

PREFACE

The 21st-century global business has been very competitive and derived from the complex set of connected and inter-dependent organizations called SC. These SCs are intended to enhance customer value, minimize cost, and optimize the organization's financial benefits. However, the success of the SCs is subjective to the success of each of its entities which is subjected to risks, uncertainties, and disruptive events. The impacts of the SC failure are very pronounced, and if not addressed rightly, it may lead to the complete loss of the business. Therefore, for the survival and growth of the business in the propensity of the adversities, the SC needs to be incorporated with the capabilities that enable them to counter and capitalize on the events that could potentially harm and questions its survival. Hence the resilient concept of the SC gains its importance, which not only enables the SC entities to prepare for the expected challenges and respond effectively to the adversities but also enables quick and efficient recovery post disruptions.

This study reviewed the extant literature on the RSC's functions, characteristics, and capabilities and clustered them based on their similarity into the four resilient capabilities of the SC, i.e., readiness, robustness, rapidity, and recovery and growth. Further, the literature suggests that much research is available explaining the importance of resilient practices for enabling the resilient characteristics of the SCs; however, very few attempts to identify and define their interdependence relationships. And evaluating the resilience score of a SC while considering the resilient practices and their corresponding attributes is even rare. Further, very little research has been carried out to explore and analyze the factors inhibiting the successful implementation of the resilient practices of the SC, which ultimately hinders the attainment of the 'definitely

resilient' position of the SC. The literature also suggests that research study focusing on enabling the resilient behavior of Indian manufacturing SC is rare. However, there is the complete absence of comprehensive research done with respect to Indian iron and steel manufacturing SC.

This research provides a wider perspective of the RSC and is carried into the four objectives considering the case of an Indian iron and steel manufacturing SC as listed below:

1. To identify the resilient practices of the SC and interpret their causal dependence relationships.
2. To estimate the utility of the resilient practices for enabling the resilient capabilities to the SC.
3. To evaluate the resilience level of the case organization SC.
4. To identify the hindrances to the successful implementation of the resilient practices to the SC and also prioritize them based on their causal dependence relationships.