



# Article Review:

## “Supply Chain Integration - A Competency-based Perspective”

Name

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This paper analyzes Krishnapriya and Baral’s article, “Supply Chain Integration-A Competency-Based Perspective”, published on 5th September, 2014.

According to Krishnapriya and Baral (2014), management of supply chain addresses both planning and administrative undertakings such as logistics management, procurement, sourcing and conversions (p. 45). Besides, it also addresses collaboration and coordination among partners, i.e. customers, suppliers, third party service providers and intermediaries. Supply chain incorporates demand and supply across and within firms. It is a major responsibility to connect business operations and progressions within and across companies into a consistent and high performance model. A major reason a company is involved in supply chain management is to control the quality of its product, levels and expenses of inventory, while simultaneously focusing on long-term performance and individual contribution or the whole supply chain (Krishnapriya & Baral, 2014). Therefore, inter-firm proficiency as well as the discrete proficiency of an individual firm has an influence on the inclusive performance of the supply chain.

Personal competency is correlated with the inter-managerial competence of the company (Krishnapriya & Baral, 2014). When the supply chain experts are equipped with skills, abilities, and knowledge as well as behavior needed to manage the supply chain, they are likely to impact the firm’s long-term orientation. Besides, effective sharing of information among supply chain experts can significantly build a collaborative relationship between the supply chain partners.

Consequently, firm’s competence is related to the inter-managerial

competence of the company (Krishnapriya & Baral, 2014). For individual companies to gain competitive advantage, they develop certain values and competencies that are in line with the organization's vision. Subsequently, this affects firm's function in the supply chain, thus affecting the perpetual constancy. In a way, competencies at a firm influence the internal control of the company. Therefore, companies, in order to be able to establish inter-organizational relations, need to deploy internal capabilities for the inside management.

Inter-managerial proficiency has a significant effect on the level of supply chain management. Specialists consider that supply chain management means managing information efficiently as well as firms closely collaborating with their supply chain partners. A jointly managed supply chain is efficient only when it involves events of sharing information and combined action planning, which are related to the company's long-term operations (Krishnapriya & Baral, 2014).

Effective partnership for supply chain operation demands that each supply chain should divide profits and fatalities equally, and the collaborated results should be favorable to all the stakeholders involved.

Supply chain management significantly affects how the supply chain performs. For instance, it integrates perspectives and resources of partners into the firm's goals and objectives thereby enabling networked firms to outclass in performance. The significance of supply chain management has resulted into many different outcomes such as competitive advantages and effective supply chain performance. In fact, it is the internal and external collaboration that leads to successful chain performance. Higher collaboration levels lead to functional efficiency in the supply chain with regard to satisfactory inventory standards. Supply chain management is primarily associated with supply chain performance where information technology acts. Finally, it is generally agreed that sustainable competitive benefit can be

attained by developing individual competencies both internally and externally. Competency and collaboration built over years proves to be highly valuable in the business world in which supply chains compete. Partnership based on competency lays the groundwork for success, in which companies focus on continuous improvement. Individual and organizational competency ensures optimal utilization of resources, thus enabling partners to focus on their core business and continuously improve. This approach is built on the basis of identifying the actual level of performance required for a discrete company (Krishnapriya & Baral, 2014). Operational managers collaborating with Human Resource managers can help supply chain to develop resilient inter-organizational relationships. Besides, strategically built internal and external competencies ensure sustainable performance at all levels. Therefore, aligning competencies with the business goals, objectives and strategies can significantly sustain a highly integrated supply chain.