

Linking Supply Chain Management with Its Contemporary Fields: A Theoretical Framework

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ABSTRACT

Supply Chain Management has been in the discussions of the research community since the 80s, and it still manages to be on the scene after decades. An essential role in this is played by its contemporary fields with which it is continuously integrated and emerged over these years. This conceptual paper outlines the importance of various fields like Marketing, Logistics, Purchase, Information technology and Business sustainability in the Supply chain management theory. A literature review using an integrative approach was conducted to cover the vast area under study. A conceptual framework has been developed to highlight theoretical linkages like integration concepts, systems theory and strategic orientation. However, more contemporary fields like Strategic management and Operations management should also be studied to have a better and more comprehensive inter-disciplinary framework. The need for more structured and extensive research in the future has been felt so that better interdisciplinary theories can be developed and synergies can be created among various perspectives to fulfil the goals of supply chain management.

Keywords: Supply Chain Management (SCM), Marketing, Logistics, Sustainability.

1. INTRODUCTION

Over the last 50 years, supply chain management has proved its worth and has been attributed to the success of many big corporations, such as Walmart, Apple, Amazon, and Proctor and Gamble, to name a few. Supply chain management has traditionally been called a “melting pot” of various disciplines (Giunipero et al., 2008; Croom et al., 2000; Wisner & Tan, 2000). An integrative business philosophy merges significant business processes and functions within and across organisations into a cohesive, high-performing business model (Njoku & Kalu, 2015). Mentzer et al. (2008) presented a framework for supply chain management research and included marketing, logistics, operations and production in their model, which they call closely related. A careful study of supply chain management research also highlights that it is initially a philosophy that attempts to make functions like logistics, marketing and purchase a strategic matter. Hence, strategic management is also one component that contributes to the literary development of supply chain management. Recently, the idea of sustainability as “the development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987) has also been disseminated rapidly. The tarnishing of image and disruptions in supply chains of major companies such as Nike, Apple and Nestle due to sustainability issues also forced practitioners and the research community to look toward environmental and social sustainability apart from concerns for economic sustainability only.

One of the most prestigious organisations in the field of supply chain management, the Council for Supply Chain Management Professionals, describes the nature of supply chain management as follows: “The supply chain management (SCM) profession has continued to change and evolve to fit the needs of the growing global supply chain. With the supply chain covering a broad range of disciplines, the definition of a supply chain can be unclear” (CSCMP, 2016). Min et al. (2019) denoted supply chain management as an ever-evolving subject with the respective nature of evolving technologies, corporations, consumers and markets. They described the need to develop new frameworks to describe, explain and shed light on the evolving nature of supply chain management. Parente (2008) presented an interdisciplinary model of supply chain management research; in his model, he included four disciplines: marketing, logistics, operations, and information technology. More than a decade has passed since then, and a need is felt to study these linkages and incorporate new additions in the literature; sustainability is one of the prominent ones.

1.1 THEORETICAL FOUNDATION OF SUPPLY CHAIN MANAGEMENT

A shared formal or the most diminutive nominal definition of a concept is necessary for researchers or practitioners to work on it, yet supply chain management lacks it (LeMay et al., 2017). Although the notion of the supply chain is relatively common in the research field, Mentzer et al. (2001) defined it as a combination of more than a pair of entities directly indulged in the down or upstream flows of products, services, information, and or finances from a source to a customer (Cooper & Ellram, 1993; Mentzer et al., 2001).

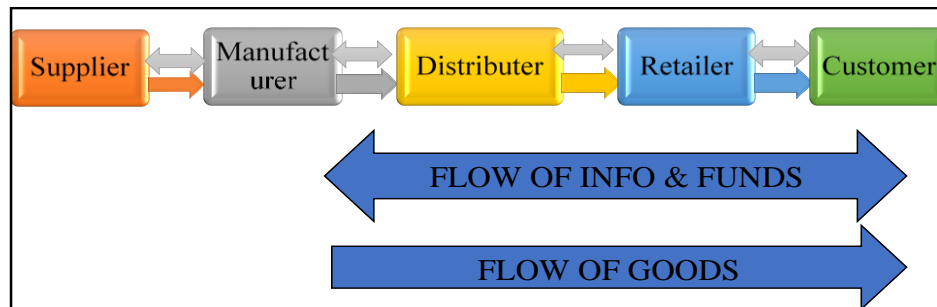


FIG. 1. The Basic Supply Chain (Source – Chopra and Meindl, 2001)

