Journal of Critical Reviews

ISSN- 2394-5125 Vol 7, Issue 2, 2020

Review Article

CONCEPT OF SUPPLY CHAIN MANAGEMENT

Kamola A. Mukhamedjanova

Ph.D. student at the department Management Tashkent state university of economics Uzbekistan
k.mukhamedjanova@tsue.uz

Received: 16.11.2019 ***Revised: 17.12.2019*** ***Accepted: 27.01.2020***

Abstract
The study aims to illustrate the scientist's view of the theoretical background related to supply chain management. The evolution of the development of this concept was considered and three main stages the 80s, the formulation of the concept and the idea of coordinating the actions of companies within the chain; 90s, the idea of integrating key business functions, the idea of focusing on the needs of end customers and other kinds of competition - between chains, and not between individual firms, the final separation of the concept of logistics from SCM; supply chain management concept transformation. An attempt was made to analyze the work of authors who considered the concept of supply chain management from philosophy, discipline, and process. In conclusion, it was concluded that the main views and opinions relate to the process approach.

Keywords: supply chain management, theory development, supply chain management philosophy, supply chain management process, supply chain management as a discipline, logistics.

DOI: http://dx.doi.org/10.31838/jcr.07.02.139

Abbreviations
SCM Supply Chain Management
BSCM Behavioral Supply Chain Management
SCI Supply Chain Integration
CIS Commonwealth of Independent States

INTRODUCTION

The evolutionary development of the theory and practice of logistics led to the emergence of a new logistic concept - Supply Chain Management at the end of the 20th century, which is one of the most dynamically developing areas of economic science and business over the past decades. The development of supply chain management has an objective basis: the growing role of the client, globalization of markets and the informatization of society. Then it has subsequently gained great attention (La Londe, 1998). Today, most researches agree on the basic definition of a supply chain: "A supply chain is defined as a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a to a customer, (and return)" [Mentzer et al., 2001]. Several fields such as purchasing and supply, logistics and transportation, operations management, marketing, organizational theory, management information systems, and strategic management have contributed to the explosion of SCM literature (Chen et al., 2004). The evolution of strategic management following the practice of the most successful companies in leading industries can be divided into four conditional stages (Katkalo, 2006). In the first half of the 1970s, pre-analytic level of theory development, the dominant concept of successful strategies is *planning* and formation of marketing and logistics. 1980's, the formation of scientific discipline, the dominant concept of successful strategies is *positioning*. The late 1980s - 1990s, self-development, the dominant concept of successful strategies is the *resource concept*. The beginning of the 2000s, the formation of a dynamic theory of strategic management, the dominant concept of successful strategies is the concept of *dynamic abilities*, strengthening networks and other forms of inter-company coordination. Presumably, the development of the concept of supply chain management will be carried out in a qualitatively different way. So far, the attention of researchers and practitioners has been focused on integrating key business processes and developing a system for coordinating companies within the chain. M. Porter (Porter, 2000), who strongly influenced the development of a competitive strategy and the concept of competitive advantage, suggested that leadership is only possible by using one of the basic strategies. The value chain and value system proposed by M. Porter were important for the concept of supply chain management, which indicate how firms configure and connect internal processes (value chain) and processes outside the company that are associated with suppliers, channels, and customers (value system) to provide the necessary level of value for the consumer (Krotov, 2007).

.

Definition of SCM

Modern science offers many different definitions of supply chain management. There is no consensus on its content; moreover, the range of opinions is very wide and depends on the logistics school (direction) and the position of a particular researcher

Table 1. Definition of SCM concept

AUTHOR	DEFINITION
Harjeet et al. (2016)	"Supply chain management is simply the management of transport or flow of goods and services, it also includes storage, shelf life, analysis of goods procured and goods sold logistics, etc. Supply chain management helps in planning and executing various supply chain activities of a particular organization to build up a net value of the organization, determining the current market trend related to the demand and supply of any goods or services and synchronizing the same for measuring the performance of the organization".
Desai et al. (2016)	"Supply chain management (SCM) is defined as the integration of key business processes from end users through original suppliers that provide products, services and information which add value to customers and other stakeholders".

Dias et al. (2017)	"SCM is the task of integrating organizational units along a supply chain and coordinating materials, information and financial flows to fulfill customer demands to improve the competitiveness of the supply chain as a whole.
Wibowo et al. (2017)	"Supply Chain Management is the key business processes from end-user through original suppliers that provides products, services, and information that add value for the customer and other stakeholders".
Kain et al. (2018)	"Supply Chain is defined as a system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer. Supply chain activities involve the transformation of natural resources, raw materials, and components into a finished product that is delivered to the end customer. 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 delivered to the ultimate consumer".
Oelze et al. (2018)	"SCM known as the integration of business processes from end users through original suppliers that provides products, services, and information to add value for customers, SCM has become a source of competitive advantage for companies from various industries".
Ellram et al. (2019)	"Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies".
Martins et al. (2019)	"The process of planning, implementing and controlling the operations of the supply chain with the purpose to satisfy customer requirements as efficiently as possible. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point-of-origin to point-of-consumption".

