City University London

MSc Business System Analysis and Design

Year 2014-2015

Research Project Proposal

Stakeholder Perception Survey on Critical Success Factors (CSFs) in ERP Implementation

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1 Introduction

1.1 Title

"Stakeholder Perception Survey on Critical Success Factors (CSFs) in ERP Implementation"

1.2 Purpose

"Enterprise Resource Planning systems aim at integrating and streamlining organizational processes. Their adoption, coupled with an attempt to adhere to industry best practice, often bring to light much needed organizational transformation, the social dimensions of which are often sidelined. This latter dimension is also often found to have a strong bearing on success (Nour and Mouakket, 2011)."

ERP project operates in a dynamic world of stakeholders: from the familiar members of the project team to hidden project opponents that aren't listed on any organization chart and success of project hinges on the ability to meet or exceed their expectations.

"Stakeholders can be defined in many different ways (Mitchell et al., 1997)." According to Freeman's classical description of stakeholder, "is any group or individual who can affect or is affected by the achievement of the organization objectives (Freeman, 1984)." Stakeholder can be internal or external; primary or secondary: owner or no-owner in an ERP implementation.

In an attempt to identify and address the importance of key issues in ERP implementation, several academics have attempted to apply the "critical success factors (CSFs) approach" to analyze ERP implementations. Akkermans and van Helden, Nour and Mouakket also identified that "the presence and attitudes of stakeholders were the root causes driving performance of the acknowledged core processes. In their particular context, it emerged that simultaneous and mutually reinforcing changes in the presence and attitudes of stakeholders enabled a change in the project directional success (Akkermans and van Helden, 2002) (Nour and Mouakket, 2011)."

1.3 Research questions

The research questions are as follow:

- What are the different perceptions of the critical success factor between different stakeholders?
- How does the difference perception of critical success factor differ between different stakeholder in the developed (UK) and developing (India) country?

1.4 Aim

As discussed above in part 1.2, in a drive to find the answer to the research questions, this research proposal to develop the conceptual model of critical success factors based upon literature review and to subsequently present this to different stakeholder groups for ranking. Further data collected to be examined within *"the lens of five dimensions of Hofstede's cultural theory, power distance, individualist/collectivist, masculinity, uncertainty avoidance and indulgence*."

This research proposal aims to survey how different stakeholders evaluate the different critical success factors they think are important for achieving success in ERP Implementation and how does the culture differences influence the perception of critical success factors among different stakeholders.

1.5 Scope

This paper will identify 15 CSFs grouped into 5 dimensions through a literature review related to critical success factors and stakeholder management in ERP projects, and explore their ranking and underlying correlation. A questionnaire instrument containing these 15 CSFs first tested through pilot study, and then will be circulated to stakeholder in different companies in UK and India.

A cross sectional survey involving ERP professionals like project sponsors, project consultants, Project Managers, project team members, end-user who are involve in ERP implementation for both countries- United Kingdom and India.

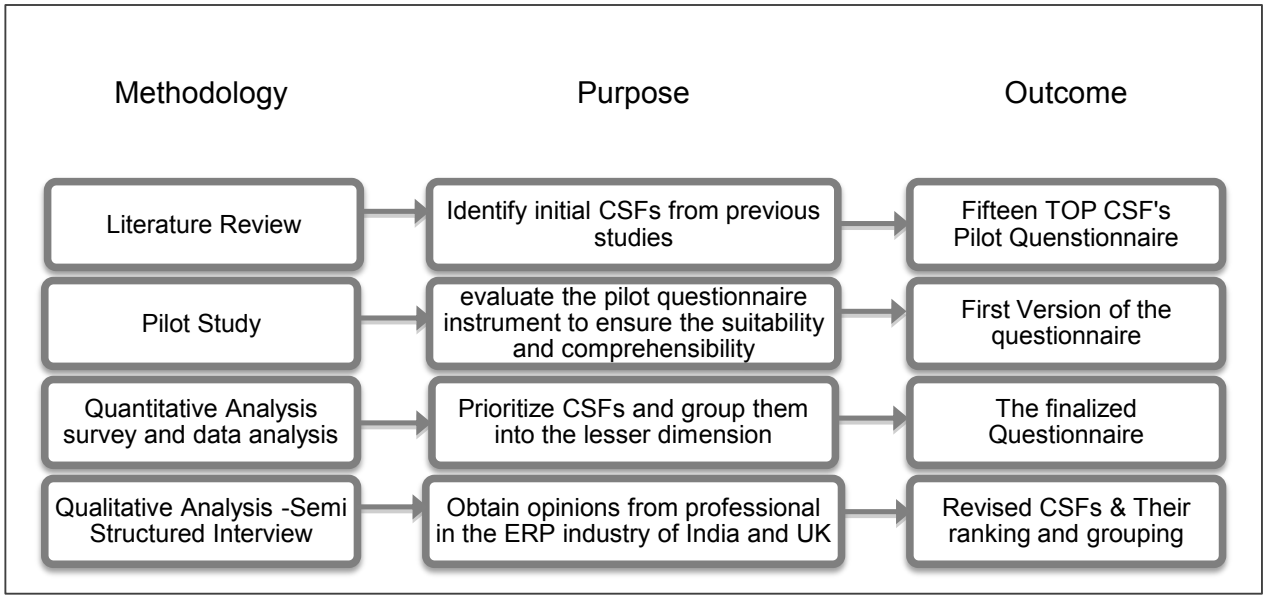
The estimated numbers of participation in the survey involve 4 ERP Business Partner (2 in each country), 10 large-medium sized firms for stakeholder analysis in the strategic and operational category. The selected companies for survey circulation must have implemented one of the top 10 ERP packages (based on world class consulting ERP indices, such as Gartner).