As Figure 1 shows, the supply chain is "a connected set of resources and processes that starts with the raw materials sourcing and expands through the delivery of finished goods to the end consumer" (Bridgefield Group, 2006; Janvier-James, 2012). Profit generation through customer satisfaction is the primary purpose of any supply chain (Chopra & Meindl, 2001; Habib, 2011). Mentzer et al. (2001) observed the supply chain as a phenomenon that exists, in contrast to SCM, which requires overt management efforts. Organisations can be part of many supply chains, while consumers are part of it (Mentzer et al., 2001).

Supply chain management is an integrative philosophy that manages the total flow of a distribution channel from the supplier to the end user (Cooper et al., 1997; Habib, 2012). It is a recent phenomenon that appeared in the literature since the beginning of the 80s as an attempt to make the flow of products and information between firms a strategic matter. Oliver and Webber were its pioneers. The scope of the supply chain begins with the source of supply and expands to the point of consumption. It is not limited to physical material movement; it expands to supplier management, material management, purchasing customer service and information flow (Stevens, 1989). Supply chain management is done for cost reduction, streamlining material flows as per customer requirements, better customer service and competitive advantage for supply chains (Cooper et al., 1997).

1.2 RESEARCH QUESTIONS:

In the past, these linkages had been studied individually; therefore, there is a need to study these linkages comprehensively; the following research questions are addressed in the present work:

1. Is Supply chain management theoretically linked with Marketing?
2. Is Supply chain management theoretically linked with Logistics?
3. Is supply chain management theoretically linked to purchasing?
4. Is Supply chain management theoretically linked with Information Technology?
5. Is Supply chain management theoretically linked with Sustainability?

1.3 RESEARCH METHODOLOGY

Knowledge is being produced in the field of business research at a speed that is faster than ever. At the same time, it remains fragmented and inter-disciplinary, making literature review more relevant than ever. A literature review is an excellent method for synthesising research findings, showing evidence on a meta-level, and uncovering areas which require more research (Snyder, 2019). The literature review provides a reasonable base for advancing knowledge and formulating theory (Webster & Watson, 2002). Snyder (2019) described three approaches for a literature review: systematic, semi-systematic, and integrative. These approaches can be put on a continuum with decreasing order for the structure and increasing need for combining fragmented perspectives and creating new theoretical frameworks. According to Torraco (2016), integrative literature reviews are suitable for two kinds of studies: one is when the topic is matured, capturing new dynamics and development in vast and scattered literature, and the second is when the concept is new, requiring holistic conceptualisation and syncretisation. Our study carries both features as concepts like Supply chain management, Marketing, Logistics, Purchase, Information Technology, and Sustainability are relatively mature; the conceptual framework linking all these subjects is certainly new. Hence, an integrative approach to literature review has been applied. First, the intention for a literature review was established; we I wanted to study the theoretical links between supply chain management and its contemporary fields.

Table: 1Contemporary fields of Supply Chain Management

1. Marketing
 2. Logistics
 3. Purchasing
 4. Information
Technology
 5. Sustainability
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The second step is setting criteria for including or excluding papers. Databases such as Emerald, Science Direct, Wiley, Taylor and Francis, and Google Scholar were chosen as these databases are majorly multidisciplinary and have a vast collection of high-impact journals that deal with the concepts addressed. After the selection of databases, keywords for searching research papers were selected. We have used keywords such as “supply chain management”, “marketing”, “logistics”, “purchase”, “information technology”, and “sustainability” with Boolean operators “and”. Papers published within 1990 - 2024 were taken for preliminary analysis based on key findings of these papers. Over 80 papers were selected. Within these databases, journals such as the Journal of Supply Chain Management, International Journal of Physical Distribution and Logistics Management, International Journal of Logistics Management, International Journal of Operations & Production Management, International Journal of Value Chain Management, Supply Chain Management: an international journal etc., were referred by us. Detailed study papers, which primarily focused on theoretical links between supply chain management and its contemporary fields like marketing, logistics, purchase information, technology, and sustainability, were given preference along with the quality of research papers. Lastly, sorted papers were reviewed, and attempts were made to answer the research questions raised.