The principal utilization of the expression "supply chain management" is ascribed to advisors R. Oliver and M. Weber. It was they who, in their article, which is published in 1982 "Supply Chain Management: Logistics catches up with a strategy", proposed to think about material flows from producers of raw materials to the final consumer as a component of a thorough system, encouraging it to oversee supply chains.

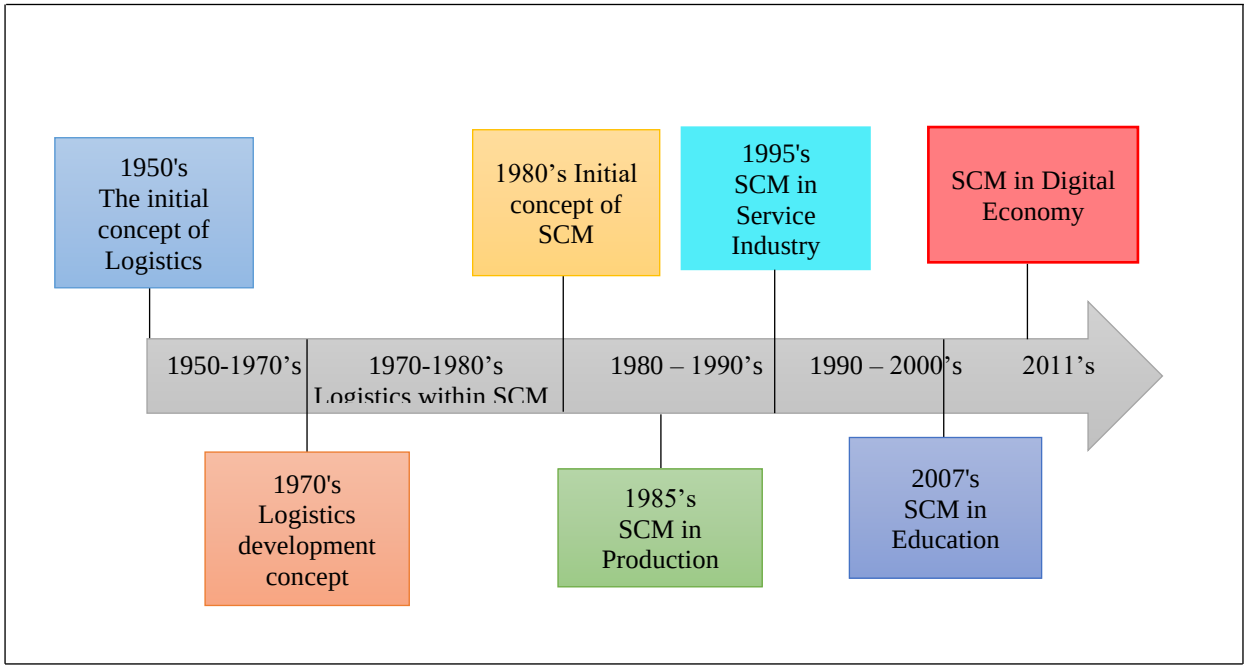
Supply chain management is so huge topic so; people often give him another definition based on their personal experience [Lu et al., 2015]. Researchers found that there was a great difference in understanding among practitioners in terms of both how they define and implement supply chain management [Fawcett et al., 2002].

The emergence of the concept of supply chain management is usually associated with four scientific disciplines [Krotov, 2007]: system theory (system theory was very quickly adapted management researchers to explain the processes, behavior of agents, firms and the economy as a whole); game theory (the main issue is the study and explanation of the optimization of economic decisions involving more than one participant, for example, a consumer and a supplier, or several suppliers); theory of transaction costs (represents the theory of organization of enterprises, the object of study of which is a multilateral agreement as a form of organization); inter-organizational relations and theories of industrial networks.

