



新世纪专业英语系列教材
New Century Subject-oriented English

中国人民大学 编著
总主编
张勇先 康成翠

物流管理英语教程

English for Logistics

主编 张初愚



西安交通大学出版社
XI'AN JIAOTONG UNIVERSITY PRESS



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前言 Foreword

新世纪已经过去十年,全球经济一体化的进程更加深入广泛。为了适应国际国内的需要,我国的英语教学面临着新的更高的要求。高校的专业英语教学尤其肩负着突出的重要责任。编写这本《物流管理英语教程》正是为了适应新形势下的新需求,同时也使得本系列教材更加完善。

为了尽可能满足学校与社会的需要,同时适应我国高校在校生的实际状况,我们在编写教材中注意了以下几个要点:

1. **选材新。**本书中百分之八十的内容选自最新出版的英文原版著作。
2. **选材全面。**在准确界定物流管理的基础上,对物流管理的方方面面做了有侧重的描述介绍。其中涉及人员场地的选择、物流流程的设计、准时制、条形码扫描、库存管理、电子信息沟通、精细供应链,以及国际货运管理。
3. **内容丰富。**有理论,有实例;有成功,有教训。每单元有正课文一篇,副课文一篇,以利于学生既能严谨细致地学习,又能有充足的材料浏览,拓宽视野。
4. **练习类型多样,形式活泼。**听、说、填、选、翻译、写作,难易兼顾。可根据不同情况选择使用,帮助学生掌握并巩固所学内容。
5. **水平适中,深入浅出,避免了晦涩艰深。**本书重点不是放在加强学生钻研高深理论的能力上,而是帮助学生建立坚实的物流管理专业基础,并掌握用英语表达专业内容的技能。

本书是人大外语学院和人大商学院的合作成果。

本书主编张初愚,1990年留学英国,获得MBA学位。自1996年回国后,一直担任人民大学工商学院专业英语教学任务,同时讲授企业战略管理课程。张初愚在教学过程中潜心钻研,开创了“群谈英语”教学法,帮助学生提高英语口语表达能力、专业英语表达能力,获得人民大学2000年优秀教学成果奖。

本书编写具体分工为:张初愚负责选材,全书统稿;钟意负责第1、12、13单元;谭李负责第2、3、4、7单元;冯梦萍负责第5、6、8单元;雷雨满负责第9、10、11

单元;黄炜炜在编辑过程中极其耐心细致,对本书的最终完成做了很多大有补益的工作。诚挚感谢各位的协同配合,精诚合作。

我们努力浏览搜索本领域的高端论文与教材,试图尽可能体现出物流管理的前沿理论与实践智慧,以满足学习者的需要。虽然我们尽心推敲,仔细检阅,纰漏差错可能依然难免,恳请各方学者专家和热心读者多多指正。

编者

2010年3月

... ..

总序 Preface

“新世纪专业英语系列教材”自2003年出版以来在全国高校使用了6年,受到国内专家学者及广大教师和学生的的好评,其中《工商管理英语教材》被列入教育部“普通高等教育‘十一五’国家级规划教材”。

为更好地推进专业英语教学,强化使用效果,编者遵循教育部《大学英语课程教学要求》(以下简称《课程要求》),结合实际使用中的反馈意见,经过近2年认真仔细地调整与策划,对第1版进行了修订与补充,并在原有基础上增补了6个品种,推出“新世纪专业英语系列教材”(第2版)(总计13种)。

一、编写与修订依据

为适应我国高等教育发展的新形势,满足新时期国家和社会对人才培养的需要,教育部高教司于2007年7月颁布了《课程要求》。

《课程要求》中规定的大学英语阶段的英语教学要求分3个层次,即一般要求、较高要求和更高要求,并规定:“各高等学校应根据本校实际情况确定教学目标,并创造条件,使那些英语起点水平较高、学有余力的学生能够达到较高要求或更高要求”。《课程要求》对听、说、读、写、译均有明确的规定:

听力要求:“能听懂涉及专业知识的学术报告、专题讲座等,并能理解其中阐述的事实或包含的较为抽象的概念。”

口语要求:“能在学术会议或专业交流中较为自如地表达自己的观点和看法,……”

阅读要求:“能较为顺利地阅读所学专业的英语文献和资料。”

写作要求:“能撰写专业文章摘要,能写简短的专业报告和论文。”

翻译要求:“能借助词典翻译所学专业的文献资料和英语国家报刊上有一定难度的科普、文化、评论等文章,……”

“新世纪专业英语系列教材”(第2版)在设计和编写上贯彻《课程要求》对大学英语的“更高要求”的教学目标及大学英语参考词汇等方面所做的界定和

描述,并在此基础上,结合英语教学理论与实际教学要求,进行了修改与增补。

二、修订与增补内容

1. 将原系列中的《国际贸易英语教程》、《工商管理英语教程》、《新闻英语教程》、《旅游英语教程》、《法律英语教程》5个品种的上、下册合为1册,将《财经英语教程》按照专业拆分为《金融英语教程》和《会计英语教程》。

