/WG8. 2 Working Conference on Realigning Research and Practice in Information Systems Development: The Social and Organizational Perspective*, 149-162.

Allen, D., Kern, T., & Havenhand, M. (2002). ERP critical success factors: An exploration of the contextual factors in public sector institutions. *System Sciences, 2002. HICSS. Proceedings of the 35th Annual Hawaii International Conference on,* 3062-3071.

Al-Mashari, M., Al-Mudimigh, A., & Zairi, M. (2003). Enterprise resource planning: A taxonomy of critical factors. *European Journal of Operational Research, 146*(2), 352-364.

Al-Sehali, S. H. (2000). *The factors that affect the implementation of enterprise resource planning (ERP) in the international arab gulf states and united states companies with special emphasis on SAP software (saudi arabia)* University of Northern Iowa.

Anderson, J. D. (2006). *Qualitative and quantitative research*. Available online:http://www.icoe.org/webfm_send/1936, last accessed 20th January 2013.

Anfara, V. A., Jr., & Mertz, N. T. (Eds.). (2006). *Theoretical frameworks in qualitative research*. Thousand Oaks, CA: Sage.

Ash, C., & Burn, J. (2003). A strategic framework for the management of ERP enabled e-business change. *European Journal of Operational Research, 146*(2), 374-387.

Attridge, J. (2007). Innovation models in the biopharmaceutical sector. *International Journal of Innovation Management*, 11(2), 215–243.

Available online on http://sites.tufts.edu/jennyaker/files/2010/09/akermobile africa.pdf , last accessed 2nd January 2014.

Available online: http://uknowledge.uky.edu/cgi/viewcontent.cgi?article=1319&context=gradschool_diss, last accessed 12th July 2013.

Available online: http://unesdoc.unesco.org/images/0018/001832/183207e.pdf , last accessed 24th June 2013.

Axline, S., Petrie, D., & Tanis, C. (2000). Learning from adopters' experiences with ERP problems encountered and success achieved. *Journal of Information Technology, 15,* 245-265. doi: 10.1080/02683960010008944.

Babbie, E. (2004). *The practice of social research*. Belmont: Thomson, Wadsworth.

Bajwa, D. S., Garcia, J. E., & Mooney, T. (2004). An integrative framework for the assimilation of enterprise resource planning systems: Phases, antecedents, and outcomes. *Journal of Computer Information Systems, 44*(3), 81-90.

Balasubramanian, K., Clark-Okah, W., Daniel, J., Fereira, F., Kanwar, A., Kwan, A.,Lesperance, J., Mallet, J., Umar, A., & West, P. (2009). *ICTs for higher education:Background paper from the Commonwealth of Learning.* Paris: UNESCO.

Balderston, F. E. (1995). *Managing today's university: Strategies for viability, change, and excellence, jossey-bass higher and adult education series.* ERIC.

Bancroft, N. H., Seip, H., & Sprengel, A. (1998). *Implementing SAP/R3* (2nd ed.). Greenwich, CT: Manning.

Baracskai, Z. (1997): Profi döntések. Szabolcs-Szatmár-Bereg Megyei Könyvtárak Egyesülés. Nyíregyháza.

Barrett, M., Gallagher, K., Worrell, J., & Gallagher, V. C. (2007, April). *Planning for post-implementation: Strategies, structures, and staffing.* Paper presented at the HEUG Alliance Conference, Orlando, FL.

Baxendale, S. J &Jama, F. (2003). What ERP can offer ABC.*Strategic Finance.* 2, 54-57.

Beheshti, H. M. (2006). What managers should know about ERP/ERP II. *Management Research News, 29*(4), 184-193.

Bendoly, E., & Cotteleer, M. J. (2008). Understanding behavioral sources of process variation following enterprise system deployment. *Journal of Operations Management, 26*, 23-44. doi: 10.1016/j.jom.2007.03.002.