Some researches define the supply chain management concept as philosophy, which considers a way of combining actions within and between organizations to meet customer needs in terms of the supply chain. Supply chain management as a philosophy has developed as business organizations realized that both customers and suppliers could exert considerable influence on supply processes Houlihan [1988] developed a partnership perspective on the supply chain, where associations work interconnected to accomplish a higher common objective. Ellram and Cooper [1990] supplied it as "an integrating philosophy for controlling the flow of a distribution channel from a supplier to an end-user". Chandra and Kumar [2000] suggested channel integration focused on organizational structures, associated relationships, supply chain coordination, inter, and internal enterprise communication, sourcing, manufacturing orientation, inventory and cost management. Min and Mentzer (2004) mentioned that SCM philosophy has: "a) a systems approach to viewing the supply chain as a whole, and to managing the total flow of goods from the supplier to the ultimate customer, b) a strategic orientation toward cooperative efforts to synchronize and converge internal operational and strategic capabilities into a unified whole, c) a customer focus to create unique and individualized sources of customer value, leading to customer satisfaction". Mentzer et al [2001] find that as a philosophy, SCM requires a systems approach to viewing the supply chain as a single entity rather than a set of individual firms each performing its function. Whereas, Ellram and Cooper [2014] fit systems approach into process perspective. Miocevic [2008] suggested the necessity to "use relationship marketing philosophy within the B2B context to understand the whole value creation process from the first tier suppliers". Min et al. [2019] separated the different aspects of SCM to outline and name them differently as "supply chain," "supply chain management philosophy," "supply chain orientation," and "supply chain management". Ellram and Cooper [2014] indicate that the theoretical commitment of the perspective of supply chain management as a philosophy provides an understanding of how integration with other disciplines can contribute to a competitive advantage. From a managerial point of view, this perspective can provide an idea of how to effectively integrate various supply chain management issues into broader organizational decisions. From process orientation, there are a large number of researches. Gibson et al. [2005] find that the most common definition practitioners have of supply chain management is as a combination of strategy and activity. Croxton et al. [2000] argued that many authors have stressed the importance of implementing supply chain management as a part of a process orientation to management. Miles and Snow [2007] realized that "supply chain structures aimed only at cost reductions provided little sustainable competitive advantage because management techniques such as benchmarking, business process reengineering, total quality, and best-practices helped leading competitors learn how to achieve maximum efficiency across their network of suppliers and partners. Flynn et al. [2010] et al. carried out in-depth research in terms of supply chain integration and research addresses some fundamental issues in SCI, as well as raising some critical research questions that remain to be resolved. Desai et al. [2016] define SCM as the integration of key business processes and collaboration with consideration of two main aspects: the intensity of relations between partners and the degree of cooperation throughout the supply chain". Azmi [2017] arguing the importance of addressing integration in the context of SCM. Schorsch et al. [2017] argue that, compared to the extensive theoretical and methodological scope of the broader SCM discipline, BSCM is a small niche, although human behavior is indeed a factor in almost all supply chain conditions. Halldorsson et al. [2007] has presented an argument that builds on organization theories to answer questions: how to structure the supply chain and how to manage a particular structure and suggested that this can be seen as an attempt to diminish the gap between current SCM

research and practice and existing theoretical descriptive and prescriptive explanations. Kim and Chai [2017] explained how supplier innovativeness diffused into the supply chain. Their study established a conceptual model to examine the relationship between supplier innovativeness and supply chain management practices such as information sharing and strategic sourcing from the buyers' perspective. Besides, they investigated the impact of supplier innovativeness on achieving the effectiveness in managing the supply chain; this research emphasizes the importance of supplier innovativeness to managers.

From a historical perspective, the specialization of the concept of supply chain management can be depicted using a timeline. Usually, there are 6 main stages in the development of SCM; in our opinion, it is logical to single out the seventh, new stage.



Scheme 1. Evolutionary timeline of supply chain management
(Habib and Jungthripanich, 2008)

In the 1980s, a need arises for a new concept of business management as the idea of coordinating the flow of materials and finished products not only within one firm but also in many firms connected by a technological chain. At this stage of development, the concept of "SCM" in its content only slightly differed from the expanded interpretation of integrated logistics and was almost completely determined by it.

The first half of the 1990s saw the separation of the theory of SCM from logistics, and independent studies of supply chain management as a science, as well as the areas of use of its concept in practical activities, appeared. There are a shift and separation between logistics and supply chain management of conceptual and semantic categories and individual terms. There is a need to systematize the applied concepts and terms of logistics and supply chain management.

In the second half of the 1990's - the beginning of the 2000s, the difference between integrated logistics and SCM is indicated, the functions of control, coordination, and integration in the management of goods flow are assigned to the concept of "supply chain management". The main areas of research focus on the processes of integration and the creation of strategic partnerships, as well as ensuring the interconnection and control of product flows and information coordination to ensure communications between the links in the chain. The general accumulated experience of theoretical and practical knowledge forms training courses in the new discipline.

In the second half of the 2000s, there is an even more in-depth study of the theory and practice of supply chain management and their adaptation to different markets. Current supply chain management practices focus on in-house planning and resource optimization when building relationships between the focal company and the rest of the supply chain.

Ferney [2006] used the SCM concept for the US National Health Service. This was the first work on SCM in the service sector. Cigolini et al. investigated the structure of supply chains intended for various branches of services, including car service, food trade, computer service, typography, etc. M. Habib [2009] presented the first large-scale empirical study, which systematically analyzed the contributions and results obtained by the university in the field of SCM in the field of education. In this study, the educational supply chain, research supply chain and education management considered as the main components of the model of integrated supply chain management in higher education (ITESCM).

Within the framework of the "Digital Revolution", digital supply chain management plays an important role. The transition to digital production and Internet commerce makes us look at logistics as a tool for managing value chains and determine the focus of the changes that should occur in SCM under the influence of the transition to cyber production. If we take into account the changes already caused by IT technologies - changes in the structure of companies, the boundaries of companies/sectors of the economy, a set of key competencies, business models and business strategies, then Digital SCM in these realities acquires strategic importance for combining business processes into a single infrastructure of the digital economy of our country. How efficiently and profitably companies can plan, deliver their products to customers - this is what separates industry leaders from those lagging. For companies that determine the true value of the business and the results in a modern competitive global economy, they need to improve the management of several aspects of their business, such as inventory, costs, assets and the introduction of new products. Moreover, this, of course, cannot happen without the best-in-class digital supply chain, which, working with blockchain technologies, will transform the world of modern logistics. Even the largest organizations lack the capabilities, resources, and knowledge to deploy end-to-end information integration in their supply chains, which form a network. A supply chain network consists of many components, or supply chain nodes, that connected through flow paths. The inventory and products — as well as information — of passing along these

flow paths to various nodes of the supply chain have the ultimate goal of ensuring that customer needs are realized most effectively. A study of the evolution of logistics and supply chain management suggests that these areas are constantly evolving and are redefining their approaches.

