

## Chapter 5

# The Didactic Approach to Manage Strategic Inconsistencies in ERP: An E-Initiative

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### ABSTRACT

*This chapter addresses the fundamental question of how the didactic approach can help in managing the impediments and fallouts in the formulation, implementation and evaluation of ERP especially for the societal progress. Further the role of e-initiative is inbuilt in its advocacy for effective delivery. The building blocks of any institution are individuals who must have training in ethics and morality. This is a normative and idealistic analysis but predestined due to continually changing socio-economic dynamics of complex society in modern times. It proposes ERP III with moral epicentre assuming that humanity can be attained if individuals are trained in the moralistic values which eventually redefine the entrepreneurial goals such that it adopts befitting approach in pursuing the specific targets. It includes three sub-areas first focusing on conceptual prologue of ERP, introductory note about didactic approach to see how it directly affects the existing schemes of individuals in the organization; second the major strategic inconsistencies along with finding out the reasons for these irregular variations; and third deals with the e-solutions managing these inconsistencies by designing and planning for institutions in a prudent manner. Precisely, this chapter highlights concept, strategic paradoxes, rebuilding through didactic approach by e-initiative and prognostic strategy for ERP III.*

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## INTRODUCTION

The decade of nineties infused some neologism in the domain of management. The Enterprise Resource Planning often referred, as ERP is one such concept. Research and Analysis firm Gartner Group initiated it in 1990 to represent a more coherent strategy to ease the flow of comprehensive information between different units of functionaries in any organization. Thus it includes activities like delivery, production, quality management, cataloguing, sales and billing. The concept, which initially emerged for business organization, may also be applied to the system of governance with appropriate alterations. The ERP systems are cross-functional having wider periphery that embraces e-government besides e-commerce. The recent advancement in this field, which refers to ERP II a term in existence since 2000 is inclusive of web-based accessibility to all information in relation to various functional realms of the institutions, may it be it private or public.

The concept of ERP is an evolutionary concept focusing on strategic designs having compatibility with the mission, vision, operability and resource mobilization. It also implicit the process of formulation, evaluation and responses to changes. This in turn entails the attainment of objectives by confirming effective value moulds to ensure the satisfaction of larger section of users. In the institutions of public governance the strategic failures are more frequently visible as several paradoxical situations arise due to political or social or economical or international or moral compulsions. These dilemmas cumulatively result into strategic inconsistencies.

Further, mostly the ERP solutions follow the economic track of enhancing profits by providing professional guidelines for introducing appropriate interventions at each level rather than addressing issue from the perspective of social impacts and morality. This presumption is the core discussion of this chapter. Any profiteering enterprise without ascertaining its social responsibility is more

damaging as it advocates the concept of wealth accumulation by individual entrepreneurs making them richer at the cost of mankind. Therefore the whole perspective needs to be re-looked keeping in view the consequences of excessive usages of excavated resources for human and ecological environment. Any solution that promotes callous use of resource inputs for profiteering gains cannot be considered an appropriate one, as it might have latent and graver repercussions in general. The unsustainable utilization of resources has already added to more problems; see for instance the man-created damages to the surroundings. All philosophical dicta have time and again emphasised on indulging into such activities, which are harmless and are for the purpose of perpetuating humanity.

## BACKGROUND

The didactic approach having lineage to Greek word '*didaktikos*' means apt at teaching, which is morally instructive, hence refers to the teaching of moralistic lessons to people. This approach strongly relies on 'content-based approach' (Widdowson, 1979). It has been applied to various domains of studies varying from mathematics to behavioural to social to psychological fields. Though it is deterministic in its orientations but behavioural movement has also influenced the conventional approaches towards learning. The external environment affects all behaviour and learning focuses on acquisition of knowledge which is incremental (Kohn, 1999). Integrating didactic principles in an e-learning environment, several steps have been identified such as creating learning path; adding the assessors; activating learning paths; solving package; monitoring the progress and grading (Caniels, 2004). A parallel has been drawn between organizational models and didactic architectures adhered by businesses and to manage internal training such as web-based training, e-learning through online distribution of

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