

Supply Chain Management Practices of Weaving Industry

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ABSTRACT

To compete successfully in today's challenging business environment, manufacturing companies should be able to integrate effectively the internal functions within a company and link them with the external operations of suppliers and supply chain members. As global competition increases, businesses should be more involved in how their suppliers and customers do business. They need to focus on process that has an impact on enhancing Supply Chain Management performance such as where materials come from, how their suppliers' products are designed and assembled, how products are transported and stored and what consumers really wants. This Paper identifies the Supply Chain Management practices of medium scale organizations of weaving industry located in Surat district. Total 137 manufacturing Organizations of weaving units located in Surat district were covered in the survey. Also the key Supply Chain Management issues that are currently impacting the organizations and supply chain self assessment performance measurement were studied. The Mann-Whitney U test and Kruskal-Wallis test were performed for further analysis of the data.

Keywords: Supply Chain Management Practices, Supply Chain Performance measurement, Mann-Whitney U test, Kruskal-Wallis Test, Weaving Industry.

INTRODUCTION

The Council of Logistics Management defines Supply Chain Management as “the process of planning, implementing and controlling efficient and cost effective flow of materials, in-process inventory, finished goods and related information from point-of-order to point-of-consumption, for the purpose of conforming to customer requirements”.

Many manufacturing companies have fought the global pressures of competition by becoming increasingly technologically advanced, moving up-market to more value-added products, and upgrading the skills of their domestic work force. Supply Chain Management (SCM) practices may be defined as a set of activities undertaken to promote effective and efficient management of supply chains. These include supplier partnership, physical movement of goods, meeting customer demands and information sharing throughout the supply chain, use of information technology etc. A few years ago, SCM practices were seen as necessary evils in India; today they are seen as a matter of survival and competitive advantage.

Dell Computers and Wal-Mart were able to achieve leadership positions because of their efficient and effective Supply Chain Management practices. Both of these have invested enormously in Information and Communication Technology (ICT) to help them and continued focus on customer needs and supply chain efficiencies.

REVIEW OF LITERATURE

- ◆ McMullan (1996) reported on a survey carried out to assess the Supply Chain Management practices in Asia Pacific. He found that many firms will be required to change their organizational structures, relationships with supply chain members and performance measurement systems. New information technology to enhance communication throughout the supply chain will be required as well in order to increase service levels and reduce operating costs.
- ◆ Stephen, J.N. (1997). “The scope of Supply Chain Management research.” In the paper, the author advocated an expanded scope for Supply Chain Management research which accounts for the social

function and the political and economic implications of supply chain developments. The author also argued that the research agenda must not be driven by the notion of efficiency alone, but should also be developed around the concept of the just supply chain. The author provided a framework which sets out the range of issues which may contribute to this approach.