1.4 OBJECTIVES OF THE STUDY

We expect to fulfil the following objectives through this study:

1. To Study theoretical linkages between Supply Chain Management and its contemporary fields.
2. To build a theoretical framework that links Supply chain management with its contemporary fields.

1.5 PROPOSITIONS PROPOSED

We have proposed the following propositions in this study,

P1 Supply chain management is theoretically linked with Marketing.

P2 Supply chain management is theoretically linked with Logistics.

P3 Supply chain management is theoretically linked with Purchasing.

P4 Supply chain management is theoretically linked with Information Technology.

P5 Supply chain management is theoretically linked with Sustainability.

2. LINKAGES BETWEEN SUPPLY CHAIN MANAGEMENT AND MARKETING

Supply chain management is a bridge between logistics and marketing channels that are the offspring of marketing only (Gripursured et al., 2008). Svenson, 2000 also stated that Supply Chain Management is the reintegration of Marketing issues back into the field of Logistics. Theoretical roots of Supply chain management can be traced in Alderson's functionalist theory of marketing, which emphasises studying the entire system rather than parts only in order to optimise customer satisfaction; this resemblance can embark not only the past but future evolution of supply chain management as well (Svensson, 2002). Systems theory proposes that studying individual players only does not count as studying the whole system. Similarly, a distribution system should be studied as an entire system (Gripursured et al., 2008). Supply chain management also has to deal with the entire channel and is not limited to one or two entities (Cooper & Ellram, 1993).

Supply chain management and marketing share many common phenomena and practices. Marketing has incorporated the principles of integration and the concept of the supply chain as a unit of analysis from Supply chain management, and concepts such as inter-organizational relationships have been developed by marketing (Mentzer & Gundlach, 2009). Min and Mentzer (2000) have also suggested cause-and-effect relationships among the concepts of marketing, marketing orientation, relationship marketing, and supply chain management, stating that they are irrefutably interwoven.

Juttner et al. (2010) highlighted that both concepts have a joint strategic base and orientation and can be aligned to provide superior customer value. Flint (2004) highlighted that superior marketing strategies are integrated across the supply chain. Green et al. (2012) examined the relational exchange theory as the basis for this relationship. They used the empirical method to show that marketing strategy alignment across the supply chain leads to improvement in marketing performance and, hence, the organisation's financial performance.

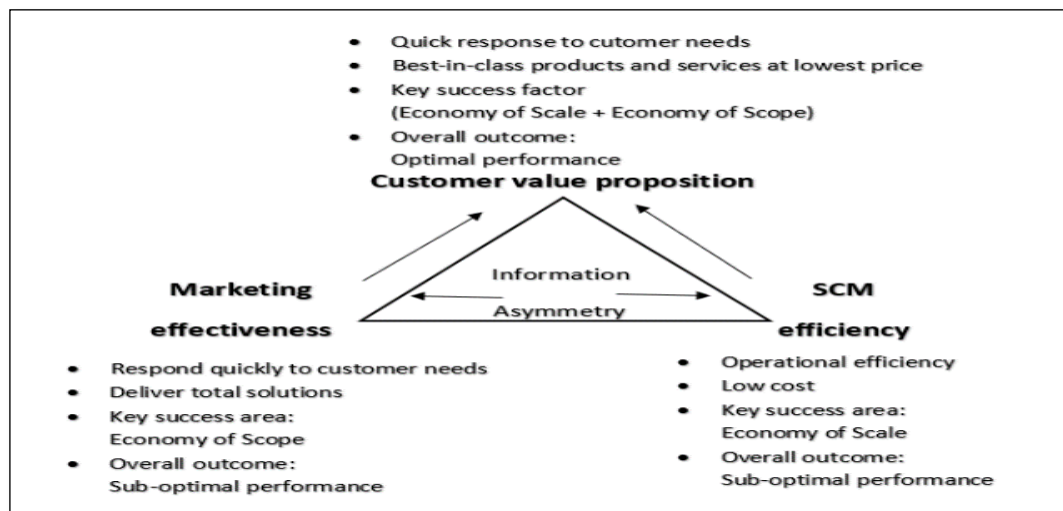


FIG. 2. Marketing and Supply Chain Management integration framework (Source - Madhani, 2012)

Marketing and supply chain management can be seen as two sides of one coin: marketing focuses on demand creation, while supply chain management focuses on on-demand fulfilment. Madhani (2012) employed a resource-based view to show how organizational resources play a role in integrating marketing and Supply chain management (See Figure 2). He has also suggested that firms which link their supply chain and marketing strengths can create a competitive advantage and customer value. Information asymmetry, reward system, role clarity, and culture for collaboration must be fine-tuned to create a better sync between the functional areas (Juttner et al, 2006; Madhani, 2011; Madhani,2012).

