CHAPTER 2

REVIEW OF LITERATURE

A key requirement in today’s business environment is the ability to communicate more effectively, both internally with the employees and externally with the trading partners and customers. An intranet is a private internal business network that enables the employees to share information, collaborate and improve their communications. An extranet enables the business to communicate and collaborate more effectively with selected business partners, suppliers and customers. This research enhances evaluation of system oriented influence concerning business processes. However, the contributions of the following academicians are worth mentioning.

2.1 FOREIGN STUDIES

2.1.1 Ph.D. Thesis

Aurelio Ravarini (2010) in his thesis titled “Information Technology Capability within Small-Medium Enterprises” investigates the influence of IT capability on the relationship between IT expenditures and long term business performance. To do so, the resource based view has been used as the theoretical framework and within such a framework, the concept of sustainable competitive advantage has been used as a point of reference. IT capability, a term often mentioned in the scientific literature
dealing with the applications of resource based view in the IS field, has been the subject of this study. The empirical study was performed within the context of small-medium enterprises (SME’s), which implies a lower level of organizational complexity but in order to reflect the reality of modern business all such organizations were involved in inter-organizational networks within industrial aggregations in Italy. This empirical investigation led to the development of a comprehensive definition of IT capability comprising three main areas: managerial skills, technical skills and relationship assets, and further showed a positive influence of such capabilities on business performance. Finally it appears that a major requirement for realizing the strategic potential of IT investments is to focus on the development of a business orientation in the development of competencies of the IT staff.

Sean C Curry (2009) in his thesis entitled “A Process-Oriented Approach to Enterprise Systems”, explores how the success of an enterprise system is influenced by the framework used in the system design process. By examining the organization’s implementation and use of an enterprise system built on the Resources, Events, Agents (REA) framework this paper is able to measure the implications of a process-oriented system. This study demonstrates that REA creates a more flexible enterprise system that is required both during implementation and throughout the evolution of an organization. Determining how well a REA system could adapt to inevitable organizational change was another component of the study. Finally, the study examined how well the REA system was able to serve the needs as a whole.

Philipp Leo Stefan Skogstad (2009) in his thesis entitled “A Unified Innovation Process Model for Engineering Designers and Managers”, is based on evidence collected over five years in a globally
distributed, graduate level design curriculum that challenges students with real-world problems. It is therefore hypothesized that designers who move promptly and frequently from planning to execution will develop more innovative solutions to design problems. The unified innovation process model developed in this thesis synthesizes the perspectives and tasks of designers and managers. It provides a map of the new concept development process that clarifies the roles of engineering designers and managers relative to each other and their respective influences on the innovation process.

Judith J Lee (2009) in her research work titled “An Investigation of the Influence of Business Owner Participation on IT Project Success and the Role of Performance Motivators”, highlights the intent of the research work as it is to examine business owner participation in IT projects and to determine the importance of this participation to project success. The research summarizes that participation is positively affected by accountability, with increasing accountability resulting in increased participation and success. The results of the research support existing practitioner surveys that identify business owner participation as a significant factor in project success, especially effectiveness. In addition, within motivators, accountability for project success is the high-order motivator of participation.

Ryan D Dickover (2009) in his thesis titled “Interdependence and Differentiation: Evaluating a Structured Equation Model for Enterprise Resource Planning System Business Impact using a Public Sector Environment”. The purpose of this study was to conduct a quantitative exploration, seeking a means to evaluate whether these investments were more or less likely to succeed by determining whether evidence existed to support the interdependence and differentiation model of ERP
implementation. This research refined a structured equation model of costs and benefits achieved from implementation of enterprise resource planning systems. Thus customization emerged as a key discriminator for success in implementation of public sector ERP packages.

Barry Dickinson (2008) in his research titled “The Role of Business Process Capabilities and Market-Based Assets in Creating Customer Value and Superior Performance”, the purpose of this study is to develop and test a model of the way in which business processes interact with market-based assets to create superior performance in business markets. The present research augments the growing body of research examining the interface between the marketing and financial departments. The model is grounded in the resource-based view of the firm. The RBV postulates that firms must posses certain assets and deploy them successfully to achieve a sustainable competitive advantage. Assets alone do not provide a competitive advantage; it is the interaction of strong market-based assets with effective business processes (customer relationship management, product innovation management and supply chain management) that create customer value.

Vikas Jain (2008) in his thesis titled “A Framework for Sustainable ERP Value” conceptualizes value creation and value sustenance as two essential processes for an organization that desires to sustain an ERP value. Based on the notion of value creation and value sustenance, a research framework that integrates an ERP value creation capabilities and ERP value sustenance capabilities are developed. The results of the research indicate that quality of ERP system usage, quality of ERP information usage, and organizational IT capability has a significant effect on ERP value. Through this framework, the research aims to highlight the role of different capabilities in creating and sustaining an
ERP value. It is hoped that this study will generate further research on the issue of sustainability of IT value in dynamic business environments.

Lau, Mei-mei (2008) in “Strategic Networking and Transactional Performance: A Study of the Hong Kong Clothing Industry”, focuses on the link between the antecedents of strategic networking, the intensity of collaborative relationships and transaction costs between Hong Kong clothing manufacturers and their suppliers. The findings show that asset specificity is positively affected by commitment, relationship continuity is positively affected by trust and reputation, and although the size of the supplier base is negatively affected by trust, it is positively affected by reputation. It also says that two antecedents of strategic networking are significantly associated with transaction costs: trust is negatively associated with transaction costs, whereas reputation is positively associated with transaction costs, asset specificity relates positively to transaction costs and relationship continuity relates negatively to transaction costs. In conclusion, this research constitutes an important step towards understanding how strategic networking with capable partners improves the competitiveness of an enterprise.

Sareeta Bipin Amrute (2008) in her thesis titled, “Producing Mobility: Indian IT’ers in an Interconnected World”, discusses about the formation as an international labor force that is highly skilled, cheap and flexible. Here the factors about high technology, global regimes of money and labor, and the construction of Indian ethnicity across space and time are analyzed. The findings highlight the importance of narration and narratives in hinging the formation of Indian IT workers in a global economy and the inhabiting of that economy by the persons so termed. Thus to be a successful Indian IT’er is to be an adept at parlaying ethnicity and race into a package to be presented to skill-poor nations such as
Germany without ever giving this knot of association between race and capability away.

Joanne Helen Paviglionite (2007) in his research study titled “The Influence of Organizational Identity in the Integration of Technology Firms in a Business Merger”, aims to explore the effects of pre and post organizational identities on the merger of two technology firms in which job loss was imminent. Results suggested that pre and post merger organizational identities have a key role in fostering positive behavior, corporate citizenship and job satisfaction. In addition, the results indicated that continuous communication, a sense of continuity and effective management of cultural clash were important factors for this successful merger. Thus the key elements that enables cooperation among the merging firms that increase the chance for success has been identified.

Enrique Mu (2007) in his thesis titled “The Role of Scanning, Evaluation and Mindfulness in the Assimilation of Information Technology: The Case of Enterprise Resource Planning (ERP) Systems”, a model was proposed to describe the relations among information system mindfulness, ERP scanning, ERP evaluation and ERP assimilation. The results suggest that first, collective mindfulness is a construct with two dimensions: alertness/attention, a state of vigilant alertness, and change/situation, an awareness or knowledge of an unprecedented situation or change in the firm’s environment. Second, scanning of the internal environment (scanning of needs) has a main effect on ERP assimilation, and this effect is moderated by the presence of information system mindfulness (“alertness” dimension), as predicted by the model; and third, ERP evaluation has rather a direct effect on ERP assimilation and does not moderate the scanning-assimilation relationship as expected. In conclusion, this thesis has made contributions to the academic literature by proposing
the importance of performing internal (emergent needs) and external (new technologies) scanning, understanding the duality of the scanning/evaluation process, by exploring the dimensions and role of collective mindfulness in IT assimilation.

Brian Scott Fugate (2006) in his research titled “The Role of Logistics in the Market Orientation Process”, conceptualizes market orientation as a process, includes a more comprehensive set of behaviors of market orientation and examines market orientation within the logistics function. By integrating the results of the interviews and previous literature, a model of logistics role in market orientation and the impact of logistician’s participation in market-oriented behaviors on logistics and business performance were developed. The qualitative research consolidated the inter-disciplinary research (e.g., organizational behavior, knowledge management, information processing, strategic management, marketing and logistics) to facilitate the exploration of logistics role in market orientation.

Randall W Brown’s (2006) thesis titled, “Implementation of Enterprise Information Systems: A Comparative Study of Enterprise Application Integration (EAI) vs. Enterprise Resource Planning (ERP)” is a two part study which examines and compares two most common enterprise integration technologies: Enterprise Resource Planning and Enterprise Application Integration (EAI). The first part examines the perceptions of individuals towards each of the technologies. The second part of the study compares and contrasts the two enterprise integration technologies with respect to the factors leading to success (or failure). Perhaps the most important finding in this study is the impact of project size (scope) on the success of the implementation. To conclude, this study, while still preliminary, has the potential to have a powerful impact on future research
about enterprise integration systems. All these factors were related to change and these will have a profound effect on how researchers view system implementation projects in the future.

Stephen V Stephenson (2006) in his thesis titled “An Enterprise Resource Planning Model for Organizational Success through Operational Velocity Attainment”, introduces a new enterprise resource planning model that helps to ensure organizational success through operational velocity attainment. The study describes the use of the enterprise resource planning architecture framework and enterprise resource planning architecture development process to develop an instantiated enterprise resource planning architecture and associated measures of effectiveness. This enables identification of the key elements required for an effective and reliable architecture. The study revealed that the cognitive abilities and skill sets of organizational resources were directly correlated to operational velocity attainment within the context of the evolutionary enterprise resource planning model. The study concludes that the newly proposed Enterprise Resource Planning Architecture Framework (ERPAF) that ensures organizational success, through operational velocity attainment and will elevate the ERP field of study to a new plateau by offering a solution to some of the ERP challenges faced today.

David W Pierson (2006) in his thesis titled “An Investigation of the Relationship between Manufacturing Organizations and Computer Aided Design”, examined the question of whether the size of a given manufacturing organization influenced the extent to which CAD was used. In all categories, low to no correlation was found between the size of manufacturing organizations and the extent to which they use CAD. The researcher concluded that other influencing factors, unrelated to
organizational size or CAD cost, training or expertise contributed to the extent to which CAD is used within manufacturing organizations.

Michael D Hill (2005) in his thesis titled “Adaptation and Innovation during Technology Transfer: The Perspective of Receiving and Giving Engineers and Managers in a High Tech Multi-Cultural Joint Venture”, explores how receiving and giving engineers and managers view the role of adaptation and innovation in the late stages of technology transfer. The central focus of this study is the exact moment, often spanning weeks or months, when the technology is transferred to the receiving team and events and actions that take place immediately after the details are transferred. Thus the research has supported, extended and provided new perspectives for the literature on technology transfer, adaptation or innovation and multi-national organizations.

