

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories  
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.  
as well as in Open J-Gate, India (link of the same is duly available at Infibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

[www.ijrcm.org.in](http://www.ijrcm.org.in)

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE RELATIONSHIP BETWEEN CAPITAL AND OWNERSHIP STRUCTURES WITH THE CREATED SHAREHOLDER VALUE IN TEHRAN STOCK EXCHANGE <i>MOHAMADREZA ABDOLI, MOHAMADREZA SHORVARZI &amp; SYED NAJIBALLAH SHANAEI</i>	1
2.	IMPACT OF GOOD GOVERNANCE ON THE CORPORATE GOVERNANCE IN BANGLADESH <i>MD. ZAHIR UDDIN ARIF, MD. OMAR FARUQUE &amp; UDAYSHANKAR SARKAR</i>	6
3.	DETERMINANTS OF JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY, OGBOMOSO, NIGERIA <i>AKANBI F. K. &amp; OJOKUKU R. M.</i>	9
4.	THE NEXUS BETWEEN ORGANIZATIONAL CULTURE AND TOP MANAGEMENT SUPPORT AS AN INFLUENCE TO THE ADOPTION OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE RWANDAN COMMERCIAL BANKS <i>MACHOGU MORONGE ABIUD &amp; LYNET OKIKO</i>	14
5.	THE ROLE OF CORPORATE REPUTATION ON TRAVEL AND LEISURE COMPANIES PERFORMANCE IN MALAYSIA <i>SAHAR E-VAHDATI</i>	20
6.	HR AUDIT: AN EVALUATION OF HR PRACTICES <i>MARIAM AHMED</i>	23
7.	BENEFITS AND CHALLENGES OF CONVERGENCE TO INTERNATIONAL FINANCIAL REPORTING STANDARDS BY PUBLIC ACCOUNTABILITY COMPANIES IN NIGERIA <i>ISHAQ ALHAJI SAMAILA</i>	29
8.	FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN AN ENTERTAINMENT INDUSTRY <i>A. ANGELINE EMMEMA, N.AJAN &amp; C.KARTHIKEYAN</i>	35
9.	AN INSIGHT INTO XBRL: INDIAN PERSPECTIVE <i>DR. SUMIT GARG &amp; RITIKA AGGARWAL</i>	43
10.	EMPLOYEES' SATISFACTION AND INDUSTRIAL RELATIONS – A STUDY OF SELECTED INDUSTRIAL UNITS OF AHMEDABAD AND ANAND DISTRICTS <i>DR. VIJAYSINH M. VANAR</i>	48
11.	AN EMPIRICAL STUDY ON TALENT MANAGEMENT – AN OUTMOST OPPORTUNITY FOR ORGANIZATION'S SUCCESS <i>NANDINI M. DESHPANDE</i>	61
12.	A STUDY OF HUMAN RESOURCES RELATED CONFLICTS IN SOFTWARE INDUSTRIES IN HYDERABAD <i>RAMAKRISHNA SASTRY GHATTY &amp; DR. V. MADHUSUDHAN PRASAD</i>	65
13.	CAPITAL STRUCTURE (DEBT-EQUITY) OF INDIAN PHARMACEUTICAL INDUSTRY – A STUDY <i>K. PADMINI &amp; C. SIVARAMI REDDY</i>	70
14.	GAINING LEVERAGE FROM SUPPLY CHAIN TO MAXIMIZE PROFITS <i>DR. MADHU JASOLA &amp; SHIVANI KAPOOR</i>	74
15.	BUSINESS CYCLE STAGES AND HUMAN CAPITAL COST – AN EMPIRICAL STUDY OF SERVICE SECTOR COMPANIES IN INDIA <i>DR. YAMINI KARMARKAR &amp; PRACHI JAIN</i>	79
16.	A COMPARATIVE STUDY ON CUSTOMER PREFERENCE ON MOBILE COMMUNICATION WITH REFERENCE TO THE SERVICE PROVIDED BY PRIVATE (AIRTEL) AND PUBLIC (BSNL) SECTOR IN COIMBATORE DISTRICT <i>DR. G.SAKTHIVEL</i>	85
17.	THE BRAND IMAGE & SATISFACTION LEVEL OF DEALERS AND SURROGATE BUYERS OF AMBUJA CEMENT LIMITED IN SAURASHTRA REGION <i>UTKARSH. H. TRIVEDI &amp; JIGNESH. B. TOGADIYA</i>	88
18.	SMALL PACKAGING- MAKING THINGS AFFORDABLE (A STUDY OF RURAL CONSUMERS) <i>RANJEET KAUR &amp; AMANDEEP KAUR</i>	100
19.	A REVIEW OF VIRTUAL LEARNING METHODOLOGY IN THE DEVELOPMENT OF SALES WORKFORCE <i>KETAN KANAUIA &amp; L. R. K. KRISHNAN</i>	106
20.	CLASSIFICATION OF INVESTORS' IN INDIAN SECURITIES MARKET WITH REFERENCE TO TAMILNADU – A DISCRIMINANT ANALYSIS <i>DR. V. DHEENADHAYALAN</i>	115
21.	MARKETING IN ORGANIZED RETAIL ENVIRONMENT: A RETAILERS PERSPECTIVE <i>VASUNDRA</i>	123
22.	A STUDY ON EFFECT OF CSR INITIATIVES OF AUTOMOTIVE COMPANIES ON CONSUMER BUYING BEHAVIOR <i>SHILKI BHATIA</i>	126
23.	EMPLOYEES PERCEPTION ON DAY – SHIFT V/S NIGHT - SHIFT JOBS (WITH SPECIAL REFERENCE TO BPO SECTORS IN HYDERABAD) <i>ANITA D'SOUZA</i>	133
24.	AN OVERVIEW OF THE CHALLENGES FACED BY ITES /BPO EMPLOYEES IN INDIA AND THE NEED FOR NATIONAL LEGISLATURE TO PROTECT EMPLOYEE RIGHTS OF THIS SECTOR <i>ANJALI PASHANKAR</i>	139
25.	INSURANCE BUSINESS IN INDIA - AN OVERVIEW <i>VENKATESH BABU S</i>	143
26.	LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY (WITH REFERENCE TO JETPUR CITY OF RAJKOT DISTRICT) <i>ANKITA DHOLARIYA</i>	147
27.	INTEGRATION OF INDIAN STOCK MARKET WITH ASIAN AND WESTERN MARKETS <i>RAKESH KUMAR</i>	153
28.	EFFECT OF SALES PROMOTION ACTIVITIES ADOPTED BY MAHINDRA AUTOMOBILES ON RURAL MARKET OF PUNJAB <i>PRANAV RANJAN &amp; RAZIA SEHDEV</i>	160
29.	IDENTIFICATION OF KEY STRATEGIC FACTORS IN APPAREL SOURCING DECISIONS BY INDIAN RETAILERS; A CASE BASED STUDY <i>PARAGI SHAH</i>	165
30.	GROWTH AND PROSPECTS OF INDIAN MUTUAL FUND INDUSTRY - A REVIEW <i>B. USHA REKHA</i>	171
	REQUEST FOR FEEDBACK	179

