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APPENDIX

Semi structured interview guide for senior personal (Resource Allocators)

Objective 1: To identify the key roles of an ERP implementation project

1. What are the types of projects handled by your organization?
2. What are the last 5 ERP implementations you worked at?
3. How many levels exist? Can you explain?
4. What roles does the project have to play in implementations?
5. In your experience what are the most challenging roles in an implementation?
6. What is the success rate of them and what do you think was the key to success?

Objective 2: Explore the impact of gender related characteristics in each job role during ERP implementations



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7. What methodology do you follow to manage and allocate resources to ERP projects?
8. Do you operate locally, internationally or both? What are the destinations you operate in and have clients in ?
9. Presently how many employees have you deployed on projects?
10. What is the gender composition within the teams deployed in these projects?
11. What criteria do you take in to account during the selection of employees to projects?
12. What is the leadership Gender composition within the organization?
13. What do you think are the most critical criteria to be met in order for an ERP implementation to be successful?
14. What criteria do you look in to the individuals who are assigned for key areas such as requirement gathering ?

15. How important is keeping to the time plan to the success of the implementation?
16. What are the working hours in your organization?
17. How often do your employees work overtime?
18. What is your idea about working late night and meeting deadlines?

Objective 3: Explore gender related suitability for successful ERP implementations

19. How important is the wellbeing and job satisfaction of your employees to you?
20. How do you think you can enhance employee satisfaction and motivation for males and females separately during implementations ?
21. On what grounds would you assess a person to be suitable to take up a given role ?
22. Based on what standard, would you measure/rate the suitability?
23. In your opinion and experience is there a preference towards one gender during selection? And why?
24. When recruiting or allocating to a project, who would you select from 2 people, a guy or a girl holding the same experience and qualifications?

Semi structured interview guide for team members

Objective 1: To Identify the key roles of an ERP implementation project

1. How long have you been working in your current position?
2. How many years of ERP Implementation experience do you possess?
3. What is your highest educational qualification ?
4. How many members are there in the team you are a part of ?
5. In your team what is the position you hold?

6. What are the greatest challenges you have faced in your current job role ?

Objective 2: Explore the impact of gender related characteristics in each job role during ERP implementations

7. Do you enjoy working in teams?
8. Are there any tasks that you felt hard to achieve in your current role?
9. If so what are the reasons to feel so ?
10. Are there certain activities in an ERP implementation that you feel should be handled by the opposite sex? If so why ?
11. What are the usual working hours you work and have there been exceptions ?
12. What time of the day are you most comfortable working?
13. Are you comfortable in working over night during project cutovers, migrations, go lives etc?
14. Being a person with so many commitments in your personal life, what is your idea towards having to work late nights?



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Objective 3: Explore gender related suitability for each job role for successful ERP implementations

15. Do you think working late nights is not suitable for an individual such as yourself? Why ?
16. What are the leave benefits you are entitled for ?
17. What is the procedure for obtaining leave in this company ?
18. Are you comfortable with this process and in your opinion is it hard or easy to obtain the necessary leave ? Can you explain why ?
19. What is your idea towards the attitudes, beliefs and working style of the management?
20. Considering the benefits/issues your current job role adds to your life, are you a satisfied employee in your current position? Can you explain ?

21. We know that ERP implementations are tough. As per your current experience, what issues have you faced during these implementation projects?



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