2. 新增《电子商务英语教程》、《人力资源管理英语教程》、《物流管理英语教程》、《市场营销英语教程》、《管理英语教程》和《医学英语教程》,从而更加方便学生与教师的学习与使用。

三、编写原则与特点

本系列教材充分贯彻《课程要求》的基本精神,在内容编排方面,除精心编选课文外,还创新性地设置听、说、读、写、译练习,更加强化了学生英语综合能力的培养。其突出特点如下:

1. 课文选材新颖:课文中绝大部分文章是2000年以后发表的,具有很强的时代感。

2. 课文语言地道:课文绝大部分取材于国外著名专家的原版著作,语言地道,具有很高的权威性与可读性。

3. 内容覆盖全面:内容涉猎面广,具有很丰富的知识性。以工商管理为例,全书包括从工商管理十大原理,如企业经理的作用、策划、计划及组织等,到企业招聘面试,均有涉及。

4. 课文难度适中:课文深入浅出,避免晦涩艰深,对学生完成从基础到专业的过渡具有很大的帮助。

5. 练习类型多样:练习融听、说、读、写、译于一体,难易兼顾,符合我国新世纪的最新教学理念,对教师教学具有很强的可操作性。

6. 辅助功能齐备:教材的附录部分提供了练习答案、参考译文、总词汇表及听力原文,使学生学习及教师教学更加方便与灵活。每册教材均配有由外籍语言专家朗读的Mp3听力光盘1张。

四、编写队伍

本系列教材均由专业英语教师与大学英语教师共同编写,课文译文由英语过硬的专业教师负责审定。

总主编由曾在国内出版了大量颇受欢迎的教材、专著及词典等的中国人民大学外语学院张勇先教授与康成翠副教授担任。各分册主编与编者绝大部分为中国人民大学外语学院与商学院等骨干教师。其中《金融英语教程》与《会计英语教程》由韦娜(美国教育学博士)主编;《国际贸易英语教程》由许葵花(语言学博士)主编;《旅游英语教程》由王晓彤(语言学在读博士)主编;《工商管理英语教程》、《物流管理英语教程》和《市场营销英语教程》由张初愚(英国工商管理硕士)主编;《法律英语教程》由赵雁丽(语言学与法学双硕士)主编;《新闻英语教程》由白松(语言学硕士)主编;《电子商务英语教程》由唐启明(语言学硕士)主编;《人力资源管理英语教程》由王珠英(语言学硕士)主编;《管理英语教程》由郭继荣(语言学博士)主编;《医学英语教程》由王小丽(语言学硕士)主编。

此外,还特邀了北京外国语大学、中国社科院、西安交通大学、北京联合大学等单位的著名教授、专家与学者加盟。

本系列教材虽经编者们尽心推敲、仔细查阅,但纰漏与差错在所难免,恳请各界专家、学者及热心的读者不吝赐教。

编者

2010年3月

新世纪专业英语系列教材

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Unit 1

What Is Logistics?

Whenever there is a rapid change in a field, new terms and definitions abound. Logistics is no exception. Business logistics, physical distribution¹, materials management, distribution engineering, logistics management², and supply-chain management are only some of the terms being used to describe approximately the same subject—logistics.

Logistics describes the entire process of materials and products moving into, through, and out of a firm. Inbound logistics covers the movement of materials received from suppliers. Materials management describes the movements of materials and components within a firm. Physical distribution refers to the movement of goods outward from the end of the assembly line to the customer. Finally, supply-chain management is a somewhat larger concept than logistics, because it deals with managing both the flow of materials and the relationships among channel intermediaries from the point of origin of raw materials through to the final consumer. As such, supply-chain management must link logistics more directly with the users total communications network and with the firm's engineering staff. Our use of these terms is somewhat arbitrary, though all professionals and academics will recognize them and their application. (See Figure 1.1) In 1991, the Council of Logistics Management (CLM)³, a prestigious professional organization, defined logistics as "the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services, and related information from the point of origin to the point of consumption for the purpose of conforming to customers' requirements".