Hence, P1, Supply chain management is theoretically linked with Marketing.

3. LINKAGES BETWEEN SUPPLY CHAIN MANAGEMENT AND LOGISTICS

The term supply chain management first emerged as a tool for managing inventory, but only in the literature for logistics (Cooper & Ellram, 1993). Supply chain management theoretically finds its base in logistics (Lamming, 1996; Tan, 2001). Systems theory also has a place in the Logistics literature. Minimising total costs and maximizing total system performance is the ultimate goal of the system, and individual goals are subordinate to that (Skjoett-Larsen, 2009). A similar approach can be viewed in the relationship view of supply chain management, which suggests upward and downward linkages with customers and suppliers to get maximum customer satisfaction and minimum cost simultaneously. Hence, synergies through linkages instead of individual component optimization are stressed (Christopher, 1998; Larson & Halldorsson, 2004). As per the transportation and logistics perspective of Tuner (1993) and MacDonald (1991), Supply chain management is initially an integrated logistics system only (MacDonald, 1991; Turner, 1993; Tan et al., 1998).

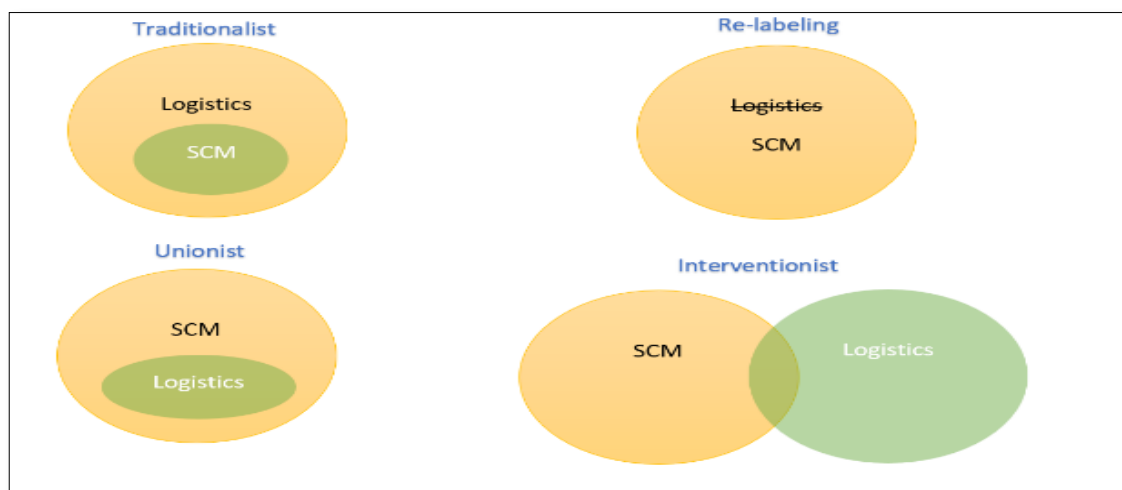


FIG. 3. Conceptual Perspectives of the Relationship between Supply Chain Management and Logistics (Source -Larson and Halldorsson, 2004)

As per Ballou (2007), the scope of logistics is constrained to functional boundaries consisting of activity and process administration, while the scope of supply chain management is much broader, considering the logistics function as its subset and includes inter-functional and inter-organizational integration and coordination. Larson and Halldorsson (2004) presented four conceptual perspectives: traditionalist, relabeling, unionist and inter-sectionist. As Figure 3 explains, the traditionalist view is “logistics outside the firm” and “re-labelling is “what logistics was is now SCM” Unionists say “SCM is more than logistics” and in the view of inter-sectionalist, “SCM is not a subset of logistics but is a broad strategy which cuts across business processes both within the firm and through the channels” (Stock & Lambert, 2001; Giunipero & Brand, 1996; Larson & Halldorsson, 2004). Sweeney et al. (2018) empirical finding supports the existence of these four conceptual perspectives and found that most practitioners identify themselves as unionist. He has credited professional bodies such as CSCMP and scholars such as Mentzer and Lambert. Another interesting insight from his work was that practitioners' perspectives and their firms' practices differ; he attributed “normative tension” to the same.

