

STUDY ON SELECT PERFORMANCE RELATED ISSUES IN SERVICE SECTOR SUPPLY CHAIN

by

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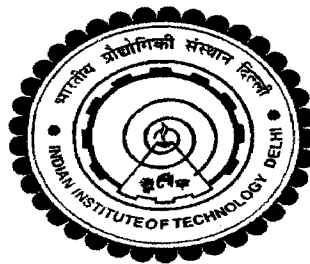
Department of Management Studies

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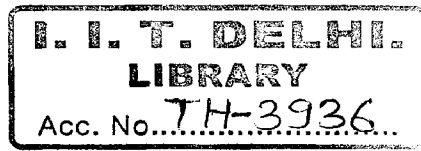
in fulfillment of the requirements of the degree of

Doctor of Philosophy

to the



**INDIAN INSTITUTE OF TECHNOLOGY DELHI
DECEMBER 2009**

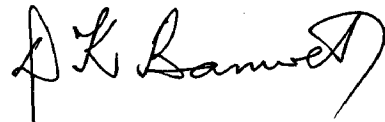


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CERTIFICATE

This is to certify that the thesis titled “**Study On Select Performance Related Issues In Service Sector Supply Chain**” to the Department of Management Studies, Indian Institute of Technology, Delhi, for the award of degree of **Doctor of Philosophy (Ph.D.)** is a record of bonafide research work carried out by him. He has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which has attained the standard required for a Ph.D. degree of the institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

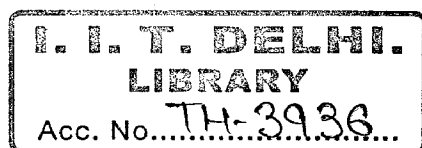
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ACKNOWLEDGEMENTS

This doctoral work is a major mile stone in my life. It has provided me an immense educational experience and broadened perspective and cognizance. It has been materialized because of the blessings and whole hearted supports of numerous experts who helped me during different phases of developing a new perspective towards research.

I would like to express my foremost gratitude to my guide Prof. (Dr.) D.K.Banwet, whose valuable guidance, and help during the entire doctoral program, has enabled me to carry out this research work. I would remain indebted for his unweaving support and encouragement, which were constantly cherished during each phases of my research.

His sagacity and vision has been imperative in guiding me throughout the study. This thesis could not have been conceived, designed and delivered without his explicit support. I would like to testify to highly supportive role that my supervisor played throughout my doctoral journey.

I am extremely grateful to Prof. (Dr.) S.G. Deshmukh, Director, IIIT, Gwalior, and member of my student research committee (SRC). He has given me constructive and valuable comments and insights from time to time. He not only provided proactive support during the course of this work but also paid personnel attention even in the busiest of his schedule.

I am immensely grateful to Prof. (Dr.) Sushil, Professor, Department of Management studies and member of my SRC. He has been generous for providing many ideas extremely useful to me for my research. His valuable comments and critical assessments at each stage of this research work were the lights at every turning point.

I am immensely grateful to Prof. (Dr.) Vinayshil Gautam, Professor, Department of Management studies and chairman of my SRC for his quality comments and advises that motivated me during the whole period of my research. He had given me good support for carrying out my research.

I am immensely grateful to Prof. (Dr.). S.S.Yadav, Head, Department of Management studies. He had given me good support for carrying out my research. I am indebted to all distinguished faculty members, Department of management studies for their encouragement, help, and timely advice for keeping my spirits high throughout the study to enable its successful completion.

I am immensely grateful to Mr. Pappu. R. Sharma, General Manager, TCIL. He helped me a lot from beginning to end stage of the research as a good friend. I acknowledge my gratefulness to Mr. P. K. Sharma, M.D, Chilworth for his whole hearted support and encouragement through out the research work. He was my old friend in B.Tech. I accidentally met him at Delhi in a totally unexpected circumstance. The study would not have been possible without the active participation of the organizations that formed a part of this study. I am grateful to all those executives and

managers who spared their valuable time in providing me with useful data and information, required for research study.

I feel obliged to place on record, my thanks to the entire department, fellow research scholars and friends who not only were a great support but also made stay IIT a memorable one. In particular I am thankful to Dr. Jyoti, Mr. Manmohan Singh Rehsi, Mr. Tapan Sahoo, Mr. A.Ramesh, Mr. Rohit Joshi, and Mr. Divij Jain for their support and encouragement. Words fail to express my heartiest thanks to my parents for their support, love, encouragement and blessings during the course of my research study. They always attached great value and instilled in me the importance of education.

I feel short of words to express my gratitude to my wife and sons who always have been my source of inspiration. Their hearty support in accomplishing this task is an ever memorable one.

Above all, without the blessings of God Almighty, this endeavour would not have borne. Finally and most importantly my sincere and deepest thanks to Almighty God for the fortitude and courage to tackle all the obstacles during the research.



(PRAMOD.V.R)

Dated:

ABSTRACT

Supply Chain Management (SCM) has opened up a new vista in the business scenario of almost all industries. Owing to the interplay of globalization and privatization, service sector witnessed an unprecedented growth in and around the world. However, there is plethora of opportunities for business development and variety of choices for customers. On the contrary, there are extremes of uncertainty and unpredictability to business processes. This has emphasized on the pursuit of performance measurement as an essential strategy towards competitiveness.

In the present situation, industrialists are viewing SCM as a well proven strategy. There occurred dramatic developments in service sector over the last 20 years and currently service sectors are superseding the product sectors. It has been observed that SCM practices have not explored well in service sectors. More and more of the Indian organizations are now a days realizing the importance of developing a strong supply chain and linking their business goals towards the supply chain goals. Currently, service providers are forced to redirect their focus from profit maximization to customer satisfaction and retention. The roaring waves of competition are driving them not only to improve their technical features, but also to assure that the services are delivered to the customer and the internal processes are carried out within their organization. This necessitates the adoption of an appropriate performance measurement system.

Performance measurement is a systematic attempt to learn how responsive an organization is. Measuring performance offers an effective method of determining whether or not an organization is meeting goals and achieving its mission. The performance measures in a service supply chain should be encouraged to enable negotiation between finance, sales, design, development and delivery.

A good performance measurement system (i) enhances decision making (ii) improves internal accountability and (iii) supports strategic planning and goal settings. This study tries to examine various performance measurement aspects of service supply chain.

The scope of the study was confined to select Indian service providers. It was carried out in five phases starting with scoping exercise through literature review. The other phases are explained below. For the current study, some service sectors were selected and data was collected from the executives of the organization. The following five phases were pursued.

1. A structured questionnaire was developed, followed by a series of procedures (Assessment of reliability, factor analysis, correlation and regression) for data analysis. 107 service sectors were covered in the survey. In this regard, service supply chain practices were studied and some hypotheses were formulated and tested.
2. SWOT-AHP hybridized analysis has been pursued to pinpoint the significant parts of Strengths, Weaknesses, Opportunities and Threats.
3. System modelling was done for enablers and inhibitors by the application of ISM, which helped to find interdependency among variables which has been further analyzed with driving power-dependence diagram.
4. Multi-criteria decision making in various service supply chain using AHP and ANP aided to locate best quality enablers and best services of the organization.
5. Flexibility of SSCM by SAP-LAP hills helped to find the change forces and the key result areas, which has been further analyzed with SAP-LAP index of Change.

Key words: Service supply chain, SSCM practices, Performance measurement, Hypothesis testing, ISM, MCDM, SAP-LAP hills

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