Bertrand, W. E. (2010). Higher education and technology transfer: The effects of "Technosclerosis" on development. *Journal of International Affairs*, 64(1), 101–120. Retrieved from: http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=4&sid=d7f8a782-8e2f-43de-838c-ab6561648fde%40sessionmgr115&hid=124. Last accessed 12th July 2013.

Bingi, P., Sharma, M. K., & Godla, J. K. (1999). Critical issues affecting an ERP implementation. *Information Systems Management, 16*(3), 7-14.

Birnbaum, R., & Edelson, P. J. (1989). How colleges work: The cybernetics of academic organization and leadership. *The Journal of Continuing Higher Education, 37*(3), 27-29.

Borrell, J. (2008). A thematic analysis identifying concepts of problem gambling agency:With preliminary exploration of discourses in selected industry and research documents. *Journal of Gambling Issues*, 22(22), 195–218.

Bradford, M., & Roberts, D. (2001). Does your ERP system measure up? *Strategic Finance*, *83*(3), 30-34.

Brewer, D. & Tierney, W. (2010). Barriers to Innovation in U.S. Higher Education ,Prepared for the American Enterprise Institute conference, "Reinventing the American University: The Promise of Innovation in Higher Education," June 3.

Brubacher, S. (1969). Modern Philosophy of Education. New York: McGraw-Hill (Fourth Edition).

Bruce, D., James. (1995). *MIT selects sap's r/3 to support reengineering efforts.* Unpublished manuscript.

Bryman, A. (2006). Integrating quantitative and qualitative research: How is it done? *Qualitative Research*, 6, 97–113. Available online:http://qrj.sagepub.com/content/6/1/97.full.pdf+html, last accessed 20th February 2013.

Buckhout, S., Frey, E., &Nemec Jr. J. (1999). Making ERP Succeed: Turning Fear into Promise. *Technology,2nd. Quarter,* 60-72.

Bülbül, T. (2012). Developing a scale for innovation management at schools: A study ofvalidity and reliability. *Educational Sciences: Theory and Practice*, 12(1), 168–176.

Burns, J &Scapens, R.W. (2000).Conceptualizing management accounting change: An institutional framework,*Management Accounting Research*, 3-25.

Caldwell, B. (2005). New IT Agenda. *Information Week, 711,* p. 30.

Cameron, P.D., & Meyer, S.L. (2007).Rapid ERP Implementation.*Management Accounting, 80*(6), 58-60.

Carlsson, S. (2005). A critical realist perspective on IS evaluation research. *ECIS 2005 Proceedings.* Paper 125. Retrieved from: http://aisel.aisnet.org/ecis2005/125.lastaccessed 12th March 2013.

Caruth, G. D. (2013). Demystifying mixed methods research design: A review of the literature. *Mevlana International Journal of Education*, 3(2), 112–122.

Castle, E.B. (1972). Education for self-help: New Strategies for developing Countries. London: Oxford University Press.

Chaudhuri, S., Dayal, U., & Ganti, V. (2001). Database technology for decision support systems. *Computer, 34*(12), 48-55.

Chen, I.J. (2011). Planning for ERP Systems: Analysis and Future Trend.*Business Process Management Journal*,*7*(5), 374-386.

Cherry Tree & Co. (2002), "Business Intelligence – the missing link", available at: www. cherrytreeco.com

Chigona, W. & Licker, P. (2008). Using diffusion of innovation framework to explain communal computing facilities adoption among the urban poor. *MIT Press*, 4(3),57–73.

Chikán, A. (2003): Vállalatgazdaságtan, Aula Kiadó Kft., Budapest.

Chin, W.W. & Marcolin, B.W. (2001). The future of diffusion research. *The DATA BASE for Advances in Information Systems*, 32(3): 7–12.

Clemmons, S., & Simon, S.J. (2001). Control and Coordination in Global ERP Configurations.*Business Process Management Journal*, *7*(3), 205-215.

Çokluk, Ö. (2011). The effects of methods of imputation for missing values on the validity and reliability of scales. *Educational Sciences: Theory and Practice*, 11(1),303–310. Retrieved from:http://web.ebscohost.com/ehost/pdfviewer/ pdfviewer?