Thus, P2 supply chain management is theoretically linked to logistics.

4. LINKAGES BETWEEN SUPPLY CHAIN MANAGEMENT AND PURCHASING

Purchasing's traditional clerical role slowly became a significant part of the strategic planning process and a component of Supply chain management. As per the Purchasing and Supply perspective of Supply Chain Management literature, Supply chain management is similar to the supplier integration perspective and is an offspring of traditional purchasing and materials function only (Tan et al., 1998). As per Lenders et al. (1994), the purchasing service perspective has to evolve into a supply chain perspective, integrating internal operations, external customers, and suppliers to support the organisation's objectives effectively. According to Cooper and Ellram (1993), Purchasing, logistics, and Marketing acquire unique boundary-spanning experiences, providing them efficiency in interfirm and interfirm integration and communication. Hence, they should lead the design and implementation of supply chain management. As per Fung (1999), purchasing management has also entered a new era, and purchasing and logistics managers must implement their role from a supply chain management perspective, enabling the best utilization of supplier resources for the organization's strategic endeavors. Hence, purchasing should be considered the industry's primary supply chain management unit. Kozlenkova et al. (2015) observe that there is a shift in the unit of analysis of the firm, he suggested it has shifted from individual organisations (1970-80) to dyadic relationships (1990-2000) and then toward network relationships resulting from the current complex environment of supply chain management, he used social capital theory, social network theory, and system theory to guide research from this perspective. He also emphasised studying the interdependencies between Purchasing and various other supply chain management functions, such as logistics, marketing and operations, rather than studying purchasing in isolation so that research can be conducted more practically about how organisations operate.

This leads us to P3: Supply chain management is theoretically linked with Purchasing.

5. LINKAGES BETWEEN SUPPLY CHAIN MANAGEMENT AND INFORMATION TECHNOLOGY

In the words of **Lancioni et al. (2003)**, Supply chain management has been reinvented by new network technologies. Information technology has become a basic necessity for controlling and managing today's complex global supply chains. Information sharing is crucial for supply chain management in terms of enhancing effectiveness and reducing risks, as it assists decision-makers in making their decisions correctly and timely. That is when the role of Information technology also becomes inevitable. Apart from information Sharing, IT also helps in increasing the integration and collaboration of supply chain partners as well as gaining competitive advantage through Supply chain management (Tummala & Schoenherr, 2008; Simchi-Levi et al., 2003; Verma & Khan, 2011). Auramo et al. (2005) studied the role of Information technology in Supply chain management. They classified the use of IT for three purposes: Transaction processing, supply chain planning and collaboration, order tracking and delivery coordination.

As per Patterson et al. (2003), environmental pressure, transactional climate, and partner pressure in the supply chain are crucial for adopting new technologies. Bhandari (2014) has classified the various technologies used in logistics and supply chain management into three categories, which are Automatic identification technology (Bar Code, RFID), Communication Technology (EDI, VSAT, GPS, GIS, Web-based tracking, AGVS, IDS) and Information Technology (ERP, DRP, AITS). According to him, strategic opportunities are being created by emerging new technologies. However, to reap the benefits of these opportunities, a suitable organisational climate, infrastructure, management policies, and the proper use of the right technologies are also crucial.

Therefore, in P4, supply chain management is theoretically linked to information technology.

6. LINKAGE BETWEEN SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

Supply chain management is inherently connected with sustainability (Winter & Knemeyer, 2013). Sustainability topics have been predominantly evident in supply chain management since the mid-1990s (Seuring & Muller, 2008). A paradigm shift concerning the assumption of unlimited resources and unlimited regeneration capacity of the world