Hai D Dang (2005) in his thesis titled “The Impact of Information Technology on Middle Managers within Business Organizations”, explored the impact of information technology and the way business strategy, external environment and organizational structure interacted with information technology to change management structures, middle management in particular. Based on quantitative and qualitative data analysis, results confirmed that there is no established relationship between IT implementation and change in the number of middle managers was not supported. The study concluded that widely existence and highly usefulness of information technology in an organization did not lead to negative changes in its number of middle managers.

regime and its impact on shaping the development pattern of textile or apparel industries in Asia. The goal of the analysis is to identify within each region or nation the most effective development, trade and industrialized policy practices to enable the textile or apparel industry to produce a positive force affecting economic development. The thesis concludes that management responsibility is to ensure that its workforce is technically competent, its plant and equipment upgraded in order to compete with state-of-the-art manufacturers internationally.

John P Sagi (2003) in his thesis titled “Information Technology and Business in the New Economy: The Dimensions of Culture, Gender, Experience and Attitudes about E-commerce” provides significant data on identifying the areas and issues important to the success of global e-commerce, and shows the impact of culture, gender and previous behavior upon those issues. Research indicates that related factors such as gender may also play important role in the use and acceptance of IT. This research uniquely examines these perspectives by using electronic commerce as the common technology. There are statistically significant differences in attitude about e-commerce among cultural groups, but not with gender. This research concludes that culture and prior experience influences the attitude about e-commerce and the internet.

Suvojit Choton Basu (2000) in his work titled “An Empirical Framework for Transforming Global Organizations through Business Process Reengineering”, focused at three levels: to assess the impact of global variables, to study the role of organizational level variables and to examine the dynamics of each stage of the GBPR (Global Business Process Reengineering) project implementation. Perhaps the most significant finding of the study was the failure of any major global dimensions to make a significant impact on the GBR project. Items such as culture,
economic development between the countries, technology infrastructure, legal and political complexity were not found to be statistically significant. The study concludes that the management of global IT and handling the cultural differences across national borders is going to be a major challenge to the organizations.

2.1.2 Journals

Anne, Mastamet-Masona & Ogembo-kachiengab, Michael (2012) in their paper titled “Development of Competitive Advantage in Apparel Industry in Kenya”, reveals that the Kenyan apparel industry has played a major role in the country’s economic development. The purpose of their study is to analyze Kenya’s apparel industry’s current situation and to recommend some strategies for regaining business competitiveness in the apparel sector. This paper examines how apparel firms could develop competitive advantages in both local and global markets. It uses Porter’s diamond and business value chain models as a basis of analysis for interpreting competitive factors within Kenya’s apparel industry. The work concludes by analyzing the Porter’s theoretical model in relationship to Kenya’s apparel industry business dynamics. Taking into account the global apparel business factors, recommendations are made on how the Kenya’s apparel industry can regain business competitiveness.

Ali Hasanbeigi & Lynn Price (2012) in their paper titled “A Review of Energy Use and Energy Efficiency Technologies for the Textile Industry” state that the textile industry is a complicated manufacturing industry because it is a fragmented and heterogeneous sector dominated by small and medium enterprises. There are various energy-efficiency opportunities that exist in every textile plant. However, even cost effective options often are not implemented in textile plants
mostly because of limited information on how to implement energy efficiency measures. This paper provides information on the energy use and energy efficiency technologies and measures applicable to the textile industry. An analysis of the type and the share of energy used in different textile processes are also included in the paper. Subsequently, energy-efficiency improvement opportunities available within some of the major textile sub-sectors are given with a brief explanation of each measure. Thus the paper concludes as a large number of energy efficiency measures exist for the textile industry and most of them have a low simple payback period.

Mohd Daud Norzaidi et al (2011) in their paper titled “The Indirect Effects of Intranet Functionalities on Middle Managers’ Performance Evidence from the Maritime Industry”, aim to investigate whether intranet functionalities predict perceived usefulness, which in turn influences intranet usage and whether such usage affects job performance of managers. The results of structural equation modeling indicate that intranet functionalities influence perceived usefulness, usage and indirectly predict port managers’ performance. The paper focuses only on the perspective of intranet usage among middle managers working in the port industry in Malaysia. Suggestions are provided on how the maritime industry in particular and other industries in general can improve their intranet adoption to achieve organizational goals. This paper draws attention to the imperative of having proper intranet functionalities in place in light of its indirect impact on job performance improvements.

Steve Elliot (2011) in her article titled “Trans Disciplinary Perspectives on Environmental Sustainability: A Resource Base and Framework for IT-Enabled Business Transformation”, examines the challenge of environmental sustainability and the persistent business
uncertainties inhibiting its resolution. The article aims to reduce these business uncertainties so the challenge can be addressed. This article presents an impact oriented, trans-disciplinary, multifaceted conceptual framework for business transformation. Grounded in general systems theory, the framework categorizes the environment and five categories of stakeholders as separate but interactive systems within a single ecosystem. This study also assists in resolving the environmental challenge by highlighting the critical role of technology in reducing environmental contamination, developing technology enabled solutions, and generating sustainable business opportunities.

Sunil Mithas et al (2011) in their paper titled “How Information Management Capability Influences Firm Performance” developed a conceptual model linking IT enabled information management capability with three important organizational capabilities (customer management capability, process management capability and performance management capability). This paper draws on the business value of IT and quality management literature to link information management capability and firm performance and makes three contributions. The importance of IT enabled information flows in synchronizing the objectives of upper management, middle management and other employees with firm’s evolving goals and market conditions. To conclude, this study develops a conceptual model that links information management capability with organizational capabilities that mediate the links between information management capability and several measures of firm performance.

Yi Ming Tai et al (2010) in their paper titled “The Performance Impact of Implementing Web-based E-Procurement Systems”, explain that web based e-procurement is one form of IOS and the aim of the system implementation is to streamline purchasing processes and enhance
competitive advantage. The results verify that the electronic execution of purchasing activities improves both the operational efficiency dimension and the strategic dimension. Furthermore, partnership has a positive impact on supplier performance and buyer performance. This study also provides evidence that implementing web-based e-procurement system not only can improve buyer organizational performance but can also improve supplier performance. Thus the result of this study indicates a significant finding that web-based e-procurement can lead to better partnership between buyers and suppliers.

Kimberly P Ellis et al (2010) in their paper titled “Effective Material Flow at an Assembly Facility”, focus on improving the flow of materials for an assembly facility that receives supplied parts through receiving docks and transfers the parts to material storage locations and then to part usage locations. The goal is to reduce overall material handling costs by effectively receiving, storing and transferring the material from loading docks to line locations. The results demonstrated the capabilities of the models to improve material flow in the facility. Based on the strength of these results, the evaluation of production changes can be implemented further.

Semih Onut & Tugba Efendigil (2010) in their paper titled “A Theoretical Model Design for ERP Software Selection Process under the Constraints of Cost and Quality: A Fuzzy Approach”, presented a beneficial structure to the managers for use in ERP software vendor selection process. The objective of this paper is to select the most appropriate alternative that meets the customer’s requirements with respect to cost and quality constraints. The primary goal is to identify those aspects of the methodologies that might be useful in developing an integrated approach to software evaluation. In this study, a real world case study from
Turkey is also presented to illustrate efficiency of the methodology and its applicability in practice. This paper intends to show how effective is fuzzy AHP as a decision making tool in software vendor selection problem by a comparison of the traditional AHP and fuzzy AHP approaches. Thus, the project team can understand the relationships between different criteria and assign easily their own ideas to the hierarchical structure.

David E Fleming & Andrew B Artis (2010) in their paper titled “Measuring Corporate Affinity for Technology: A Scale for Customers and Employees”, report that the development and validation process of a research scale to measure customer and employee perceptions of a firm’s affinity for technology. The adoption of self service technology by customers has revolutionized the selling process. A selling firm’s use of self service technology can strengthen customer relationships and lead to greater profits. Therefore, sales and marketing managers need to monitor how their customers perceive their firm’s use of technology as part of the selling effort. The increased importance of technology within sales has opened an area of important research. However, if researchers are going to examine this phenomenon effectively, they need tools designed specifically for its study. This paper reports the development and validation process of a research scale to measure customer and employee perceptions of a firm’s affinity for technology. This study concludes the importance of a scale that can be used for employees in addition to customers and this is particularly important because much of the self-directed learning projects identified in work situations rely on the use of technology.

Saggi Nevo & Michael R Wade (2010) in their paper titled “The Formation and Value of IT Enabled Resources: Antecedents and Consequences of Synergistic Relationships”, highlighted the literature on the business value of information technology by conceptualizing a path
from IT assets that is, commodity-like or off-the-shelf information technologies to sustainable competitive advantage. This paper suggests that IT assets can play a strategic role when they are combined with organizational resources to create IT enabled resources. This paper synthesizes systems theory and the resource-based view of the firm to build a unified conceptual model linking IT assets with firm level benefits. Several propositions are derived from the model and their implications for information system research and practice are discussed. This paper synthesizes systems theory with the resource based view of the firm to argue that the business value of IT assets is associated with the emergent capabilities exhibited by IT enabled resources produced as a result of interactions between IT assets and organizational resources. The conclusions regarding the business value of IT that relied solely on individual properties of IT assets to assess their business value.

Kaoru Natsuda et al (2010) in their paper, “Challenges to the Cambodian Garment Industry in the Global Garment Value Chain”, examine the competitiveness of Cambodia’s garment export industry, on which the country’s recent and successful economic development depends to an unusually heavy extent. Using primary interviews and drawing on a wide range of secondary sources, it documents how Cambodia was drawn into garment global value chains, based almost entirely on inward investment. This study set out to assess how the Cambodian garment industry can maintain global competitiveness in the post MFA era.

Chun Jen Chung & Hui-Ming Wee (2010) in their paper titled, “Green Product Design Value and Information Technology Investment on Replenishment Model with Remanufacturing”, focus on the production inventory deteriorating model considering green product design cost and reverse manufacturing with the aim of understanding the effects of
Information Technology Agreement (ITA). The goal of this paper is to develop a production inventory distribution model considering product design value, the new technology evolution, ITA investment, remanufacturing and business process improvement. This paper has shown that it is significant for managers to consider the effects of the new technology evolution; ratio of take back product, ITA implementation and the system’s holding costs. The study concludes that new technology evolution, reusable item take back ratio and direct shipment are the critical operation factors in green product design and ITA investment.

Victoria L Crittenden et al (2010) in their research paper titled “Technology and Business-to-Consumer Selling: Contemplating Research and Practice”, suggests and illustrate a research agenda that depicts the role and implications of technology in business-to-consumer selling. The research has focused on the adoption and motivation to use Sales Force Automation (SFA) technology and the training and support necessary for successful SFA implementation. Thus the paper concludes by exploring the research possibilities with respect to the opportunities and threats created by technology in the context of B2C selling.

Arun Sharma & Jagdish N Sheth (2010) in their paper titled “A Framework of Technology Mediation in Consumer Selling: Implications for Firms and Sales Management”, focus on the effect of technology mediation in consumer selling environments. The paper examined the simultaneous effect of technology mediated selling on both sales people and consumers, at both micro and macro levels and also the role of consumer’s and salespeople’s perceptions of technology in the context of technology mediated selling. By providing a framework for examining technology mediated selling in consumer environments, the paper suggested that the personal selling process, as well as sales
management will change under the influence of technology mediated selling.

Linda Ferrell et al (2010) in their article titled “An Assessment of the Use of Technology in the Direct Selling Industry”, explain how direct selling companies use technology to manage relationships with sales representatives and customers. The direct selling industry faces the challenge of balancing face-to-face contact with emerging technology. Effective use of technology can result in a sustainable competitive advantage. Technology usage in firm-to-consumer interactions varies by organization and is somewhat controversial because of the need to respect the independent business relationship that sales representatives have with their customers. Thus the article summarizes as successful use of technology in direct selling can facilitate stronger relationships with customers and is a supporting marketing tactic.