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**PATRON**

**SH. RAM BHAJAN AGGARWAL**

Ex.State Minister for Home & Tourism, Government of Haryana  
Vice-President, Dadri Education Society, Charkhi Dadri  
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

**CO-ORDINATOR**

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

**CO-EDITOR**

**DR. BHAVET**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N.Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

## ASSOCIATE EDITORS

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**PROF. N. SUNDARAM**

VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**DR. S. TABASSUM SULTANA**

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

## TECHNICAL ADVISOR

**AMITA**

Faculty, Government M. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

## FINANCIAL ADVISORS

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

## LEGAL ADVISORS

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

## SUPERINTENDENT

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**  
IJRCM

**Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF**

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

**NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

**NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)**
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:****BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

**GAINING LEVERAGE FROM SUPPLY CHAIN TO MAXIMIZE PROFITS**

**DR. MADHU JASOLA**  
**ASSOCIATE PROFESSOR**  
**NEW DELHI INSTITUTE OF MANAGEMENT**  
**NEW DELHI**

**SHIVANI KAPOOR**  
**ASST. PROFESSOR**  
**NEW DELHI INSTITUTE OF MANAGEMENT**  
**NEW DELHI**

**ABSTRACT**

*A supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these finished products to customers. Supply chains exist in both service and manufacturing organizations, although the complexity of the chain may vary greatly from industry to industry and firm to firm. Many firms are using supply chain management to get an edge over the other to maximize profits.*

**KEYWORDS**

Industries, Logistics, Services, Supply Chain Management.