Data collected will to be examined within the "lens of five dimensions of Hofstede's cultural theory, power distance, the individualist/ collectivist, masculinity, uncertainty avoidance and indulgence." Further finding will be evaluated through interviews with ERP Project Professional in India and UK.

1.6 Outcome

"The scope of this research will be to primarily to identify the CSFs for ERP implementations; to formulate a conceptual model for CSF's in ERP implementation and to subsequently analyze this model from a multi-stakeholder perspective and dimensions of Hofstede's model of culture theory."

Outcome: The conceptual model of CSF's ranking by different stakeholder



1.7 Beneficiaries

The beneficiaries of this research are expected to both academic researchers and ERP Professionals. For Academic researcher, the finding shall contribute to bridge the gap in "Critical Success Factors in ERP implementation" literature by providing more insight from stakeholder perspective and culture dimension. As for ERP practitioners, the findings should highlight the practical importance of better understanding of the expectations of stakeholders and management of the stakeholders in different culture involved in ERP projects.

2 Critical Context

2.1 Introduction

This research proposal proposes to investigate the "critical success factors in ERP implementation" to provide an enhanced understanding of the key factors leading to implementation success. Although several researchers have identified or examined the critical success factors and key issues in ERP implementation, I am not aware of any research that has assessed the importance and criticality of these factors through stakeholder perception and country culture comparison between India and UK through the survey. This research proposal proposes 3 dimensional analyses of key issues in ERP Implementation –CSFs, Stakeholders and national Culture

2.2 Literature Review -Critical Success Factor

"Despite the benefits that can be achieved from a successful ERP system implementation, there is already evidence of failure in projects related with ERP implementations (Davenport, 1998)." Literature reviews (José Esteves-Sousa - Joan Pastor-Collado, 2000),(Esteves and Bohórquez, 2007) (A.T.AlSudairi, 2013) suggested that a comprehensive research has been engaged to define "critical success factors in ERP implementation." However, evidence of professed ERP project failures in industry suggests a need to investigate the question further for better understanding. Panoramic Consulting 2013 report on ERP usage indicates negative trends; 60% of ERP customers received 50% or less from ERP benefits, 61% from the customers suffer from time over run and 53% were adversely affected by the overrunning costs (Panorama, 2013).

José Esteves-Sousa - Joan Pastor-Collado collected all CSF found in 10 research studies then determined relationships and communality between them (José Esteves-Sousa - Joan Pastor-Collado, 2000). These factors were mapped in the "Unified Critical Success factors model" as below:

	Strategic	**Tactical**
Organisational	• Sustained Management support • Effective organisation change management, • Good project scope management, • Adequate project team composition, • Comprehensive business process • Reengineering • Adequate project champion role, • User Involvement and participation • Trust Between Partners	• Dedicated staff and consultants • Strong communication inwards and outwards • Formalised project plan/schedule • Adequate training program • Preventive trouble shooting • Appropriate usage of consultants • Empowered decision-makers
Technological	• Adequate ERP Implementation Strategy • Avoid customisation • Adequate ERP Version	• Adequate software configuration • Legacy system knowledge

"Unified critical success factor model"
Source: (José Esteves-Sousa - Joan Pastor-Collado, 2000)

In the recent study by A.T. AlSudari undertook the literature review comprised of several articles, books, live blogs, the thesis, documents, and case studies, "Around 50 articles had been reviewed to signify the importance of Critical Success Factors and its benefits to organizations (A.T.AlSudairi, 2013)."

"The identified critical success factors are: Top Management, Change Management, Project Management, Business process Re-Engineering, IT Infrastructure, Communication, and User training."

As part of stage 1 of this research, I propose to extend this literature review to recognize and categorize 15 CSFs associated with stakeholder in ERP projects.

2.3 Literature review - Stakeholder in ERP Implementation

There is literature suggesting that stakeholders can have different perceptions of what constitutes critical factors in ERP implementation success, both in terms of the importance of expectation and measure of success, against the benchmarks (Littau et al., 2010) (Davis, 2014).

Stakeholder Theory views an organization as a system of stakeholders. In Stakeholder Theory, a stakeholder can be defined in a number of ways. The most popular definition is by Freeman (Freeman, 1984) who defined a stakeholder "as any group or individual who can affect or be affected by the achievement of an organization's purpose." Alternatively, stakeholders can be classified as primary or secondary (Mitchell et al., 1997). Ahn and Skudlark have provided an extended definition of the stakeholder in this way: "the stakeholders are a group of people sharing a pool of values that define what the desirable features of an information system are and how they should be obtained (Ahn and Skudlark, 1997)."