ComputerWorld (2001), "Why ERP projects cause panic attacks", 24 September.

Cook, D.A., & Beckman, T.J. (2006). Current Concepts in Validity and Reliability for Psychometric Instruments: Theory and Application. *American Journal of Medicine*,119(2), 166.

Cookey, S.J. (1970). 'The need to review the purpose of education in present-day Nigeria.

Creswell J. W. (2003), *Research Design: A Qualitative, Quantitative and Mixed Method Approaches*. 2ndedn.

Damanpour, F. & Marguerite, S. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory,* 19, 495–522.

Damodaran, L. (1996). User involvement in the systems design process: A practicalguide for users. *Journal of Behaviour & Information Technology*, 15(6), 363–377.

Davenport, T. H. (1998). Putting the enterprise into the enterprise system. *Harvard Business Review, 76*(4), 121-131.

Davenport, T. H. (2000). *Mission critical: Realizing the promise of enterprise systems.* Boston: Harvard Business School Press.

De Veer, A. J., Fleuren, M. A., Bekkema, N., & Francke, A. L. (2011). Successful implementation of new technologies in nursing care: A questionnaire survey of nurse users. *BMC Medical Informatics and Decision Making*, 11(67). Available online

Dery, K., Grant, D., Harley, B., & Wright, C. (2006). Work, organisation and enterprise resource planning systems: *An alternative research agenda*. *New Technology, Work and Employment, 21*(3), 199-214.

Dewey, B. I., & DeBlois, P. B. (2006a). Current IT issues survey report, 2006. *EDUCAUSE Quarterly Magazine, 29*(2), 12-30.

Dewey, B. I., & DeBlois, P. B. (2006b, May/June 2006). Top-10 IT issues. *EDUCAUSE Review, 41,* 58-79.

Dillard, J. F., & Yuthas, K. (2006). Enterprise resource planning systems and communicative action. *Critical Perspectives on Accounting, 17*(2), 202-223. 54 .Dover, C. (2012). *Worldwide enterprise resource management applications 2012–2016 forecast and 2011 vendor shares* . (MARKET ANALYSIS No. 238476, Volume: 1).IDC.

Dobay, P. (2003): Vállalati információmenedzsment, NemzetiTankönyvkiadó, Budapest doi:10.13054/mije.13.35.3.2.

Duderstadt, J. J., Atkins, D. E., & Van Houweling, D. E. (2002). *Higher education in the digital age: Technology issues and strategies for american colleges and universities* Praeger Pub Text.

Egbe, Adewole.,Odeshi.(2014). Library Philosophy and Practice (e-journal) .

Ehie, I. C., & Madsen, M. (2005). Identifying critical issues in enterprise resource planning (ERP) implementation. *Computers in Industry, 56*(6), 545-557.

Fajana, A. (1970). Missionary educational Policy in Nigeria, 1842-1882. West African Journal of Education, 14(2).

Feemster, R. (2000). Taming the software monster. *University Business, 2*(10)

Ferratt, T. W., Ahire, S., & De, P. (2006). Achieving success in large projects: Implications from a study of ERP implementations. *Interfaces 36*(5), 458-469. Retrieved from Business Source Premier database.

Fichman, R. G. (2000). The diffusion and assimilation of information technology acceptance. In R. W. Zmud (Ed.), *Framing the domains of IT management: Projectingthe future through the past* (pp. 105-128). Cincinnati, OH: Pinnaflex Educational Resources.

Ficzeréné, N. K., Bakos, T. E. és Zörög, Z. (2009): Azönkormányzati pénzgazdálkodás és a belsô ellenôrzési funkcióösszefüggései, gyakorlati tapasztalatai. Erdei Ferenc V. Tudományos

Fisher, M. D. (2006). *Staff Perceptions of an Enterprise Resource Planning System Implementation: A Case Study of Three Australian Universities,*

Fister Gale, S. (2002), “For ERP success, plan on a culture change”, Workforce, September,pp. 88-94.