Michael Ahearne & Adam Rapp (2010) in their paper titled “The Role of Technology at the Interface between Salespeople and Consumers”, review on some areas of research that have seen abundant investigation and offer other fruitful avenues for research. Throughout this paper, the authors have outlined what they believe to be some of the important aspects of sales force technology research as well as the potential avenues for future research. As the title of this paper states, the work is completed with one unyielding belief that salespeople will continue to use technology over the next several decades to improve both their efficiency and effectiveness. The greatest gains will be achieved through collaboration. The paper conclude that in business to consumer sales interactions, technology takes on a varying role and often enable a salesperson to complete a sale successfully, but seldom replace the human interaction necessary to further develop the relationship.
Shikhar Sarin et al (2010) in their paper titled “Characteristics that Enhance Training Effectiveness in Implementing Technological Change in Sales Strategy: A Field-Based Exploratory Study”, examine how training influences a salesperson’s ability to manage such a technological change in the firm’s sales strategy. Findings suggest that formality of training has a positive effect and voluntariness has a negative effect on the perceived effectiveness of training in a change implementation context. The results suggest that the context of the training may play a key role in identifying which kind of training is more effective. Thus the study concludes that training program in sales force automation will bring technological change in sales strategy.

Neil Towers & Yi Song (2010) in their case study entitled “Assessing the Future Challenges in Strategic Sourcing Commodity from China: A Case-Study Analysis”, this analyzed the constraints of global sourcing and the circumstances and challenges associated with global sourcing of garments from China. The aim is to evaluate the current situation of global sourcing in the textile and clothing industry and to identify future challenges in strategic sourcing clothing from China. The results have identified that the highest challenges include unforeseen risk in delivery process, rigid negotiability, language barriers and Chinese style business customs. The most important challenges are improvement, sourcing location, language barriers, unforeseen delivery risks and customer services. This study concludes by focusing on the evaluation procedure for a company’s sourcing location, it can also be applied in the decision making procedure for a company’s sourcing policy, helping to select a sourcing location.

Buyers in the Cambodian Garment Industry”, combines quantitative and qualitative methods to examine the effects of reputation-conscious buyers on supplier labor standard compliance in the Cambodian garment sector. This article shows that factories producing for reputation conscious buyers are associated with better compliance levels than other factories, controlling for factory characteristics. This article has sought to examine whether and how different types and number of buyers affect labor standard compliance of suppliers. Even as the role of business in regulation continues to grow, governments and international organizations have important roles to play by providing the right framework and incentives for the private sector.

Damijan Zabjek et al (2009) in their paper titled “The Influence of Business Process Management and Some other CSFs on Successful ERP Implementation” aim to stress the impact of Business Process Management (BPM) and some other Critical Success Factors (CSFs) on successful ERP implementations. Contributions of the paper are important for both practitioners and researchers. The paper will provide a very few specific factors and findings which are useful for companies when planning to implement ERP systems and should not be omitted. From theoretical standpoints the most CSFs in ERP implementations can be combined, which are dispersed in the literature and thus facilitate or somehow even stimulate other researchers in further investigations of those factors, which are still not defined enough or investigated. The research has confirmed and concluded that the impact of all three CSF included the impact of top management support, change management and BPM on a successful ERP implementation.

James R Burns et al (2009) in their article titled “Capturing and Comprehending the Behavioral/Dynamical Interactions within an ERP
Implementation”, analyzed an enterprise architecture that automates the process of capturing what information/data professional people and managers are using, and comprehending how they are reacting/responding to that information is described. Overall, it is hoped that this article has highlighted the challenges associated with ERP implementation. Additionally, it is hoped that the ideas developed in this article aid researchers and managers in better understanding how to successfully implement ERP in organizations. Finally, this article launches an entirely new discipline, which is referred to as distributed natural/artificial intelligence.

Jeroen & Merk (2009) in their paper entitled “Jumping Scale and Bridging Space in the Era of Corporate Social Responsibility: Cross-Border Labor Struggles in the Global Garment Industry”, emphasized that workers remain active participants in a process of contestation that constantly reshapes the dynamics of workplace control and its accompanying power balances and relations. After all, it is only through concrete political projects that the labor movement and allies can hope to achieve their objective of improving working conditions in the global garment industry. As a result, thousands of workers found themselves not only unemployed but often also without their already earned back wages and their legal entitlements to unemployment pay and national insurance benefits.

Henrik Schaumburg Muller (2009) in his paper titled “Garment Exports from Vietnam: Changes in Supplier Strategies”, analyzed at Vietnam’s changes in export performance and supplier strategies in the global garment value chains as a result of shift in international trade arrangements. The overall conclusion is that their export performance has continued to increase at a very high rate. Their performance in and after
2004 clearly demonstrates that the garment firms are able to pursue these options successfully and expand their export but with no clear indication of being able to achieve functional upgrading.

Maris G Martinsons et al (2009) in their article titled “How Culture Influences IT-enabled Organizational Change and Information Systems”, reported on 12 BPR initiatives in six countries with differing cultural profiles. Each case involves a genuine re-engineering project in that it aimed to drastically improve key measures of business performance. The study demonstrated that different types of both changes and information system fit particular contexts. It summarizes, how and why specific dimensions of culture influence both IT enabled organizational change and the accompanying types of information system before considering the implications of the findings.

Rajah Rasiah (2009) in his paper titled “Garment Manufacturing in Cambodia and Laos”, analyzed about the uses of systemic quadrangle to examine the strength of the embedding support and firm level technological capabilities of garment firms in Cambodia and Laos. This paper examined the impact of garment exports and institutional and systemic support on economic performance in Cambodia and Laos by focusing on the prime contributions of Phnom Penh and Vientiane respectively. Thus the study concludes that the strong relationship between export growth and employment and wage growth shows that garment manufacturing is still beneficial to these economies.

Javad Soroor et al (2009) in their paper titled “Preventing Failure in IT-Enabled Systems for Supply Chain Management”, aim to illustrate and describe critical failure factors for a functioning supply chain management information system. The objective of SCMIS existence is
sometimes mixed with politics which are hard to detect. The ultimate goal of developing and implementing SCMIS, in spite of the high related costs, is to increase SCM performance up to an acceptable level and facilitate all the processes necessary to perfectly accomplish supply network tasks. This paper is a great attempt to make sense of somewhat ‘confused’ field of SCMIS project development and implementation. Thus the paper concludes by highlighting the importance of restructuring the factors which play an important role in SCMIS’s and disregarding them has led the system towards failure.

Premaratne Samaranayake (2009) in his paper on “Business Process Integration, Automation and Optimization in ERP”, says that the purpose of this paper is to propose an integrated approach to process integration, automation and optimization through enhanced business process models. The findings states that the proposed approach combines applications and workflows using integrated process/data models and forms a foundation for business process optimization. It is shown that the integrated approach can improve existing business processes in enterprise resource planning beyond business process re-engineering principles, once enhanced business process models are implemented. Thus the paper identified the need for an integrated approach for business process improvements beyond traditional BPR principles. Two levels of improvements proposed include improvements in business process modeling and improved process functionalities.

Boo Young Chung et al (2009) in their paper titled “Developing ERP Systems Success Model for the Construction Industry”, explain the process of developing an ERP system success model to guide a successful ERP implementation project and to identify success factors for ERP system implementation. The goal of the ERP system success model is to better
evaluate, plan and implement ERP projects and help senior managers make better decisions when considering ERP system in their organization. The main objective of this paper is to present guidelines for ensuring successful ERP system implementation and providing factors associated with the success of ERP system in engineering and construction firms. Thus the paper concludes by developing the ERP success model and identifies the factors and indicators associated with the ERP success.

Osamu Onodera & Hann Earl Kim (2008) in their case study titled “Trade and Innovation in the Korean Information and Communication Technology Sector”, analyzed the effect of trade and investment liberalization on Korea’s information and communication technology sector and finds that trade and investment have played a crucial role in innovation in this sector. The objective of this case study is to examine how recent trade and investment patterns (including “trade in tasks” resulting from production and supply chain fragmentation) and Korean and global policies to ensure market openness and free trade have affected the innovation process in Korea’s ICT industry and more particularly in Samsung, which has become one of the leading firms in the ICT industry worldwide from a modest position in the past two decades. The study assesses how regulatory, trade and investment policy choices have helped, along-side other key policies, to provide the right framework conditions for technology absorption and innovation.

Sondoss El Sawah et al (2008) in their paper titled “A Quantitative Model to Predict the Egyptian ERP Implementation Success Index”, is mainly concerned with the ERP implementation in the Egyptian organizational context. The study resulted in important theoretical and practical contributions. On the theoretical side, the study attempts to bridge the gap in the literature about the interactions among
CSFs which may reinforce implementation’s success. On the practical side, this research improves the understanding of the Egyptian organizations on how to implement large information system such as ERP within the challenging organizational culture. To conclude the paper recognizes critical issues that must be carefully considered to ensure a happy ending implementation.

Mike Newman & Yu Zhao (2008) in their paper titled “The Process of Enterprise Resource Planning Implementation and Business Process Re-Engineering: Tales from Two Chinese Small and Medium-Sized Enterprises”, describe and analyze the process of introducing enterprise resource planning systems in two Chinese small and medium-sized enterprises and especially their decisions concerning business process re-engineering. Finally, the ability of the project team to deal with unexpected events was seen as critical in ensuring the stability of a project. In contrast, project drift is shown to lead to a degree of chaos. The work offers some suggestions as to how stakeholders can improve their chances of implementing ERP systems more successfully. Thus a combination of factor studies and process modeling may yield further insights here, each informing the other.

Placide Poba Nzaou et al (2008) in their case study titled “Adoption and Risk of ERP Systems in Manufacturing SMEs: A positivist Case Study”, describe the various stages of the ERP adoption process in a small firm, identifying the practices that help to minimize the implementation risk during adoption, and understand the determinants and impacts of those practices. This research has attempted to describe and understand the ERP system adoption process in a small manufacturing firm, by testing a process model that emphasizes minimization of implementation risk from the adoption stage onwards. The study implies
the empirical validation of the proposed research model. Thus in managerial terms, the results show that highly formalized management is not necessary to minimize risk.

Lene Pries Heje (2008) in his article titled “Time, Attitude and User Participation: How Prior Events Determine User Attitudes in ERP Implementation” takes an outset in the empirical situation; the aim of the research is to better understand the issues related to user participation during Alfa’s ERP implementation in order to identify better alternative approaches. The objective is customizing the system to the work situation. The results from the evaluation process were summarized and presented as quantitative and qualitative scores in a number of different areas. The paper concludes by stating that an integrated ERP package providing real time sharing of data was necessary. Thus the organization will have to explicitly address the issue of handling two different design politics at the same time and also they have to think about how they can avoid pseudo participation.

Sunil Mithas et al (2008) in their paper titled “Buyer Intention to Use Internet-Enabled Reverse Auctions: The Role of Asset Specificity, Product Specialization and Non-Contractibility”, analyze the determinants of reverse auction use. Building on studies that emphasize the role of intangible assets in inter organizational relationships, this study argues that buyers are less likely to use reverse auctions for supplier relationships involving a high degree of non-contractibility. The study finds that, together with product specialization, there is no contractible elements of inter organizational relationships have greater explanatory power for reverse auction use than asset specificity. This result highlights the importance of supplier investments in non-contractible elements of exchange relationships in an increasingly dynamic service and knowledge-based economy. To conclude, this paper studies the importance of product
and relationship characteristics that influence buyers’ choice of governance mechanisms.