"*Boonstra illustrated that ERP-implementation can have an influence on the interests of stakeholders, and be perceived as a negotiation process where various parties try to use the ERP project to defend or to advance their individual or group interests (Boonstra, 2006)."* ERP projects can be seen as socio-technical challenges where group dynamics and technological advancement continuously and mutually shape each other (Newll,Huang,Tansley, 2002). There is thus a need to identify and understand these groups and their dynamics.

The definition of stakeholders in this proposed research is based on the basic definition provided by Freeman (Freeman, 1984). The four main stakeholder categories of ERP Implementation are identified for this research as senior management, end-users, IT staff and external parties-ERP Consultants.

2.4 Literature Review - National Culture in ERP Implementation

"ERP systems are built on the best practices in industry, which represent the most cost-effective and efficient ways of performing business processes (Sumner, 2005) (M.Lynne Markus, 2000)." *The transfer of information systems like ERP, typically developed in western countries, to developing countries is often marred by problems of mismatch with local cultural, economic and regulatory requirements* (Grabot et al., 2008, pp. 188–192).

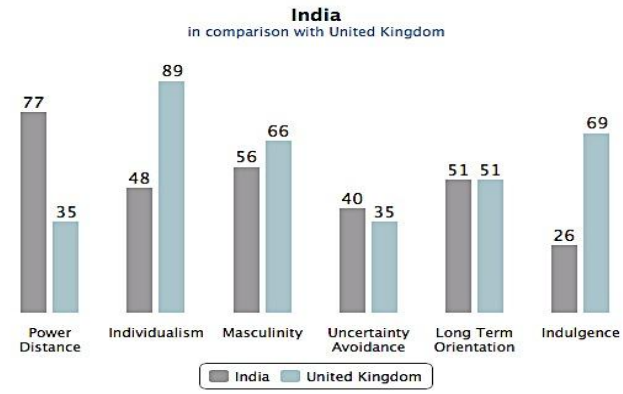
Soh et al examined the cultural misfits of ERP packages from a Singaporean perspective (Soh et al., 2000) . Huang and Palvia identified a range of issues concerning ERP implementation by making a comparison of developed and developing countries (Huang and Palvia, 2001).

Rajapakse and Seddon (Rajapake,Seddon, 2005) evaluated six ERP implementations in Sri Lanka , applying Hofstede's dimensions of national culture,. "*The findings revealed a clash of cultural forces between the culture embedded in Western products and the culture of Asian ERP adopters."*

"Based on an extensive study of national cultures across more than 70 countries, Hofstede developed a model that identifies the primary dimensions to assist in differentiating cultures: Power Distance, individualism, Masculinity, Uncertainty Avoidance, Long term Orientation and Indulgence(Hofstede, 2001)."

In this research, I propose to consider the national cultural factors centred on Hofstede's categorization of national culture.

The cultural differences in India and UK along these dimensions can significantly impact the success of the ERP projects. Therefore, I consider that by evaluating ERP implementations in these two different countries, I will deepen the understanding of "Critical Success Factors in ERP implementations" and contribute as to how professionals can increase the rate of success of ERP projects in culturally different contexts.



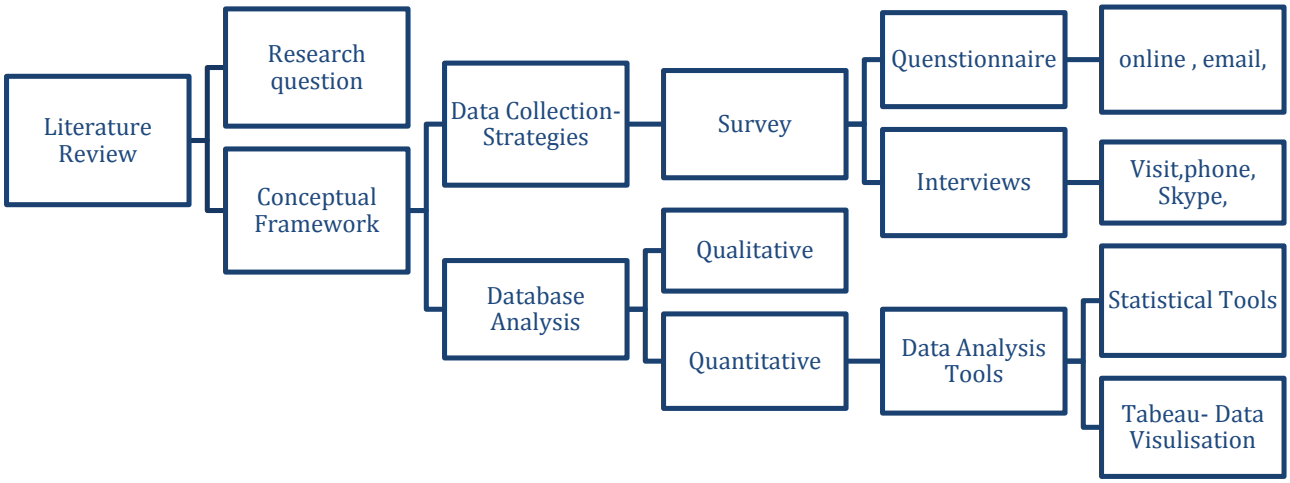
Source: http://geert-hofstede.com/india.html

3 Approaches: Methods & Tools for Analysis & Evaluation

3.1 Research Approach

A literature review has been taken in order to acquire knowledge related with this CSF, stakeholder and culture dimension in ERP Implementation. The literature review is the main source of information for this project proposal. The literature review will be further extended as the first step in the research period. The quantitative and qualitative data from the participants will be collected through the structured questionnaire. A survey methodology is along with cross-sectional with the personal interviews of the key persons in ERP Projects.