**INTRODUCTION**

Christopher (1992a) defines a supply chain as 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 consumer. Supply Chain is the alignment of firms that brings products or services to market (Lambert, Stock and Ellram, 1998). La Londe and Masters (1994) proposed that a supply chain is a set of firms that pass materials forward. Normally, several independent firms are involved in manufacturing a product and placing it in the hands of the end user in a supply chain-raw material and component producers, product assemblers, wholesalers and retailer merchants are all members of a supply chain (La Londe and Masters, 1994).

Although the supply chain concept considers multiple links that guide the flow and transformation of raw materials to finished goods and the ultimate consumer (Cooper & Ellram, 1993; Houlihan, 1998; Stevens, 1989), most articles only explore only dyadic relationships in the channel (Cooper and Ellram, 1993). The objective of managing the supply chain is to synchronize the requirements of the customer with the flow of materials from suppliers in order to effect a balance between what are often seen as conflicting goals of high customer service, low inventory management and low unit cost (Stevens, 1989). SCM is a concept whose primary objective is to integrate and manage the sourcing, flow and control of materials using a total systems perspective across multiple functions and multiple tiers of suppliers (Monczka, 1998).

**SUPPLY CHAIN MODEL**

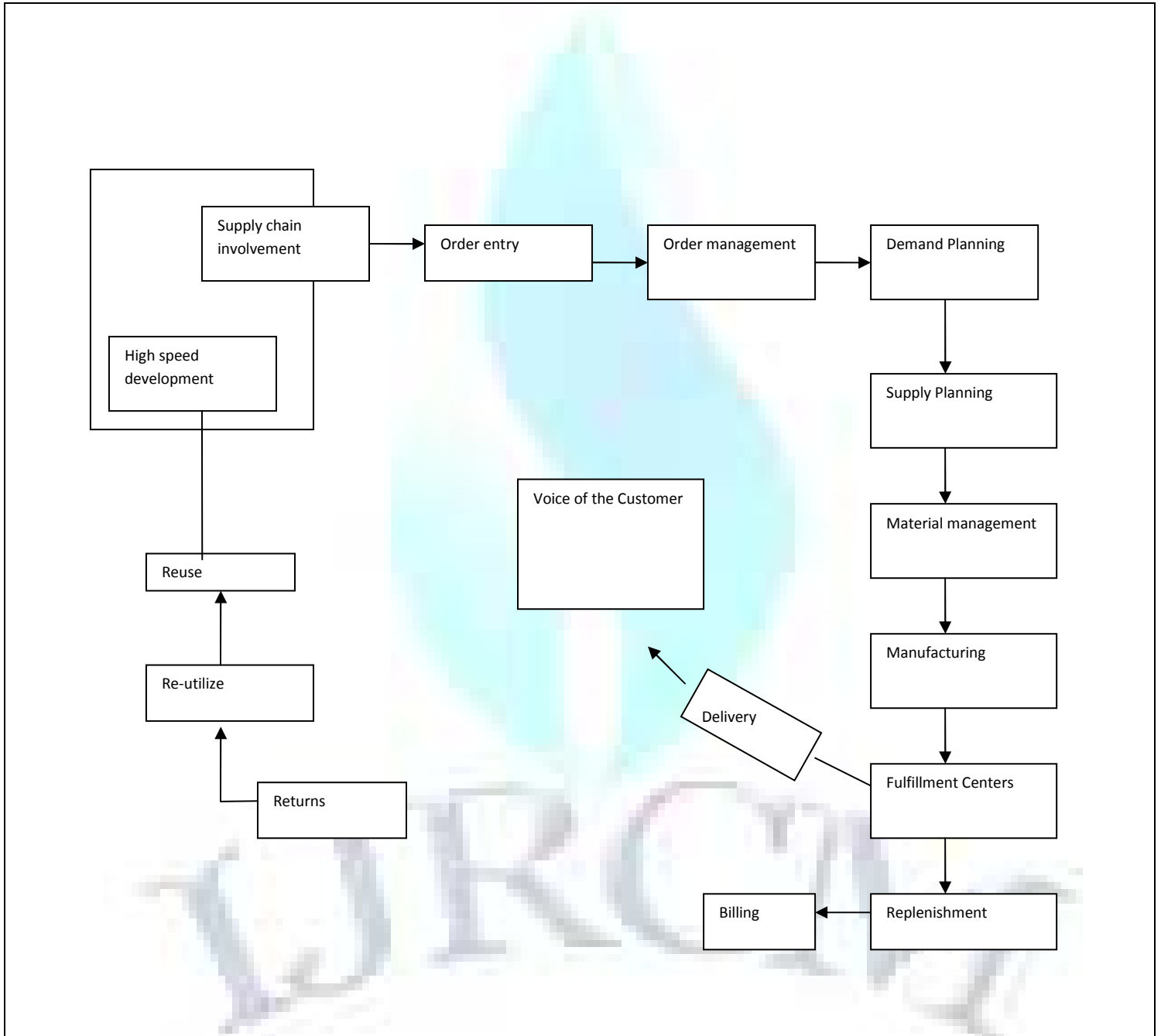
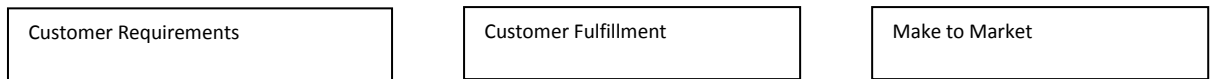
Meritus Consulting Services, LLC, USA, has a three dimensional approach to a supply chain design focusing on end-to-end view, integrated functional scope and performance. Meritus believes that a supply chain with one or more of these dimensions working inefficiently or not at all, delivers poor or disastrous results. Therefore, its approach addresses all three dimensions:

End-to-end starts with the customer and ends when the required service is delivered and customer expectations are met.

Integrated functional scope strives to integrate all key functions of a supply chain.

Performance is the end result with its client's customer viewing its client as a preferred supplier and its client achieving superior financial results.

INTEGRATED SUPPLY CHAIN MERITUS MODEL



Reverse logistics

Enablers

- Information Technology
- Change leadership
- Concurrent engineering
- Management system



**SUPPLY CHAIN MANAGEMENT ERAS**

Supply chain management has gone a long way from mass production era to mass customization era.

Mass production era: In the early 1900s, Henry Ford created the first moving assembly line. This reduced the time required to build a Model T from 728 to 1.5 hours and ushered in the mass production era. Over the next 60 years, American manufacturers became adept at mass production and streamlined supply chains with the help of scientific management methods and operations research techniques. Lean manufacturing era: In 1970s, US manufacturing’s superiority was challenged. Foreign firms in many industries made higher quality products at lower costs. Global competition forced US manufacturers to concentrate on improving quality by reducing defects in their supply chains. Starting in the early 1970s, Japanese manufacturers, Toyota, changed the rules of production from mass to lean. Lean manufacturing era focuses on flexibility and quality more than on efficiency and quantity. Significant lean manufacturing ideas include six sigma, just in time, total quality management, kaizen and kanban.