- ◆ Rhonda, R. and Lummus, R. J. (1999). This paper defined the concepts of supply chain and Supply Chain Management and discussed why managers are increasingly interested in the concept. The historical evolution of the supply chain movement from its early days of quick response and efficient consumer response was discussed.
- ◆ Pyke et al. (2000). The authors conducted a survey of 100 firms in the shanghai area. They identified four stages of supply chain integration. Information sharing, exchanging decision rights, exchanging work and explicit scheme for sharing risks and benefits. They found more communication with customers than with suppliers among the sample.
- ◆ Sahay and Mohan (2003) reported on a survey carried out to assess the status of four major dimensions of Supply chain dimension in Indian industry. They found that the Indian industry should align supply chain strategy with business strategy, streamline processes for supply chain integration, form partnership for minimizing inventory and focus on infrastructure and technology deployment to build a India-specific supply chain.
- ◆ Basnet et al. (2003) reported in their survey of SCM practices in New Zealand in which 25 commonly cited SCM practices were identified. These included practices related to supply and materials management issues, Operations, IT and sharing, and customer service. They found that on – time delivery of own firm’s products directly to the consumers’ points of use has the most important rating (Average important rating 4.75) and requiring suppliers to locate closer to the firm had least important rating (Average important rating 1.91).
- ◆ Quayle (2003) conducted a survey on SCM practices in UK industrial SMEs. He found that there was a lack of effective adaptation from traditional adversarial relationships to the modern collaborative “e” supply chains. He again identified the issues that organizations need to improve the performance of their supply chain.
- ◆ IIMM (2003) carried out a survey to measure the Benchmarking practices in supply chain management. In their survey they studied the Supply Chain Management practices of Automobile Industry, Electronics Industry, Engineering Industry, White goods Industry, FMCG Industry & Process Industry. They have also suggested criteria to measure the performance of supply chain.
- ◆ Msimangira A. (2003). In her paper, the researcher identified major purchasing and supply chain problems in Botswana. Some of them are organizations do not critically evaluate the suppliers, purchasing personnels are not trained, market survey is not done before purchasing, poor location of purchasing and supply function and poor inventory management.
- ◆ Jharkharia and Shankar (2004) carried out a survey to assess the sectoral dissimilarities of Supply Chain Management practices in the Indian Manufacturing Industry. In their study four sectors from the Indian Manufacturing Industry have been compared for their dissimilarities, if any, in their supply chain practices. It was observed from the study that on many issues Auto sector has some similarities with the Engineering sector.
- ◆ Wong et al. (2005). “Supply Chain Management Practices in Toy Supply Chain.” The authors conducted a longitudinal and in-depth case study in an international toy manufacturing industry which includes qualitative semi-structured interviews and questionnaire with 11 main European toy retailers. They found that there are three main SCM practices for toy retailers in terms of ordering behaviours (one-off, JIT, and mixed model), and one dominated SCM practice for toy manufacturers (traditional mass-production or push-models). These low-responsive practices in the toy supply chain are not caused only by slow knowledge diffusion; SCM know-how is not yet capable of managing such levels of volatility and seasonality. Therefore, explanations of these theoretical gaps and what new theories are required for such extreme volatility and seasonality were proposed.
- ◆ Srivastava (2006). The author conducted a research on at least one major facility among 25 Indian

manufacturing firms of various industries. The findings indicate that logistics and SCM practices are influenced by contextual factors such as the type of industry, firm size, its position in the supply chain, supply chain length and the type of supply chain. They are also influenced by regulatory and economic environment, available infrastructure and competition with other supply chains. He identified the logistics and SCM practices of these firms and discern various emerging trends as well as areas of concern. He also suggested opportunities for improvements. Indian firms need to act fast to capitalize on these opportunities to be competitive with the world market.

- ◆ Bhutta et al. (2007). The authors conducted a survey research of 651 SMEs of various states of Pakistan. They reported that factors related to Supply Chain Management practices seem to correlate with the health of the enterprise. The analysis showed that successful firms on average had more products, more customers as well as more new customers. SMEs into exports were the healthiest and exhibited most dynamic characteristics, followed by those that sold to OEMs. Another interesting insight is that growing firms sold more directly to end users while firms with higher sales per employee sold the least to the end user.
- ◆ Zhou, H. & Benton, W. (2007). “Supply chain practice and information sharing”. The purpose of this study was to investigate the integration of information sharing and supply chain practice in supply chain management. Data from 125 North American manufacturing firms were collected. The results showed that (1) effective information sharing significantly enhances effective supply chain practice; (2) supply chain dynamism has significant positive influence on effective information sharing as well as effective supply chain practice. Supply chain dynamism has more influence on information sharing than supply chain practice; (3) and effective supply chain practice becomes more important when the level of information sharing increases. The findings show that both effective information sharing and effective supply chain practice are critical in achieving good supply chain performance. This study suggests that firms do not have to excel in all dimensions of supply chain processes in order to achieve superior delivery performance.

The regression analysis shows that only delivery practices (not the supply chain planning or JIT production) have significant positive influence on delivery performance.

SELECTION OF THE THEME

The theme of the research “Supply Chain Management Practices of Weaving Industry” has been selected after critical review of the literature and considerable thought. The reasons for the selection can be explained from the angles of theoretical research and personnel interest. Supply Chain Management is a fast-growing business. Over the last ten years, it has driven companies around the world to change structure and maybe more importantly, the way they think about operating in a global environment. Everything we consume from the food we eat and the clothes we wear, to the cars we drive, is configured from components that have travelled from different corners of the world. As consumers request high-quality products at lower cost, Supply Chain Management has become as critical as sales, marketing and finance in today’s organizations. Companies that produce and move products are finding it more and more difficult to make themselves unique or different from the competition, where success is evermore difficult to achieve. As a consequence, releasing opportunities in supply chains is now, as ever, the goal to beat competition – and provide better service at lower cost.