Fowler, A., & Gilfillan, M. (2003). A framework for stakeholder integration in higher education information systems projects. *Technology Analysis & Strategic Management, 15*(4), 467-489.

Frantz, R. (2002). John stuart mill as an anti-intuitionist social reformer. *The Journal of Socio-Economics, 31*(2), 125-136.

Fuchs, H. (1979): Rendszerelmélet Szerk. Bleicher, K.:A szervezetmint rendszer, Közgazdasági és Jogi Könyvkiadó, Budapest.

Ganeshan, R. and Harrison, T.P. (1995), “An introduction to supply chain management”, 22 May,available at: http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html

Gartner. (2011). *ERP readiness assessment.* (No. 224071510 – Version 1).Gartner.

Glover, S. M., Prawitt, D. F., & Romney, M. B. (1999). Implementing ERP: Internal auditing can help eliminate mistakes that commonly derail organizations' ERP initiatives. *Internal Auditor, 56*, 40-47.

Greci, R. T., & Hull, B. Z. (2004). New dog, old tricks: ERP and the systems development life cycle [Electronic version]. *Journal of Information Systems Education, 15*(3), 277-286.

Hanafizadeh, P., & Ravasan, A. Z. (2011). A McKinsey 7S model-based framework for ERP readiness assessment. *International Journal of Enterprise Information Systems, 7*(4), 23.

Hanson, W. (1966). Imagination and hallucination in African education. Michigan State

Harold, J. E. (2007). Evaluating and Implementing EDI at a Small Electronics Manufacturer.*Production and Inventory Management Journal*, *38*(3), 1-5.

Harrison, J. L. (2004). *Motivations for enterprise resource planning (ERP) system implementation in public versus private sector organizations.* (Ed.D., University of Central Florida). *ProQuest Dissertations and Theses,* . (305080817).

Harrold, D. (2001). How Manufacturing Benefits by Understanding ERP and IT. *Control Engineering*, *January*,26-36.

Hawking, P., & Stein, A. (2004).Revisiting ERP Systems: Benefit Realization.*Proceedings of the 37th. Hawaii International Conference on System Sciences*, p. 8.

Hawking, P., Stein, A., & Foster, S. (2004). *Revisiting ERP systems: Benefit realisation.* Paper presented at the 37th Hawaii International Conference on System Sciences, Hawaii.

Hawkins, B. L., & Barone, C. A. (2003). Assessing information technology: Changing the conceptual framework. In P. A. McClure (Ed.), *Organizing and managing information resources on your campus* (pp. 129-145). San Francisco: Jossey-Bass.

Hayman, L. (2000). ERP in the Internet Economy.*Information Systems Frontiers, 2*(2), 137-139.

Heiskanen, A., Newman, M., & Similä, J. (2000). The social dynamics of software development. *Accounting, Management and Information Technologies, 10*(1), 1-32. doi:10.1016/S0959-8022(99)00013-2.

Helo, P., Anussornnitisarn, P., & Phusavat, K. (2008). Expectation and reality in ERP implementation: Consultant and solution provider perspective. *Industrial Management & Data Systems, 108*(8), 1045-1059.

Hendrickson, D. (2001). Getting more out of ERP. *EAI Journal*, *December*, 24-27.

Hendrickson, D. (2010). Getting more out of ERP. *EAI Journal*, *December*, 24-27.

Holland, C. P., & Light, B. (2003). A framework for understanding success and failure in enterprise resource planning system implementation.

Hooks, A. (2002), "Change management: how to reduce the risk of change", available at: www.internext-group.com

http://www.biomedcentral.com/content/pdf/1472-6947-11-67.pdf, last accessed 20th August 2013.

Huang, S., Chang, I., Li, S., & Lin, M. (2004). Assessing risk in ERP projects: Identify and prioritize the factors. *Industrial Management & Data Systems, 104*(8), 681-688.

I, O. Akinyemi., E, O. Asani., & A, A. Adigun.(2013). Journal of Emerging Trends in Computing and Information Sciences. Vol. 4, No.12 December.