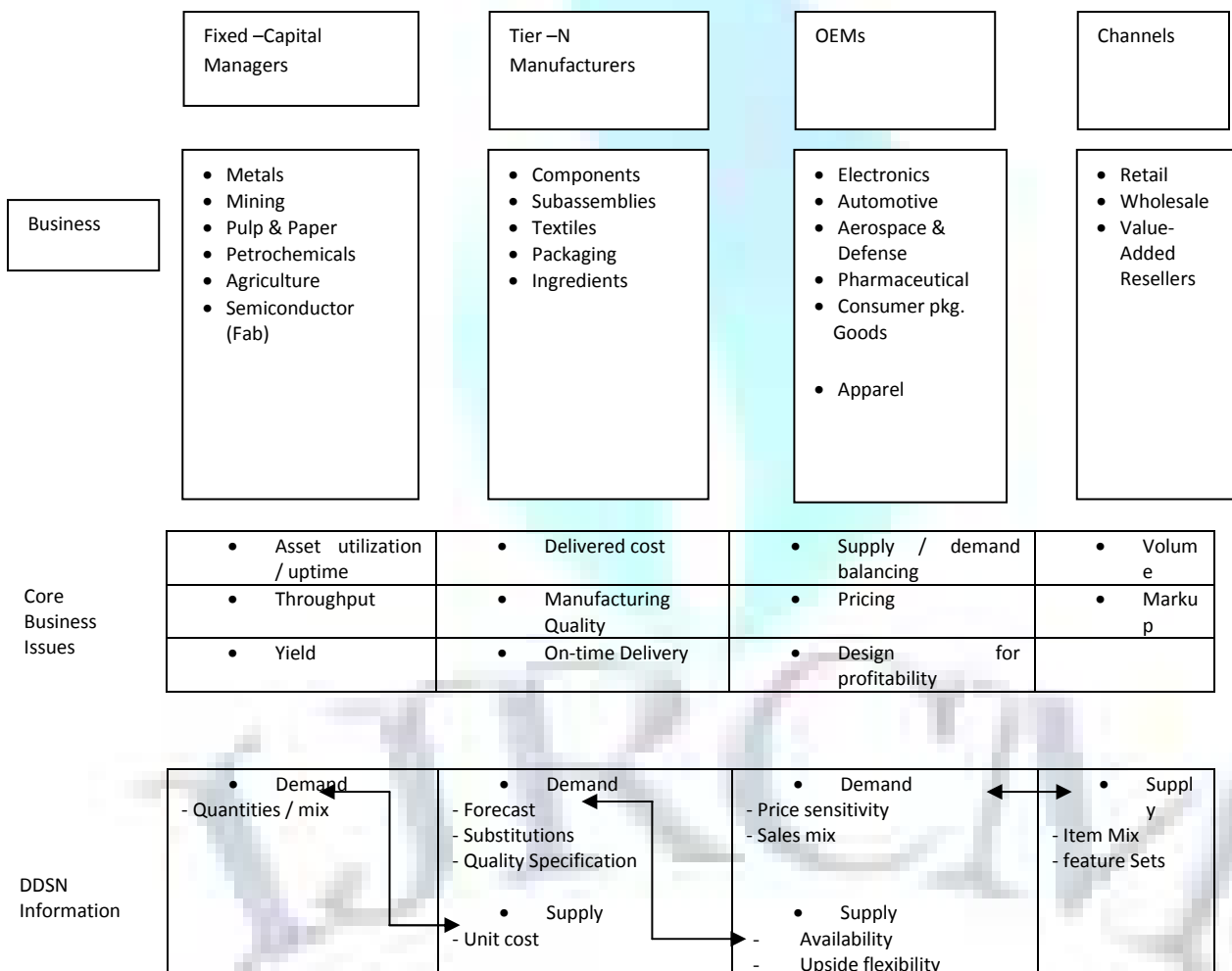
Mass customization era: Beginning in 1995 and coinciding with the commercial application of the internet, manufacturers started to mass produce customized products. Dell is the most famous mass customizer and the sharing of critical information in real time with key partners make this era significantly different.

**INFORMATION FLOW IN DEMAND DRIVEN SUPPLY CHAINS**

Firms are effectively using new information technologies to improve service and delivery processes. Through secure intranet systems and business to business e-commerce platforms, firms focus on improving information management by integrating internal systems with external partners. Amazon.com gives customers the ability to track the delivery status of their purchases. Walmart routinely shares all sales data in real time with its upstream suppliers and manufacturers.

Taking an example of manufacturing sector, at the most basic level, manufacturing industries start with some raw material, typically sourced from suppliers known as fixed capital managers that build and maintain large fixed capital facilities. Output from these producers flow to tiers of manufacturers (tier N) that make and deliver the components that go into final products. At the consumer end of the chain are the demand creators. These original equipment manufacturers (OEMs) conceive new products, line up a supply network to produce them and sell through channels to the ultimate consumer. The fundamental business issues for each type of manufacturer are very different and the information flows specific to each interaction are therefore very different.

