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APPENDIX A

K. D. Asanga Jayanada is a MEng student from Department of Mechanical Engineering, University of Moratuwa. As the final requirement of his MEng degree, he is now engaged in a research on “Impact of the successful implementations of Enterprise Resource Planning (ERP) systems on organizational structure in Sri Lankan manufacturing sector”. The researcher would like to extend his sincere gratitude to all the respondents for allocating their valuable time with busy schedules to complete this questionnaire. The information furnished by you will be dealt with strict confidentiality and be used only for academic purposes. Under no circumstances will your identity be divulged. You may contact the researcher via asangajk@gmail.com or 0714800889.

The Questionnaire

	 How do you evaluate the level of performance of the ERP in relation to following areas?	Very Low	Low	Moderate	High	Very High
1	Saving end user time	1. []	2. []	3. []	4. []	5. []
2	Simplification of day to day tasks (user task)	1. []	2. []	3. []	4. []	5. []
3	Reduction of Paper work	1. []	2. []	3. []	4. []	5. []
4	Improvement of single point data entry and eliminated non value adding tasks in the operation	1. []	2. []	3. []	4. []	5. []
5	Easiness to obtain the information, which could be obtained earlier, only from other departments, now available over the system	1. []	2. []	3. []	4. []	5. []
6	The level that you are feeling of ownership improved among the functional heads and end users	1. []	2. []	3. []	4. []	5. []
7	Improvements in the interdepartmental relationship	1. []	2. []	3. []	4. []	5. []
8	Improvements in the individual productivity	1. []	2. []	3. []	4. []	5. []
9	Improvements the group/departmental productivity	1. []	2. []	3. []	4. []	5. []

		Very Low Fully Disagree	Low Disagree	Neutral	Agree	Fully Agree Very High
	Does your organization experience following benefits. Do you agree with the following results occurred with the implementation of new ERP?					
1	Reduction in planning cycle time	1. []	2. []	3. []	4. []	5. []
1	Your superior makes most of the decisions relating to your job role than before	1. []	2. []	3. []	4. []	5. []
2	Reduction manufacturing cycle time	1. []	2. []	3. []	4. []	5. []
3	You have less authority than before in carrying out improvements of customer service	1. []	2. []	3. []	4. []	5. []
2	activities relating your job	1. []	2. []	3. []	4. []	5. []
4	Decreased lead times	1. []	2. []	3. []	4. []	5. []
3	Your responsibility relating to your job is decreased	1. []	2. []	3. []	4. []	5. []
5	Reduced cost of serving customers	1. []	2. []	3. []	4. []	5. []
6	Always there will be a stop in the operation if you do not do the transactions online in the system	1. []	2. []	3. []	4. []	5. []
4	Reduction of inventory	1. []	2. []	3. []	4. []	5. []
7	Reduction in errors in ordering material(Procurement)	1. []	2. []	3. []	4. []	5. []
8	In order to do the transactions online in the system always some others should complete their online transactions before hand	1. []	2. []	3. []	4. []	5. []
5	Increase throughput time of the operation	1. []	2. []	3. []	4. []	5. []
9	Increase in sales volume of the organization	1. []	2. []	3. []	4. []	5. []
10	Facilitate to improve the competitive position of the organization in the industry	1. []	2. []	3. []	4. []	5. []
11	Supports in improving communication over the supply chain	1. []	2. []	3. []	4. []	5. []
1	Number of subordinates	1. []	2. []	3. []	4. []	5. []
12	Improves the better coordination in between functional managers	1. []	2. []	3. []	4. []	5. []
2	Creation of new positions in the organization	1. []	2. []	3. []	4. []	5. []
13	Improved forecasting	1. []	2. []	3. []	4. []	5. []
3	Creation of new departments in the organization	1. []	2. []	3. []	4. []	5. []
14	Reduction in information delay	1. []	2. []	3. []	4. []	5. []
4	Transfers to new departments	1. []	2. []	3. []	4. []	5. []
15	Improvements in decision making	1. []	2. []	3. []	4. []	5. []
16	Streamline the business processes	1. []	2. []	3. []	4. []	5. []
17	Was any change happened to the following elements to your job role with the implementation of new ERP system in your organization?	Decreased		No Impact		Increased
1	Standard operating procedures(SOP)	1. []	2. []	3. []	4. []	5. []
1	With the implementation of the new ERP have you experienced the following	1. []	2. []	3. []	4. []	5. []
1	Change of immediate superior	1. []	2. []	3. []	4. []	5. []
2	Change of instructions	1. []	2. []	3. []	4. []	5. []
3	Activities of your job description	1. []	2. []	3. []	4. []	5. []
4	Rules and regulations	1. []	2. []	3. []	4. []	5. []
5	Policies	1. []	2. []	3. []	4. []	5. []



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APPENDIX B

Classification of the questions of the questionnaire

Questions on How to evaluate the elements of the organisation structure?

