



管理

实务英语

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北京航空航天大学出版社

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内 容 简 介

伴随 21 世纪经济全球化和国际商贸流通领域的加速发展,国际化经营成为每个中国企业面临的挑战。当代大学生在进行专业知识学习的同时,运用国际上的通用语言——英语进行思考、工作、交流的能力也越来越受到重视。本书帮助读者在英语学习的过程中,理解企业管理的实际业务操作中物流与供应链、市场营销以及金融财务等方面的常用概念和操作实务,有效地达到专业外语的学习目的。

本书可以作为营销管理、供应链物流管理以及财务管理等相关本科教学的专业英语教材,也可以为相关专业技术人员阅读参考。

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前言

在供应链网络全球化的大背景下,越来越多的国内企业参与到国际竞争中来,国际化经营成为每个中国企业面临的挑战。另一方面,随着供应链管理思想的逐渐渗入,企业与企业的竞争已经发展成为供应链与供应链之间的角逐与较量,企业经营管理中的营销模式和财务运作不可避免地被带上供应链整体战略思维的烙印,同时供应链中的物流、财流与信息流等伴随着营销活动而流动,互相依存。因此,本书的编者通过梳理供应链物流管理、财务管理与国际市场营销的实务知识,努力将其放在一个主体框架中来通过英语语言进行阐述与探讨。

随着 21 世纪国际商贸流通领域的加速发展,当代大学生也越来越重视在学习专业知识的同时,运用国际上通用的英语语言思考、工作、交流的实际能力。本书同时也是为了解决适应独立学院教学要求的企业管理学科中企业营销管理方向、企业供应链物流管理方向以及企业财务管理方向的相关本科专业在教学实践中缺乏合适的专业英语教材而编写的,也可以供相关专业技术人员阅读参考。

本书在编著过程中参阅了大量国际上主流的专业教材和相关文献,本书中选用的文字均根据国情和国内学生的实际阅读水平作了适当的改编。本书的财务管理部分及会计与财务常见词汇由唐惠贤编写,其余由汪浩编写并完成统稿。

为了更好地用于教学和自学,在本书的编写过程中还展开了面向浙江大学本科低年级学生英语阅读能力的调研,根据调研结果就文章中涉及的较生僻词汇逐一添加了释义。因此通过本书,不仅可以使读者从中窥见国外专业教材的经典句法结构,领略地道纯正的美语风格,而且便于高校师生教学选用和相关人员自学参考。本书帮助读者在英语学习的过程中,理解企业管理的实际业务操作中物流与供应链、市场营销以及金融财务等方面的常用概念和操作实务,有效地达到专业外语的学习目的。毕竟,语言是一种工具,语言是一座桥梁,通过语言我们来了解世界文化,来了解最新的科技知识。

由于时间仓促,对于本书中存在的错误和不妥之处,恳请广大读者批评指正。

编者

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Unit 1 Introduction to Supply Chain Management

Managers in the last two decades have witnessed a period of change unparalleled in the history of the world, in term of advances in technology, globalization of markets, and stabilization of political economies. With the increasing number of “world-class” competitors both domestically and abroad, organization have had to improve their internal processes rapidly in order to stay competitive. In the 1960s-1970s, companies began to develop detailed market strategies, which focused on creating and capturing customer loyalty. Organizations also realized that strong engineering, design, and manufacturing functions were necessary in order to support these market requirements. Design engineers had to be able to translate customer needs into product and service specification, which then had to be produced at a high level of quality and at a reasonable cost. As the demand for new products escalated in the 1980s, manufacturing organization were required to become increasingly flexible and responsive to modify existing products and processes or to develop new ones in order to meet ever-changing customer needs. As manufacturing capabilities improved in the 1990s, managers realized that material and service inputs from suppliers had a major impact on their organization’s ability to meet customer needs. This led to an increased focus on the supply base and the organization’s sourcing strategy. Managers also realized that producing a quality product was not enough. Getting the products to customers when, where, how, and in the quantity that they want, in a cost-effective manner, constituted an entirely new type of challenge. More recently, the era of the “Logistics Renaissance” was also born, spawning a whole set of time-reducing information technologies and logistics networks aimed at meeting these challenges.