3.2 Research Process Model



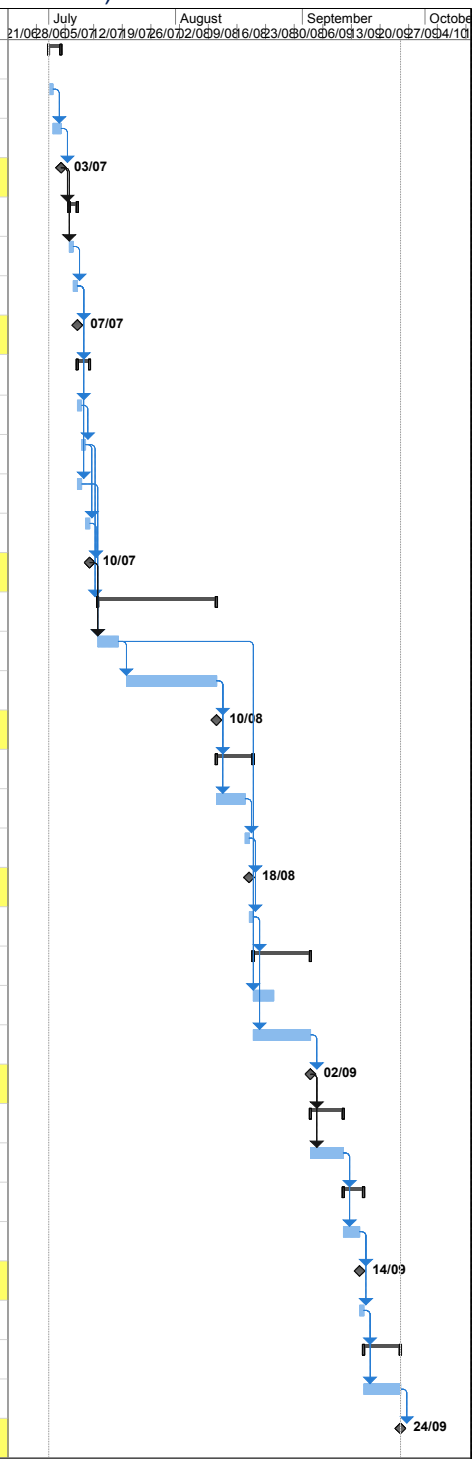
Model of Research Process: (Oates, 2006, p. 33).

3.3 Research Methodology

Research Stages using SAP-ASAP Methodology				
	Phase		Description	Process
Project Preparation	1	**Conceptual Model**	A conceptual framework will be formulated based on this literature review and further extended review in stage1 of research.	The conceptual framework will cover • 15 Top Critical Success factor in ERP Implementation o be analyzed • Categorization of stakeholder to be surveyed. • Cultural dimensions to be assessed • Relational and categorization mapping of CSF's with stakeholder and cultural dimensions.
Project Blueprint	2	**Questionnaire Design**	This phase involved the design of the questionnaire for the conceptual model in phase 1.	• *'Likert scale',* with five values ranging from "very significant" to "very insignificant" will be incorporated in questions for capturing the significance, a respondent attaches to a particular factor.
	3	**Pilot Study: Questionnaire Validation**	This phase will evaluate the pilot questionnaire to ensure the suitability and comprehensibility.	• After the questionnaire will be prepared, it will be sent to 8 ERP industry professionals, including ERP consultants, ERP manager and ERP user's for evaluation. • After the evaluation and feedback, the changes suggested will be incorporated into the survey form.
Realisation	4	**Quantitative Data collection (Survey)**	This Phase will involve the collection of data based on the survey designed in phase 3.	• The survey will be open for 30days. • For selecting the respondents, only the persons who are related with ERP implementation will be selected. • The survey link will be posted on multiple ERP communities on networking sites (www.linkedin.com, www.monkeysurvey.com). • The survey will be emailed to employees of the principal participants -ERP consulting firms in India and UK thorough their HR personnel.
	5	**Qualitative Interviews**	Evaluation and Refinement of the finding from data analysis with the qualitative interview.	• After quantitative data collection, Semi Structured interview will be arranged with ERP industry professionals, including ERP consultants, ERP manager and users for validation and evaluation of the finding.
Final Preparation	6	**Quantitative Data Analysis**	Phase 6 will involve the analysis of the data obtained from phase 4 and Phase 5	This phase will be divided into three parts, • Analysis of survey data in phase1-stakeholder categories • The evaluating the conceptual model using a suitable data analysis technique (statistical z-test or Data Visualisation) • The first synthesis of the results and research question evaluation
Project Closure/ Sign off	7	**Conclusion**	Phase 7 concludes the final research finding and research process and involves writing up of dissertation	• Compilation of final research finding • Writing up of the dissertation • And the final Submission