The critical examination of the literature reviewed in earlier chapters reveals a gap in the study about the Supply Chain Management in Indian context. Though it was found that poor logistics infrastructure and poor supply chain efficiency are the major obstacles to competitiveness in India, very limited researches carried out study of Supply Chain Management in Indian context.

The textile industry occupies a unique place in our country. One of the earliest to come into existence in India, it accounts for 14 per cent of the total Industrial production, contributes to nearly 20 per cent of the total exports. One of the major weaknesses of the industry has been identified from the literature review is poor Supply Chain Management.

Surat is a fastest growing city in the state of Gujarat; it is also called the Textile city of Gujarat. Its work and name epithet is perfectly suited to the city. This weaving industry

is one of the oldest and the most widespread industries in Surat. The major part of the city's population is associated with the textile industry.

RESEARCH OBJECTIVES

1. To study the Supply Chain Management practices followed by weaving industry located in South Gujarat of India.
2. To identify the key Supply Chain Management issues that are impacting the organizations of weaving industry.
3. To measure the Performance of Supply Chain Management practices followed by weaving industry.

Selection of Tools for Data Collection

Among the several methods of data collection interviewing method is selected. Interviewing is a commonly used method of collecting information from people. Interviews are classified according to the degree of flexibility into two categories. Unstructured interviews and structured interviews.

Keeping in mind the educational background of the respondents and nature of the topic selected, some questions needed explanations to the respondents. Hence for this study, a structured interview technique was found more suitable. In a structured interview, the researcher asks a predetermined set of questions, using the same wording and order of questions as specified in the interview schedule. An interview schedule is a written list of questions—open ended or close ended—prepared for use by an interviewer in a person-to-person interaction. An interview schedule is a research tool or instrument for collecting data whereas interviewing is a method of data collection. One of the main advantages of the structured interview is that it provides uniform information which assures the comparability of the data.

Design and Development of Set of Questions

The whole set of questions were divided into three parts. Part-I consisted of Company Profile / Background information in which basic information regarding the organization like scale of business, form of business, product characteristics, process characteristics, etc., were asked. Part-II consisted of thirty two Supply Chain Management practices which were measured in 5 point

scale, where 1 indicated very low and 5 indicated very high. Part-III consisted of key Supply Chain Management issues that are currently impacting their organizations and supply chain integration. They were also measured in 5 point scale. Table 1 below shows the major references for SCM Practices and Table II shows Key SCM issues impacting the organizations, Organizations Self assessment of performances.

Table I Major references for SCM Practices

Sr. No	SCM Practices	Major References
1	Production quality	Beamon (1999), Chan (2003)
2	Team work	Gilmour (1999)
3	Manufacturing cost reduction	Beamon (1999), Chan (2003)
4	Customer service	Sahay and Mohan (2003)
5	Increase of capacity utilization	Shepherd and Gunter (2006)
6	Delivery speed	Shepherd and Gunter (2006)
7	Production standardization	Self
8	Product development cycle time	Sahay and Mohan (2003)
9	New product introduction	Sahay and Mohan (2003)
10	Cycle time reduction	Shepherd and Gunter (2006), Gunasekaran et al. (2001);
11	Manufacturing flexibility	Beamon (1999)
12	Reduction of inventory	Chain Store Age (2002), Beamon (1999)
13	Purchasing as a strategic activity	Msimangira (2003)
14	Employee training	Self
15	Brand image	Self
16	Supplier capability auditing	Basnet, Corner, Wisner and Tan (2003)
17	Information sharing with the supplier	Windischer and Grote (2003), Van der Vorst and Beulens (2001)
18	Development of core competencies	Self
19	Process benchmarking	Quayle (2003)
20	Early supplier involvement	Basnet, Corner, Wisner and Tan (2003), Kim (2006)
21	Reduction in the supplier base	Basnet, Corner, Wisner and Tan (2003)
22	Research and development	Quayle (2003)
23	Vendor managed inventory	Lee and Whang (1998)

Table I Contd.

