

Supply Chain Management in India: Benefits & Shortcomings

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Abstract—Supply Chain Management plays a vital role in firm's performance and has attracted serious research attention over the last few years. A literature review provides a considerable support in theoretical and practical aspects of Supply Chain Management. The integration of these aspects has provided the concept of extended enterprise and this has resulted in a collaborative supply chain across the many firms to maximize the value in a supply chain. A large number of research papers have been published in the last two decades regarding the concept. This paper reflects the literature review related to supply chain management, its effect, its implementation, benefits and shortcomings.

Keywords: -Supply Chain Management, Supply Chain Strategy, Literature Review, Logistics, Customer Satisfaction.

I. INTRODUCTION

Supply chains encompass the companies and the business activities needed to design, make, deliver, and use a product or service. Businesses depend on their supply chains to provide them with what they need to survive and thrive. Every business fits into one or more supply chains and has a role to play in each of them. The pace of change and the uncertainty about how markets will evolve has made it increasingly important for companies to be aware of the supply chains they participate in and to understand the roles that they play. Those companies that learn how to build and participate in strong supply chains will have a substantial competitive advantage in their markets. The term "supply chain management" arose in the late 1980s and came into widespread use in the 1990s. Prior to that time, businesses used terms such as "logistics" and "operations management" instead in which all the operations starting from procurement of raw materials and providing product to customers were carried out in a single firm whereas Supply chain management is the coordination of production, inventory, location, and transportation among the participants in a supply chain. So, in the current scenario supply chain management assumes a significant role and urges for serious research to be carried out in this field.

II. LITERATURE REVIEW

A. Objectives of Literature Review

There is a vast amount of literature related to the supply chain management. This chapter reviews the literature

related to supply chain management. The objectives of review are:

- To study the various aspects of supply chain management.
- To study literature related to supply chain management in Indian firms.
- To identify the benefits & shortcomings of supply chain management in Indian firms.
- To identify the effect of supply chain management in Indian firms.
- To identify the implementation of supply chain management in Indian firms.

B. Methodology of Data collection

Literature in the form of paper has been collected from various journals, from libraries of reputed institutes like NIT Kurukshetra and IIT Roorkee. Online journals and magazines provided detailed information regarding the topic.

C. Supply Chain Management Definitions

Supply chain management is the coordination of production, inventory, location, and transportation among the participants in a supply chain to achieve the best mix of responsiveness and efficiency for the market being served. There is a difference between the concept of supply chain management and the traditional concept of logistics. Logistics typically refers to activities that occur within the boundaries of a single organization and supply chains refer to networks of companies that work together and coordinate their actions to deliver a product to market. Also traditional logistics focuses its attention on activities such as procurement, distribution, maintenance, and inventory management. Supply chain management acknowledges all kind of traditional logistics and also includes activities such as marketing, new product development, finance, and customer service. Ultimate aim of all these activities is to earn maximum profit by providing value added products that result in customer satisfaction and providing a platform to the organization for making it stand for a long time in the market. Table 1 shows definitions of Supply Chain Management that has been given by various authors:

Table 1: Various Definitions Of Supply Chain Management

Sr. No.	Researchers	Year	Definition
1	Chopra and Meindl	2001	"A supply chain consists of all stages involved, directly or indirectly fulfilling a customer request".
2	Mentzer et al.	2001	"The systemic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the Supply chain as a whole."

3	Handfield & Nichols	1999	"A supply chain encompasses all activities associated with the flow and transformation of goods from the raw material stage, through to the end user, as well as the associated information flows".
4	Christopher	1998	"The supply chain is the network of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services in the hands of the ultimate customer".
5	Ross	1998	"Supply chain management is a continuously evolving management philosophy that seeks to unify the collective productive competencies and recourses of the business functions found both within the enterprise and outside the firm's allied business partners located along intersecting supply channels into a highly competitive, customer-enriching supply system focused on developing innovative solutions and synchronizing the flow of the marketplace products, services, and information to create unique, individualized sources of customer value."
6	Ganeshan and Harrison	1995	"A supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these Materials intermediate and finished products and the distribution of these finished products customers."
7	Cooper & Ellram	1993	"SCM is an integrative philosophy to manage the total flow of distribution channel from the supplier to ultimate user"
8	Lee & Corey	1995	"The integration activities taking place among a network of facilities that procure Raw material, transform them into intermediate goods and then final products, & deliver Products to customers through a distribution system"
9	Towil, Naim, and Wikner	1992	"The supply chain is a system, the constituent parts of which include material suppliers, production facilities, distribution services, customers linked together via the feed forward flow of materials and the feedback flow information"
10	Cavinato	1992	"The supply chain concept consists of actively managed channels of procurement and distribution. It is the group of firms that add value along product flow from original raw materials to final customer".
11	Scott & Westbrook	1991	"supply chain is used to refer to the chain linking each element of the process from, raw materials through to the end customer"