Information Systems Frontiers, 2(2), 233-241. Retrieved from ABI/INFORM Global database.

izobraževanja. Koper : Visoka šola za management : Inštitut za raziskovanje v managementu; 2002.

Jacobs, F. R., & Bendoly, E. (2003). Enterprise resource planning: Developments and directions for operations management research. *European Journal of Operational Research, 146*(2), 233-240.

Jacobs, F.R., &Bendoly, E. (2003). Enterprise Resource Planning: Developments and directions for operations management research. *European Journal of Operational Research,146*(2), 233-240.

Journal of Education, 14(1).

Journal of the Historical Society of Nigeria. 2(3); 517-535.

Kaar, M. (2009), *A Critical Investigation of the Merits and Drawbacks of In-depth Interviews*. Germany: GRIN Verlag.

Khaled Al-Fawaz, Zahran Al-Salti, and Eldabi, T. 2008. 'Critical Success Factors in ERP implementation: A Review'. European And Mediterranean Conference on Information Systems 2008, Dubai.

Kieser,A. (1995): Szervezetelméletek, Aula, Budapest

King, P. (2002). The promise and performance of enterprise systems in higher education. *EDUCAUSE Quarterly,*

Klaus, H., Rosemann, M., & Gable, G.G. (2000). What is ERP? *Information Systems Frontiers, 2*(2), 141-162.

Koch, C. (2001). Enterprise Resource Planning: Information Technology as a Steamroller for Management Politics. *Journal of Organizational Change Management, 14*(1), 64-78.

Kochan, A. (2009). Shortcuts to peak ERP Performance.*Works Management, 52*(3), 22-25.

Komboet. al. (2006). *Proposal and Thesis Writing: An Introduction*. Nairobi: Paulines Publications Africa.

Konar, N. (2009), *Communication Skills for Professionals*.New Delhi: PHI Learning Pvt. Ltd.

Konferencia, Kecskemét, pp. 156.

Kothari, C.R. (2004), *Research Methodology, Methods and Techniques*.2ndedn. New Delhi: New Age International (p) Ltd, Publishers.

Kraemmergaard, P., & Rose, J. (2002).Managerial Competencies for ERP Journeys.*Information SystemsFrontiers, 4*(2), 199-211.

Kumar, V., Maheshwari, B., & Kumar, U. (2008). An Investigation of Critical Management Issues in ERP Implementation: Empirical Evidence from Canadian Organizations. *Technovation*, *23*(10), 793-807.

Lalakota, R. and Robinson, M. (1999), E-business: Road-map for Success, Addison-Wesley,

Lamers, M. (2002). Do you manage a project, or what? A reply to "Do you manage work, deliverables or resources",< i> international journal of project Management</i>, april 2000. *International Journal of Project Management*, *20*(4), 325-329.

last accessed 20th August March 2013.

Le Vie, K. (1996). *Things to look forward to with SAP*. Unpublished manuscript.

Lee, J. R., Johnson, R. W., and Joyce, P. G. (2008). *Pubilc Budgeting Systems*. Sudbury, Massachusetts : Jones and Bartlett Pubishers.

Lee, M. K. O., Cheung, C. M. K., & Chen, Z. (2005). Acceptance of Internet-based learning medium: the role of extrinsic and intrinsic motivation. *Information & Management*, *42*(8), 1095–1104.

Lehr, W., and McKnight, L.W. "Wireless internet access: 3G vs WiFi? ," *Telecommunications Policy*,Volume 27, Number 5, 2003, pp.351-370.

Lewis, L.J. (1962). Phelps-Stokes Report on Education in Africa. London: Oxford University Press.

Liaw, S.-S. (2008). Investigating students' perceived satisfaction, behavioral perception, and effectiveness of e-learning: A case study of the Blackboard system. *Computers & Education*, *51*(2), 864–873.

Lieber, R. B. (1995). Here comes SAP. *Fortune, no.October*, *2*, 122-124.

Light, B. (2001). The maintenance implications of the customization of ERP software. *Journal of Software Maintenance and Evolution: Research and Practice, 13*(6), 415-429.

