

# 物流及供应链管理专业英语

主编 张为峰 曲景秀 郝亚坤

## English in Logistics and Supply Chain Management

哈尔滨工业大学出版社

# 物流及供应链管理 专业英语

主 编 张为峰 曲景秀 郝亚坤

哈爾濱工業大學出版社

## 内 容 提 要

本书简要介绍了物流及供应链管理的基本概念,并介绍了供应链管理中的采购问题、运营问题和分销问题。每章包括若干节,重点章节节后配有单词术语、难句参考译文和思考题。

本书可作为物流管理及相关专业本科生的教科书、参考书,也可作为物流管理工作提高物流管理方面英语阅读能力和水平的参考书。

### 图书在版编目(CIP)数据

物流及供应链管理专业英语/张为峰主编. —哈尔滨:  
哈尔滨工业大学出版社, 2009. 1

ISBN 978 - 7 - 5603 - 2788 - 4

I. 物… II. 张… III. ①物流 - 物资管理 - 英语 - 高等学校 - 教材 ②物资供应 - 物资管理 - 英语 - 高等学校 - 教材 IV. H31

中国版本图书馆 CIP 数据核字(2008)第 165837 号

责任编辑 田 秋

封面设计 卞秉利

出版发行 哈尔滨工业大学出版社

社 址 哈尔滨市南岗区复华四道街 10 号 邮编 150006

传 真 0451 - 86414749

网 址 <http://hitpress.hit.edu.cn>

印 刷 东北林业大学印刷厂

开 本 880mm × 1230mm 1/32 印张 7.25 字数 209 千字

版 次 2009 年 1 月第 1 版 2009 年 1 月第 1 次印刷

定 价 19.80 元

---

(如因印装质量问题影响阅读,我社负责调换)

# 前 言

在高等教育面向 21 世纪的改革中,学生的基本素质和实际工作能力的培养受到了高度的重视。对非英语专业的学生而言,英语水平和能力的培养不仅是文化素质的重要部分,在很大程度上也是能力的补充和延伸。

随着经济全球化进程的加快,物流及供应链管理在企业的全球化运营中起着非常重要的作用,企业业务的跨国界运营是物流及供应链管理全球化的必然结果。随着我国经济日益纳入世界经济一体化的轨道,物流及供应链管理在企业 and 国民经济中的地位也越来越重要,对物流管理人才的需要也日益增多。而提高物流管理人才的英语能力是其中很重要的一个环节,为此我们编写了本书。

全书分为 4 部分。第 1 部分介绍了物流及供应链管理的基本概念;第 2 部分介绍了物流及供应链管理中的采购问题;第 3 部分介绍了物流及供应链管理中的运营问题;第 4 部分介绍了物流及供应链管理中的分销问题。本书在编写过程中充分考虑了专业英语阅读的特点,注重专业术语使用的准确性,并对文中的难句给出了参考译文。

本书的编写分工如下:第 1 和第 4 部分由哈尔滨工程大学张为峰编写,第 2 部分由牡丹江医学院外语部曲景秀编写,第 3 部分由苏州工业园区职业技术学院郝亚坤编写。全书由张为峰统稿。

由于编写人员水平有限,成书时间仓促,书中疏漏之处在所难免,恳请读者批评指正。

编 者

2008 年 10 月

# CONTENTS

---

## 1 Introduction

1.1 What Is Supply Chain Management? .....	2
1.2 Why Is Supply Chain Management Important? .....	8
1.3 The Origins of Supply Chain Management .....	10
1.4 Important Elements of Supply Chain Management .....	16
1.5 Future Trends .....	23

## 2 Purchasing Issues

2.1 Purchasing Process .....	28
2.2 Strategic Sourcing .....	43
2.3 Supplier Evaluation and Selection .....	59
2.4 Worldwide Sourcing .....	71
2.5 Managing Supply Chain Inventory and Delivering Perfect Customer Orders .....	81
2.6 Supply Chain Information Systems and Electronic Commerce .....	96
2.7 Purchasing and Supply Chain Changes and Trends .....	111

### **3 Operations Issues**

3.1 Demand Forecasting and Collaborative Planning Forecasting and Replenishment .....	118
3.2 Aggregate Planning and Inventory Management .....	128
3.3 Enterprise Resource Planning Systems .....	140
3.4 Process Management .....	151

### **4 Distribution Issues**

4.1 Domestic and International Transportation .....	162
4.2 Customer Relationship Management .....	182
4.3 Facility Location Decisions .....	198
4.4 Service Response Logistics .....	211