D. Supply-Chain Principles

If supply-chain management has become top management's new "religion," then it needs a doctrine. Some principles would be required for effective implementation and growth of supply chain management. It has been found that there are seven Principles of supply-chain management. When consistently and comprehensively followed these seven Principles bring a host of competitive advantages. The seven principles are as follows:

1) Segment customers based on service needs:

Companies traditionally have grouped customers by industry, product, or trade channel and then provided the same level of service to everyone within a segment. Effective supply-chain management, by contrast, groups customers by distinct service needs--regardless of industry--and then tailors services to those particular segments.

2) Customize the Supply Chain Management network:

In designing their Supply Chain Management network, companies need to focus intensely on the service requirements and profitability of the customer segments identified. The conventional approach of creating a "monolithic" Supply Chain Management network runs counter to successful supply-chain management.

3) Listen to signals of market demand and plan accordingly:

Sales and operations planning must span the entire chain to detect early warning signals of changing demand in ordering patterns, customer promotions, and so forth. This demand-intensive approach leads to more consistent forecasts and optimal resource allocation.

4) Differentiate product closer to the customer:

Companies today no longer can afford to stockpile inventory to compensate for possible forecasting errors. Instead, they need to postpone product differentiation in the manufacturing process closer to actual consumer demand.

5) Strategically manage the sources of supply:

By working closely with their key suppliers to reduce the overall costs of owning materials and services, supply-chain management leaders enhance margins both for themselves and their suppliers. Beating multiple suppliers over the head for the lowest price is out, Andersen advises. "Gain sharing" is in.

6) Develop a supply-chain-wide technology strategy:

As one of the cornerstones of successful supply-chain management, information technology must support multiple levels of decision making. It also should afford a clear view of the flow of products, services, and information.

7) Adopt channel-spanning performance measure:

Excellent supply-chain measurement systems do more than just monitor internal functions. They adopt measures that apply to every link in the supply chain. Importantly, these measurement systems embrace both service and financial metrics, such as each account's true profitability.

The principles are not easy to implement because they run counter to ingrained functionally oriented thinking about how companies organize, operate, and serve customers. The organizations that do persevere and build a successful supply chain have proved convincingly that you can please customers and enjoy growth by doing so.

E. The Literature, Theoretical and Practical aspects of SCM

Literature has been reviewed through Indian and International journals, books, conference paper etc. The literature collected is conceptual articles. Surveys, reviewed articles and case studies.

Chopra and Peter Meindl (2001) have given a brief statement about how Companies increasingly recognize the tremendous payoff potential in successful supply-chain management. They read about Wal-Mart's leveraging of the chain to achieve a dominant position in the retail marketplace. They hear of companies like Dell Computer reconfiguring the supply chain to respond almost immediately to customized orders. They're intrigued by the bold measures taken by M&M Mars to virtually eliminate standing inventory from the pipeline. The supply-chain payoff can come in many forms. It might be a reduction in transaction costs through eliminating unnecessary steps in moving product to market. It could enhance customer service that comes from closer co-ordination among sources and vendors upstream and carriers, distributors, and customers downstream. Or maybe it's the improved market share that flows from better customer service or lower costs. In any case, successful supply-chain management brings compelling bottom-line benefits. All you have to do is look at supply-chain leaders like Xerox, IBM, Chrysler, Nabisco, Procter & Gamble, and Becton-Dickinson. There is definitely a strong correlation between companies that are paying attention to the integrated supply chain.