Luby, & J. S. Gansler, *Transforming Government Supply Chanin Management* (pp. 77-98). Lanham, Maryland : Rowman and Littelfield Publishers.

Luby, R. E., Gansler, J. S., and Kornberg, B. (2004). The Road to Transforming Supply Chain Management in Government. In R. E.

Lucas, H.C., and Spitler, V.K. "Technology use and performance: A field study of broker workstations,"*Decision Sciences*, Volume 30, Number 2, 1999,pp.291-311.

Marini, J. (1992). *The Politics of Budget Control*. Washington, DC : Hemisphere Publishing Corporation .

marioalexandrou.com/glossary/scm.asp Bruges, P. (2002), "ERP implementation methodologies", paper presented at MIS 488,Information Systems Analysis, St Louis, MO, Fall.

Markus, M. L., & Tanis, C. (2000). The enterprise system experience - from adoption to success. In R. W. Zmud (Ed.), *Framing the domains of IT research: Glimpsing the future through the past* (pp. 173-207). Cincinnati, OH: Pinnaflex Educational Resources.

McGee, D. Q. (2007). *The Budget Process, A Parliamentary Imperative*. London; Ann Arbor, MI : Plute Press.

McGee, R. W. (2004). *The Philosophy of Taxation and Public Finance*. Boston/Dordrecht/London : Kluwer Academic Publishers.

Miller, G., and Robbins, D. (2009). Progressive Government Budgeting. In F. Bogui, & F. Bogui (Ed.), *Handbook of GovernmentalAccounting* (pp. 71-127). Boca Raton, Florida, United States : CRC Press.

Moon, J.W., and Kim, Y.G. "Extending the TAM for a world-wide-web context," *Information &Management*, Volume 38, Number 4, 2001, pp. 217-230.

Murphy, C. (2004). 'Once and Future King of Campus Computing'.Campus Technology. Syllabus Media Group. Retrieved August 13, 2008.From: http://www.campustechnology.com/article.asp?id=8868.

Nah, F. F.-H. (Ed.). (2002). *Enterprise resource planning solutions and management*. Hershey, PA: IRM Press.

Nah, F. F.-H., Zuckweiler, K. M., & Lau, L. (2003). ERP implementation: Chief information officers' perspectives of critical success factors [Electronic version]. *International Journal of Human-Computer Interaction, 16*(1), 5-22.

Nielsen, J. L. (2005). Critical success factors for implementing an ERP system. In L. von Hellens, S. Nielsen, & J. Beekhuyzen (Eds.), *Qualitative case studies on implementation of enterprise wide systems* (pp. 211-231). Hershey, PA: Idea Group Publishing.

Nour, M. A. and Mouakket, S. (2011) A Classification Framework of Critical Success Factors for ERP Systems Implementation:A Multi-Stakeholder Perspective. *International Journal of Enterprise Information Systems,* 7(1) pp.56-71.

O'Cass, A., and Fenech, T. "Web retailing adoption: Exploring the nature of internet users web retailing behaviour," *Journal of Retailing and Con-sumer Services*, Volume 10, 2003, pp.81-94.

Okunoye, A., Frolick, M., & Crable, E. (2006). ERP implementation in higher education: An account of pre-implementation and implementation phases [Electronic version]. *Journal of Cases on Information Technology* 8(2), 110-132.

Oliver, D. (2005). Looking back, looking in and looking on: Treading over the ERP battleground. In L. von Hellens, S. Nielsen, & J. Beekhuyzen (Eds.), *Qualitative case studies on implementation of enterprise wide systems* (pp. 123-139). Hershey, PA: Idea Group Publishing.

Oracle. (2010, October 13). Oracle.com. Retrieved October 2010, 2010, from *Oracle Hyperion Public Sector Planning and Budgeting* :http ://www.oracle.com/us/solutions/ent-performance-bi/public-sector-planning-budgetting-065895.html

Ortega, B.H., Martinez, J.J., and Hoyos, M.J.M. "Analysis of the moderating effect of industry on online behaviour," *Online Information Review*, Volume 30, Number 6, 2006, pp.681-98.