Sr. No	SCM Practices	Major References
24	Extending supply chain beyond first tier suppliers	Basnet, Corner, Wisner and Tan (2003)
25	Third party logistics	Basnet, Corner, Wisner and Tan (2003)
26	Strategic IT planning	Mohan (2003)
27	Business process outsourcing	Mohan (2003)
28	Electronic data exchange	Lee and Whang (1998), Vergin and Barr (1999), Pearce (1999)
29	Outsourcing	Mohan (2003)
30	Advertisements	Self
31	E-commerce	Quayle (2003)
32	Use of SCM application software	Self

Table II Major Reference – SCM Issues impacting the organization

Sr. No	SCM Issues impacting the organization	Reference
1	Quality	McMullan (1996)
2	Cost Competitiveness	
3	Customer Service	
4	Inventory Management	
5	Cycle Time	
6	Transportation Cost	
7	Fleet Management	
8	External Infrastructure	
9	Corporate Infrastructure	
10	Freight Management	
11	Information Technology	

Pilot Study

With a view to select the tools of the data collection on various aspects of information to be collected, a pilot study of 11 units was carried out. For this purpose, discussions were held with the experts in the field to make the study more effective. Experts' opinion, that could aid in the design of data collection tools were obtained.

The critical observations and comments were obtained from the Top authority/Managers of the weaving manufacturing units. In this manner, Pilot instrument

was field tested for content validity and clarity. After the questions were suitably modified and final set of questions were finalized.

Sampling

The weaving manufacturing units are located in Choryasi, Mangrol, Palsana, Olpad and Kamrej Talukas of Surat district. The data were obtained from District Industries Centre, Surat. There are 210 Large and Medium Scale units are operating. Initially, researcher had undertaken the Pilot Study. During the pilot study, researcher approached many companies and found that some of the companies had been closed down. Some other companies denied giving required information. Hence, researcher selected Two Stage Restricted Judgmental Sampling. The first stage consisted of developing control quotas of population element. In the second stage sample elements based on judgment were selected. The table below provides details regarding the Taluka-wise sample.

Table III Sample from Different Taluka

Sr.	Taluka	Sample
1	Choryasi	81
2	Mangrol	14
3	Palsana	15
4	Olpad	18
5	Kamrej	09
	Total	137

Analysis of Data: The raw data collected through questionnaire were suitably coded and tabulated to make statistical inference. The data were coded and analyzed using SPSS 17. Descriptive Statistics and Non- Parametric Tests like Mann-Whitney U test and Kruskal-Wallis test were performed to analyze the data.

Table IV Profile of the Firms

Form of Organization		Frequency	Proportion (per cent)
Form of Organization	Private Limited	84	61.31
	Partnership	20	14.60
	Sole Proprietorships	30	21.90
	Co-Operative	3	2.19

Table IV Contd.

		Frequency	Proportion (per cent)
No of employees	Less than 100	95	69.34
	More than 100	42	30.66
Product Characteristics	Make to Stock	56	40.88
	Make to Order	81	59.12
Process Characteristics	Continuous Production	72	52.55
	Job Order	48	35.04
	Batch Production	17	12.41

Supply Chain Management Practices: Descriptive Statistics

The respondents were asked to rate the importance given on each activity in their organization on 1-5 scale of commonly adopted supply chain practices, where 1 indicates the no importance and 5 indicates the very important. The result is given below.

Table V Supply Chain Management Practices: Descriptive Statistics

Sr. No	Activities	Mean	Variance
1	Delivery Speed	4.61	0.431
2	Production Quality	4.48	0.625
3	Increase of capacity utilization	4.27	0.589
4	Team Work	4.26	0.565
5	Customer Service	4.22	0.542
6	Manufacturing Cost reduction	4.09	0.447
7	Cycle time reduction	3.7	0.858
8	Product Standardization	3.7	0.949
9	Supplier Capability Auditing	3.65	0.964
10	Manufacturing Flexibility	3.65	1.237
11	Extending supply chain beyond first tier supplier	3.57	0.802
12	Product development cycle time	3.52	0.443
13	Reduction of Inventory	3.52	0.806
14	Employee Training	3.35	0.692
15	Third Party Logistics	3.27	1.065
16	Information Sharing with Supplier	3.17	0.332
17	Brand Image	3.13	1.937

Table V Contd.