<b>References .....</b>	<b>225</b>
-------------------------	------------

## Introduction

---

Logistics is sometimes used in a narrow sense to describe transport and distribution operations but in its widest sense it covers a much wider range of activities than this. It includes the integrated chain of events necessary to supply goods and services to agreed customer service levels. *Indeed, logistics is synonymous with supply chain management and for many organizations it is treated with considerable strategic significance.*<sup>[1]</sup>

*Logistics covers all the processes necessary to manage supplies of goods and materials, move those goods and materials through the manufacturing process, store and sort them in a way that facilitates the distribution process, deliver products and services to the customer in the way the customer requires, returns materials not required by the customer (e.g. waste and re-useable items) and support the customer with spares and after sales services.*<sup>[2]</sup> In this book the terms “logistics” and “supply chain management” are considered to be interchangeable.

*Supply chain management is the integration of key business processes from initial raw material extraction to the final or end customer, including intermediate processing, transportation, and storage activities and final sale to the end customer.*<sup>[3]</sup> Today, the practice of supply chain management is becoming extremely important to achieve and maintain

competitiveness. Many firms are just now beginning to realize the advantages of supply chain integration. Supply chain management is an outgrowth and expansion of logistics and purchasing activities and has grown in popularity and use since the 1980s. Important elements in supply chain management are in the areas of purchasing, operations and production, and distribution. Finally, as markets, political forces, technology, and competition change around the world, the practice of supply chain management must also change.

key words:

logistics	<i>n.</i>	物流学,后勤学;(生产活动等)有效安排,物流组织
supply chain		供应链
distribution	<i>n.</i>	分发,分配,分送;分配物,配给物
integrated	<i>adj.</i>	整体的;互相协调的
synonymous	<i>adj.</i>	同义的
strategic	<i>adj.</i>	在战略上的
interchangeable	<i>adj.</i>	可交换的,可互换的

Notes:

[1]实际上,物流与供应链管理是同义的,并且对于许多组织来讲它具有很重要的战略意义。

[2]物流涵盖所有的必要流程,包括货物及原材料供应管理,通过生产过程、仓储和分选的分销流程、交付产品和服务实现对物品和材料的移动进而满足客户需求,收回客户未订的材料(例如:废品和再利用物品),给客户提供备件和售后服务。

[3]供应链管理是一个从原材料提取到最后完成或至终端客户,包括中间过程、运输、仓储活动和最终销售至终端客户的一系列重要业务流程的综合体。

## 1.1 What Is Supply Chain Management?

A number of similar definitions are available in the literature and among various professional associations. For example:

- The Institute for Supply Management describes supply chain



management as

*“[ t ] he design and management of seamless , value-added processes across organizational boundaries to meet the real needs of the end customer . The development and integration of people and technological resources are critical to successful supply chain integration .”*<sup>[1]</sup>

- The Supply-Chain Council’s definition of supply chain management as

*“[ m ] anaging supply and demand , sourcing raw materials and parts , manufacturing and assembly , warehousing and inventory tracking , order entry and order management , distribution across all channels , and delivery to the customer .”*<sup>[2]</sup>

- The Council of Logistics Management defines supply chain management as

*“... the systemic , strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain for the purposes of improving the long term performance of the individual companies and the supply chain as a whole .”*<sup>[3]</sup>

- Finally, in a research paper authored by a notable expert in supply chain management, Dr. Hau Lee and his coauthor Mr. Corey Billington define supply chain management as

*“the integration activities taking place among a network of facilities that procure raw materials , transform them into intermediate goods and then final products , and deliver products to customers through a distribution system .”*<sup>[4]</sup>

Consistent across these definitions is the idea of coordinating or integrating a number of product-related activities among supply chain participants to improve operating efficiencies , quality , and customer service in order to gain a sustainable competitive advantage for all of the organizations involved in this collaboration.<sup>[5]</sup> Thus, for supply chain

management to be successful, firms must work together by sharing information on things like demand forecasts; production plans; capacity changes; new marketing strategies; new product and service developments; new technology developments; purchasing plans; delivery dates; and anything else impacting the firm's purchasing, production, and distribution plans.