Sahu et al (2008) in their report on “Information Technology: A Growth Navigator for Small Scale Industries in India”, state that Small Scale Industries (SSI) have a significant role in the Indian economy in view of its contribution to production, employment, and export. However, since 1991 small scale industries in India find themselves in an intensely competitive environment due to globalization, domestic economic liberalization and dilution of sector specific protective measures. The formation of World Trade Organization in 1995 also forced the member countries (including India) to drastically scale down the restrictions on import. This papers analyzes the various factors influencing the growth of small scale industries in India and concludes that the small scale industries in India does not use for their production and business process.

Subroto Roy & Siva Kumar (2007) in their work on “The Role of Information Technology Adoption in the Globalization of Business Buying Behavior” examines the role of information technology in the globalization of business buying behavior. They find that IT adoption includes IT adoption by buyer and seller and the compatibility of both IT systems. Globalizations of buying behavior is moderated by firm-level factors like perceived risk, digitizability and by task and global moderating factors like availability of alternative suppliers in buyer country, cultural distance and the political stability in the supplier country. They conclude that based on the premise that the changes created by the new knowledge-based economy and the dramatic effect of IT on business-to-business markets make it important to re-examine the business process in general and business buying behavior in particular.
Mohamad Noorman Masrek et al (2007) in their paper titled “Investigating Corporate Intranet Effectiveness: A Conceptual Framework”, attempt to discuss at a conceptual level on the concept of intranet effectiveness and further analyze the effectiveness model with several contributing factors grouped as organizational, technological and individual factors. The proposed model should be of interest to both intranet practitioners and academic community. Findings of such study could be incorporated into the teaching of intranet implementations in the information system or information technology curriculum. Before concluding this paper, a few points are worth mentioning. First, the relationship between antecedent factors, i.e. organizational, technological and individual factors and intranet effective usage and intranet service quality as well as the consequences of these two factors on user performance warrants for more exploration.

Young B Moon & Dinar Phatak (2005) in their research on “Enhancing ERP System’s Functionality with Discrete Event Simulation” developed a methodology to augment enterprise resource planning systems with the discrete event simulation’s inherent ability to handle the uncertainties. In their findings they come out with an example of determining realistic production lead time data in the ERP system. Thus they conclude that the ERP implementation is a significant investment for any corporation. Once the ERP implementation is completed successfully, the corporations must look for ways to give maximum return on their investment.

Maya Daneva (2004) in her article titled “ERP Requirements Engineering Practice: Lessons Learned”, describes how effectively an organization adopts the process depends on team discipline, deadline pressures and the effectiveness of both requirement engineering process
mentoring and stakeholder interactions. This article has built the solution’s architecture, shared process knowledge and consulted with team members on requirements reuse, process methods and requirement engineering tools. An ERP re-process begins with reuse, ends with reuse and includes reuse in every stage. The solution dealing with changes requires an explicit focus on what process owners need to accomplish their daily tasks, why they need it, how they use information, what problems they experience with the existing system and what must be changed. Thus incorporating a process that lets process owners identify business and system impacts and training or retraining needs and that lets consultants estimate configuration efforts, costs, and customization risks and the teams should also investigate how change affects integration with other ERP modules.

Michael Ahearne et al (2004) in their work on “Effect of Technology on Sales Performance: Progressing from Technology Acceptance to Technology Usage and Consequence” examined the effect of operational CRM technology usage on salespersons performance after they have been using the technology for at least six months. Technology plays an ever increasing role in personal selling and customer relationship management. Over the past decade, many models examining the acceptance of technology have been proposed and refined, contributing significantly to our knowledge of technology adoption. An implicit assumption made in such models is that increasing the usage of technology is better that is, more usage is better than less usage. The empirical finding of the curvilinear relationship between prime task sales performance and enabling technology usage is an important contribution to the study.

The aim of this paper is to propose a model for the role of IT/IS supporting companies moving towards becoming BPO organizations. The model broadly encompasses three levels the first level stresses the need for an appropriate strategy portfolio that will be formulated based on the principles of the business process concept. The second level highlights a portfolio of IT/IS features that Business Process- Oriented organizations should seek. This paper particularly focused on the role of IT/IS in the BPO environment. Finally the third level proposes some technologies and applications that can assist the realization of the IT/IS features of the second level.

Majed Al Mashari (2003) in his article titled “A Process Change-Oriented Model for ERP Application”, presented a novel process to change management oriented model that considers the key areas in ERP implementation, including strategy, business processes, structure, culture, information technology and managerial systems. The model is grounded by empirical-based evidence drawn from a survey of various organizational practices with ERP implementation. It is becoming more evident that the winners in the current and future digitally based, globally oriented competitive market will be those who excel in such an integrated transformation. Though the application of enterprise resource planning systems has become widespread, many organizational experiences have shown that resulting outcomes fall short of expectations.

George M Zinkhan (2002) in his research work titled “Promoting Services through the Internet: New Opportunities and Challenges”, examines the intersection of two frame work to identify the opportunities for promoting and delivering services through internet. The first frame work is based on boundary and technology (intranet, extranet, internet). The second framework is based on business objective of
the network application (information, transformation, automation). The internet is especially suitable for delivering information to customers in new and exciting ways. Thus, the internet is uniquely poised to promote and deliver services, both to individual and business customers. In this way, the internet assures that the twenty first century will foster the ascendency of the information economy and the ascendency of a service based economy. Thus by combining these two frameworks nine new ways to promote and create services is been identified.

Severin V Grabski et al (2002) wrote a paper on “Risks and Controls in the Implementation of ERP Systems”. The aim of this study is to identify the risks and controls used in ERP implementations, with the objective to understand the ways in which organizations can minimize the business risks involved. Thus in this research, controls required to minimize five types of risks that organizations must control in an ERP system implementation were identified. The results from the field study provided support for risks and controls identified in the literature. Thus the study lays the foundation for further research into the risk/control framework so important for the success of the implementations of ERP systems.

Rodney McAdam & Daniel McCormack (2001) in their article titled “Integrating Business Processes for Global Alignment and Supply Chain Management”, the study indicate the integration of supply chain management and business process management activities, it states that there is little evidence of research exploring the integration of process extending through supply chains, some business are gaining competitive advantage by maximizing the efficiency of their global supply chains or virtual organization. It emphasizes the importance between processes and between partners in the supply chain. A conceptual model of an integrated
business process, derived from the case study is presented which highlights the importance of communication between processes and between partners in the supply chain.

2.1.3 Working Paper Series and Conference Proceedings

Ala’a Hawari & Richard Heeks (2010) in their working paper on “Explaining ERP Failure in a Developing Country a Jordanian Case Study” seek to understand why such ERP failure occurs. The research finds sizeable gaps between the assumptions and requirements built into ERP system design, and the actual realities of the client organization. It is these gaps and the failure to close them during implementation that underlies ERP project failure. The paper draws conclusions about good practice in ERP implementation relating to both risk identification and risk mitigation, which must be based on closing design-reality gaps.

Thabo Kasipe & Rudolph B Van Buuren (2008) in their study titled “The Impact of Human Resource and Production Management Strategies on Productivity Improvement of Small and Medium Size Manufacturing Firms in Developing Economies”, aim to determine the extent to which the development and implementation of human resource management strategies and production management strategies jointly contribute to productivity improvements in this sector and what SMEs in this sector need to focus on in order to enhance their productivity and hence their global competitiveness. Therefore they conclude that, it is recommended that the firms should critically review their HRM and PM strategies with a view to ensure that they get value for money spent on these policies.
Kristian Jaaskelainen & Pau Louis François (2009) in their work on “ERP Project’s Internal Stakeholder Network and how it Influences the Project’s Outcome” analyzed the stakeholder’s interactions and positions in the project network, their criticality, potential bottlenecks and conflicts. The analysis gives quantitative as well as qualitative characterization of stakeholder criticality (mostly the project managers, the business owners and the process owners, degree of centrality, closeness, mediating or bottleneck roles, relational ties and conflicts (individual, besides those between business and project organizations) and clique formations. It concludes as project management should utilize the latest technology to provide tools to increase the interaction between the stakeholders and to monitor the strength of these relations.

Premaratne Samaranayake (2009) in his working paper on “Business Process Integration, Automation and Optimization in ERP”, says that the purpose of this paper is to propose an integrated approach to process integration, automation and optimization through enhanced business process models. The findings states that the proposed approach combines applications and workflows using integrated process/data models and forms a foundation for business process optimization. It is shown that the integrated approach can improve existing business processes in enterprise resource planning beyond business process re-engineering principles, once enhanced business process models are implemented. Thus the paper identified the need for an integrated approach for business process improvements beyond traditional BPR principles. Two levels of improvements proposed include improvements in business process modeling and improved process functionalities.

with Business Processes”, reviewed the critical success factor and analyzed reengineering and matching business processes with the selected ERP system. They find out that there have been many instances of unsuccessful implementations and in some cases total failure. The ERP implementation is a socio-technical challenge that necessitates a basically different perspective from IT innovations, profoundly depending on a balanced perspective of the whole organization. Thus in this paper they minimized the CSF count to five compared to previous literature review and emphasized BPR and minimal customization taking in to account its major contribution to the ERP project success.

Daniela & Garbin Pranicevic (2006) in their work on “The Effects of Intranet, Internet and Extranet on Performance in Hospitality Industry: A Case of Split Region”, underline the role and effects of networks i.e. internet, internal system (intranet) and extranet on performance activities in hotels. According to research results, it was found that all hotels from the sample have website, what implies that having web site is not up to hotel categorization; more over it becomes standard in hotel business. They conclude that the most hotels in Split region use internal network within front office, food and beverage function and back office function and that use the most hotels in the same region use the internet network within web based activities such as communications with clients.

Ljubomir Drakulevski & Marina Mijoska (2004), in their study on “E-Business and Globalization” elaborated the new emerging e-business models as means of conducting international business. The findings of empirical macroeconomics researches show that the global economies invest higher levels of ICT. Since it is the firms which make most of these investments, it is reasonable to expect that global firms would likely adopt
technologies such as the internet and e-commerce. Further, they examine both opportunities and threats streaming from globalization and the implementation of e-business models for international business purposes. The work concludes as the global e-business models overcome the existing issues and threats of the process of internationalization.

Thomas Hornung & Agnes Koschmider (2004), in their work on “A Recommender System for Business Process Models”, described a recommender system that suggests a list of correct and fitting process fragments for an edited business process model, which can be used to complete the process model being edited. They have described the implementation of a recommender system for business process modeling. The benefit of such a system is to assist users during process modeling by reusing process fragments from a process repository. They have well defined required features for such a recommended system, which is being evaluated in a face to face interview. These features should be supported in order not to limit its application in practice. Thus they concluded that the benefit of such a system is to assist users during process modeling by reusing process fragments from a process repository.