Panneerselvam S. (2012) made a case study in Bangalore city regarding the management of supply chain drivers in kirana stores. Author states that Retail is an old phenomenon in India. Despite the emergence of organized food retail, the traditional kirana stores accounts for about 90% of the trade. At the same time, it is the fact that organized retail is gaining momentum in India and is being increasingly accepted and adopted by the people, especially younger generation. Meanwhile, the Government of India (GoI) is taking steps to open up the food retail for Foreign Direct Investment (FDI) which would turn the gate to organized retail and many have expressed their apprehension about its probable impact on the traditional trade. To avoid the customers to let go in showrooms and other places the author in his case study suggests some points for the kirana stores so that customers can be attracted in their shops. He states that kirana stores are having less than 150 SKUs in their stores. Of course, by the nature of business they may not be able to manage more SKUs. At the same time, the modern customers want more choice. So efforts need to be taken to have more variety in their stores. This will attract more customers and also discourage the existing customers to shift away from their stores. Secondly, most often, the kirana stores do not spend time on 'display' of the merchandise. So it is essential to induce the customers to visit their stores. Banners, displays are important component of food retail and these activities need to be adopted by the stores to get more sales. It has been inferred from the study that about three-fourth of the kirana stores are facing 'stock-out'. Customers visit kirana stores for fill-in – immediate purchases. If the kirana stores are not in position to meet the demand of customers, they

lose their goodwill and also the customers themselves. Therefore, adequate steps have to be taken to have sufficient stock to meet the demand. Traditionally, the kirana store owners buy their SKUs on cash. In this study also, it has been found that about two-fifth of the stores bought the SKUs only on cash. It has been suggested that they need to be encouraged to buy on credit. This would help them to manage the cash for buying more number of merchandise and in turn this would result in more number of customers and sales. Over three-fourth of the kirana store are not using computers for the management of kirana stores. The stores are not taking full advantage of computer applications in the field of SKU management, accounting, etc. It is suggested that kirana stores start adopting computers for better management of the stores.

M.Venkata Ramana Reddy & N.V.S. Raju (2013) put light on issues and challenges of supply chain management that India is facing today while carrying this forward in their operations. They said that despite the extensive research carried out in the area of supply chain management all over the world, Supply Chain Management practices have not yet been well adopted in developing countries like India. Supply chain management is the discipline of optimizing the delivery of goods, services and information from supplier to customer. An effective supply chain makes companies competitive and profitable. The best example from the global arena is the companies like Dell, Wall- Mart and Amazon etc. However some Indian companies are moving towards making theirs supply chain efficient, but most of them have done very little. If companies choose to compete in the global environment, they will have to look for ways to reduce expenditures of their suppliers and channel partners. This reduction in cost will lead the revamping of supply chains and significant investment in information technology, because Information Technology (IT) tools and techniques play very important role in the performance of the Supply Chain Management.

Jinesh Jain et al. (2010) have highlighted the popularity of Supply Chain Management as a field of research. Supply Chain Management Strategy, Supply Chain Management Frameworks, Trends and Challenges; Alliances/Relationships and WWW and E commerce are the principal areas of research and publication in the Supply Chain Management domain. In their paper attempt has been made to review the literature on Supply Chain Management. They have presented a literature classification. They have categorized the articles in five methodologies of Supply Chain Management i.e. Exploratory, Normative, Methodology, Literature Review and Hypothesis testing. According to authors a literature review reveals a considerable spurt in research in theory and practice of Supply Chain Management. Combining and informing on features of Supply Management and distribution Management. This integration has resulted in the concept of extended enterprise and the supply chain is now manifest as the collaborative supply chain across intercompany borders to maximize the value across the entire supply chain.

Rakesh Patidar et al. (2012) have made a comparison of marketing cost and profit earned through various channels while apply Supply Chain Management in agriculture marketing. Problem formulations and their

solutions through cost determination by some formulas were taken in to consideration According to author's internet communication technology plays a vital role in effective application of supply chain management. Some methods were suggested for the effective application of Supply Chain Management in Agriculture. They stated that Strengthening of agriculture will help in uplifting of the farmers but also benefit the larger section of the rural poor who are directly engaged in agriculture or indirectly linked with agriculture as consumers. Efficient way of production, stabilized prices, higher income from agriculture would create a more conjugative environment in the country for the development of the economy as a whole and of rural population in particular. Empowerment of the small and marginal farmers through education, reforms and development will ensure a better, efficient and strengthened Indian agriculture. Motivation new models in marketing along with creating awareness and imparting education will help in development of the sector and more importantly improving job in agriculture sector.