*In theory, supply chains work as a cohesive, singularly competitive unit, accomplishing what many large, vertically integrated firms have tried and failed to accomplish.*<sup>[6]</sup> The difference is that firms in a supply chain are relatively free to enter and leave supply chain relationships if these relationships are no longer proving beneficial; it is this free market organization that helps supply chains operate more effectively than vertically integrated conglomerates. For example, when a particular material or product is in short supply accompanied by rising prices, a firm may find it beneficial to align itself with one of these suppliers to ensure continued supply of the scarce item. This alignment may become beneficial to both parties—new markets for the supplier, leading to new, future product opportunities; and long-term continuity of supply and stable prices for the buyer. Later, when new competitors start producing the scarce product or when demand declines, the supplier may no longer be valued by the buying firm; instead, the firm may see more value in negotiating with other potential suppliers for its purchase requirements and may then decide to dissolve the original buyer supplier alignment. As can be seen from this example, supply chains are often very dynamic or fluid, which can also cause problems in effectively managing them.

While supply chain management may allow organizations to realize the advantages of vertical integration, certain conditions must be present for successful supply chain management to occur. Perhaps the single most important prerequisite is a change in the corporate cultures of all participating members in the supply chain to make them conducive to

supply chain management. More traditional organizational cultures that emphasize short-term, company focused performance are in many ways in conflict with the objectives of supply chain management. Supply chain management focuses on positioning the organizations in such a way that all participants in the supply chain benefit. Thus, effective supply chain management relies on high levels of trust; cooperation; collaboration; and honest, accurate communications.

*The important elements in supply chain management that purchasing, operations, logistics, and, transportation managers not only must be equipped with the necessary expertise in these critical supply chain functions but also must appreciate and understand how these functions interact and affect the entire supply chain.*<sup>[7]</sup> Rebecca Morgan, president of Fulcrum Consulting Works, an Ohio-based supply chain management consulting firm, says too many companies go into agreements they call partnerships, then try to control the relationship from end to end. “A lot of the automotive companies did this in the beginning,” she says. “They issued a unilateral ultimatum: you will do this for me if you want to do business with me, no matter what it means for you.” This type of supply chain management approach almost never works.

*Boundaries of integrated supply chains are also dynamic. It has been often said that supply chain boundaries extend from “a firm’s suppliers’ suppliers to their customers’ customers”; today, most firms’ supply chain management coordination efforts do not extend beyond those boundaries.*<sup>[8]</sup> In fact, in many cases, firms find it very difficult to extend coordination efforts beyond a few of the firms’ most important direct suppliers and customers (in fact, in one survey, a number of firm representatives stated that most of their supply chain efforts were with the firm’s internal suppliers and customers only!). However, with time and successful initial results, many firms are extending the boundaries of their supply chains.

key words:

definition	<i>n.</i>	定义,解说,精确度,(轮廓影像等的)清晰度
literature	<i>n.</i>	文学(作品),文艺,著作,文献
professional	<i>n.</i>	自由职业者,专业人员,职业运动员,职业艺人
	<i>adj.</i>	专业的,职业的
association	<i>n.</i>	协会,联合,结交,联想
seamless	<i>adj.</i>	无缝合线的,无伤痕的
boundary	<i>n.</i>	边界,分界线
technological	<i>adj.</i>	科技的
critical	<i>adj.</i>	评论的,鉴定的,批评的,危急的,临界的
manufacture	<i>vt.</i>	制造,加工
	<i>n.</i>	制造,制造业,产品
assembly	<i>n.</i>	集合,装配,集会,集结,汇编
warehouse	<i>n.</i>	仓库,货栈,大商店
	<i>vt.</i>	贮入仓库
inventory	<i>n.</i>	详细目录,存货,财产清册,总量
tract	<i>n.</i>	广阔的地面,土地,地方,地域
channel	<i>n.</i>	海峡,水道,沟,路线
	<i>vt.</i>	引导,开导,形成河道,频道
delivery	<i>n.</i>	递送,交付,分娩,交货,引渡
	<i>v.</i>	[律] 财产等的正式移交,发送,传输
coordination	<i>n.</i>	同等,调和
traditional	<i>adj.</i>	传统的,惯例的,口传的,传说的
tactic	<i>n.</i>	策略,战略
	<i>adj.</i>	按顺序的,排列的
performance	<i>n.</i>	履行,执行,成绩,性能,表演,演奏
individual	<i>n.</i>	个人,个体
	<i>adj.</i>	个别的,单独的,个人的
notable	<i>adj.</i>	值得注意的,显著的,著名的
network	<i>n.</i>	网络,网状物,广播网
procure	<i>v.</i>	获得,取得
intermediate	<i>adj.</i>	中间的