Although physical distribution/logistics was neglected in the past, it has been

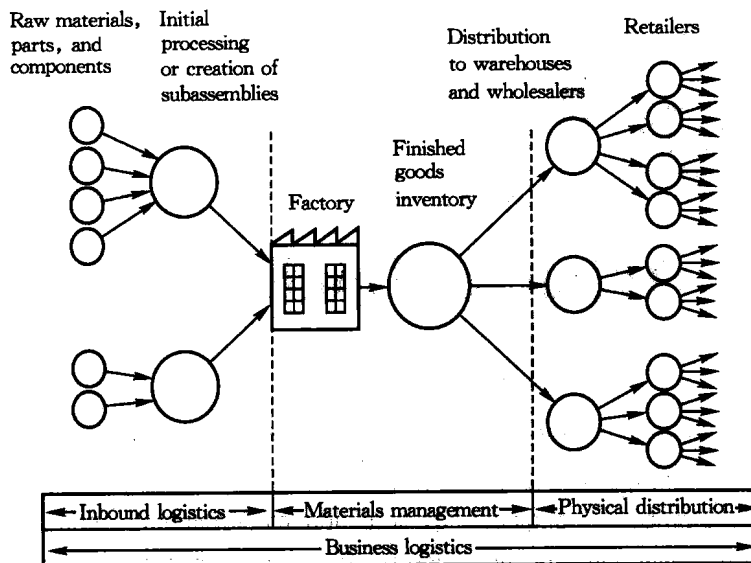


Figure 1.1 Control Over the Flow of Inbound and Outbound Movements

receiving more attention in recent years, and the reasons for this new interest are closely tied to the history of American business. At the beginning of the Industry Revolution⁴ in the early 1800s, the emphasis was on production. A firm stressed its ability to decrease the cost of production of each unit. In the early 1900s, production started to catch up with demand, and businesses began to recognize the importance of sales. Physical distribution/logistics, as we know it today, was viewed as a necessary cost, and strategic use of logistics was ignored by the business community until much later.

The word logistics was first associated with the military. In 1905, Major Chauncey B. Baker wrote, "That branch of the Art of War pertaining to the movement and supply of armies is called logistics." During World War II, military forces made effective use of logistics models and forms of systems analysis to ensure that materials were at the proper place when needed.

The term is still widely used in military and military-type applications. During the land war in Iraq in 1990, for example, U. S. Armored division could consume daily "5000 tons of ammunition, 555000 gallons of fuel, 300000 gallons of water, and 80000 meals".

Many of the logistical techniques learned during World War II were temporarily ignored during the postwar surge in economic activity. Marketing managers turned their attention to filling the postwar demand for goods. It was not until the recessions of the 1950s that managers started to examine their physical distribution networks. In 1958, the recession and profit squeeze created an environment in which business began searching for more effective cost-control⁵ systems. Almost simultaneously, many firms realized that physical distribution and logistics were activities whose cost had neither been carefully studied nor coordinated. A number of other trends were becoming apparent, and they made it necessary to focus attention on product distribution. Eight trends can be identified.

First, transportation costs rose rapidly. Traditional methods of distribution had become more expensive, and management became aware of the need to control these costs better. In the 1970s, these factors became more critical, with fuel prices soaring and spot shortages of fuel occurring. Transportation could no longer be considered as a stable factor in the business planner's equations. Higher-level management had to become involved in transportation-related aspects of logistics at both the operating and policy levels because of the many new decisions that had to be made to adapt to the rapid changes in all areas of transport. Starting in the late 1970s, deregulation of common-carrier transportation changed many of the long-established "rules of the game" that had governed shippers' use of transportation. Many new operating-and policy-level decisions had to be made by the users of transport in order to take advantage of the new laws.

Second, production efficiency was reaching a peak. It was becoming very difficult to generate significant additional cost savings because the "fat" had been taken out of production. Physical distribution and logistics, however, were relatively untouched from an efficiency perspective.

Third, there was a fundamental change in inventory philosophy. At one time, retailers held approximately half of the finished product inventory, and wholesalers and manufacturers held the other half. Beginning in the 1950s, more sophisticated inventory-control techniques, especially in the grocery business, reduced total amounts of inventory and changed the proportions to only 10 percent held by retailers and 90 percent by distributors and manufacturers.

Fourth, product lines proliferated, a direct result of the marketing concept of giving each customer the exact product he or she desired. For example, until the

mid-1950s, products such as light bulbs, appliances, and facial tissue were largely functional in nature. More recently, differences in the products are no longer limited to real structural dissimilarities. Stock-keeping units (SKUs), or line items of inventory (each different type or package size of a good is a different SKU) have increased exponentially. "Toilet SKUs grew from approximately 300 in 1970 to 900 in 1991" and the "number of models in Apple® Computer's Macintosh⁷ line has grown from one in 1984 to more than 20". As part of its new business strategy, Apple decided in 1997 to trim the number of Macintosh models to simplify forecasting and inventory management.