**INFORMATION FLOWS IN A DEMAND –DRIVEN NETWORK**



**LOGISTICS COST**

Country	GDP (USD b)	Logistics Cost as % of GDP
Australia	393.0	11
Asian Region		
China Mainland	1237.1	14.5
India	460.0	14.0
Japan	3996.2	10.5
Korea	468.7	12.4
Singapore	87.0	12.4
Taiwan	281.5	13.5

LOGISTICS COST

Country	GDP (USD b)	Logistics Cost as % of GDP
European Region		
France	1419.3	11.7
Germany	1987.0	11.8
Italy	1186.0	12.6
Netherlands	418.8	12.2
Spain	654.0	12.1
UK	1555.2	12.2
North American Region		
Canada	729.3	11.8
Mexico	637.3	14.4
USA	10445.6	8.7

INTERNATIONAL COMPARISON OF CUSTOMER ORIENTATION

Parameters	Product Quality	Product Design	On Time Delivery	After Sales Service	Managing Distribution
Brazil	52.39	56.62	36.34	39.15	51.83
Canada	68.13	58.06	62.19	62.50	66.45
France	55.94	66.96	44.64	45.56	66.09
Germany	92.50	71.39	88.06	78.61	75.83
India	41.08	34.05	30.27	41.08	52.43
Japan	92.66	81.46	93.17	89.76	72.20
Netherlands	72.99	63.11	69.78	68.44	74.76
South Korea	60.71	48.57	59.29	47.14	57.14
Thailand	63.00	58.50	57.00	54.00	66.50
USA	59.67	69.84	62.62	57.70	74.43

Note: Companies are rated 0= poor to 100=excellent

SUPPLY CHAIN RISK

Supply chain problems result from different kinds of risks. There can be natural disasters, labour disputes, supplier bankruptcy, acts of war and terrorism. They can seriously disrupt or delay materials, information and cash flows, any of which can damage sales, increase costs or both. Broadly categorized potential supply chain risks include delays, disruptions, forecast inaccuracies, systems breakdowns, intellectual property breaches, procurement failures, inventory problems and capacity issues. To prevent heavy losses, managers must perform a delicate balancing act to keep inventory, capacity and other elements at appropriate levels across the entire supply chain in a dynamic, fast changing environment.

Dell, Toyota, Motorola and other leading manufacturers excel at identifying risks to their supply chains and at creating powerful mitigation strategies that neutralize potentially negative effects.

The effective risk mitigation strategies are given below.

Risks	Supplier related	Internal	Customer-related
Disruptions	<ul style="list-style-type: none"> <li>Supplier of a key part shuts down plant for a month or at a key part of the production cycle</li> <li>Supplier capacity drops by 20% overnight</li> </ul>	<ul style="list-style-type: none"> <li>Key plant shuts down unexpectedly for one month</li> <li>Capacity at a key plant drops by 20% overnight</li> </ul>	<ul style="list-style-type: none"> <li>Demand goes up by 20% for all product across the board</li> <li>Demand goes down by 20% under conditions above</li> </ul>
Delays	<ul style="list-style-type: none"> <li>Purchase order of keys parts or raw materials delayed by month</li> </ul>	<ul style="list-style-type: none"> <li>Distribution or production orders delayed by a month</li> </ul>	<ul style="list-style-type: none"> <li>Customer order delayed by a month</li> </ul>
System	<ul style="list-style-type: none"> <li>Supplier's order-entry system goes down for a week</li> </ul>	<ul style="list-style-type: none"> <li>Key customer's procurement system inside your company goes down for a week</li> <li>Company's inventory/accounts system goes down for a week</li> </ul>	<ul style="list-style-type: none"> <li>Entry system not working for a week</li> <li>Key customer's procurement system inside your company goes down for a week</li> <li>Credit card information stolen from hacked e-commerce system</li> </ul>
Information processing	<ul style="list-style-type: none"> <li>Supplier rations supplies by 20%</li> <li>Supplier increase minimum order size by 20% then 100%</li> </ul>	<ul style="list-style-type: none"> <li>To take advantage of volume discounts, company begins to order in quantities twice as large as usual, but half as frequently, which impacts supplier's ability to forecast</li> </ul>	<ul style="list-style-type: none"> <li>Key customer begins to order in batches that are twice as large as usual but less frequent (the impact of forecasting)</li> </ul>
Intellectual Property	<ul style="list-style-type: none"> <li>Key supplier redesigns parts and create own product</li> </ul>		
Procurement	<ul style="list-style-type: none"> <li>Supplier delays in processing returns by twice as long</li> <li>Supplier forced to increase price of key components by 20%</li> <li>Transportation costs go up 20% overnight</li> </ul>	<ul style="list-style-type: none"> <li>Unforeseen cash squeeze requires month-long delays in paying key suppliers</li> </ul>	
Receivables			<ul style="list-style-type: none"> <li>Key customer withholds payments one month longer than usual</li> <li>20% of receivable payments delayed by one month</li> </ul>