Logistics and SCM

There is no doubt that the roots of the concept go to logistics, so the development of logistics and the change in its role in the company was an extremely important aspect for the formation of the ideology of supply chain management.

In the CIS countries, supply chain management was the first appeared in 2000-2001, and supply chain management issues became increasingly important in 2003-2005. In Uzbekistan, there are some issues in the "supply chain management" research. Until today, research conducted only in the field of logistics and supply chain management is considering, as its element or functional area.

Table 2. Definition of Logistics by Uzbek authors

Author	Definition
Samatov et al. (2013)	"Logistics is a joint activity of various organizations and companies that combine all operations, treatments, and tasks into a single system for "procurement, distribution, selling and consuming raw materials" to increase the effectiveness of customer and service delivery within social and economic processes".
Burieva (2006)	"Logistics is a discipline studying material and financial flows, production planning, processing, storage, also optimization, coordination of various structures within it".
Dadaboev (2001)	"Logistics is the organization and management of flows, to achieve efficient deliveries to the final consumer".
Dilmurodov (2010)	"Logistics is planning, management and control from reducing costs in the process of delivery of raw materials, materials, work in progress, services and relevant information for the consumer".
Qulmuhamedov et al. (2015)	"Logistics is a scientific discipline that studies the management of material, financial and information flows".
Umarova et al., (2016)	"Logistics is a discipline for managing, controlling, planning and organizing material, information flows, from their first source to the end consumer".
Jumanov et al., (2016)	"Logistics is a set of processes for organizing a reasonable movement of goods from producer to consumer, including sustainable operations in the field of processing of goods, inventory of products, and creation of market infrastructure".

This table presents the work of local authors whose work defines the concept of "logistics". In these works, logistics considered a scientific discipline, management, integration and optimization activities. The essence of these definitions is almost similar to the definitions given by us above about supply chain management. From this, we can conclude that in practice there is supply chain management as a process itself in all areas of industry and not only, but it is still accepted as a logistics activity.

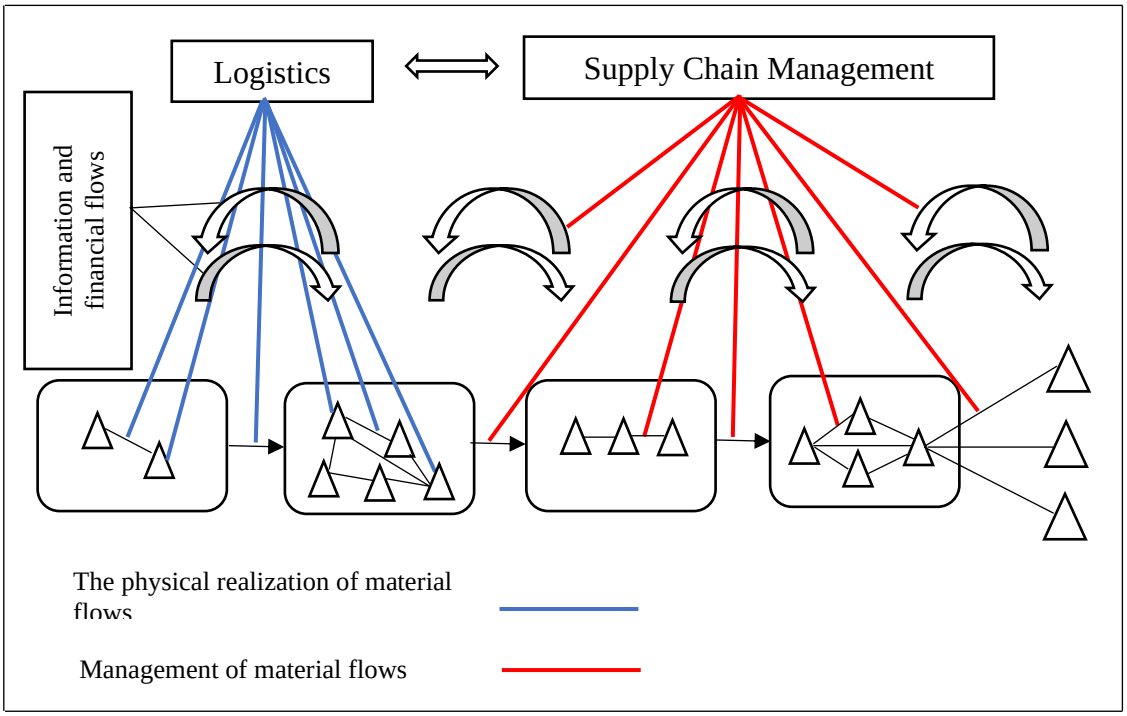
In our opinion, nevertheless, it would be logical to develop existing or implement the necessary strategies, mechanisms, and tools for supply chain management for the effective functioning of business processes. Of course, an unambiguous separation of the tasks of logistics and supply chain management is impossible. Many tasks intersect and solved simultaneously in both areas. Despite this, SCM is a holistic concept of doing business combining advanced organizational principles. D. Ivanov, (2009) indicates that in supply chain management there is an increasing merger of the spheres of industry, production management, and logistics. For example, the goal of the industry is to increase process flexibility and increase productivity. The goal of logistics is to ensure industrial production and trade in the necessary materials or final products with inventory optimization while reducing logistics costs and increasing the level of logistics service. In a word, SCM makes it possible to achieve these goals. Owing to its "youth" and global nature, supply chain management is a subject area of managerial research, the development of which can significantly reduce the existing gap between the theory and practice of managing complex systems of relations between suppliers and consumers (Mukhamedjanova, 2019).