Chih Hang Wu & David Ben Arieh (2003) in their work on “Analysis of Information Flow in an ERP Environment” present a distributed enterprise resource planning system under novel deployment considerations. This paper presents a distributed enterprise resource planning system under novel deployment considerations. These considerations include complex data modeling, optimization of various demand chain models and distributed applications deployment. The results can be categorized in two folds: information system methodologies in support of such a distributed ERP system and algorithms that optimize the objectives of manufacturers using the ERP system.
The contribution to the information system aspect includes new architectures, web based mechanisms and tools, and an ERP test-bed that can be used as a standardized tool. Thus the study analyzed the relationships between the information flow and the functional flow of the activities. The results of this study include a new functional flow and design strategies that allow faster access to critical information, reduced remodeling time and more accurate analysis of the data on both strategic planning and operation levels.

Dr. Jyothi & Dr. Kamalanabhan (2003) in their work on “A study on the Critical Success and Failure Factors affecting the Development of Small Business”, find out the gender differences in perception of critical success and failure factors among emerging and established entrepreneurs. The findings show three important implications for small and medium enterprises support groups including the Government, Practitioners and Researchers in the areas of entrepreneurship and small business development. It is suggested that the entrepreneurship assistance programmes may be designed in such a way that the critical success and failure factors may be identified. From this research it is then obvious that there are no significant gender differences about the critical success and failure factors associated with the firms.

Muhammad A Razi & Michael Tarn (2003) in their paper titled, “An Applied Model for Improving Inventory Management in ERP Systems”, provides a simple and practical approach to improve inventory management for spare parts in an ERP environment. This finding supports the procedure of pooling demand data for items with similar characteristics for the purpose of determining the order-up-to inventory levels for spare parts that individually face sparse demand. Thus the research proves, with simulated items, that the proposed model outperformed the commercial
ERP model on both measures of service level and expected total annual cost in most practical scenarios involving item cost.

Densil A Williams & Derrick D Deslandes (2002) in their paper titled “Internationalization of Micro and Small Locally-Owned Firms from Emerging Economies: The Role of Personal Factors”, examined the impact of personal factors on the internationalization of micro and small, locally-owned firms from an emerging economy. The results reveal that personal factors such as international job experience and foreign travel experience are the most critical in determining whether or not the firm internationalizes. It concludes that if the owner has a positive perception of the international environment and believes that she/he possesses the requisite skills to handle international business transactions, the chance of internationalization will be higher.

Andrew B Bernard & Bradford Jensen (2001) in their working paper series on “Why Some Firms Export” presents a dynamic model of the export decision by a profit maximizing. They find that entry costs are significant and spillovers from the export activity of other plants negligible and no role for geographic spillovers and, similarly, no evidence for the importance of export activity by other firms in the same industry. In a dynamic framework, they consider the impact of barriers to entry, individual plant attributes, exchange rates, spillovers and export promotion. Thus they conclude by stating that the role of plant heterogeneity is less surprising but means that only a subset of plant may have the characteristics necessary to take advantage of favorable shocks providing empirical evidence on the export decision by U.S. firms.
2.1.4 Magazines

Greg (2007) in his article titled “Knitting Pretty; Garments in Bangladesh”, observed that the garment trade in Bangladesh, as in many poor countries, sprang up solely because of preferential access to important markets such as the European Union and America. So when the rules governing exports to rich countries were changed at the beginning of 2005, Bangladeshis feared huge job losses. Yet Bangladesh’s garment exports are booming. Cheap labor, along with reluctance among buyers to rely on China for all their purchases, appears to have won the Bangladesh industry a reprieve. Thus to conclude the secret is the inputs, some three-quarters of which are made locally. That saves firms the transport and storage costs, import duties and long lead-times that come with the imported “woven” fabric used to make shirts and trousers.

James Hargreaves & Richard Arkwright (2003) in their article titled “A Great Yarn; Cotton”, quote that there can scarcely be a body on the planet not clad in at least one cotton garment at any moment. Moreover, the ease with which cotton garments can be washed and re-worn has improved human hygiene beyond measure. Metaphors from cotton’s production are woven into the fabric of much modern music. Even before the 18th century salons of London and Paris fell in love with cotton primarily with the calicos and chintzes of India- the fluff had spun its way into the imagination of the West. Cotton’s career was transformed from exotic rarity to everyday commodity by a couple of inventions. The wonder of both the spinning machine and the cotton gin was that they were essentially labor-saving devices, yet they greatly increased the demand for labor. Cotton, in effect, had an extraordinary impact on labor markets in the industrializing world for most of the next century.
Tanzer Andrew (2001) in his article titled “The Global Factory Cop” states that Consumer goods are pouring in from China, Malaysia, India and remote spots around the globe. It is not enough that this labor intensive merchandise be cheap, high in quality and delivered on time. It has to be clean and green. Whatever retailer or other US importer is buying the goods has to know that the overseas supplier is not operating a sweatshop, employing prison labor, emitting hazardous pollutants or exceeding US garment import quotas. Walking the supply-chain beat generates business intelligence for importers.

Greenberg Ilan (2001) wrote an article on “E Business in Asia: Can Asia Save Software?”. It’s been observed that suddenly, Asia is on the sales map for makers of so called enterprise resource planning software, computer programs that help to orchestrate and automate complicated corporate processes such as manufacturing. Through the 1990’s, the giants of the field, including PeopleSoft, SAP and Oracle, grew fat in the U.S. and Europe, rarely concentrating on Asian companies outside Japan. The Asia-Pacific region was seen as too small a market. The technology is famously expensive to adopt and also Asian business for the most part has been reluctant to do so.

Dhingra (1999) in his article titled, “Business and the Internet: ERP RIP”, states that for much of the 1990’s, ERP was just about the biggest thing in business software. But in the recent times, ERP has lost its glamour and its swagger. To make things still trickier for the ERP players, their underlying business model is being challenged by a radically different alternative offered by the web. High license fees make sense when deployment on client/server systems is costly and staff requires extensive training to cope with clunky and obscure systems. The internet has made possible a different model in which applications sit on web servers to
which anyone on the intranet has access. Since any number of people can get into the system, without incurring extra costs, and anyone can use it with ease, high license fees for each user are no longer appropriate.

2.1.5 Reports

BMI (Business Monitor International) forecast (2012) an article on “The United Kingdom Information Technology Report” says that the UK IT market is the largest in Europe but, due to a faltering economic recovery, trading conditions remain tough in 2012. The report provides industry professionals and strategists, corporate analysts, information technology associations, government departments and regulatory bodies with independent forecasts and competitive intelligence on United Kingdom’s information technology industry. There are still areas of opportunity and the addressable domestic market for IT products and services is projected by BMI to grow in 2012-2016, a CAGR of 6% to US$ 111 bn by 2016.

BMI forecast (2011) a report on “Indian Information Technology Report” states that in 2011, India’s potentially vast IT market should consolidate the strong recovery made in 2010 thanks to an improving economy and consumer sentiment. Computer shipments were up by as much as one-third in the first half of 2010 and strong growth continued in the third quarter. India’s potentially vast IT market appears set to continue a strong recovery in 2012 owing to a growing economy and healthy consumer sentiment. Computer shipments were up by around 16% in 2011, compared with 2010 and 2012. The Indian addressable market for IT products and services is now projected to increase from US$ 18.6 bn in 2011 to US$ 40.5 bn by 2015.
Conklin et al (2011) in their work on “Why Not to Invest in India: An Analysis of the IT Sector”, explains that an investment location for IT, India may be losing its relative attractiveness compared with alternative jurisdictions. India still is a relatively ideal location for certain types of IT services, particularly those that have become commoditized and rely only on low wages. However, there has been a gradual change in IT services towards a far more differentiated set of activities, where a range of higher value added services rests on a new set of key success factors. This also suggests a series of specific countries that may now be better investment locations, at least for higher value-added IT services like China, Brazil, Eastern Europe, Philippines, Vietnam and Egypt.

Digital Economy Paper’s (2010) a report on “The Information and Communication Technology Sectors in India: Performance, Growth and Key Challenges” says that the Indian economy has grown at 7.5 - 8% per annum in recent years and is forecast to grow by 8% in 2010. Indian ICT firms are held in high repute world-wide, service suppliers offer high quality products and services with state-of-the-art technology and the sector is a beacon for the country. Almost all major Indian software firms have obtained the International Standards Organization 9000 (ISO 9000) certification (NASSCOM 2004) and 80 out of the world’s 117 Software Engineering Institute’s, Capability Maturity Model and Level 5 firms are from India.

BMI forecast (2010) an analysis on “The Malaysia Information Technology Report” saying that the Malaysian IT spending is expected to grow to US$4.6bn in 2010 from US$4.1bn in 2009 as demand recovers from the impact of a difficult economic and political situation. The market has strong growth fundamentals, including low PC penetration, rising incomes and a hi-tech-focused national development plan. There will be
increasingly attractive opportunities in the IT services area as the government implements measures to make Malaysia a regional services hub. The government has a number of initiatives with favorable implications for demand for IT products and services, including computers for education programmes.

ISI Analytics Summaries India (2010) reports on “India Textile and Garment Industry (2009-10)” covers the industry overview, production, textile exports, export promotion measures, interim budget 2009/10 and employment in textiles. The report includes market trends and outlook of the textile and garment industry in India, where measures were undertaken by the Indian government in view of supporting this industry through the provision of infrastructure and funds. This report also includes the leading players in the textile and garment industry as well as their respective financial highlights.

Pankaj Mishra (2009) in his report on “Tirupur’s Knitwear Industry Invites bids for ERP Software”, explains that Tirupur by over $2 billion knitwear industry has invited bids from top tech firms to develop and host an enterprise resource planning software in order to help almost 4,000 small and medium exporters to save Rs. 1,000 core and compete more effectively with rivals of Bangladesh and China. The E-Readiness Center (ERC), which is a part of Tirupur Exporter’s Association (TEA), has already received interests from around 20 tech vendors including IBM, Wipro and smaller system integration firms representing ERP software majors such as Microsoft, SAP and Oracle.

Just Style’s (2007) analysis on “Foreign Investment in the Indonesian Textile and Garment Industry the Investment Coordinating Board of the Republic of Indonesia (BKPM)”, states that there are positive
signs that Indonesia is back on the radar screen of the international investment community. Total approved FDI in the first six months of 2006 increased by 3% to reach US$6.24 bn. BKPM plays a key role in promoting foreign investment in Indonesia and approving foreign and domestic investments in most sectors (including textiles and garments).

Economist Intelligence Unit View’s (2003) report on “Vietnam Industry: High Hopes for Garment Sector”, states that Vietnam and the US, for example, have yet to reach an agreement on quotas for Vietnam’s exports of textiles and garments. Currently the US does not apply any quotas to apparel imports from Vietnam. Vietnamese exporters like it that way and are trying to expand their market share in the US as quickly as possible. A total of 35 large retail chains and manufacturing companies in the US have also expressed their concern about the possibility of a restrictive set of quotas on Vietnamese garments.

Bart Ziegler’s (1996) report on “Technology: Working Together in the Net”, is as follows: the internet, add groupware software and what do you get? Employees, customers and suppliers interacting in a way never before possible, but the internet is only one piece of the network puzzle. The other elements are intranet internal networks that link a company’s workers using internet technology and sophisticated software called groupware that allows users to collaborate on documents and projects from different locations.