	<i>n.</i>	媒介
participant	<i>n.</i>	参与者,共享者
	<i>adj.</i>	参与的
sustainable	<i>adj.</i>	可以忍受的,足可支撑的,养得起的
collaboration	<i>n.</i>	协作,通敌
purchase	<i>vt.</i>	买,购买
	<i>n.</i>	买,购买
cohesive	<i>adj.</i>	黏着的
singularly	<i>adv.</i>	不常见地,令人无法理解地,异乎寻常地
conglomerate	<i>v.</i>	聚结
align	<i>vi.</i>	排列
	<i>vt.</i>	使结盟,使成一行
scarce	<i>adj.</i>	缺乏的,不足的,稀有的,不充足的
decline	<i>vi.</i>	下倾,下降,下垂
	<i>v.</i>	拒绝,衰落
	<i>n.</i>	下倾,下降,下垂,斜面,斜坡,衰败,衰落
negotiate	<i>v.</i>	(与某人)商议,谈判,磋商,买卖,让渡(支票、债券等),通过,越过
dissolve	<i>v.</i>	溶解,解散
buyer	<i>n.</i>	买主,顾客,采购员
supplier	<i>n.</i>	供应者,补充者,厂商,供给者
dynamic	<i>adj.</i>	动力的,动力学的,动态的
fluid	<i>n.</i>	流动性,流度
	<i>adj.</i>	流动的,不固定的,可改变的,可另派用场的,流畅的
prerequisite	<i>n.</i>	先决条件
	<i>adj.</i>	首要必备的
corporate	<i>adj.</i>	社团的,法人的,共同的,全体的
conducive	<i>n.</i>	有益于
partnership	<i>n.</i>	合伙,合股,合伙企业,合伙契约,[体]队友关系,(双人项目的)配对
unilateral	<i>adj.</i>	单方面,单边的,片面的,单系,[植]单侧的
ultimatum	<i>n.</i>	最后通牒

boundary                      n.        边界,分界线

Notes:

[1]供应链管理是通过设计及严格管理跨组织区域去满足终端客户的实际需求的增值过程。发展整合人力和科技成为供应链综合体成功的关键。

[2]管理供需、原材料、零部件、生产和装配的资源调配、仓储和库存跟踪、订货和交货管理、跨渠道分销到客户。

[3]系统的、战略的对传统业务职能的协调及在一个特定的公司内部和跨业务之间的以提高个体公司的长期绩效为目的的策略。

[4]这种统一的活动借助便利的网络得以实现,获取原材料,转化成中间产品和终成品,通过分销网络交付给客户。

[5]一致的交叉定义是一个理念,它指在供应链的参与环节中协调或整合一些与生产相关的活动以此来提高运营功效、质量和客户服务,以便使这个组织中所有协作者能够获得持续的竞争优势。

[6]从理论上讲,供应链作为一个附着的、异乎寻常的竞争的单元,使许多大规模、纵向整合上进行过尝试并导致失败的公司取得了成功。

[7]在供应链管理中很重要的因素有采购、运营、物流和运输,作为经理,不但要了解重要的供应链环节中必要的专业知识,而且要评估、了解各个职能间的联系及相互影响。

[8]完整的供应链间的界限也是变动的。从过去我们讲的供应链边界扩展到一个公司的供应商的客户的客户;今天,大多数公司的供应链管理的协调并不超出它们的界限。

## 1.2 Why Is Supply Chain Management Important?

While all firms are part of a chain of organizations bringing products and services to customers (and most firms operate in a number of supply chains), certainly not all supply chains are managed in any truly integrated or coordinated fashion. Firms continue to operate independently in many industries (particularly small firms). *It is often easy for managers to be focused solely on their immediate customers and their internal daily operations. With customers complaining, employees to train, late supplier deliveries, creditors to pay, and equipment to repair,*

*who has time for relationship building and other supply chain management efforts?*<sup>[1]</sup>

Many firms, though, have discovered value-enhancing, long-term benefits from their supply chain management efforts. *Firms with large system inventories, many suppliers, complex product assemblies, and highly valued customers with large purchasing budgets have the most to gain from the practice of supply chain management.*<sup>[2]</sup> For these firms, even moderate supply chain management success can mean lower purchasing and inventory costs, better product quality, and higher levels of customer service and sales. *According to the U. S. Census Bureau's Annual Survey of Manufacturers, the cost of inventories was over \$ 2.2 trillion just among U. S. manufacturers in 2000.*<sup>[3]</sup> Additionally, transportation and inventory carrying costs in the United States totaled \$ 434 billion in 2000. Thus it can be seen that purchasing, inventory, and transportation cost savings can be quite sizable for firms utilizing supply chain management strategies.