Oye, N. D., A.Iahad, N., Madar, M. J., & Ab.Rahim, N. (2012). The Impact of E-Learning on Students Performance in Tertiary Institutions. *International Journal of Computer Networks and Wireless Communications (IJCNWC), 2*(2), 121–130.

Oye, N. D., Noorminshah, A., & NorZairah, Ab. Rahim.(2011). Journal of Emerging Trends in Computing and Information Sciences. VOL. 2, NO. 10, October.

Peslak, A. R., Subramanian, G. H., & Clayton, G. E. (2007/2008 Winter). The phases of ERP software implementation and maintenance: A model for predicting preferred ERP use [Electronic version]. *Journal of Computer Information Systems 48*(2), 25-33.

Pinto J., Slevin D. 1987. "Critical Factors in Successful Project Implementation", IEEETransactions on Engineering Management, 34(1), pp. 22-27.

Pituch, K. A., & Lee, Y. . (2006). The influence of system characteristics on e-learning use. *Computers & Education*, *47*(2), 222–244.

Pollock, N., Williams, R., & Procter, R. (2003). Fitting standard software packages to non-standard organizations: The "biography" of an enterprise-wide system. *Technology Analysis & Strategic Management, 15*(3), 317-332.

Project Management Institute (2000), A Guide to the Project Management Body of Knowledge,PMI, Newtown Square, PA.

projects: lessons from ERP.*Technovation, 23*, 1-15.

Rabaa'i, Ahmad A. (2009) *Identifying Critical Success Factors of ERP Systems at the Higher Education Sector.*In: ISIICT 2009 :Third International Symposium on Innovation in Information & Communication Technology, 15 - 17 December, 2009,Philadelphia University, Amman, Jordan.

Randall, R. (2005). *Procurement Lobbying Within State Government : An Emerging Trend*. Chicago, IL : National Association of State Procurement Officials.

Reading, MA.Maurer, R. (2002), "Plan for the human part of ERP", Workforce Online, September.

realizacije.Management, kakovost, razvoj - Koper :Visoka šola za management; 2002: 223 – 236. Zornada L et.al. Model informatizacije izobraževalnih zavodov terciarnega

Research Journal of Finance and Accounting www.iiste.org ISSN 2222-1697 (Paper) ISSN 2222-2847 (Online) Vol.4, No.6, 2013 34.

Retrieved from: http://web.ebscohost.com/ehost/pdfviewer/pdfviewer? sid=b1fcc440-4ce1-4284-b77a-27b1b990b8f4%40sessionmgr13&vid=1&hid=20.lastaccessed 12th March 2013.

Retrievedfrom:ttp://associations.missouristate.edu/assets/mohighedweb/ISTechnologyIntegrationinHigherEducation.pdf. last accessed 15th March 2013.

Rico, D.F. (2010). *ERP in Higher Education*. Retrieved on 5th October, 2012, from:http://davidfrico.com/rico04f.pdf.

Robinson, M. (2007). Results Information. In M. Robinson, Performance Budgeting, *Linking Funding and Results* (pp. 26-45). New York, New York : PALGRAVE MACMILLAN.

Roca, J. C., Chiu, C.-M., & Martínez, F. J. (2006). Understanding e-learning continuance perception: An extension of the Technology Acceptance Model. *International Journal of Human-Computer Studies*, *64*(8), 683–696.

Romeo, J. (2001). Less Pain, More Gain in ERP Rollouts. *Network Computing*, *12*(19), 49-56.

Ross, J. W., & Vitale, M. R. (2000). The ERP revolution: Surviving vs. thriving.

Rubin, I. S. (2008). *Public Budgeting Policy, Process, and Politics*. Armonk, New York : M.E. Sharpe, Inc.

ShambooA,&Resnik D. (2009). Responsible conduct of Research, 2nd ed. (*New York: Oxford University Press*).