(Garetti & Taisch, 2012; Macchion et al., 2018) has led to the importance of social and environmental issues in business agendas, specifically in Supply chain management and operations management, as manufacturing and distribution together share a considerable portion of total human activity hence Companies are being pushed to change their supply chain strategies in accordance to social and environmental standards (Sarkis, 1995; Gonzalez et al, 2003; Halldorsson et al, 2009 and Brito and Laan, 2010). A “Chain liability concept” has arrived, according to which the focal firm can be “held accountable for actions that take place within their globally dispersed supply chains” (Tulder et al., 2009; Wilhelm et al., 2016; Gong et al., 2019). Hence, ecological and social practices cannot be limited to the focal firm and must be transferred to the entire supply chain (Hofmann et al., 2013; Krause et al., 2009; Paulraj, 2011, Schnittfeld and Busch, 2016). As per Ashby et al. (2012), Supply Chain Management, which was primarily derived from Economic sustainability in the past, is now broadening to incorporate environmental and Social Sustainability, hence evolving to be Sustainable Supply Chain Management (Fawcett et al., 2008; Ashby et al., 2012). Globalization is the leading force for such emphasis (Seuring, 2013).

According to Morali and Searcy (2013), “Integrating the concept of sustainability with core business functions that fall within the domain of supply chain management (SCM), such as procurement, logistics, and knowledge management, has led to a critical and interdisciplinary field: sustainable supply chain management (SSCM)”. A theoretical framework (See figure 4) for the application of the concept of Sustainability in Supply Chain Management has been developed by Carter and Rogers (2008), instead of the traditional “bottom line approach” they used a “triple bottom line” approach by Elkington (2004) which emphasis continuous maintenance and balancing of Social, Economic and Environmental purposes in a Micro Economic scenario and they used the term Sustainable Supply Chain Management for the same (Elkington, 2004; Carter & Rogers, 2008; Closs et al, 2011; Carter, 2011).

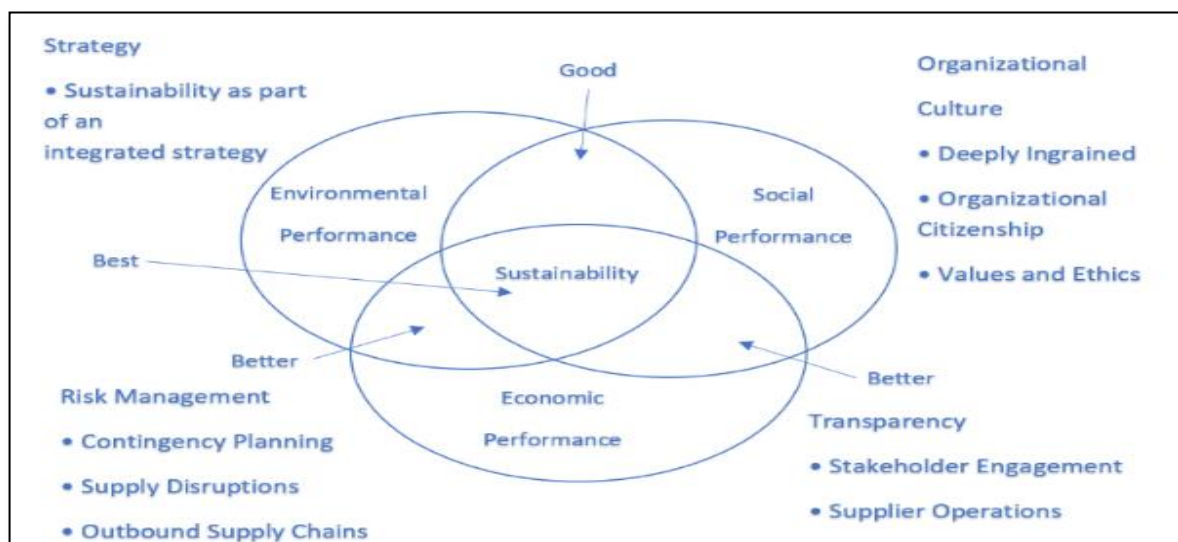


FIG. 4. Sustainable Supply Chain Management (Source – Carter and Rogers, 2008)

Sarkis et al. (2011) observed that Sustainable supply chain management has relationships with nine organizational theories: Resource-based view, ecological modernization theory, social network theory, information theory, transaction cost economics, complexity theory, institutional theory, Resource dependence theory and Stakeholder theory (Sarkis et al., 2011, Morali and Searcy (2013). Hoek (1999) presented three approaches to environmental management in the supply chain: reactive, proactive, and value-seeking (Hoek, 1999; Ashby et al, 2012).