4.0 Work Plan 4.1 Project Period (Wed 01/07/2015-Thu 24/9/2015) 4.2 Gantt Chart

ID	Task Name	Duration	Start	Finish
1	**Conceptual Model**	**3 days**	**Wed 01/07/15**	**Fri 03/07/15**
2	Literature review	1 day	Wed 01/07/15	Wed 01/07/15
3	Mapping stakeholder and culture dimension with CSFs	2 days	Thu 02/07/15	Fri 03/07/15
4	Conceptual Framework	0 days	Fri 03/07/15	Fri 03/07/15
5	**Design Quenstionnaire**	**2 days**	**Mon 06/07/15**	**Tue 07/07/15**
6	List of quenstion/statement under each CSF	1 day	Mon 06/07/15	Mon 06/07/15
7	Review with supervisor	1 day	Tue 07/07/15	Tue 07/07/15
8	Survey Quenstionnaire Ready	0 days	Tue 07/07/15	Tue 07/07/15
9	**Pilot Study-Quenstionnaire Validation**	**3 days**	**Wed 08/07/15**	**Fri 10/07/15**
10	Prepare : List of Participants	1 day	Wed 08/07/15	Wed 08/07/15
11	Circulate Pilot Quenstionnaire	1 day	Thu 09/07/15	Thu 09/07/15
12	Complete list of participants to be invited	1 day	Wed 08/07/15	Wed 08/07/15
13	Evaluate and review Quenstionnaire	1 day	Fri 10/07/15	Fri 10/07/15
14	Final Quenstionnaire with forms ready	0 days	Fri 10/07/15	Fri 10/07/15
15	**Data Collection**	**21 days**	**Mon 13/07/15**	**Mon 10/08/15**
16	Survey Circulation with consent form	5 days	Mon 13/07/15	Fri 17/07/15
17	Data Collection	16 days	Mon 20/07/15	Mon 10/08/15
18	Survey Completed	0 days	Mon 10/08/15	Mon 10/08/15
19	**Quantitative Data Analysis**	**7 days**	**Tue 11/08/15**	**Wed 19/08/15**
20	Statistical Data Analysis	5 days	Tue 11/08/15	Mon 17/08/15
21	Prepare Finding Synthesis	1 day	Tue 18/08/15	Tue 18/08/15
22	Quanitative Data Analysis Completed	0 days	Tue 18/08/15	Tue 18/08/15
23	Supervisor Review	1 day	Wed 19/08/15	Wed 19/08/15
24	**Qualitative Data -Interview**	**10 days**	**Thu 20/08/15**	**Wed 02/09/15**
25	Interview Quenstionnaire	3 days	Thu 20/08/15	Mon 24/08/15
26	Conduct Interviews	10 days	Thu 20/08/15	Wed 02/09/15
27	Interview Completed	0 days	Wed 02/09/15	Wed 02/09/15
28	**Data Analysis**	**6 days**	**Thu 03/09/15**	**Thu 10/09/15**
29	Survey+Interview Data Analysis	6 days	Thu 03/09/15	Thu 10/09/15
30	**Finding Synthesis**	**3 days**	**Fri 11/09/15**	**Tue 15/09/15**
31	Research Questions evaluation	2 days	Fri 11/09/15	Mon 14/09/15
32	Research Finding Completed	0 days	Mon 14/09/15	Mon 14/09/15
33	Supervisor Review	1 day	Tue 15/09/15	Tue 15/09/15
34	**Conclusion & Write Up**	**7 days**	**Wed 16/09/15**	**Thu 24/09/15**
35	Final Write up +Supervisor Review	7 days	Wed 16/09/15	Thu 24/09/15
36	Disseration Submission	0 days	Thu 24/09/15	Thu 24/09/15



Project: Simple Project Plan
Date: Fri 24/04/15

Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			

5 Risks- Risk Register

Identified Risk	Likelihood	Potential Impact	Mitigation Strategy
Scope			
Research proposal not accepted	Medium	Moderate	Refine the proposal to an acceptable standard
Scope Creep	Low	Serious	Start with a fundamental objective – (stakeholder perception survey) first then cross -cultural dimension
Companies involving in surveys cannot be convinced to participate in research.	Medium	Serious	Review with the supervisor to consider a different methodology – case studies and qualitative analysis through interviews
Survey responses too low and slow	Medium	Serious	Review with the supervisor to consider a different methodology – case studies and qualitative analysis through interviews
Time			
Delay in phase delivery	Medium	Moderate	Review, the project planned in detail with supervisor and department approval.
Internship/Job Opportunity	High	Moderate	Timely Request and Review with Supervisor to extend submission date to Jan 16.
Resource			
Data loss due to hardware failure	Medium	Serious	Frequent Data Backup on Drop box
Lack of skills for Statistical Tools	Medium	Low	-Take training on statistical tool Seek Assistance from BSAD student group and friends

6 Ethical, Professional & Legal Issues

“Research Governance framework established by Department of Computer Science “ and the university’s “ethical policies” has been considered for this proposal. Completed Review Form A and Form B has been included in this document. During the research, the information sheet duly approved by the supervisor will be provided to all the participants. The written consent will be obtained from all project participants. The data collected during the research will be kept confidential and secured and stored in accordance with “the Data Protection Act”. Ethic review form has been complete and attached herewith.