Logistics is a planning orientation and framework that seeks to create a single plan for the flow of products and information through a business. Supply chain management builds upon this framework and seeks to achieve linkage and coordination between the processes of other entities of the pipeline, i.e. suppliers and customers and the organization itself. (M. Christopher, 2016).

Many reasons determine the current situation of ambiguity. Such as the presence of various national schools and trends in logistics. At present, one can talk about the existence of an American school (D. Bowersox, J. Kloss, D. Waters, J. Stoke, D. Lambert, and others), serious studies in various European countries, including Great Britain (M. Christopher, J. Mentzer, C. Oliver, M. Weber, and others).

There are four main points of view on the relationship between logistics and supply chain management that dominate modern literature (Mangan J., 2016):

- logistics as part of supply chain management,
- supply chain management as part of logistics,
- supply chain management instead of logistics,
- logistics and supply chain management as two independent disciplines with some intersection points.



Scheme 2. Logistics and Supply Chain Management *(Ivanov, 2009)*

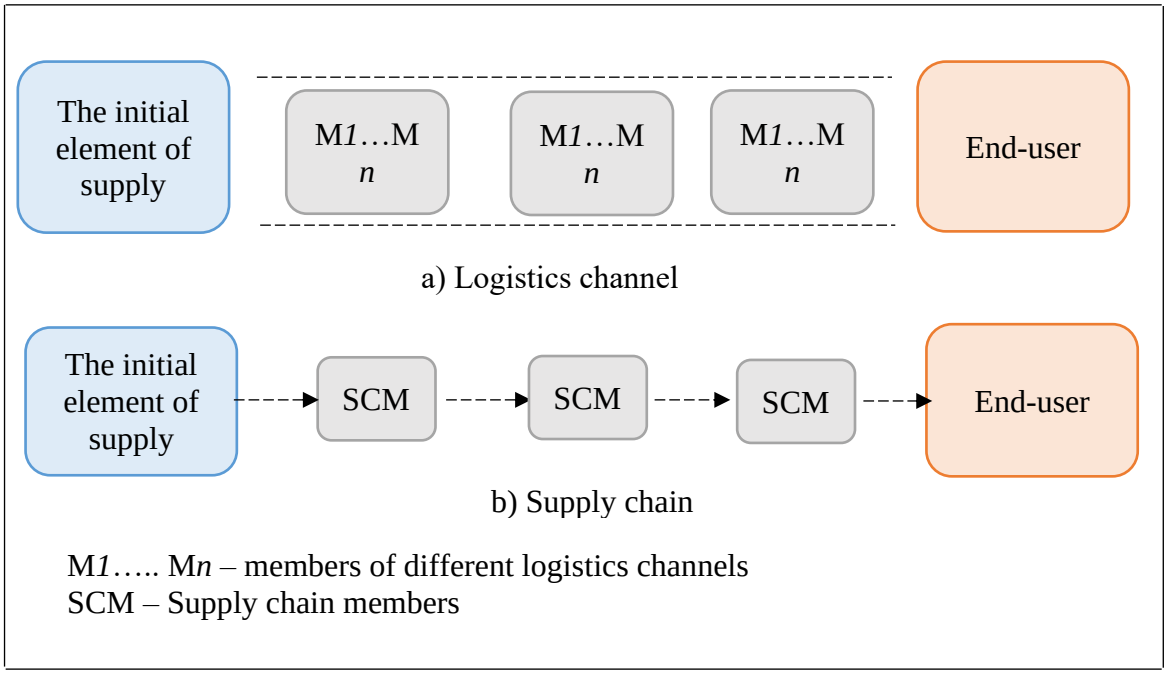
Logistics deals with the elements (triangles) and SCM deals with the relations between these elements. Relations, in this case, understood as managerial (informational, financial) relations, not transportation. Logistics ensures the implementation of the "7R" rule (the right product, at the right place, at the right time, in the right quantity, with the right quality, in the right package, at the right cost) on local sections of the value chain, whereas, supply chain management balances supplies throughout value chain to fully meet customer needs [Ivanov, 2009].