Sr. No	Activities	Mean	Variance
18	Purchasing as a strategic activity	3.09	0.628
19	Process Bench Marking	3.05	0.348
20	Early Supplier involvement	3	0.636
21	Development of core competency	3	0.857
22	Vendor Managed inventory	2.96	0.68
23	New product Introduction	2.96	0.862
24	Reduction in the supplier base	2.91	0.901
25	Research and Development	2.78	0.996
26	Strategic IT Planning	2.48	0.715
27	Outsourcing	2.35	1.237
28	E commerce	2.17	0.968
29	Advertisement	2.09	1.447
30	Electronic data Interchange	2	1.091
31	Supply Chain management software	1.96	1.043
32	Business Process Outsourcing (BPO)	1.86	0.695

Mann-Whitney U Test: Mann-Whitney U test was performed to identify the significant difference between (1) size of work force (Less than 100, More than 100), (2) Product Characteristics (Make to Stock, Make to Order) and means of SCM practices.

(1) Mann-Whitney U tests between Size of work force and SCM practices:

Null Hypothesis H0: There is no significant difference in the SCM practices between Less than 100 employees and More than 100 Employees.

Alternative Hypothesis H1: There is a significant difference in the SCM practices between Less than 100 employees and More than 100 Employees.

Result Discussion: Only the variables – Manufacturing cost reduction (0.012), New product development (0.011) and Cycle time reduction (0.015) were found significant at 5 per cent level of significance. The other 29 variables were not found significant at 5 per cent level of significance. Hence we can conclude that in remaining 29 variables there is no significant difference in the SCM practices between Less than 100 employees and More than 100 Employees.

(2) Mann-Whitney U test between product characteristics and SCM practices

Null Hypothesis H0: There is no significant difference in the SCM practices between Make to Stock and Make to Order characteristics.

Alternative Hypothesis H1: There is a significant difference in the SCM practices between Make to Stock and Make to Order characteristics.

Result Discussion: All variables were found to be statistically insignificant at 5 per cent level of significance. Hence we can conclude that there is no significant difference in the SCM practices between Make to Stock and Make to Order characteristics.

Kruskal-Wallis Test: Kruskal-Wallis test was performed to identify the significant difference between the SCM practices in the (1) Form of organization (4 Groups) (2) Process Characteristics (3 Groups).

(1) Kruskal-Wallis Test between form of organization and SCM practices:

Null Hypothesis H0: There is no significant difference in the SCM practices between all forms of organizations.

Alternative Hypothesis H1: There is a significant difference in the SCM practices between all forms of organizations.

Result Discussion: Two variables (1) outsourcing (0.040) (2) process Benchmarking (0.042) were found statistically significant at 5 per cent level of significance. The other variables are not statistically significant indicating that there is no significant difference in the SCM practices between all forms of organizations.

(2) Kruskal-Wallis Test between process characteristics and SCM practices:

Null Hypothesis H0: There is no significant difference in the SCM practices between all types of process characteristics.

Alternative Hypothesis H1: There is a significant difference in the SCM practices between all types of process characteristics.

Result Discussion: Two variables (1) Early involvement of suppliers (0.038) (2) Process Benchmarking (0.030) were found statistically significant at 5 per cent level of significance. The other variables are not statistically significant indicating that there is no significant difference

in the SCM practices between all types of process characteristics.

Key Supply Chain Management Issues Impacting In The Organization: The respondents were asked to rate the Supply Chain Management issues that are currently impacting in their organization, where one indicates the issues are not impacting and five indicates that the issue are impacting a lot.

Table VI SCM issues currently impacting the organization

Sr. No	SCM issues impacting Organization	Mean	Variance
1	Quality	4.26	1.11
2	Inventory Management	3.85	1.605
3	Cycle time	3.65	1.328
4	Cost Competitiveness	3.65	2.146
5	Transportation cost	3.61	1.067
6	Customer service	3.17	2.059
7	External Infrastructure	2.87	1.93
8	Information Technology	2.74	2.111
9	Corporate Infrastructure	2.65	2.419
10	Freight Management	2.43	1.166
11	Fleet Management	1.91	2.628

Mann-Whitney U test: Mann-Whitney U test was performed to identify the significant difference between the key Supply Chain Management issues impacting the organization and Product Characteristics (Make to Order and Make to Stock). Also the Mann-Whitney U test was performed to identify the significant difference between the Key Supply Chain Management issues impacting the organization and size of work force (Less than 100 and More than 100). The discussion of results are given below.

Result: All variables are found statistically insignificant at 5 per cent level of significance for the key SCM issues impacting the organization and product characteristics and size of work force. Hence, we can conclude that there is no significant difference between the key Supply Chain Management issues impacting the organization and size of work force and also on product characteristics.