Therefore, P5, Supply chain management is theoretically linked with Sustainability.

7. THEORETICAL FRAMEWORK THAT LINKS SUPPLY CHAIN MANAGEMENT WITH ITS CONTEMPORARY FIELDS

Based on the literature review, a theoretical framework, as shown in Figure 5, has been developed. The left ellipse represents contemporary fields of supply chain management, while the right ellipse represents supply chain management. The interaction of the two ellipses represents their commonalities, which are integration, systems theory, and strategic orientation, respectively.

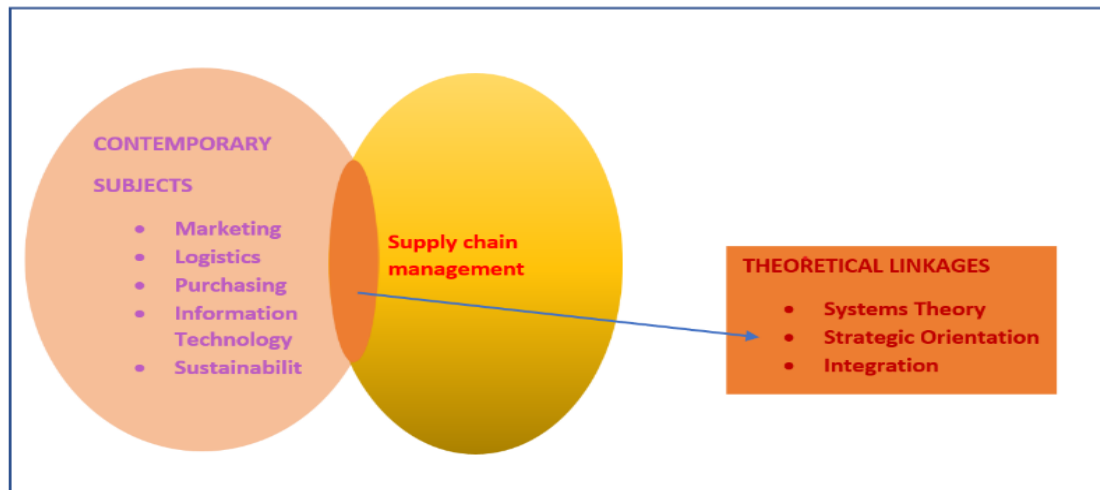


FIG. 5. Theoretical Framework That Links Supply Chain Management with Its Contemporary Fields

7.1 INTEGRATION

The principle of Integration, which is the core of supply chain management, has also enhanced the knowledge base of marketing scholars (Mentzer & Gundlach, 2009). Integration of Marketing strategies throughout the supply chain improves marketing and financial performance (Flint, 2004; Green et al., 2012). As per the transportation and logistics perspective of the evolution of supply chain management, it has been suggested that supply chain management is an integrated logistics system (MacDonald, 1991; Turner, 1993; Tan et al., 1998). Logistics integration is also helpful in the positive relationship between Supply chain management practices and competitive advantage (Tukamuhabwa et al., 2021). Another perspective of the evolution of supply chain management associates supply chain management with the supplier integration perspective of Purchasing (Tan et al., 1998). Leenders et al. (1994) have suggested integrating internal and external processes, transforming purchasing's service perspective into a supply chain perspective. Various systems of information technology also support supply chain integration. Data integrity, business process standardization, real-time visibility, availability, and information processing capability are some. Supply chain integration is also positively associated with sustainability in supply chains (Donkor et al., 2021).

7.2 SYSTEMS THEORY

Systems theory is based on the notion that the whole is more significant than its parts. This theory has been an essential component of the concept of supply chain management since the beginning (Yourdon, 1989; Caddy & Helou, 2007). Alderson's functionalist theory of marketing, which suggests optimising customer satisfaction by studying the entire system, is very similar to systems theory. In logistics literature, concepts such as total cost and maximisation of total system performance are only the offspring of systems theory. Moreover, few authors have viewed supply chain management as an integrated logistics system (Tan et al., 1998; Turner, 1993). Fung (1999) called the purchasing function a supply chain management system unit and suggested aligning its activities with the supply chain management perspective to utilise resources best. Information technology provides better collaboration, inter-organisational communication, shorter cycle time and improved teamwork (Fasanghri, 2008), which are conducive to systems theory. (Gallopín, 2003) has suggested using a systems approach for sustainability and sustainable development. Carter and Rogers (2008) employed systems theory to develop a sustainable supply chain management framework in which the concept of sustainability with supply chain management is integrated. Hence, Systems theory is instrumental in linking supply chain management with its contemporary disciplines, whether marketing, logistics, purchase, information technology, or sustainability.