2.1.6 News Letters

Al Bawaba (2007) in his article titled “SAP’s New ERP Release Shows Record Speed Customer Adoption”, states that in a powerful demonstration of its ability to easily and successfully deliver the value of
enterprise service-oriented architecture to customers, SAP AG announced that more than 1,000 customers are live on SAP ERP 2005—the latest release of SAP’s enterprise resource planning application. The milestone marks the fastest adoption rate of an ERP release in the history of the company. The incredible pace of customer adoption, especially in the Central European, North American and Asian regions is a testament to the evolution of mySAP ERP into an industry and business process platform and is spurring the partners to provide new and exciting capabilities to these customers that leverage mySAP ERP and SAP NetWeaver.

Peter J Webb (2001) in his article titled “The Transformation of Procurement” states that current procurement practices are often ineffective and inefficient. Paper based procurement processes are still often the norm in many organizations. As a result of incomplete information, errors, incorrect routing and delays, these processes are time consuming and costly. It is also difficult to get up-to-date pricing information, availability information and virtually impossible to track orders. Purchase orders can take weeks to move from requisition to approval procurement drastically cuts down on the time and cost of purchasing by fifty per cent, procurement process costs by thirty per cent and actual material costs by twenty per cent. These are dramatic benefits, particularly when coupled with independent research that demonstrates a five per cent savings in maintenance and purchasing costs can result greater than twenty per cent increase in a company’s profits. IBM Global Services has the practitioner’s experience to bring the organization the industry’s best practices via proven e-procurement processes and methodologies as well as e-procurement package implementation.

Grove Robert (2000) in his article titled “Beyond ERP and SCM, Enter the Supply Web”, states that in the 1990’s saw enterprise
resource planning or back office programs taking center stage in the enterprise applications market. The increasing awareness of what constitutes ERP software and the growing acceptance of information technology as a competitive advantage saw the ERP market experiencing phenomenal growth during the last decade. According to Fortune Magazine, more than fifty per cent of the Fortune 500 corporations have already implemented ERP systems. And most of these ERP adopters are now realizing significant internal efficiencies throughout their enterprise. The growing complexity of supply chain processes and the increasing need to include parties external to the organization gave rise to the traditional supply chain management model. SCM utilizes ERP as the basic infrastructure to coordinate the flow of materials and products across the enterprise with trading partners.

Boey Stephen (2000) in his report titled “Opportunity for Local Firms to Re-Empower”, states that ERP-on-tap is an opportunity for Malaysian manufacturers to re-empower themselves. But the promised gains will only materialize if they are willing to re-invent their processes, products and business models. There must be a total system change before quantum leaps in productivity is expected. Speaking at the signing of a memorandum of understanding between Mimos and the Federation of Malaysian Manufacturers (FMM), he remarked that the latest productivity boosting ERP applications is on tap.

Guha Krishna (1999) in his work titled “How the Sub-Continent’s Software Industry is Moving into Mission Critical ERP Solutions”, states that the companies in the US and Europe used to consider the Indian software programming industry suitable only for simple, low-margin systems migration work. But increasingly, they are turning to the offshore model for significant enterprise resource planning
solutions. Two years ago origin set up what it calls its software factory in Bombay to develop ERP solutions for global clients including Procter & Gamble, Fuji, Shell and Phillip Morris. The factory now employs more than 100 SAP-certified Indian software professionals. First, and most important is, it gives origin the capacity to respond to demand for big ERP projects at a time when there is a severe shortage of qualified programmers in Europe and the US.

Krantz & Matt (1999) in their work titled “Computers & Technology - New Pricing Method Kills Need for Software Police” says that there is an issue for the large and midsize companies that install enterprise resource planning software. ERP systems, which these corporate customers license for millions of dollars a year, run back-office operations like accounting and human resources. The billing makes ERP users stingy about just who gets access to the system and it forced ERP makers to “police” customers by tracking who’s using the system. This pricing model puts PeopleSoft’s money where its mouth is. If the ERP system truly makes the company more efficient and boosts sales, PeopleSoft gets more money.

Mark Vernon’s (1998) study on “Efficiency Boost for Supply Chains: Extranets: For Customers, Extranets bring 24-hour, Seven-Days-a-Week Global Access to a Supplier’s Service Department”, states that the business case for extranets intranets which are accessible outside the corporation via web-style browsers is compelling. Extranets insert themselves into the heart of the supply chain and claim as their own the joint goals of driving down costs and increasing efficiency. A case in point is the extranet of the “system-on-a-chip” manufacturer, National Semiconductor Corporation. For six months it has been running a three-
tiered extranet aimed primarily at streamlining business-to-business transactions with its 8,000 strong direct and indirect sales forces.

2.1.7 Books

Lubrano (2011) in her book entitled “The New Markets of the Internet”, in the chapter, Online Services: Battles of the Platforms explains that the internet is built around two major segments that are helping to finance the networks and innovations in the realm of services. Web IP technologies can be used for exchanging traffic between different networks run by different entities, providing access to all the content that is freely available online (referred to as the ‘open internet’), but also through managed services within a closed and monitored network to ensure the end-to-end distribution of certain online services and content, using dedicated bandwidth. The income earned on residential managed services comes mainly from VoIP which accounts for between 50% and 80% of managed services revenue, depending on the country from internet Protocol Television (IPTV) included in service bundles and from paid IPTV channels. While e-commerce does play a crucial role in helping to finance the Web and its technologies, its value is not taken directly into account since it includes both distribution and the value of the product.

Narula & Rajneesh (2009) in their book titled “Multinational Enterprises from the Netherlands” describe the Multinational Enterprise (MNE) also referred to as the multinational corporation, the international corporation, the global firm or the transnational corporation is a multiple firm that controls and coordinates operations in at least two countries. Although there is a tendency to associate the control and coordination of an MNE’s international operations with majority owned foreign affiliates (undertaken through foreign direct investment), both control and
coordination may be achieved through a minority ownership and in some cases through non equity means. Despite the importance given to MNEs, they do not account for a dominant or even a major share of the world’s economic activity. The role of the MNE as an additional source of capital and technology is one of the key features of this openness.

Nelson Carl (2009) in their book titled “Selling with E-Commerce” told that the potential of the Internet for international e-commerce has been more than realized-big cross-border business is being conducted over the web. Getting your business on the web requires the least amount of financial capital; it simply requires what is known as a virtual office that is, a computer or television, proper software and a modem. The first step in obtaining a presence on the World Wide Web is the designing of a web site which is made up of a home page and several supplemental pages of information. It is essential to plan ahead by identifying and honing the key messages and organizing them in a logical structure, developing a prototype page design, testing it on representative users and refining it through successive iterations. Even after the web site is up and running, revisit it often keep it fresh by giving users something new and a reason to return.

Nordas & Hildegunn Kyvik (2009) in their book titled “Textiles and Clothing” explains that the textiles and clothing supply chain consists of production of raw materials, spinning, weaving, or knitting; finishing, design, sewing, distribution and marketing. The production of textiles was the first economic activity to be industrialized, starting in the UK around 1765 with the invention of the spinning jenny a machine for spinning wool or cotton. The clothing industry is unskilled and labor intensive. The technology is cheap and simple and did not change much over the 20th century. As a labor intensive industry, textiles and clothing have always
been an important source of employment for unskilled workers, particularly women. Textiles and clothing’s share of world merchandise exports in value terms has fluctuated between 5% and 8% since the early 1960s and stood at 4.7% in 2005. With the increasing importance of design and rapid response to shifting consumer preferences and fashion trends, there has been a trend toward regionalization of the textiles and clothing trade.

2.2 INDIAN STUDIES

2.2.1 Ph.D. Thesis

Ahmed Waquar (2007) in his thesis titled “Spaces of Power: Foreign Direct Investment in India”, examines India’s economic transition from a mixed economy, with some socialist goals, to an economy that has increasingly adopted neoliberal policies. The project particularly examines the impact of neo-liberalism in India through the lens of the former Enron subsidiary, the Dabhol Power Corporation, using the case of a failed power project in Maharashtra, India. The research involved in collecting primary and secondary data and employing a combination of quantitative and qualitative techniques in analyzing that data. Primary data collection involves interviewing resource persons working in US corporations, interviewing political and bureaucratic agents, and interviewing representatives of civil society groups in India. The study concludes that neo-liberalism, and in turn FDI in electricity in India, is embedded in power relations. World Bank, IMF and United State sponsored neo-liberalism is not about free markets, nor about freedom, nor development of the global south or post-socialist economies.
Alkailani Mahmud (2009) researched on “Perceived Risk, Locus of Control, Product Tactility and Cultural Impact: A Study of Online Buying Behavior in USA, India and Jordan”. The primary research question that guided this study was whether people from different cultures behave the same way while buying online. The purpose of this study was to examine differences and similarities among U.S, Indian and Jordan online consumers with regard to perceived risk, product tactility, and locus of control. The study found significant differences among U.S., Indian and Jordanian consumer’s perception of risk, product tactility and locus of control while buying online. Significant differences among individuals from different cultures were reported. Significant differences were also found in the way people from different cultures perceived and adopted online buying. The resultant data has implications for both information professionals and for marketers in designing specifically customized web sites and web tools that assist people from different cultures easily adopt the online buying.

2.2.2 Journals

Pravin V Khode (2012) in his paper on, “Role of Information Technology in 2020 with Reference to Indian Context” analyzed that the information system is the combination of people, devices and methods in internal related in working towards a common goal. Out of all the devices, “computer” is the heart of any modern information system. The computer is a truly amazing machine. Today’s computers are becoming continuously smaller, faster, cheaper and more powerful. In the current scenario there has been no field remained where information technology not in use. Information technology is used in almost all fields such as business, industry, education, training, science and engineering, arts, entertainment, home communication, defense, police, government and so on.
The information technology has caused the tremendous changes in the economic and social fundamental call for transformation in the skills, capabilities and attitude of the masses. This has caused abrupt changes in the process of teaching and current education system. The purpose of this paper is to promote integration information technologies in education for imparting easily accessible, affordable and quality higher education leading to the economic up lip. Thus paper concludes by stating that internet has the massive coverage of the impact of the rapidly growing information technology. Information system is nothing but a well organized set or group of related parts which operate together to perform a particular function.

Bibhuti Bhusan Mishra et al (2012) in their paper titled “Perception and Adoption of E-commerce in Indian SMES: A Study in the State of Orissa”, say that information and communication technology has brought about a complete change into every walk of life today with business not being an exception to it. This paper tries to present the e-commerce scenario in the SME’s of Orissa, the prospect of future growth and the empirical analysis of the factors influencing the adoption of e-commerce. It was found that, although the rate of adoption is not satisfactory, but the entrepreneur’s managers are quite optimistic regarding the e-business applications. This paper also tries to state an analytical view of the e-commerce adoption scenario by revealing the relationship between the factors like organizational support, managerial productivity, decision aids and organizational readiness, external pressure, compatibility, perceived ease of use & perceived usefulness with the perception of these SMEs owners/managers. Finally a model is proposed for the adoption of ICT and e-business technologies, by considering the overall business
scenario of the state which includes both the internal as well as the external business environments of the sample organizations.