As a result of these changes, organizations now find that it is no longer enough to manage their organizations. They must also be involved in the management of the network of all upstream firms that provide inputs (directly or indirectly), as well as the network of downstream firms responsible for delivery and after-market service of the product to the end customer. From this realization emerged the concept of the “supply chain.” For purposes of this book, we define the terms supply chain and supply chain management as follows:

The supply chain encompasses all activities associated with the flow and transformation



of goods from the raw materials stage, through to the end user, as well as the associated information flows. Material and information flow both up and down the supply chain.

Supply Chain Management (SCM) is the integration of these activities through improved supply chain relationship, to achieve a sustainable competitive advantage.

If we consider an individual firm within the context of this definition, we must include both its upstream supplier network and its downstream distribution channel. In this definition, the supply chain includes the management of information systems, sourcing and procurement, production scheduling, order processing, inventory management, warehousing, customer service, and after-market disposition of packaging and materials. The supplier network consists of all organizations that provide inputs, either directly or indirectly, to the focal firm. For example, an automotive company's supplier network includes the thousands of firms that provide items ranging from raw materials such as steel and plastics, to complex assemblies and subassemblies such as transmissions and brakes. The supplier network may include both internal divisions of the company as well as external suppliers. A given material may pass through multiple processes within multiple suppliers and divisions before being assembled into a vehicle. A supplier for this company has its own set of suppliers that provide inputs (called second-tier suppliers) that are also part of this supply chain. The beginning of a supply chain inevitably can be traced back to "Mother Earth"; that is, the ultimate original source of all materials that flow through the chain (e.g., iron ore, coal, petroleum, wood, etc.). Supply chains are essentially a series of linked suppliers and customers; every customer is in turn a supplier to the next downstream organization until a finished product reaches the ultimate end user.

It is important to note that from the focal firm's perspective, the supply chain includes internal functions, upstream suppliers, and downstream customers. A firm's internal functions include the different processes used in transforming the inputs provided by the supplier network. In the case of an automotive company, this includes all of its parts manufacturing, which are eventually brought together in their final assembly operations into actual automobiles. The coordination and scheduling of these internal flows is very challenging, particularly in a large organization such as an automotive company. For example, order-processing managers are responsible for translating customer requirements into actual orders, which are input into the system. In the case of an automotive company, these individuals work primarily with the extensive dealer network to ensure that the right mix of automobiles, spare parts, and service parts are available so that dealers can meet the needs of their customers. Order processing may also involve extensive customer interaction,



including quoting prices, possible delivery dates, delivery arrangements, and aftermarket service. Another important internal function is production scheduling, which translates orders into actual production tasks. This may involve working with Materials Requirements Planning (MRP) systems, scheduling work centers, employees, and maintenance on machines.

The second major part of supply chain management involves the management of upstream external supply chain members. In order to manage the flow of materials between all of the upstream organization in a supply chain, firms employ an array of managers who ensure that the right materials arrive at the right location, at the right time. Purchasing managers are responsible for ensuring that (1) the right suppliers are selected, (2) they are meeting performance expectations, (3) appropriate contractual mechanisms are employed, and (4) a good relationship is maintained with these suppliers. They may also be responsible for driving improvement in the supply base and acting as a liaison between suppliers and other internal members (engineering, accounting, etc.). Materials managers are responsible for planning, forecasting, and scheduling material flows between suppliers in the chain. Materials managers work closely with production schedulers to ensure that suppliers are able to deliver the materials on time to the required locations, and that they have some advance warning regarding upcoming requirements so that they can plan ahead of actual production and delivery dates.

Finally, a firm's external downstream supply chain encompasses all of the downstream distribution channels, processes, and functions that the product passes through on its way to the end customer. In the case of an automotive company's distribution network, this includes its finished goods and pipeline inventory, warehouses, dealer network, and sales operations. This particular distribution channel is relatively short. Other types of supply chains may have relatively small internal supply chains but fairly long downstream distribution channels. For instance, let us talk about the supply chain for a cereal manufacturer, and the extensive distribution network involved in getting the packaged cereal to the final customer. Within the downstream portion of the supply chain, logistics managers are responsible for the actual movement of materials between locations. One major part of logistics is transportation management, involving the selection and managements of external carriers (trucking companies, airlines, railroads, shipping companies) or internal private fleets of carriers. Distribution management involves the management of packaging, storing, and handling of materials at receiving docks, warehouses, and retail outlets.