The publications we are considering oversaturated, first, with such terms as supply chains, logistics chains, logistics, management of logistics and other flows, the logistics system, and others, the total use of which does not contribute to the development of understanding of the subject context of supply chain management not only by specialists but also by practitioners. Interestingly, the question of the difference between logistics chains and supply chains is confusing many experts today. Some authors use the term "logistics chain" in their works, describing almost the same process as the "supply chain", and explaining that these concepts are synonyms or are part of each other. The essence of this different approach lies in the initial divergence of views on the areas of logistics and supply chain management. In the literature, along with the concept of "logistics chain", the term "logistics channel" is often used. The logistics channel is a virtual structure created in the form of an image of the sequence of movement of material flows on the way from the manufacturer to the retail network or to end consumers [Gadjinskiy, 2016].

This is a linear structure, a rational way of moving the material flow in terms of saving time, financial resources and the optimal level of logistics service for intermediate and final consumers of the material flow. A logistics channel is a partially ordered set of various intermediaries organizing the movement of material flow from a producer to its consumers. Partial order mean the fact that there is no exact binding to a specific intermediary in the logistics channel, that is, the type of intermediary (dealer, distributor, and commission agent) is determined, but there is no agreement with a commercial organization. Therefore, the transformation of the logistics channel into a logistics chain occurs through the search, selection of intermediaries, carriers, logistics operators and the organization of economic relations with them.

From the foregoing, it becomes clear that the logistics channel is associated with the choice of a form of distribution of goods - transit or storage, logistics chains - with the choice of an intermediary: distributor, carrier, insurer, freight forwarder, banker, etc.

Umirzakova [2017] argues that the formation of the supply chain based on the choice of logistics channels connecting the supplier and consumer of the material flow. A large number of participants not streamlined until a choice is made of specific organizations - participants in the supply chain, which will transform the logistics channel into a supply chain.



Scheme 3. Transforming a logistics channel into a supply chain

When forming the supply chain, decisions made on the participation of intermediaries, their quantity, operating conditions, transportation methods and the choice of a carrier, warehouse, insurance companies, etc. It should be borne in mind that the choice of the supply chain significantly affects the cost of material flow, and the very possibility of choosing the chain depends on the saturation of the economic space by various entities that carry out certain logistics functions, that is, on the degree of development of infrastructure.

CONCLUSION

This paper examines one of the most popular concepts of the last 20 years - supply chain management. The evolution of the development of this concept was considered and three main stages the 80s, the formulation of the concept and the idea of coordinating the actions of companies within the chain; 90s, the idea of integrating key business functions, the idea of focusing on the needs of end customers and other kinds of competition - between chains, and not between individual firms, the final separation of the concept of logistics from SCM; supply chain management concept transformation. In our opinion, the main determinants of SCM development will be the concept of dynamic abilities and focus on the value of the products and services provided. Dynamic abilities require proactive and more flexible competitive behavior, of both individual firms and the supply chain as a whole. By value approach, we understand the principle of maximizing customer value in the face of increasing competition. One way to add value to customers is to co-create that value or provide a wide range of additional services to the base product. This approach, however, also requires a streamlined supply chain management mechanism, proactive and flexible company management behavior. All these changes pose new challenges for SCM researchers.

To summarize the analysis of the background of the concept supply chain management, we note the main provisions. There is no doubt that the roots of the concept go to logistics, so the development of logistics and the change in its role in the company was an extremely important aspect for the formation of the ideology of supply chain management. In turn, the macroeconomic situation contributed to the development of logistics. There is no such thing as “a unified theory of SCM”. Depending on the concrete situation, one can choose one theory as the dominant explanatory theory, and then complement it with one or several of the other theoretical perspectives.

REFERENCES

1. Oliver, R. K., & Weber, M. D. (1982). Supply-chain management: Logistics catches up with a strategy. In M. L. Christopher (Ed.), Logistics: The strategic issues (pp. 63–75). London: Chapman & Hall.
2. Ellram, L. and Cooper, M. (1990), "Supply Chain Management, Partnership, and the Shipper - Third Party Relationship", International Journal of Logistics Management, The, Vol. 1 No. 2, pp. 1-10. https://doi.org/10.1108/95740939080001276
3. La Londe, B.J., 1998. Supply Chain Evolution by the numbers. Supply Chain Review 2(1), 7-8.
4. Cooper, M. and Ellram, L. (1993), "Characteristics of Supply Chain Management and the Implications for Purchasing and Logistics Strategy", International Journal of Logistics Management, The, Vol. 4 No. 2, pp. 13-24. https://doi.org/10.1108/09574099310804957
5. Van der Vorst, J. and Beulens, A. (2002), "Identifying sources of uncertainty to generate supply chain redesign strategies", International Journal of Physical Distribution & Logistics Management, Vol. 32 No. 6, pp. 409-430. https://doi.org/10.1108/09600030210437951
6. Chen, I. J., & Paulraj, A. (2004). Towards a theory of supply chain management: The constructs and measurements. Journal of Operations Management, 22, 119–150. https://doi.org/10.1016/j.jom.2003.12.007
7. Wladimir E. Soto-Silva , Esteve Nadal-Roig , Marcela C. Gonz´alez-Araya , Lluis M. Pla-Aragones , Operational research models applied to the fresh fruit supply chain, European Journal of Operational Research (2015), https://doi.org/10.1016/j.ejor.2015.08.046
8. John Mangan, Chandra Lalwani. Global Logistics and Supply Chain Management. Hoboken: Wiley, 2016.
9. Houlihan, J. B. (1988). International supply chains: A new approach. Management Decision, 26, 13–19. https://doi.org/10.1108/eb001493
10. Иванов Д.А. Управление цепями поставок-СПб:. Изд-во Политехн. ун-та, 2009, - 660 стр.
11. Charu Chandra, Sameer Kumar, (2000),"Supply chain management in theory and practice: a passing fad or a fundamental change?", Industrial Management & Data Systems, Vol. 100 Iss: 3 pp. 100 – 114. http://dx.doi.org/10.1108/02635570010286168
12. Miocevic, D. Organizational buying effectiveness in supply chain environment: A conceptual framework. *J Bus Market*