Element of the Organisation Structure	Question	Likert Scale				
Formalization	Was any change happened to the following elements to your job with the implementation of new ERP system in your organization?	Decreased				Increased
	Standard Operating Procedures (SOP)	1. []	2. []	3. []	4. []	5. []
	Standing Instructions	1. []	2. []	3. []	4. []	5. []
	Activities of your job description	1. []	2. []	3. []	4. []	5. []
	Rules and regulations	1. []	2. []	3. []	4. []	5. []
	Policies	1. []	2. []	3. []	4. []	5. []
Centralization	Do you agree with the following results occurred with the implementation of new ERP?	Fully Disagree				Fully Agree
	Your superior makes most of the decisions relating to your job role than before	1. []	2. []	3. []	4. []	5. []
	You have less authority than before in carrying out activities relating your job	1. []	2. []	3. []	4. []	5. []
	Your responsibility relating to your job is decreased	1. []	2. []	3. []	4. []	5. []

Specialization	Always there will be a stop in the operation if you do not do the transactions online in the system	1. []	2. []	3. []	4. []	5. []
	In order to do the transactions online in the system always some others should complete their online transactions before hand	1. []	2. []	3. []	4. []	5. []

Element of the Organisation Structure	Question	Likert Scale				
Chain of Command	With the implementation of the new ERP have you experienced the following					
	Change of immediate superior	Yes []	No []			
Span of control	With the implementation of the new ERP have you experienced the following					
	Number of subordinates	1. []	2. []	3. []	4. []	5. []
Chain of Command	Creation of new positions in the organization	1. []	2. []	3. []	4. []	5. []
Departmentalization	Creation of new departments in the organization	1. []	2. []	3. []	4. []	5. []
	Transfers to new departments	1. []	2. []	3. []	4. []	5. []

Element	Question	Scale				
		very Low	Low	Moderate	High	very High

Performance	ERP helped in saving end user time					
	Simplification of day to day tasks (user task)	1. []	2. []	3. []	4. []	5. []
	Reduction of Paper work	1. []	2. []	3. []	4. []	5. []
	Improved single point data entry and eliminated non value adding tasks in the operation	1. []	2. []	3. []	4. []	5. []
	Easiness to obtain the information, which could be obtained earlier, only from other departments, now available over the system	1. []	2. []	3. []	4. []	5. []
	Up to which level that you are feeling of ownership improved among the functional heads and end users	1. []	2. []	3. []	4. []	5. []
	Improvements in the interdepartmental relationship	1. []	2. []	3. []	4. []	5. []
	Improvements in the individual productivity	1. []	2. []	3. []	4. []	5. []
	Improvements the group/departmental productivity	1. []	2. []	3. []	4. []	5. []
Tangible Benefits	Is your organization experience following benefit with the implementation of the new ERP?					
	Reduction in planning cycle time	1. []	2. []	3. []	4. []	5. []
	Reduction manufacturing cycle time	1. []	2. []	3. []	4. []	5. []
	Improvement of customer service	1. []	2. []	3. []	4. []	5. []
	Decreased lead time	1. []	2. []	3. []	4. []	5. []
	Reduced cost of serving customers	1. []	2. []	3. []	4. []	5. []
	Reduction of inventory	1. []	2. []	3. []	4. []	5. []
	Reduction in error in ordering material(Procurement)	1. []	2. []	3. []	4. []	5. []
	Increase throughput time of the operation	1. []	2. []	3. []	4. []	5. []
	Increase in sales volume of the organization	1. []	2. []	3. []	4. []	5. []
Intangible Benefits	Facilitate to improve the competitive position of the organization in the industry	1. []	2. []	3. []	4. []	5. []
	Supports in improving communication over the supply chain	1. []	2. []	3. []	4. []	5. []
	Improves the better coordination in between functional managers	1. []	2. []	3. []	4. []	5. []
	Improved forecasting	1. []	2. []	3. []	4. []	5. []
	Reduction information delay	1. []	2. []	3. []	4. []	5. []
	Improvement decision making	1. []	2. []	3. []	4. []	5. []
	Streamline the business processes	1. []	2. []	3. []	4. []	5. []
	Increase overall satisfaction with business Processes	1. []	2. []	3. []	4. []	5. []
Improve the whole organizational processes	1. []	2. []	3. []	4. []	5. []	

Questions on How to evaluate the Benefits and Performance of the ERP implementation?



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