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ORGANIZATIONAL AND NATIONAL ISSUES OF AN ERP IMPLEMENTATION IN A PORTUGUESE COMPANY

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Abstract: This paper describes a case of an Enterprise Resource Planning (ERP) implementation in a Portuguese SME. We focused on the identification of organizational factors that affected the ERP implementation project. We also analyze the ERP implementation project from a national cultural perspective using Geert Hofstede's dimensions. These dimensions are used to explain some of the attitudes and behaviours during the ERP implementation project. Our findings enforce that some of the problems in ERP implementation projects are not of technological nature but may be attributed to organizational factors while some issues are related to national culture.

Keywords: Enterprise Resource Planning, ERP implementation, grounded theory, organizational culture.

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