Manage **2,** 171–185 (2008) https://doi.org/10.1007/s12087-008-0030-0
13. Lisa M. Ellram, Martha C. Cooper - Journal of supply chain management, 2014 - Wiley Online Library. https://doi.org/10.1111/jscm.12043
14. Gibson, B. J., Mentzer, J. T., & Cook, R. L. (2005). Supply chain management: The pursuit of a consensus definition. Journal of Business Logistics, 26. https://doi.org/10.1002/j.2158-1592.2005.tb00203.x
15. R.E. Miles, C.C. Snow / Journal of Operations Management 25 (2007) 459–463. https://doi.org/10.1016/j.jom.2006.05.002
16. Halldorsson, A., Kotzab, H., Mikkola, J. and Skjøtt-Larsen, T. (2007), "Complementary theories to supply chain management", Supply Chain Management, Vol. 12 No. 4, pp. 284-296. https://doi.org/10.1108/13598540710759808
17. Keely L. Croxton Sebastián J. García-Dastugue Douglas M. Lambert Dale S. Rogers, (2001),"The Supply Chain Management Processes", The International Journal of Logistics Management, Vol. 12 Iss 2 pp. 13 – 36. https://doi.org/10.1108/09574090110806271
18. Li, S., Rao, S. S., Ragu-Nathan, T. S., & Ragu-Nathan, B. (2005). Development and validation of a measurement instrument for studying supply chain management practices. Journal of Operations Management, 23, 618–641. https://doi.org/10.1016/j.jom.2005.01.002
19. Soonhong Min, Zach G. Zacharia, and Carlo D. Smith. (2019) Defining Supply Chain Management: In the Past, Present, and Future. Journal of Business Logistics, 2019, 1–12. https://doi.org/10.1111/jbl.12201
20. Izwan Azmi et al./ Journal of Emerging Economies and Islamic Research (2017) Vol. 5, No. 4. http://jeeir.com/v2/images/2017V5N4/JEEIR2017_548_Izwan.pdf
21. Halldorsson, A., Kotzab, H., Mikkola, J. and Skjøtt-Larsen, T. (2007), "Complementary theories to supply chain management", Supply Chain Management, Vol. 12 No. 4, pp. 284-296. https://doi.org/10.1108/13598540710759808
22. Flynn, B. B., Huo, B., & Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach. Journal of Operations Management, 28, 58–71. https://doi.org/10.1016/j.jom.2009.06.001
23. Schorsch, T., Wallenburg, C. and Wieland, A. (2017), "The human factor in SCM: Introducing a meta-theory of behavioral supply chain management", International Journal of Physical Distribution & Logistics Management, Vol. 47 No. 4, pp. 238-262. https://doi.org/10.1108/IJPDLM-10-2015-0268
24. Хотамов, И. С., Мустафакулов, Ш. Э., Исаков, М., & Абдувалиев, А. (2019). корхона иқтисодиёти ва инновацияларни бошқариш. Архив научных исследований. https://journal.tsue.uz/index.php/archive/article/view/263
25. Mustafakulov, S.I., Tursunov, B.O., Tursunov, U.A. The empirical research on causal relationship between export and foreign investments in the economy of Uzbekistan based on granger test, 2019. International Journal of Engineering and Advanced Technology.
26. Nasilloevich, Urinov Bobur. "Corporate approach of personnel management: theory and analysis." Austrian Journal of Humanities and Social Sciences 5-6 (2016).
27. Minkyun Kim and Sangmi Chai, The impact of supplier innovativeness, information sharing and strategic sourcing on improving supply chain agility: Global supply chain perspective, Intern. Journal of Production Economics. https://doi.org/10.1016/j.ijpe.2017.02.007
28. Martin Christopher, Logistics and Supply Chain Management, 2016 https://books.google.co.uz/books?hl=ru&lr=&id=NIfQCwAAQBAJ&oi=fnd&pg=PT7&dq=Logistics+versus+SCM&ots=x298EtKmiw&sig=4zEkTiliB79DuaFpfXBZilZnnlk&redir_esc=y#v=onepage&q&f=false
29. N. Oelze, M. Brandenburg, Ch. Jansen, R. Warasthe, Applying Sustainable Supply Chain Management Frameworks to Two German Case Studies, https://doi.org/10.1016/j.ifacol.2018.11.304