Siau, K., & Messersmith, J. (2003). Analyzing ERP implementation at a public university using the innovation strategy model. *International Journal of Human-Computer Interaction*, *16*(1), 57-80.

sid=baf3fa4a-7280-47e5-aea8-1ce0a8e3ec1b%40sessionmgr13&vid=1&hid=20.

Siriginidi, S.R. (2007). Enterprise Resource Planning in Reengineering Business.*Business Process Management Journal*, *6*(5), 376-391.

Soh, C., Sia, S. K., Boh, W. F., & Tang, M. (2003). Misalignments in ERP implementation: A dialectic perspective. *International Journal of Human-Computer Interaction*, *16*(1), 81-100.

Stinchcombe, A.L. (2005). *The Logic of Social Research*. Chicago: University of Chicago Press.

Suleiman, A. Ahmad., Yunusa, Abubakar., & Jacob, Itse., Dabo.(2013). ISSN: 2186-845X ISSN: 2186-8441 Print Vol. 2. No. 1. January.

Sun, P.-C., Tsai, R. J., Finger, G., Chen, Y.-Y., & Yeh, D. (2008). What drives a successful e-Learning? An empirical investigation of the critical factors influencing learner satisfaction. *Computers & Education, 50*(4), 1183–1202.

Swartz D, Orgill K. Higher Education ERP:Lessons Learned. Educase Quaterly 2001;24: 20 – 2 Umble EJ, Umble MM. Avoiding ERP Implementation Failure. Industrial Management, 2002; 44 (1): 25 – 33.

Swartz, D. and Orgill, K. (2000), "Higher education ERP: lessons learned", EDUCASE, available at: www.gwu.edu/,cio/presentations/erp.html.

Systems Implementation in China: An Empirical Study. *International Journal of Production Economics, 98*(1),56-80.

Taiwo, Oladele (1966). Agencies of Education Lagos: Macmillan.UNESCO (1961). Final Report of the Conference of African States on the Development of Education in Africa Addis Ababa.

Thousand Oaks' California: Sega Publication Inc.

Umble EJ et.al. Enterprise resource planning: Implementation procedures and critical success factors. European Journal of Operational research 2003; 146 (2): 241 –257.

University. Quoted in West African Journal of Education, 10(1).

Uradni list RS, št. 100/2004.

Urwin, G. (2001), "Managing complexity in implementing ERP projects", Proceedings of the 12th Australasian Conference on Information Systems, Australian Computer Society, Sydney.

Van der Heijden, H. (2004). User Acceptance of Hedonic Information Systems. *MIS Quarterly*, *28*(4), 695–704.

Wang, S.-L., & Wu, P.-Y. (2008). The role of feedback and self-efficacy on web-based learning: The social cognitive perspective. *Computers & Education*, *51*(4), 1589–1598.

Watanabe, C., & Hobo, M. (2003).Creating a firm self-propagating function for advanced innovation-oriented.

Watson, W. R., & Watson, S. L. (2007). An Argument for Clarity: What Are Learning Management Systems, What Are They Not, and What Should They Become? *TechTrends: Linking Research and Practice to Improve Learning*, *51*(2), 28–34.

Web, A. (1998), "Plan to succeed in ERP implementation", June, available at: http://members.aol.

Wu, J.-H., Tennyson, R. D., & Hsia, T.-L. (2010). A study of student satisfaction in a blended e-learning system environment. *Computers & Education*, *55*(1), 155–164.

Yanosky R et.al. Higher-Education ERP in Transition. Gartner Inc.

Yu, C.-S. (2005). Causes influencing the effectiveness of the post-implementation ERP system. *Industrial Management & Data Systems*, *105*(1), 115-132. doi: 10.1108/02635570510575225.

Zhang, Z., Lee, K.O.M., Huang, P., Zhang, L., & Huang, X. (2005). A Framework for ERP

Zviran, M., Pliskin, N., & Levin, R. (2005). Measuring user satisfaction and perceived usefulness in the ERP context. *The Journal of Computer Information Systems, 45*(3), 43-52. Retrieved from ABI/INFORM Global database.