

Principles of Supply Chain Management
Crandall, Crandall and Chen
Instructor's Guide

Chapter 2 – Supply Chains as a System
Annotated References

1. Bertalanffy, L. V., *General System Theory*, George Braziller, New York, 1969.
Abstract: Gathered here are Ludwig von Bertalanffy's writings on general systems theory, selected and edited to show the evolution of systems theory and to present its applications to problem solving. An attempt to formulate common laws that apply to virtually every scientific field, this conceptual approach has had a profound impact on such widely diverse disciplines as biology, economics, psychology, and demography. (Amazon.com)
2. Cavinato, J., Supply Chain Logistics Initiatives: Research Implications. *International Journal of Physical Distribution & Logistics Management*, 35, 3/4, 148, 2005.
Abstract: This paper intends to provide insights from observations of field practices and initiatives from researchers in supply chain logistics seeking contexts and inspiration for future research. It describes supply chain logistics practices and initiatives perceived positions and impacts (2003-2004), based on interviews with protagonists of 19 major practices/initiatives in the field. The 19 are divided into three groups: new, wide adoption, and traditional. New refers to strategic, high revenue/growth, wide adoption refers to the normal maturing process, while traditional refers to commodity, as in business impact. As companies progress in their initiatives from new to wide adoption to traditional, it is found that research opportunities develop differently.
3. Walker, William T., *Supply Chain Architecture, A Blueprint for Networking the Flow of Material, Information, and Cash*, CRC Press, Boca Raton, Florida, 2005.
Abstract: "The book is highly readable, informative, thought provoking, and educational. ...At every stage, Walker challenges the reader to move away from conventional supply chain thinking to a broader-view, highly concise approach that focuses on the organization's objectives. The book will help you visualize a supply network and develop a blueprint for your organization to become an integrated member of that network-a real benefit. (Amazon.com)
4. Davis, E. W., and Spekman, R.E., *The Extended Enterprise: Gaining Competitive Advantage Through Collaborative Supply Chains*. Prentice Hall, Upper Saddle River, NJ, 2004.
Abstract: You can't compete and win alone. Today, constellations of firms ally against each other--and the firm that stands alone, may fail alone. Now there's a start-to-finish guide to the opportunities and challenges facing today's extended enterprise. In *The Extended Enterprise*, authors Edward W. Davis and Robert E. Spekman show why extended enterprises demand radically new buyer-supplier relationships, why traditional business structures inhibit alliances and partnerships, and how to develop the competencies your company needs right now.

Drawing on extensive research and new case studies, you get realistic strategies for planning, building, and managing the extended enterprise. You'll learn how to decide when to partner and who to partner with; align processes to improve information flow; and especially, develop people who'll work well across organizational boundaries. Above all, the authors offer deep insight into the attitudinal and behavioral changes that are needed in order to rapidly achieve results and sustain them for the long term. (Amazon.com)
5. Roberts, J. S., Value X 4 Equals Excellence. *Inside Supply Management*, 13, 8, 38, 2002.