The fifth trend was the revolution in computer and communication technologies. Management of the logistics approach involved a tremendous amount of detail and data. The following are examples of the information that are typically available: (1) location of each customer; (2) size of each order; (3) location of production facilities, warehouses, and distribution centers; (4) transportation costs from each warehouse or plant to each customer; (5) available carriers and the service levels they offer; (6) location of suppliers; and (7) inventory levels currently available in each warehouse and distribution center. The sheer magnitude of these data rendered manual analysis virtually impossible. Fortunately, just as the physical distribution concepts were being developed, along came the computer and improved data communication, which allowed the concepts to be put into practice. Without the development and use of the computer at this time, logistics and physical distribution concepts would have remained interesting theories with few real applications.

The sixth factor is related to the increased use of computers throughout business. Even if a specific firm does not use computers, its suppliers (vendors) and customers do. It became possible for firms to study systematically the quality of service they received from their suppliers. Based on this kind of analysis, many firms were able to pinpoint suppliers who consistently offered substandard levels of service. Many firms were rudely awakened and made to realize the need to upgrade their distribution systems. As manufacturing firms shifted to just-in-time (JIT) systems, their materials delivery requirements placed very exacting demands upon their parts suppliers and the delivering carriers.

The seventh factor is the increased public concern for the recycling of products, which is likely to become even more important in the twenty-first century.

This has many interfaces with logistics, namely, packaging and developing return channels for the recycled materials. Consumers are demanding that firms be actively engaged in recycling activities, and firms have found many forms of recycling to lower their costs.

The eighth factor has been the growth of several new, large retail chains, or mass merchandisers (such as Wal-Mart®), with large demands and very sophisticated logistics service. They frequently bypass traditional channels of distribution, and they turn their inventories so quickly that they have often sold the product is due. They have demanded, and received, very special attention from their suppliers. In addition to the mass merchandisers, large specialty store chains (such as Toys “R” Us), known as “category killers”, have emerged as potent market forces, driven in part by their well-designed logistics systems.

In discussing the development of physical distribution and logistics, Donald Bowersox notes that early physical distribution operations involved coordination of transport, warehousing, inventory policy, and order processing to achieve timely, cost-effective customer service. “The movement toward coordinated physical distribution resulted in the identification of the cost elements and improved the overall accuracy in the measurement of customer service.” Bowersox continues that the next plateau was firms’ decisions to regroup staff so as to manage physical distribution and materials management activities more efficiently. “The term logistics gained popularity as a label for the comprehensive management responsibility for the strategic deployment of inventory from point of raw material acquisition to final customer destination.” Bowersox notes that during the 1980s the concept of integrated logistics evolved and that an integrated logistic system moves inventory through a constant and consecutive when needed in the proper quantity and form. Value added means that each party involved acts to enhance the value of the product or service for those who will be receiving it. Another writer states, “Logistics may integrate distribution, production, and supply in order to synchronize rhythms and flows; this system, known as integrated logistics, is often found within the leading consumer goods manufacturers.”

Words & Expressions

inbound [in'baund] *adj.*

coming in, heading inwards 返航的, 归航的, 返(回)程的, 入境的, 入站的

prestigious [pre'stidʒiəs] *adj.*

having an illustrious reputation; respected 有威望的; 有声望的; 受尊敬的

exponentially [eks'pəʊnənʃəli] *adj.*

in an exponential manner 指数的, 幂的

synchronize [sɪŋ'krənaɪz] *v.*

make (motion picture sound) exactly simultaneous with the action 使……在时间上一致; 与……一致

Notes

1. physical distribution 传统物流, 一般指产品出厂后的包装、运输、装卸、仓储, 而现代物流提出了物流系统化或叫总体物流、综合物流管理的概念, 并付诸实施。具体地说, 就是使物流向两头延伸并加入新的内涵, 使社会物流与企业物流有机结合在一起, 从采购物流开始, 经过生产物流, 再进入销售物流, 与此同时, 要经过包装、运输、仓储、装卸、加工配送到达用户(消费者)手中, 最后还有回收物流。可以这样讲, 现代物流包含了产品从“生”到“死”的整个物理性的流通全过程。
2. logistics management 是指在社会再生产过程中, 根据物质资料实体流动的规律, 应用管理的基本原理和科学方法, 对物流活动进行计划、组织、指挥、协调、控制和监督, 使各项物流活动实现最佳的协调与配合, 以降低物流成本, 提高物流效率 and 经济效益。现代物流管理是建立在系统论、信息论和控制论的基础上的。
3. the Council of Logistics Management (CLM) 美国物流管理协会, 是全球最有影响的物流专业组织, 于 2005 年 1 月 1 日正式更名为美国供应链管理专业协会 (Concil of Supply Chain Management Professionals, 简称 CSCMP)。CLM 成立于 1963 年, 凭借会员的积极参与和杰出才能, 协会一直致力于推动物流业的发展, 为物流从业人员提供教育的机会和信息。为实现这一目标, 物流协会向行业人士提供了种类繁多的项目、服务、相关活动, 促进从业人员的参与, 了