Vinod Singhal et al. (2004) have focused on Maintenance, Repair and Operating Supplies while carrying out research on paper mills. Authors took in to consideration four goals:

- To develop an understanding of current practices including the challenges of integrating supply chains across organizations;
- To gather information on the primary drivers of supply chain performance;
- To identify areas providing opportunities to improve the effectiveness and efficiency of the supply chains; and
- To identify specific initiatives to improve supply chain performance.

To achieve the goals data collection field sites visits and a mail survey was done. In general and based on their research, some promising trends for the management of the MRO supply chain in paper and pulp industry got emerged out. One key insight was that firms are both reducing the number of suppliers and increasing contract length but strong evidence of close buyer-supplier relationships was not found. However the authors expected that using IT system linkages, the reduction in suppliers and lengthening of contracts would, in the near future, lead to closer buyer-supplier relationships. It was found that Competitive pressure has forced paper mills to reduce costs while maintaining or improving quality and delivery reliability. Therefore, it is not surprising that procurement managers overwhelmingly responded that the three most important criteria for choosing suppliers were cost, quality, and on-time delivery. The fourth criteria, the suppliers' ability to offer solutions to a mill's problems, reflect management's recognition that changes in current MRO supply chain practices are needed.

KVSN Jawahar Babu (2012) outlines the changing business conditions of the 21st century that has led to companies facing issues ranging from globalization, economic uncertainty to new technologies and increasing consumer demands in an automobile industry. Author states that in the automobile industry, as manufacturers design and build vehicles globally, their supply chains become increasingly complex with challenges that often stand in the

way of profitability and higher shareholder value such as long order-to-delivery lead times, unreliable production schedules and excess inventory across the supply chain, lengthy demand planning cycles and lack of visibility of suppliers. The effect of the global economic meltdown increased the pressure on automotive executives to make right decisions about their supply chain for better performance. Author finds that supply chain is a popular tool for improving the organizational competitiveness; an efficient and effective supply chain strategy is a must for automotive manufacturers and their component manufacturers so as to meet changing consumer demands. By adopting supply chain author finds the solution that automobile manufacturing companies are benefiting from new possibilities in outsourcing from low-price, high quality suppliers. The challenge of synchronization of sales and marketing requirements and forecasts with parts flowing in from suppliers, can be tackled by demand management on the front end of the supply chain to be seamlessly linked to material requirements on the back end of the supply chain. Automotive companies need a global view of demand in a common format to make decisions on capacity management, sourcing and profitable allocation of vehicle and option content. Author has also provided the concept of Leagile supply chain which is coned by combining the concepts of lean and agile supply chain. Lean means series of activities or solutions to eliminate waste, reduce non-value added (NVA) operations and improve the value added, while agility seeks to adapt to the changing requirements of customers in time, and make organizations and facilities to become moreflexible and responsive to customers' needs.

Kamakoty J. and Sohani N. (2013) have made a research study on measuring service quality in a supply chain. As per authors' statement, focus of the firms have shifted from empire building, large scale economies, multi skilling and indigenization to downsizing, lean management, core competency building and outsourcing. Product when it reaches the ultimate customer is the outcome of network of business entities along the supply chain. Maintaining the right quality for the ultimate customer thus becomes a formidable challenge. Authors put their views that any lacuna in service quality upstream gets reflected cumulatively downstream in the supply chain. To be able to deliver good service quality to the ultimate customer, one has to think of service quality right from the very first entity in the supply chain. To provide solution an Input-output model has been suggested by authors. In the first stage of this model data is collected form experts, academicians and industry professionals and based on their inputs the model may be further refined. Data collection can be through pilot surveys to refine the scale and finalize the variables/items. Data is then analyzed using statistical software. This model is useful for identifying the critical and non-critical functions affecting service quality. Thus the firms whose services are critical to the service quality to the customer may be identified. The model may be used to diagnose the cause of poor quality in supply chain such that proper remedial action may be taken. This model can also be used to compare the service quality across two different supply chains. It may be used for benchmarking supply chains on the basis of service quality delivered by then to