Dr. Mary Jessica & Marimuthu (2012) in their paper titled “Indian Textile Industry Growth and Development Opportunities and Challenges of Coimbatore Region”, state that 76% of India’s total textile market is from Erode (Tex-City or Loom-City of India) and 56% of knitwear exports come from Tirupur. Coimbatore has a lot of opportunities in the future with the availability of cheap labor, land, water and other raw material facilities etc. Coimbatore industry has become strong and is experiencing strong continuous, persistent pressure across the country overall reduction in price due to overcapacity and huge competition. It is getting good reputation in the global markets rising SME’s attracting more FDI, exports etc. This research concentrates on the growth and development of Indian textile industry particularly in Coimbatore region. Further it discussed about the south Indian textile industry opportunities and challenges. Indian economy is the ninth largest in the world on the basis of GDP, fourth largest one in terms of Purchasing Power Parity (PPP per capita is $3586 in 2010 as per IMF 129th) and it is highly dependent on agriculture and around 52% of employment opportunities are available in agriculture and its allied sectors.

Jitesh Thakkar et al (2012) in their case study titled “Supply Chain Issues In Indian Manufacturing SMEs: Insights From Six Case Studies” insight on supply chain issues in small and medium scale enterprises based on an analysis of six case organizations. Findings from the study state that the deliverables of the paper are twofold. First, the paper documents six cases uncovering supply chain and operations complexities in manufacturing SMEs. Next is based on the critical analysis of the case organizations, insights developed are reported with a set of
recommendations. The field of supply chain management is reaching a new stage. After a period dominated by enthusiasm for the newness of the idea of managing the stream of products across the whole chain, from supply through manufacturing to end users, it is now realized that one size does not fit all. Thus the study concludes that supply chain management has been considered an effective strategy for integrating suppliers and customers with the objective of improving responsiveness and flexibility of manufacturing organizations.

Sarbapriya Ray (2011) in her study titled “Exploring Industrial Performance in Textile Sector of India under Liberalized Trade Regime: A Study through Economic Capacity Utilization”, attempts to evaluate and analyze the industrial performance of Indian textile sector in terms of economic capacity utilization at aggregate level. The empirical findings suggest that there exist considerable variations in the capacity utilization rates over years within same industry. There has been declining trend in the growth rate of capacity utilization in this industry during post reforms period due to slow increase in actual output resulting from stagnated demand probably and rapid expansion of capacity output as a result of abolition of licensing rule consequent to economic reform. It has also been noticed that capacity utilization in this particular industry has been gradually increasing after Multi-fiber Agreement (MFA) has phased out since 2005 and it continued till economic recession begins during 2008 and the industry is gradually striving harder to sustain its past achievement.

Vinoj Abraham & Sasi Kumar (2011) in their paper titled “Labor Cost and Export Behavior of Firms in Indian Textile and Clothing Industry”, explain the implementation of the Agreement on Textile and Clothing (ATC) of the World Trade Organization (WTO) renders both threats and opportunities to India’s textile and clothing industry in the
wake of liberal international trade in the sector. Empirical analysis using two bit estimation techniques, supported the view that increasing the share of low cost labor was an important route through which export performance of the Indian firms in textile and clothing was enhanced. Further, the use of this means to perform better in the international market aggravated in the period after the implementation of the ATC. On the other hand, capital and technology based factors did not have any perceptive effect on the export performance of Indian firms in the international market. This endorses the view that the Indian textile and clothing firms by and large utilized the low road to competitiveness, rather than the other. Also the importance of the import intensity in export performance suggests that Indian textile and clothing is increasingly getting integrated within the global value chain.

Anuradha Balaram et al (2010) in their paper titled “Competitiveness of Indian Apparel Export Firms: An Analysis of Select Delhi based Firms”, analyze that Indian apparel exporting firms have proved their competitiveness in some market segments in recent years. The paper takes a view that Indian apparel export firms will have the opportunity to increase their global market share. The paper studies selected structural and operational parameters of Delhi firms that could impact their performance in future and brings out critical issues that require immediate attention. The paper also offers suggestions on how the government can facilitate better management practices in apparel exporting firms so that they become globally competitive. In order to remain competitive in the future, the paper concludes by recommending certain changes in government policy to enable firms to restructure themselves. The paper also points out areas where immediate firm-level action is
required to maximize the opportunities of the changing business environment.

Sanjeev K Sharma & Aditi Sharma (2010) in their paper titled “Organizational Transformation Strategies in Textile Industry in India Critical Analysis of Role of Organizational Culture” state that Indian textile industry has contributed immensely towards economic development of India as it contributes substantially in providing employment and earning foreign exchange. The study was undertaken to examine the organizational culture values in selected textile organizations and also to determine whether the organizational culture is associated with the demographic variables viz. age, educational qualifications, experience of the managers in selected textile organizations. Efforts have been made to suggest the appropriate measures for development of organizational culture so as to develop sustainable competitive advantage through organizational transformation. The study will have implications on manufacturing sector in developing countries due to similarities in operational practices.

Manisha Sharma & Anu Prashaant (2009) in their paper titled “An Analysis of Performance of the Indian Textile Industry in Quota Free Regime” describes about Indian history witnesses the glorious achievements of the textile industry. The diversity and richness of Indian culture reflects in its textile products in terms of variety, colors and patterns it offers to the world. Today the Indian textile industry is one of the most important and vital industry of our economy not only in terms of output but also in terms of foreign exchange earnings and employment generation. The Indian textile industry managed to penetrate its roots deep in the international market but that was in the era when MFA was in existence, but since 1 January 2005, when MFA has phased out and India is striving harder to sustain its past achievement. The present research tries
to make an attempt to analyze the export performance the Indian textile industry after the abolition of the multi-fiber agreement with the help of advanced statistical techniques such as cluster analysis and regression.

Parijat Upadhyay & Pranab K Dan (2009) in their paper titled “ERP in Indian SME’s: A Post Implementation Study of the Underlying Critical Success Factors”, state that over the past years, the global economic crisis has put the spotlight on many business organizations of any size. The SME sector in India, which contributes almost half of India’s GDP and is home to a slew of business opportunities. In the need to remain competitive, the SMEs are looking at supply chain areas and enterprise resource planning solutions seems to have emerged as ready made solutions to many SME’s. The research presented by them was specifically targeted to the SME’s which already completed the process of adopting an ERP system to bring out the underlying factors which can prove decisive for success and to propose a framework that seem to guide and thus the study concludes that for any organization in the small and medium scale sector which wishes to leverage the benefits of integration of business processes by implementing an ERP system in their organization.

Ruchira Ganguly Scrase (2008) in the paper titled “Survival in the Era of the Post-Multi Fiber Arrangement: Experiences of Garment Workers in India”, states that an examination has been given regarding the implications of the neo liberal reforms for workers in the Indian garment industry during the post multi fiber arrangement. The garment industry is considered to be an example of this contradictory outcome of posts independence development strategies. In addition, the emerging troubles that will be faced by the workers are also described whereas the Indian garment industry is continually being incorporated with the global market. An illustration regarding the growing in formalization of labor as well as
the increase in a concealed inter-border trade is also discussed. Furthermore, the illegal processes have also been highlighted as well as the consequences of the informal practices which is an important factor in shaping the global process at the local level.

Rajaraman (2005) in his article titled “Building blocks of E-Commerce”, examines the architecture of e-commerce as a set of layers, each supporting the one above it. The layers have clean interfaces, that is, they can be designed independently. Architecture with six layers is presented and the lowest layer consists of a physical communication network such as local area network or public switched telephone networks. The next higher layer is the logical layer which describes the protocol used to interconnect communication systems to create internet, intranet and extranet. It is essential to ensure security of messages, documents etc., which are transmitted using network services. The messaging layer is thus concerned with encryption methods, both private and public key encryption and their applications. The layer above this is termed as middleman service, which is concerned with value added services offered by intermediaries to enable payment for services received, certify digital signatures, safely transmit documents and provide information on behalf of companies. The topmost layer is the application layer which users see. The major applications are Customer-to-Business (C2B) e-commerce, Business-to Business (B2B) e-commerce, Customer-to-Consumer (C2C) e-commerce etc.

Abhijit Banerjee & Kaivan Munshi (2004) in their paper titled “How efficiently is Capital Allocated? Evidence from the Knitted Garment Industry in Tirupur”, study the effect of two community (gounders and outsiders) identities on investment behavior in garment industry in south Indian town of Tirupur. The analysis clarifies that differences in investment
can’t be explained by productivity difference alone. What comes out most clearly from our data is the very substantial role played by community identity in determining how much a firm will invest. This is in obvious contrast with the neoclassical model where the allocation of capital is guided entirely by its marginal product in alternative uses and the study concludes that the two communities differ in their access to capital.

Aloysius (2002) in his work titled “A Study on Garment Production Mobility in Tirupur”, carried out by Labor Resource Centre (LRC) of SAVE, Tirupur attempts to find out the garment production mobility in terms of garment workers involvement in the production, wages prevailing in the industries and worker’s violation at workplace. The study finds that majority of the workers are in the adult age group of 28 to 37 years. Women workers are observed high in garment industries in equal proportion with the men workers. Psychological and sexual abuses are more prevalent in the industries, of which women are more vulnerable and more than half of the sampled workers had evaluated their job performance as good and 35 percent of the workers had accentuated that the work they render is excellent. Thus the study concludes that workplace violation is more prevalent in garment industries.

Sanjay Kathuria & Anjali Bhardwaj (1998) in their paper titled “Export Quotas and Policy Constraints in the Indian Textile and Garment Industries Import” describe about the agreement on textiles and clothing promises abolition of all quota restrictions in international trade in textiles and clothing by the year 2005. This provides tremendous scope for export expansion from developing countries. However, there is a flip side to this issue, while the quotas have undoubtedly been restrictive, they have provided assured markets and thus protected uncompetitive countries at the expense of competitive ones. The major problem for analysis here is the
lack of data on the real burden imposed by the distorting but non transparent policies that exist under the quota regime. Traders in the main centers of Delhi and Bombay were interviewed to obtain information on quota rents. The concept of the Export Tax Equivalent (ETE) is used to assess the extent to which exports are restricted. The paper finds that the international trade regime in textiles and clothing imposes a substantial ETE on Indian exports.

2.2.3 Working Paper Series and Conference Proceedings

Ram Kulkarni & Suparna Gangale (2012) in their work titled “Impact of 4P’s of Marketing Mix in Readymade Garment Industry in Pune”, analyze as owing to increase in heavy industrialization in pune city, increases population and their lifestyle with the aid of this, Readymade Garment Industry (RGI) is also growing rapidly. This research aims to analyze the price, product, people and promotion (4P’s) effect in small scale readymade garment industry in Pune. This paper helps us to focus on how 4P’s play a key role. This paper also highlighted some suggestion for future development in readymade garment industry. This study will certainly provide inputs of the growing market of readymade garment industry in Pune. The main aim of this paper is as follows different policies and strategies related to 4P’s i.e. product, price, promotion and people in readymade garment industry in Pune. Major reasons for change in the product especially in the readymade garment industry hit by following things but can overcome and cater latest fashionable designs to growing population of Pune. Lack of infrastructure, non availability of raw materials, skilled & unskilled workers trouble, government policies, continued fashion changes and dead stock hit low purchase.
Stayaki Roy (2010) in her working paper titled “Garments Industry: Some Reflections on Size Distribution of Firms”, says that there has been a significant relocation of global manufacture followed by a restructuring of global trade in the past two decades. The literature suggests, countries need to change their portfolio of exports as they move up the income ladder and only by such changes fast moving low-income countries are increasing their share in global trade The evolving division of labor either through rigid links of global value chains or by way of specialized trade provides greater scope to developing countries in contributing to the world manufacturing output. New structuralism perhaps explains the stylized fact of U-shaped relation between specialization and per capita income better in a way that provides greater insights to capture the dynamics of rise in the share of developing countries in global manufacture.