Kruskal-Wallis test: Kruskal-Wallis test was performed to identify the significant difference between the key Supply Chain Management issues impacting

the organization and Process Characteristics (Batch Production, Continuous, Job). Also the Kruskal-Wallis test was performed to identify the significant difference between the Key Supply Chain Management issues impacting the organization and form of organization (Pvt. Ltd, Partnership, Sole proprietorship, co-operative). The discussion of results are given below.

Result: All variables are found statistically insignificant at 5 per cent level of significance for the key SCM issues impacting the organization and process characteristics and form of organization. Hence we can conclude that there is no significant difference between the key Supply Chain Management issues impacting the organization and process characteristics and also on form of organization.

Supply Chain Self Assessment Performance Measurement

Late Delivery by Suppliers: 69 per cent of the respondents are facing some times the problem of late delivery by their suppliers. 22 per cent of the respondents have frequent problem of late delivery and 9 per cent of the respondents have never faced the late delivery by their suppliers.

Goods Missed in the Warehouses: 44 per cent of the respondents sometimes missed goods in the warehouse, 13 per cent of the respondents frequently missed goods in the ware house, and 4 per cent of the respondents very frequently missed goods in the warehouse whereas 39 per cent of the respondents never missed goods in the warehouse.

Incorrect Goods received: 65 per cent of the respondents sometimes received incorrect goods, 9 per cent of the respondents frequently received incorrect goods and 13 per cent of the respondents very frequently received incorrect goods. Only 13 per cent of the respondents never received incorrect goods.

Goods Loaded in wrong truck: 44 per cent of the respondents never load goods in the wrong truck, 39 per cent of the respondents sometimes load goods in the wrong truck. 13 per cent of the respondents frequently load goods in the wrong truck and 4 per cent of the respondents very frequently load goods in the wrong truck.

Overall Supply Chain Management: 57 per cent of the respondents believe that their overall Supply Chain Management is successful, whereas 17 per cent of

the respondents believe that overall Supply Chain Management is very successful and 26 per cent of the respondents believe that their Supply Chain Management is somewhat successful.

CONCLUSION

- ◆ Medium Scale organizations of Weaving Manufacturing organizations located in Surat districts are giving more emphasis on Delivery speed, Production Quality, increase of Capacity Utilization, Team work, customer service, Manufacturing Cost Reduction and providing less emphasis on The Outsourcing activities, E-commerce, Advertisement, Electronic Data Interchange, Supply Chain Software and BPO.
- ◆ The degree of emphasis of majority of the variables does not depend upon the Size of Work Force, Product Characteristics, Process Characteristics and Form of organization. Only for the three variables (1) Manufacturing cost reduction (2) Cycle time reduction (3) New production development, the importance given are significantly different for size of work force. However the importance for (1) Outsourcing and (2) process bench marking differs according to form of organization. Also early involvement of supplier and process benchmarking differs according to the manufacturing process characteristics.
- ◆ Quality is the first issue that is impacting a lot in the Medium Scale organizations of weaving manufacturers. The other issues which are impacting are Inventory Management, Cycle Time, Cost Competitiveness and Transportation cost. The Information Technology, Corporate Infrastructure, Freight Management and Fleet Management are found to be less impacting in the organizations.
- ◆ The impacts of Supply Chain Management issues are same in all the form of organizations, work force, product characteristics and process characteristics.
- ◆ Late delivery by the suppliers, missing of the goods in the warehouse, loading goods in the wrong truck, receiving incorrect goods are some of the major problems found in Medium Scale organizations of Weaving Industry. Majority of the respondents believe that they are managing their supply chain successfully.

Suggestions

- ◆ The Medium Scale organizations of weaving organizations located in Surat districts are giving less emphasis on the technology to manage their supply chain. However from literature review it is found that if an organization wants to manage better their supply chain, Information Technology is the key to success. So the organizations should adopt the Information Technology for better management of their supply chain activities.
- ◆ Majority of the respondents believe that they are managing their supply chain successfully; however they are facing some serious problems regarding the late delivery by the suppliers, missing of the goods in the warehouse, loading goods in the wrong truck, receiving in correct goods. Hence they need to adopt the better Supply Chain Management practices to overcome the frequently problems faced by them.

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