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8 Ethic Review Form-Part A Ethics Checklist

Ethics Review Form: BSc, MSc and MA Projects

Computer Science Research Ethics Committee (CSREC)

Undergraduate and postgraduate students undertaking their final project in the Department of Computer Science are required to consider the ethics of their project work and to ensure that it complies with ethical guidelines. In some cases ethics approval will have to be obtained from an ethics committee before the project can proceed. Usually, but not always, this will be because the student is involving other people ("participants") in the project.
In order to ensure that due consideration is given to ethical issues, all students must complete this form and attach it to their project proposal document. There are two parts:
Part A: Ethics Checklist. All students must complete this part. The checklist identifies whether the project requires ethical approval and, if so, where to apply for approval.
Part B: Ethics Proportionate Review Form. This part is an application for ethical approval of low-risk research. Students who have answered "no" to questions 1 – 18 and "yes" to question 19 in the checklist must complete this part. The project supervisor has delegated authority to approve this application.

Part A: Ethics Checklist

If your answer to any of the following questions (1 – 3) is YES, you must apply to an appropriate external ethics committee for approval:		*Delete as appropriate*
1.	Does your project require approval from the National Research Ethics Service (NRES)? (E.g. because you are recruiting current NHS patients or staff? If you are unsure, please check at http://www.hra.nhs.uk/research-community/before-you-apply/determine-which-review-body-approvals-are-required/)	**No**
2.	Will you recruit any participants who fall under the auspices of the Mental Capacity Act? (Such research needs to be approved by an external ethics committee such as NRES or the Social Care Research Ethics Committee http://www.scie.org.uk/research/ethics-committee/)	**No**
3.	Will you recruit any participants who are currently under the auspices of the Criminal Justice System, for example, but not limited to, people on remand, prisoners and those on probation? (Such research needs to be authorised by the ethics approval system of the National Offender Management Service.)	**No**

If your answer to any of the following questions (4 – 11) is YES, you must apply to the Senate Research Ethics Committee for approval (unless you are applying to an external ethics committee):		*Delete as appropriate*
4.	Does your project involve participants who are unable to give informed consent, for example, but not limited to, people who may have a degree of learning disability or mental health problem, that means they are unable to make an informed decision on their own behalf?	**No**
5.	Is there a risk that your project might lead to disclosures from participants concerning their involvement in illegal activities?	**No**
6.	Is there a risk that obscene and or illegal material may need to be accessed for your project (including online content and other material)?	**No**
7.	Does your project involve participants disclosing information about sensitive subjects?	**No**
8.	Does your project involve you travelling to another country outside of the UK, where the Foreign & Commonwealth Office has issued a travel warning? ()	**No**

9.	Does your project involve invasive or intrusive procedures? For example, these may include, but are not limited to, electrical stimulation, heat, cold or bruising.	**No**
10.	Does your project involve animals?	**No**
11.	Does your project involve the administration of drugs, placebos or other substances to study participants?	**No**

If your answer to any of the following questions (12 – 18) is YES, you must submit a full application to the Computer Science Research Ethics Committee (CSREC) for approval (unless you are applying to an external ethics committee or the Senate Research Ethics Committee). Your application may be referred to the Senate Research Ethics Committee.		*Delete as appropriate*
12.	Does your project involve participants who are under the age of 18?	**No**
13.	Does your project involve adults who are vulnerable because of their social, psychological or medical circumstances (vulnerable adults)? This includes adults with cognitive and / or learning disabilities, adults with physical disabilities and older people.	**No**
14.	Does your project involve participants who are recruited because they are staff or students of City University London? For example, students studying on a particular course or module. (If yes, approval is also required from the Head of Department or Programmed Director.)	**No**
15.	Does your project involve intentional deception of participants?	**No**
16.	Does your project involve participants taking part without their informed consent?	**No**
17.	Does your project pose a risk to participants or other individuals greater than that in normal working life?	**No**
18.	Does your project pose a risk to you, the researcher, greater than that in normal working life?	**No**

If your answer to the following question (19) is YES and your answer to all questions 1 – 18 is NO, you must complete part B of this form.		
19.	Does your project involve human participants? For example, as interviewees, respondents to a questionnaire or participants in evaluation or testing.	**Yes**

10 Part B: Ethics Proportionate Review Form

If you answered YES to question 19 and NO to all questions 1 – 18, you may use this part of the form to submit an application for a proportionate ethics review of your project.

