

# Literature review of QM and SCM: a perspective of integration

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## Abstract

**Purpose** – To explore the practices of supply chain management and quality management, in order to study the integration of both management fields by means of a structural model.

**Design/methodology/approach** – An overview of the main concepts of supply chain management and quality management were reviewed from the literature, and some practices have been identified in order to understand how these areas are related to each other, and the benefits that this integration can bring to companies' performance.

**Findings** –The use of integrated approaches to quality management and supply chain management becomes necessary to accomplish some objectives as produce value and optimize sustainability. Due to similar characteristics of these two management areas as: the adoption of holistic approaches, the promotion of continuous improvement and innovation; customer satisfaction; leadership; strategic planning, among others; they can be seen as complementary, and improved global performance can be achieved from their synergies. Thus, they offer a unique framework to integrate participation and partnership between stakeholders.

**Research limitations/implications** – This paper presents a structural model that is based on a literature review. A comprehensive validation process is required to get further insight on the subject, allowing to understand how companies implement supply chain management and quality management strategies and the way it impacts on the overall organization performance.

**Originality/value** – There are some studies concerning the relationship between supply chain management and quality management, although, as far as we were able to find out

based on the literature review carried out, there is a lack of studies that covers downstream and upstream dimensions of the whole supply chain. For that reason, we present a conceptual model proposal where it is possible to see the major areas that affect both quality management and supply chain management. We also present some practices that affects quality management and others that affect supply chain management, that the authors consider being of great importance for the integration of these two areas. With this model we consider that we can embrace the most important issues concerning both areas.

### **Keywords**

Supply chain management, quality management, integration.