7.3 STRATEGIC ORIENTATION

The very inception of supply chain management is seen as an attempt to make the flow of products and services between firms strategic. Integration of supply chain processes provides a unique resource to a firm and hence can be used as a source of competitive advantage (Power, 2005). Kozlenkova et al. (2015) suggested that unique idiosyncrasies between various Supply chain management processes, logistics, marketing channels, and operations have the potential to be leveraged as a strategic resource. Juttner et al. (2010) suggested that Supply chain management and marketing have a joint strategic base; hence, there is a scope of alignment between them. Green et al. (2012) also emphasized that Marketing strategy alignment across the supply chain paves the way for superior marketing performance, which, in turn, pushes the financial performance of the firms. Supply chain management is the reason for the transformation of Logistics as a strategic matter, as it incorporates concepts such as single entity concept causing lesser uncertainty, shorter order cycle, as well as effective coordination, which all contribute to enhanced performance of the organization

(Hale, 1999; Houlihan, 1988; Riley, 1987; Davis, 1993; Tan 2001 and Scott and Westbrook 2001). Supply chain strategy also mediates the positive relationship between logistics capability and supply chain efforts management with organizational performance (Sezhiyan, 2011). The relationship between supply chain management and competitive advantage is also mediated by logistics integration (Tukamuhabwa et al., 2021). A study by Kankaew et al. (2021) showed the mediation effect of competitive advantage in the relationship between supply chain management practices and logistic performance. The strategic level of Purchasing has also been associated with Supply chain management; a study by Paulraj et al. (2006) showed that a strategic level of purchasing increases inter-organizational integration, cooperation and collaboration with suppliers. New network technologies are also providing strategic opportunities for originations these days. Bhandari (2014) suggested that we must finetune the organizational climate, infrastructure, and management policies to maximize these opportunities. Competitive benefits of sustainability in supply chains have been confirmed by many authors, such as Bowen et al. (2001), Gold et al. (2010) and Faisal (2010), to name a few.

8. Conclusion

Table. 2: *Propositions established in the study*

	Proposition
P1	Supply chain management is theoretically linked with Marketing.
P2	Supply chain management is theoretically linked with Logistics.
P3	Supply chain management is theoretically linked with Purchasing.
P4	Supply chain management is theoretically linked with Information Technology.
P5	Supply chain management is theoretically linked with Sustainability.

Supply chain management is an integrative philosophy that attempts to make the flow of products and information between firms strategic. It has systems theory at its core. It has been linked with marketing, logistics, purchasing, information technology, and sustainability. However, an integrative framework for such contemporary subjects in supply chain management is still lacking. Hence, an effort has been made to develop a conceptual framework based on theoretical linkages between supply chain management and its contemporary subjects. An integrative approach to literature review has been applied to sort out papers, and three theoretical linkages have been found among supply chain management and its contemporary disciplines: integration, systems theory, and strategic perspective. The research adds to supply chain management literature by understanding how supply chain management and its contemporary disciplines have commonalities in perspectives. It helps researchers to understand the core nature of the discipline. At the same time, opportunities for a more comprehensive interdisciplinary framework have been explored. The findings also help managers better understand the field and develop synergies in tackling various emerging issues while developing supply chain management, marketing, logistics, purchasing, information technology and sustainability policies.

Nonetheless, this research endeavor, like any other, has limitations, which indicates avenues for future research. First, the list of subjects studied along with supply chain management is not exhaustive; there are many disciplines other than those taken in the study whose theoretical linkages with supply chain management might exist, for which Operations management and strategic management are some of the most prominent examples. To give more validity to the research, a more comprehensive and structured study of various fields is required. An empirical verification of the framework provided for theoretical linkages will also help develop a more concrete understanding of the theories that connect supply chain management with its contemporary fields. There is also scope for creating synergies and building more robust theories and policies for attaining the objectives of supply chain management.

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