the ultimate customer. Hence this model will be useful for the practitioners of supply chain for assessing the service quality of various firms in the supply chain. It will help the businessmen to decide if they should liaison with a certain firm or not. The model will also help the supply chains to diagnose the causes of lack of quality and give directions for improvement of quality. If the service quality model is linked to business performance as suggested in the scope for future research, it will help the business in strategic decision making.

C. Madhusudhana Rao et al. (2011) conducted a case study in battery manufacturing firm in south India and measured delivery performance in an integrated supply chain management. As per authors' statement delivery performance provides an indication of how successful the supply chain is at providing products and services to the customer. This metric is most important in supply chain management as it integrates the measurement of performance right from supplier end to the customer end. Non Linear Programming (NLP) and Dynamic Programming models have been used in their study to get optimal and sub-optimal solutions to help firms in benchmarking expected performance levels. Authors have measured delivery performance of an integrated supply chain management considering procurement, manufacturing, logistics and distribution functions. In the delivery performance four elements have been prescribed in the models.

- Supplier on-time and in full delivery.
- Manufacturing schedule attainment.
- Warehouse on-time and in full shipment.
- Transportation provider on-time delivery.

It has been observed that these elements assume a value between 0 and 1. The overall delivery performance may be taken as the product of the above four factors treating each of them as probability of success in a sequence of stages. Maximum value of this overall delivery performance can be equal to 1 which means that the optimum delivery performance is 100% with each of the factors at 100% performance level. Authors suggest that Companies may use this as a measure to bench mark their performance as well as the performances expected from their counter parts for successful supply chain management in terms of delivery performance. The analysis helps in providing bench mark values for expected performance levels of each entity in a supply chain to achieve desired over all delivery performance. Still there is wide scope for developing more complex mathematical models to analyze the cross border performance indicators using Operational Research tools for achieving performance excellence.

S. Patil and P. R. Adavi (2012) made a survey study of supplier selection issues in construction supply chain in India. They state that it is undeniable fact that construction industry is a very important product of Gross Domestic Product (GDP) of India. It is almost 11% of the GDP of country. It is the second most employment providing sector after agriculture. In spite of its importance, construction industry has not made necessary managerial advancements in formation of Supply Chain to augment productivity and responsiveness in the Industry. In their

research, authors have made an attempt to explore and understand the nature of supply chain in Indian construction Industry with special attention to supplier selection issues. In India, construction industry is an unorganized sector where a lot of individual parties in Construction Supply Chain come together to complete one project. Sometimes many Supply Chain players in the construction industry come together for only one project and on completion of the project they go their separate ways. In such a scenario it is difficult to form and understand the nature and necessity of formation of supply chain fit for use for the given project. In construction industry all the SC players involved look to safe guard their own profits and want their needs to be attended first. With such divided interests and lack of coordination between the participating members it is difficult to complete the project with minimum time and cost variance. Authors believe that the suppliers and subcontractors are the key players in downstream of construction supply chain, because they are the players who actually get the work done at the construction site. If suppliers and subcontractors are integrated at an early stage of a project then reduction in time and cost variation is possible. This means that if inputs from suppliers and subcontractors are taken during design stage itself, then the project schedule prepared will be more precise as the subcontractors and suppliers will be present to tell the times and the buffer that they would require to complete a certain activity; at same time they can tell us about the cost related to the activity based on the material, man-power and equipment required. One other advantage of integrating the suppliers and subcontractors is that they know about the work to be carried out before hand and can arrange for the same in terms of material, man-power and equipments leading to reduction in time for starting an activity and at the same time reducing the cost and time wasted in making last minute arrangements. In their study, authors have tried to find out the factors on which suppliers are selected in construction industry in today's scenario. Supplier selection is a prerequisite for integrating them in the supply chain. A client would prefer to select a supplier who is trusted and who can be capable to maintain good quality and consistent supply of materials throughout the life of the project and also the supplier should be open for long term relationship. Authors collected the primary data relevant to their study through questionnaire. On the basis of the responses that were collected Relative Importance Index (RII) for each option for all the questions were calculated. Based on data collection and analysis of supply chain in construction industry, authors found that construction industry is too fragmented and too adversarial to adopt supply chain management practices. They believe that a Supply chain initiative in Construction industry is the way forward to reduce delays and cost and time overrun.