According to a Forrester survey, 167 supply chain decision-makers in North America were to find out how their supply chain organizations have been affected by market dynamics. In order to cope with external pressures like globalization and more stringent security requirements, supply-chain executives have indicated that:

- There is an increased focus on supply chains as a competitive advantage.
- Approximately 46% of the heads of supply chain groups are now reporting to the CEO directly
- 69% of the organizations have a centralized supply chain function
- 32% of the manufacturers surveyed are using RFID in their factories, not just in warehouses
- Respondents also indicated an increase in transportation spending to cope with transportation capacity shortages and additional security requirements.

## CONCLUSION

No matter what business you are in, finally you have to manage your supply chain. Today successful companies feel that a lean, efficient supply chain maximizes revenue and helps stimulate growth. With the advent of internet and the subsequent e-commerce revolution, supply chain solutions are capable of doing what so many companies had long dreamed about, managing their inventories in real time. The result is streamlined interactions with partners and suppliers, faster transactions and reduced inventory and delays. In just a few years it became common for companies to manage vast supply chains that stretched across the globe and were capable of handling orders, inventory, shipments, forecasts, production and service fulfillment. With increased global competition, expansion into new markets, mergers and acquisitions and global sourcing and operations, companies are migrating from operating unit footprints to global footprints. Supply chain has tackled many of the challenges associated with successfully implementing globalization initiatives and, in-turn, have realized significant value.

## REFERENCES

1. Bowersox, D.J., & Closs, D.C.(1996). Logistics Management: The Integrated Supply Chain process. New York: McGraw –Hill.
2. Cooper, M.C., & Ellram, L.R.(1993). Characteristic of Supply Chain Management and the Implications for Purchasing and Logistics Strategy. The International Journal of Logistics Management, 4(2), pp. 13-24.
3. Drayer, R.W. (1996). Synchronize for success. Supply Chain Management Review, 3 (Summer), pp. 60-66.
4. Dwyer, F.R., & Tanner, J.F., Jr. (1999). Business Marketing: Connecting Strategy, Relationships, and Learning. Boston: Irwin McGraw-Hill.
5. Garvan, M.S., & Min, S. (2000). The Dynamic Role of the Sales Function in Supply Chain Management. In John T. Mentz (Ed.), Supply Chain Management (Pp. 101-126). Thousand Oaks, CA: Sage.
6. Golicic, S.I., Davis, D.F., McCarthy, T.M., Mentz, J.T. (2002). The Impact of E-Commerce on Supply Chain Relationships. International Journal of Physical Distribution and Logistics Management, 32(10), pp. 851-871.
7. Lambert, D.M., & Stock, J.R. (1998). Strategic Logistics Management (3<sup>rd</sup> ed.). Homewood, IL; Dow Jones and Irwin.
8. Min, S. (2000b). Inter-functional coordination in supply chain management. In J.T. Mentz (Ed.), Supply Chain Management (pp.371-390). Thousand Oaks, CA: Sage.
9. Min, S. (2000c). Inter-Corporate Coordination in Supply Chain Management. In J.T. Mentz (Ed.), Supply Chain management (pp.391-410). Thousand Oaks, CA: Sage.
10. Monczka, R.M., Trent, R., & Ranfield, R. (1998). Purchasing and Supply Chain Management, Cincinnati, OH: Southwestern College Publishing.
11. Stevens, G.C. (1989). Integrating the supply chain. International Journal of Physical Distribution and Materials Management, 19(8), pp. 3-8.

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail i.e. [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