The following questions (20 – 24) must be answered fully.		*Delete as appropriate*
20.	Will you ensure that participants taking part in your project are fully informed about the purpose of the research?	**Yes**
21.	Will you ensure that participants taking part in your project are fully informed about the procedures affecting them or affecting any information collected about them, including information about how the data will be used, to whom it will be disclosed, and how long it will be kept?	**Yes**
22.	When people agree to participate in your project, will it be made clear to them that they may withdraw (i.e. not participate) at any time without any penalty?	**Yes**
23.	Will consent be obtained from the participants in your project? Consent from participants will be necessary if you plan to gather personal data. "Personal data" means data relating to an identifiable living person, e.g. data you collect using questionnaires, observations, and interviews, computer logs. The person might be identifiable if you record their name, username, student id, DNA, fingerprint, etc. *If YES, attach the participant information sheet(s) and consent request form(s) that you will use. You must retain these for subsequent inspection. Failure to provide the filled consent request forms will automatically result in withdrawal of any earlier ethical approval of your project.*	**Yes**
24.	Have you made arrangements to ensure that material and/or private information obtained from or about the participating individuals will remain confidential? Provide details: *The following procedures will be used to protect confidentiality of downloaded data:* • *If any personal information, IP addresses collected by the survey tool, the addresses will be deleted from the downloaded data file.* • *All responses should then be deleted from the online survey. The resulting data file that is used for data analysis should be free of any identifiers, including IP addresses or other electronic identifiers.* • *The data file will be stored on a password -protected computer.* • *Any back up data files will also be stored in a secure location.*	**Yes**

If the answer to the following question (25) is YES, you must provide details		*Delete as appropriate*
25.	Will the research be conducted in the participant's home or other non-University location? *If **YES**, provide details of how your safety will be ensured:* • *Interviews will be conducted through phone, Skype (for India Participants) and visit.* • *These interviews will be conducted either in participant's office or public place.*	**Yes**

Attachments (these must be provided if applicable):	*Delete as appropriate*
Participant information sheet(s)	**Yes / No / Not applicable**
Consent form(s)	**Yes / No / Not applicable**
Questionnaire(s)**	**Yes / No / Not applicable**
Topic guide(s) for interviews and focus groups**	**Yes / No / Not applicable**
Permission from external organisations (e.g. for recruitment of participants)**	**Yes / No / Not applicable**

**If these items are not available or not applicable at the time of submitting your project proposal, preliminary approval through proportionate review can still be given. This will be subject to you submitting the items to your supervisor for approval at a later date. Approval must be obtained prior to the research commencing.

Templates
The University provides templates, which should be used as the basis for your participant information sheets and consent forms. These are available from the links below but **must** be adapted according to the needs of your project before they are submitted for consideration.
Adult information sheet:
http://www.city.ac.uk/__data/assets/word_doc/0018/153441/TEMPLATE-FOR-PARTICIAPNT-INFORMATION-SHEET.doc
Adult consent form:
http://www.city.ac.uk/__data/assets/word_doc/0004/153418/TEMPLATE-FOR-CONSENT-FORM.doc

11 Appendices

11.1 Participant Information Sheet

This will be completed as the phase 1 of the research process during the project planning stage.

TEMPLATE FOR PARTICIAPNT INFORMATION SHEET

The text below in italics is for guidance only and should be deleted; the text not in italics is compulsory and has to be included.

The information sheet should be written in lay language, 12pt font in order to assist with readability and be age appropriate. If you are recruiting children you may need more than one information sheet to ensure they are appropriate for each age group. You may also need information sheets for parents/guardians.

Further guidance can be found here: staff/students

Headed paper – clear identification of the University as the responsible institution

Title of study : **Stakeholder Perception Survey on Critical Success Factors (CSFs) in ERP Implementation**

We would like to invite you to take part in a research study. Before you decide whether you would like to take part it is important that you understand why the research is being done and what it would involve for you. Please take time to read the following information carefully and discuss it with others if you wish. Ask us if there is anything that is not clear or if you would like more information.

What is the purpose of the study?

This research proposal aims to examine how different stakeholders judge the different critical success factors they think are important for achieving success in ERP Implementation and how does the culture differences influence the perception of critical success factors among different stakeholders.

Why have I been invited?

Include inclusion (and exclusion if appropriate) criteria, to let the participants know why and how they are chosen, and how many others will be involved in the study.

Do I have to take part?

A clear statement that participation is voluntary, that participants may withdraw at any stage, or avoid answering questions which are felt to be too personal or intrusive, and an assurance that this will not affect any future treatment (where applicable) or penalized if they choose to withdraw. If students are being recruited, a statement that taking part in the research will not affect their grades should be included.

Suggested wording to be amended as appropriate: Participation in the project is voluntary, and you can choose not to participate in part or the entire project. You can withdraw at any stage of the project without being penalised or disadvantaged in any way.

The statement should include the following paragraph:

It is up to you to decide whether or not to take part. If you do decide to take part you will be asked to sign a consent form. If you decide to take part you are still free to withdraw at any time and without giving a reason.

What will happen if I take part?

- *How long will the participant be involved*
- *How long will the research study last*
- *How often will the participants meet the researcher/s*
- *How long will the meetings with the researcher/s be*
- *What exactly will happen – e.g. collecting personal information, questionnaires, interviews (structured/semi-structured), focus groups, tests etc.?*
- *What is the research method used (simple, brief and lay)*
- *Where is the research taking place*

Expenses and Payments (if applicable)

- *Travel expenses*
- *Rewards – financial or otherwise*
- *Explanation of when, how (cash, voucher etc.) and why these payments are made*

What do I have to do?

Briefly and clearly explain what you will expect from your research participants

What are the possible disadvantages and risks of taking part?

A list of all possible or reasonably foreseeable risks of harm or possible side effects to the potential participant (outlining likely incidence and severity).

What are the possible benefits of taking part?