30. Логистика и управление розничными продажами: ведущие эксперты о современной практике и тенденциях / Под ред. Дж. Ферни, Л. Спаркса. - Новосибирск: Изд-во Сибирского университета, 2006. — 263 с.
31. Lisia S. Dias, Marianthi G. Ierapetritou, From process control to Supply Chain Management: An overview of integrated business strategies, http://dx.doi.org/10.1016/j.compchemeng.2017.02.006
32. Mochamad A. Wibowo, Elizar, Moh N. Sholeh, Hadjar S. Adji, Supply Chain Management Strategy for Recycled Materials to Support Sustainable Construction, Procedia Engineering 171 (2017) 185 – 190 https://doi.org/10.1016/j.proeng.2017.01.325
33. Harjeet S. Jaggi, Mr. Sunny S. Kadam , Integration of Spark framework in Supply Chain Management, Procedia Computer Science 79 (2016) 1013 – 1020 https://doi.org/10.1016/j.procs.2016.03.128
34. Lisa m. Ellram, Monique l. Ueltschy Murfield, Supply chain management in industrial marketing–Relationships matter, Journal of Industrial Marketing Management, https://doi.org/10.1016/j.indmarman.2019.03.007
35. C.L. Martins, M.V. Pato, Supply chain sustainability: A tertiary literature review, Journal of Cleaner Production, https://doi.org/10.1016/j.jclepro.2019.03.250
36. Ravi Kaina, Ajay Verma, Logistics Management in Supply Chain – An overview, Materials Today: Proceedings 5 (2018) 3811–3816, https://doi.org/10.1016/j.matpr.2017.11.634
37. Aditya Desai, Sunil Rai, Knowledge Management for Downstream Supply Chain Management of Indian Public Sector Oil Companies, Procedia Computer Science 79 (2016) 1021 – 1028, doi: 10.1016/j.procs.2016.03.129
38. Lauren X. Lu, Jayashankar M. Swaminathan, Supply Chain Management, International Encyclopedia of Social and Behavioral Sciences,2nd edition, Vol 23. https://www.researchgate.net/profile/Lauren_Lu/publication/314854642_Advances_in_Supply_Chain_Management/links/5de69b684585159aa45f5b15/Advances-in-Supply-Chain-Management.pdf
39. Х.Ч. Бўриев, Ғ.А. Саматов, И.Б. Рустамова. Агрологистика. Ўқув қўлланма. 2013 http://library.ziyonet.uz/ru/book/2211
40. А.А .Джуманов, О.И. Соатов, Ж.Имомов, Ўзбекистон республикасида агрологистиканиривожлантириш муаммолари ва истиқболлари, "Иқтисодиёт ва инновацион технологиялар" илмий электрон журнали. № 6, ноябрь-декабрь, 2016. http://iqtisodiyot.tsue.uz/sites/default/files/maqolalar/J_Imomov.pdf
41. J.R. Qulmuxamedov, M.M. Aripjanov, K.M. Nazarov, F.R. Mirzayev, X.A. Mirgiyazov, O'quv qo'llanma. Logistika asoslari. -T.: «Fan va Tehnologiya 2015,160 bet. http://e-library.namdu.uz/Elektron%20adabiyotlar/65%20%D0%98%D0%BA%D1%82%D0%B8%D1%81%D0%BE%D0%B4/Logistika%20asoslari.pdf
42. D.M. Umarova, M.A. Bo'ronova, Logistika, O'quv qo'llanma, 2016, http://tizim.nammqi.uz/elektron-kutubxona/fayl/205.pdf
43. Н.Х. Бўриева, Қишлоқ хўжалиги тизимида логистика муаммоларининг тадқиқоти, дисс. 2006. http://diss.natlib.uz/ru-RU/ResearchWork/OnlineView/30266
44. О.Г.Дилмуродов, Иқтисодиётни эркинлаштириш шароитида мева-сабзавотчилик мажмуида маҳсулот сотишнинг логистик занжирини такомиллаштириш, дисс.2010. http://diss.natlib.uz/ru-RU/ResearchWork/OnlineView/33571
45. Гаджинский А.М. Основы логистики: учебное пособие/А.М. Гаджинский - М.: «Дашков и Ко., 2016. - 419с.

46. Д.К. Умирзакова, Н. Мегитс. Теоретические подходы к классификации функционирования цепей поставок, 2017. http://rep.ksu.kz/handle/data/3050
47. Катькало В.С. 2006. Эволюция теории стратегического управления. СПб.: Издат. дом С.-Петерб. гос. ун-та.
48. Портер М. 2000. Конкуренция. Пер. с англ. М.: Вильямс.
49. Md. Mamun Habib; Ch. Jungthirapanich An empirical research of educational supply chain for the universities, 2010. 10.1109/ICMIT.2010.5492877
50. Kuni Zu'aimah Barikah. "Traditional and Novel Methods for Cocrystal Formation: A Mini Review." Systematic Reviews in Pharmacy 9.1 (2018), 79-82. Print. doi:10.5530/srp.2018.1.15