*Firms must realize that their management efforts can start small—for instance, with just one key supplier—and build through time to include more supply chain participants—such as other important suppliers, key customers, and shippers—and, eventually, second-tier suppliers and customers (these are the customers' customers and the suppliers' suppliers).*<sup>[4]</sup> So why is this integration activity important? As alluded to earlier, when a firm, its customers, and its suppliers all know each others' future plans, the planning process is easier and more accurate.

key words:

operate	v.	操作, 运转, 开动, 起作用, 动手术, 开刀
fashion	n.	样子, 方式, 流行, 风尚
	vt.	形成, 把……塑造成, 使适应, 使适合, 改革, 改变

independently	<i>adv.</i>	独立地,自立地
solely	<i>adv.</i>	独自地,单独地
immediate	<i>adj.</i>	直接的,紧接的,紧靠的,立即的,知觉的
creditor	<i>n.</i>	债权人
complex	<i>adj.</i>	复杂的,合成的,综合的
	<i>n.</i>	联合体
assembly	<i>n.</i>	集合,装配,集会,集结,汇编
budget	<i>n.</i>	预算
	<i>vi.</i>	做预算,编入预算
moderate	<i>adj.</i>	中等的,适度的,适中的
	<i>v.</i>	缓和
inventory	<i>n.</i>	详细目录,存货,财产清册,总量
trillion	<i>num.</i>	万亿
sizable	<i>adj.</i>	相当大的,大小相当的
allude	<i>vi.</i>	暗指,影射,间接提到

## Notes:

[1]就经理而言,他们很容易格外关注他们的中间客户和他们每天的内部运营情况。总是面对客户抱怨、员工培训、供应商交付推迟、信贷付款和设备修理等工作,他们怎么会有时间去建立联系且致力于供应链管理工作呢?

[2]对于那些拥有大量系统库存、许多供应商、复杂化的产品装配及很有采购实力的客户的公司,它们会从供应链管理中获益匪浅。

[3]根据美国人口普查机构对制造业的年度报告,2000年美国制造业库存就超过了2.2万亿美元。

[4]公司必须意识到他们管理的成功能够从小开始——举个例子,通过一个重要的供应商——不断地容纳进来供应链上更多的参与者——例如其他重要的供应商,主要客户和托运人,最终第二方、第三方供应商和客户(指客户的客户和供应商的供应商)。

### 1.3 The Origins of Supply Chain Management

During the 1950s and 1960s, U.S. manufacturers were employing mass production techniques to reduce costs and improve productivity, while relatively little attention was typically paid to creating supplier



partnerships, improving process design and flexibility, or improving product quality (see Figure 1.1). New product design and development was slow and relied exclusively on in-house resources, technologies, and capacity. Sharing technology and expertise through strategic buyer supplier partnerships was essentially unheard of back then. *Processes on the factory floor were cushioned with inventory to keep machinery running and maintain balanced material flows, resulting in large investments in working process inventory.* [1]

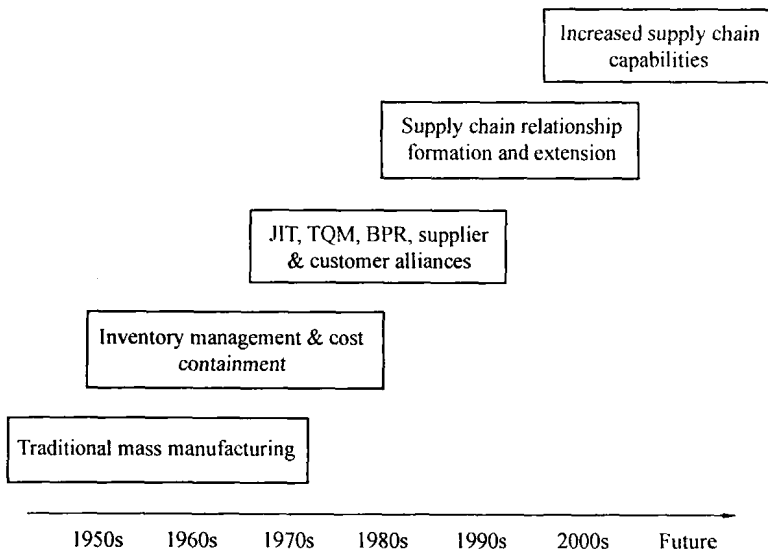


Figure 1.1 Historic Supply Chain Management Events in the United States

*In the 1960s and 1970s, material requirements planning (MRP) systems and manufacturing resource planning (MRPII) systems were developed, and the importance of effective materials management was recognized as manufacturers became aware of the impact of high levels of inventories on manufacturing and storage costs.* [2] As computer capabilities grew, the sophistication of inventory tracking software also grew, making