A list of possible benefits to the participant. If there are none, this should be stated indirect benefit, such as potential benefits to future patients, to the wider community and/or contributing to knowledge can be included here.

What will happen when the research study stops?

Information about what will happen to the participant's data if the project is stopped, including information about destruction, storage and use of collected data.

Will my taking part in the study be kept confidential?

- *Who will have access to the information (before and after anonymising the data if applicable)*
- *Audio/video recording/photographs*
- *Future use of personal information*
- *Data archiving/sharing*
- *Any restrictions on confidentiality – e.g. reporting of violence, abuse, self-inflicted harm, harm to others, criminal activity*
- *A statement of where the records will be stored and details of destruction.*

What will happen to results of the research study?

Details of what sort of publications, including possible future publications as well as the current thesis/report, might arise from the research and whether anonymity will be maintained. If the

participants will receive a copy of the publication/summary of the results, include details of what they need to do in order to receive it.

ONLY FOR OPTOMETRY PROJECTS – the following must be inserted:
Although these procedures may give you useful information about your vision, they are not a full eye test that can be used for diagnostic purposes, and are no substitute for regular visits to your optometrist.

What will happen if I don't want to carry on with the study?
A clear statement that the participant is free to withdraw from the study without an explanation or penalty at any time.

What if there is a problem?
If the research is taking place overseas, a local contact should be provided.

If you have any problems, concerns or questions about this study, you should ask to speak to a member of the research team. If you remain unhappy and wish to complain formally, you can do this through the University complaints procedure. To complain about the study, you need to phone 020 7040 3040. You can then ask to speak to the Secretary to Senate Research Ethics Committee and inform them that the name of the project is: .....
……
You could also write to the Secretary at:
Anna Ramberg
Secretary to Senate Research Ethics Committee
Research Office, E214
City University London
Northampton Square
London
EC1V 0HB
Email: Anna.Ramberg.1@city.ac.uk

City University London holds insurance policies, which apply to this study. If you feel you have been harmed or injured by taking part in this study you may be eligible to claim compensation. This does not affect your legal rights to seek compensation. If you are harmed due to someone's negligence, then you may have grounds for legal action.

Who has reviewed the study?
This study has been approved by City University London *[insert which committee here]* Research Ethics Committee

Further information and contact details
Contact details of someone who will answer any inquiries about the research (include details of supervisor/s if the researcher is a student). Only University email addresses and phone numbers should be used.

Thank you for taking the time to read this information sheet.

11.2 Consent Form

This will be completed as the phase 1 of the research process during the project planning stage.

TEMPLATE FOR CONSENT FORM

This is a template for informed consent form and should be adapted to suit your particular project. Further guidance can be found here: staff/students

Headed paper – clear identification of the University as the responsible institution

Title of Study: *(exactly as on the application form)*

Please initial box

1.	I agree to take part in the above City University London research project. I have had the project explained to me, and I have read the participant information sheet, which I may keep for my records. I understand this will involve [*researcher to add/delete as appropriate prior to use*]: • Be interviewed by the researcher • Allow the interview to be videotaped/audiotaped • Provide samples of blood/urine/muscle tissue/saliva/faeces __ times at __ hour/day/week intervals • Complete questionnaires asking me about. • Make myself available for a further interview should that be required • Take a trial medication __ times a day for __ weeks • Use a computer to. • Allow the researchers to have access to my medical/academic records	
2.	This information will be held and processed for the following purpose(s): [*list purposes – researcher to add/delete as appropriate prior to use*] I understand that any information I provide is confidential, and that no information that could lead to the identification of any individual will be disclosed in any reports on the project, or to any other party. No identifiable personal data will be published. The identifiable data will not be shared with any other organisation. OR The identifiable data will be shared with (list organisations). This organisation	

	has made a written agreement with the University to abide by the Data Protection Principles. OR I understand that …… (outline steps to be taken) will be done to protect my identity from being made public. AND/OR I understand that I will be given a transcript of data concerning me for my approval before it is included in the write-up of the research. OR I understand that I have given approval for my name and/or the name of my village/community, and/or the name of my workplace to be used in the final report of the project, and future publications. OR I understand that confidentiality cannot be guaranteed for information which I might disclose in the focus group(s)/group interviews(s). OR I consent to the videotapes being shown to other researchers and interested professionals. OR I consent to the use of sections of the videotapes in publications.	
3.	I understand that my participation is voluntary, that I can choose not to participate in part or all of the project, and that I can withdraw at any stage of the project without being penalized or disadvantaged in any way.	
4.	I agree to City University London recording and processing this information about me. I understand that this information will be used only for the purpose(s) set out in this statement and my consent is conditional on the University complying with its duties and obligations under the Data Protection Act 1998.	
5.	I agree to take part in the above study.	

_____	_____	_____
Name of Participant	Signature	Date

_____	_____	_____

Name of Researcher Signature Date

When completed, 1 copy for participant; 1 copy for researcher file.

11.3 Questionnaire

This will be completed as the phase 1 of the research process during the project planning stage.

11.4 Topic guide(s) for interviews and focus groups

This will be completed as the phase 1 of the research process during the project planning stage.

11.5 Permission from external organisations

This will be completed as the phase 1 of the research process during the project planning stage.