III. FINDINGS FROM LITERATURE REVIEW

Supply chain management is not a matter of efficient logistic process, but is related to the growth and survival of organization(s). As the customers are more demanding in their requirement of services from the suppliers, the construction of an efficient and integrated supply-chain has assumed paramount importance. In India, we are lagging

behind in the flow of products, money and information flow. The reason is that, we are not following the principles of effective supply chain management and going straight forward with the traditional concept of logistic. The use of internet and Information technology plays a major role in the formation of the supply chain. The decision support provided by IT products (ERPs, Network construction tools etc) can help the decision makers in the development of the supply chain process and in implementation.

Following are the outcomes of Supply Chain Management as observed from the literature review:

Supply chain management is a cross-functional approach that includes managing the movement of raw materials into an organization, certain aspects of the internal processing of materials into finished goods, and the movement of finished goods out of the organization and toward the end consumer. As organizations strive to focus on core competencies and becoming more flexible, they reduce their ownership of raw materials sources and distribution channels. These functions are increasingly being outsourced to other firms that can perform the activities better or more cost effectively. The effect is to increase the number of organizations involved in satisfying customer demand, while reducing managerial control of daily logistics operations. Less control and more supply chain partners led to the creation of the concept of supply chain management. The purpose of supply chain management is to improve trust and collaboration among supply chain partners, thus improving inventory visibility and the velocity of inventory movement. Main functions of supply chain management are as follows:

- Inventory management
- Distribution management
- Channel management
- Payment management
- Financial management
- Supplier management

Successful implementation of SCM provides benefits to the industries in which this concept is applied. Also it has some shortcomings associated with it. Following are the benefits and shortcomings of the SCM as mentioned below:

A. Benefits of SCM Concept

- SCM Improves Quality and productivity.
- It reduces the cost of products or services by waste reduction, safety, effective utilization of resources avoiding unnecessary delays and lead times.
- It maintains good relationship between buyer and supplier.
- Improves communication with the associated external companies.
- It maintains the inventory level optimum with Economic Order Quantity (E.O.Q.)
- It increases efficiency with providing good quality of products well in time to customers resulting in customer satisfaction.
- It maintains a record of Product, Information and Money Flow.

- It builds a happy, bright and meaningful work environment.
- It improves customer loyalty and commitment of purchasing the products in future too.
- It helps to tap the creative intelligence of people working in collaboration and make full use of human resources.

B. Shortcomings of SCM Concept

- Higher initial investment is required for the implementation of SCM, so industries hesitate to adopt this concept.
- Fluctuating market demand might create a problem for continuous supply of the raw material and finished products. So repeated decision making is an issue while adopting this concept.
- Lack of knowledge in the field of internet and information technology prohibits the people for the formation of supply chain.
- People, who are habitual of traditional methods of logistic management, don't prefer to go with this concept of supply chain management.

IV. CONCLUSION

Supply chain management practices play an important role in reaping and retaining customer satisfaction in the firms. While going through literature view we have found some factors which are common for all the industries of India and these factors critically influence the supply chain management practices. The analysis done in this study demonstrates that there are three factors, namely, collaboration and information sharing among various members, logistics design and IT infrastructure, and organizational culture that represent SCM practices in the Indian industries. Out of these three factors collaboration and information sharing exert the highest impact followed very closely by logistics design and IT infrastructure on customer satisfaction; the other dimension, namely organizational culture does not reveal any significant influence on business performance. If all these factors are balanced in a systematic way, the concept of supply chain management will provide a competitive edge to the Indian industries resulting in higher productivity and hence higher revenue and profit. It would also provide customers a higher satisfaction resulting in increase in customer loyalty and ultimately Increased market share due to more involvement of stakeholders and shareholders.

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