Eckhard Siggel & Pradeep Agrawal (2009) in their paper titled “The Impact of Economic Reforms on Indian Manufacturers: Evidence from a Small Sample Survey”, state that although there has been much theorizing on the impact of India’s economic reforms of 1991 on Indian manufacturers, there is hardly any previous study that has taken up the task of actually asking the manufacturing firms as to what the true impact of economic reforms has been on them. The objective of the present paper is to examine how the reforms were perceived and coped with by manufacturing enterprises, especially smaller ones and to compare their perceptions with what has been found on the basis of industry-level data. The findings state that most firms felt that the reforms were helpful by increasing access to foreign technology and making imports of capital and intermediate goods cheaper. They also felt that improvement in infrastructure and more flexible labor laws will facilitate further growth of
India’s manufacturing sector. Thus the paper reports the answers received and discusses them in the light of other findings, in particular to earlier findings from an analysis of industry competitiveness under the reforms.

Satyaki Roy (2009) in her paper titled “Garments Industry in India Lessons from Two Clusters”, states that the garment industry worldwide is undergoing significant restructuring since the final phase out of the Multi-fiber Arrangement. The changes are taking place in terms of relocating production sites on the one hand and coping with the new competition on the other. In this context the paper tries to look into the status of garment industries in India and see how the assumed release of constraints in demand both through liberalization in domestic trade policies and by phasing out of multi-fiber agreement has impacted upon the growth and size distribution of firms in the sector. The paper focuses on how the responses of individual firms are embedded in the evolving patterns of production organization, labor processes and institutional arrangements related to respective industrial sites.

Abhijit Banerjee & Kaivan Munshi (2000) in their paper titled, “Networks, Migration and Investment: Insiders and Outsiders in Tirupur’s Production Cluster”, studied the effect of social network based lending. This is a pervasive phenomenon in most of the developing world. Access to such network capital has an obvious influence on investment. The implication is tested with the data from the knotted garment industry in South India town of Tirupur. Comparing the growth rate of output with investment between garment firms owned by migrants to Tirupur and local people, it’s clear that local people have slower output growth but invest substantially more at all levels of experience. It’s also found out that there is a positive correlation between investment and growth within any single
community, consistent with the view that capital access does not vary within each group.

2.2.4 Magazines

The article titled “Boost to Technical Textiles” (2013), states that the Government has of course launched a vigorous drive to promote technical textiles and while technical textiles constitute almost 54 per cent of the global textile industry; in India it is negligibly low at 10 per cent. Even then, the market size of this sector in the country is estimated to have gone up to Rs. 91,236 crores in 2013-14 from a level of Rs. 42,000 crores in 2007-08 at an annual growth rate of 11 percent. Growing urbanization and rising income levels have encouraged Indians in general to gradually adapt to western lifestyle with a greater resort made to hygiene, personal care and safety products, resulting in an overall increase in domestic demand for technical textiles and nonwovens. Further, reduced labor availability in agriculture and transport is driving the use of such textiles in every walk of life. At the current rate of growth, India can very well compete with advanced nations in both production and use of technical textiles sooner than later.

Layak Suman & Shukla Geetanjali (2011) in their article titled “Logistics sector lures India Inc”, say that in building the infrastructure, it’s realized that we were at least half a decade ahead of the competition. That is when it’s been decided to hive off the arm into a separate company and offer services to others. Logistics in India is set to boom. Ajay Chopra, CEO of DIESL, said they earn Rs. 1,100 crores in revenues from its trading business of which Rs. 300 crores is from logistics. DIESL serves non-group companies such as Huawei and Mercedes-Benz India, besides group firms such as Voltas, Tata Motors (vehicle placement and delivery) and
Croma. This gives power to the customer, who can now track consignments in real time. But it also leaves us with no option but to operate efficiently”. Mahindra Logistics plans to invest $50 million in technology over the next five years. An increasing number of customers want less of inventory and more of just in-time products and technology will help us do that by improving predictability and transparency in the system.

2.2.5 News Letters

Lee Adendorff (2013a) in his article titled “ERP Systems Offer Apparel-Specific Options”, explains about enterprise resource planning software solutions have become powerful and numerous, allowing apparel companies to manage vast amounts of complex data under one umbrella, from finance, stock and manufacturing processes to distribution. Driven by the need to leverage this information and obtain even greater precision and speed in time to market, in recent years many ERP packages have come to include modules specifically tailored for the clothing industry, either as an add-on package or an integration with a product lifecycle management system. Most small start-up companies begin with a combination of Excel and (accounts system) QuickBooks. However, if business is good, they will outgrow these tools very quickly. For a company with annual revenue greater than US$ 5 million, it is almost impossible to efficiently manage purchasing, inventory, shipping, distribution and accounting without an integrated ERP system. Once the company starts selling to customers that require Electronic Data Interchange (EDI), an ERP system become a requirement.

Lee Adendorff (2013b) in his report on “IT Talent in India”, describes that one good source for ERP systems is India, with its large pool
of talent experienced in IT and information technology enabled services (ITES). With costs being low, they are able to provide ERP solutions that cater to the specific needs of a client. Such customization can be important given the wide variety of working methodology in the textiles sector. Nowadays, SMS (Short Message Service) alerts and email alerts are given to make the system more interactive with the users and it is 100% flexible since customization is done according to the customer’s needs. “Indian ERP solutions are used in the manufacturing rather than retailing sector and are popular in manufacturing hubs in Asian nations like China, Bangladesh and Sri Lanka, the Middle East and North Africa. The report stressed they accommodated the management flexibility of outsourcing companies the kind of business discipline required to use software supplied by SAP and Oracle, for instance, is rare in emerging markets. One risk avoided by some Indian suppliers is a lack of relevance caused by programmes being written by IT professionals and used by the textile or fashion industry both sides lacking sufficient knowledge of the other’s field. Popular ERP solutions developed in India are written with IT and textile industry experts working in same time

Lee Adendorff (2013c) in his report on “Omni-Channel Retail”, faced with flat economic growth and subdued demand, retailers is increasingly looking for new ways to lift sales outside their traditional markets. Many fashion firms are choosing to do this through an integrated channel strategy that provides customers with a seamless shopping experience online, in store and via mobile apps. But while Omni-channel services may be delivering, they can also be complex-as discussed in a particular month’s management briefing. The apparel retail world has been altered profoundly by technology over the last few years and the fashion industry knows that in order to succeed, marketing and sales must be
undertaken though the many new channels those are now available. The apparel retail world has been altered profoundly by technology over the last few years, and the fashion industry knows that in order to succeed, marketing and sales must be undertaken though the many new channels that is now available.

Lee Adendorff (2013d) in his report on “Technology and Logistics”, explains that Omni-channel services may be delivering, but they can be complex. The goal is delivering a seamless Omni-channel experience for apparel buying consumers and if the tech doesn’t work, the sales aren’t made. How retailers deal with the Omni-channel challenge varies greatly, as do opinions on how to integrate strategies for online, mobile and physical transactions. Faced with flat economic growth and subdued demand, retailers are increasingly looking for new ways to lift sales outside their traditional markets. Many fashion firms are choosing to do this through an integrated channel strategy that provides customers with a seamless shopping experience online, in-store and via mobile apps.

Deschamps (2012) in his report on “Luxury Fibers and Fabrics: Challenges and Opportunities”, demonstrates that clothing labels worldwide are usually a standard read, with fiber names such as ‘cotton’, ‘nylon’ and ‘polyester’ remaining constant from season to season. But when it comes to luxury textiles, there seem to be more evolving trends in terms of fibers used along with more dynamic changes in supply and demand. Despite the challenging global economic climate, demand for high-end apparel continues to be safe. This looks at changes in the supply and demand of luxury fibers and fabrics, sourcing shifts and web based tools and trade fairs to help narrow down a product search.
Leonie Barrie (2012) in his report on “RFID Technology” says that major clothing retailers, brands and importers are benefiting from the data collection and management options offered by new technology in labels especially Radio Frequency Identification (RFID) tags. Not only does this represent a fundamental piece of the production process that can be leveraged to save money and increase sales, but the technology is becoming increasingly sophisticated. Despite the increasing number of roll-outs of RFID item-level tagging by retail giants such as Wal-Mart, JCPenney, Marks & Spencer and supply chain giant Li & Fung, the price of RFID inlays (the electronic component that comprises of an antenna made of copper, silver or aluminum along with a silicon chip attached to a synthetic backing) has not budged.

2.2.6 Books

Green Duncan & Griffith Matt (2009) in their book titled “Anti-Globalization”, review the spectacular growth in the intensity, scope and visibility of globalization since 1990 has been accompanied by a parallel growth in anti-globalization a broad term used to characterize a public debate over the shaping, slowing, or rejecting of globalization. Although its political and social origins are diverse, anti-globalization in its broadest sense can be seen as a response to the economic and political events of the period since the early 1970s and their most visible symbols, the institutions of global economic governance. The success of the movement and in particular its reformist current in achieving change has been helped greatly by the multilateralism of the current international system. It has provided focus and coherence to otherwise disparate groups and allowed small gains in attempts to create a more balanced form of international governance.
Swapna Sandesh Sinha (2007) in their book on “Comparative Analysis of FDI in China and India: Can Laggards Learn from Leaders?”, analyzed that some emerging markets have been leaders in the world and have grown at a higher rate benefiting from higher Foreign Direct Investments (FDI) by Trans National Corporations (TNCs) and some have been laggards and have not able to attract as much FDI and grow that efficiently. The study attempts to theorize what lessons emerging markets that are laggards in attracting FDI such as India, can learn from leader countries in attracting FDI, such as China in the global economy. This study fills the gap in the literature by analyzing the Indian data at the relevant micro state level for the period 1992 to 2005 and comparing it with the Chinese data for period of 1978-2005 at the economic zone level. Indian FDI attraction model was tested using autoregressive models and it was found that India has grown due to its human capital, size of the market, rate of growth of the market and political stability.

Latheef Kizhisseri (2006) in his book titled “Knitted Together”, says in the chapter Raw Material and Production Problems in Tirupur, the process of garment production, starting from the basic raw material and ending by passing the finished product to the consumers, involves many stages, be it starting from cotton cultivation or from producing synthetic or man-made. In the case of knitwear production at Tirupur, the main raw material is cotton yarn of different thickness. This is supplied by hundreds of spinning mills located in Coimbatore, Salem, Erode and also in other parts of India, through wholesale and retail outlets. Almost all the major raw material producers have their outlets in Tirupur. The circular knitting machines, dyeing, bleaching and other machines are mainly manufactured in Punjab, especially in Ludhiana and Amritsar, which reach Tirupur through sales networks. Imported, new technology machinery has been
used widely in Tirupur. Many agents and dealers for both indigenous and imported machinery are based in Tirupur providing access to the latest models available worldwide.

Bajaj & Debjani Nag (2004) in their book titled “E-Commerce” explain that E-Commerce on the internet, intranets and extranets uses the common standard namely TCP/IP on the internetworked information infrastructure that spans the whole world. Information and information technology are the key drivers of the information age, which also referred to as the post industrial society. The information age has ushered in a knowledge based industrial revolution. The businesses in this era are networked and use IT to survive in a highly competitive environment. Information technology and business while e-commerce provides glimpses of the worldwide developments that have made e-commerce as in present scenario.