An important new trend in supply chain management is the recovery, recycling, or reuse



of products from the end user after they have reached the end of their useful life. Organizations are now extending their distribution channels beyond the end customer to include the acceptance and “disassembly” of final products for reuse in new products. Organizations are seeking to “close the loop” and eventually transform used products into new products and /or materials that can be returned to the earth without harming into the environment. In other cases, organizations have developed extensive repair networks to handle warranty and quality problems that occur with products returned by customers. This function may include after-sales service functions, maintenance services, and other types of activities related to continually satisfying the customer. Here again, organizations are actively working to improve their “reverse logistics” functions to manage the flow of products and services moving backward through the supply chain.

All organizations are part of one or more supply chains. Whether a company sells directly to the end customer, provides a service, manufactures a product, or extracts material from the earth, it can be characterized within the context of its supply chain. Until recently, however, organizations focused primarily on their direct customers and internal functions, and placed relatively little emphasis on other organizations within their supply chain network. However, three major developments in global markets and technologies have brought supply chain management to the forefront of management’s attention:

1. The information revolution.
2. Customer demands in areas of product and service cost, quality, delivery, technology, and cycle time brought about by increased global competition.
3. The emergence of new forms of inter-organizational relationships.

Each of these developments has fostered the emergence of an integrated supply chain approach.

课文注释

1. unparalleled
adj. 无比的, 无双的, 空前的
2. stabilization
n. 稳定性
3. era
n. 时代, 纪元, 时期, [地]代



4. renaissance
n. 复兴,复活,新生,文艺复兴,文艺复兴时期
5. upstream
adv. 向上游,溯流,逆流地
adj. 溯流而上的
6. encompass
v. 包围,环绕,包含或包括某事物
7. petroleum
n. 石油
8. liaison
n. 联络,(语音)连音
9. downstream
adv. 下游地
adj. 下游的
10. pipeline
n. 管道,传递途径
11. loop
n. 环,线(绳)圈,弯曲部分,回路,回线,(铁路)让车道,(飞机)翻圈飞行
vt. 使成环,以圈结,以环联结
vi. 打环,翻筋斗
n. 循环
12. warranty
n. (正当)理由,(合理)根据,授权,担保,保证,根据

Unit 2 Information Systems and Supply Chain Management

In the early 1960s when computer were first developed, a mainframe computer filled an entire room with vacuum tubes and wires. With the development of the integrated circuit, the cost of the computer decreased radically while at the same time the speed of computer power increased exponentially. Today, a laptop computer weighing 5 pounds exceeds all of the power of an old mainframe by several orders of magnitude.

With the emergence of the personal computer, optical fiber networks, the explosion of the Internet and the World Wide Web, the cost and availability of information resources allows easy linkages and eliminates information-related time delays in any supply chain network. This means that organizations are moving toward a concept known as Electronic Commerce, where transactions are completed via a variety of electronic media, including Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT), bar codes, fax, automated voice mail, CD-ROM catalogs, and a variety of others. This means that the old ‘paper’ type transactions are becoming increasingly obsolete. Leading-edge organizations no longer require paper purchase requisitions, purchase orders, invoices, and receiving forms. All required information is recorded electronically, and associated transactions are performed with a minimum amount of human intervention. This means that with the application of the appropriate information systems, the need to constantly monitor inventory levels, place orders, and expedite orders will soon become a thing of the past.

The proliferation of new telecommunications and computer technology has also made real-time, on-line communications throughout the entire supply chain a reality. These systems are now being linked between suppliers, manufacturers, distributors, retail outlets, and ultimately, customers, regardless of location. These technologies are supply chain “enablers” in that they can substantially reduce paperwork, improve communication, and reduce lead time and non-value-added activities if properly implemented.

Managers developing information systems should not visualize information as a set of repetitive transactions between entities such as buyers and suppliers, or distributors and retailers. Rather, an ideal system should span all functions and organizations throughout the entire supply chain. With the explosion of the Internet, the World Wide Web, and company

“Intranets” future systems will possess the following set of characteristics:

- Centralized coordination of information flows.
- Total logistics management: integrating all transportation, ordering, and manufacturing systems.
- Order-change notices that trigger a cascading series of modifications to production schedules, logistics plans, and warehouse operations.
- Global visibility into transportation resources across business units and national boundaries.
- Global inventory management-ability to locate and track the movement of every item.
- Global sourcing: consolidation of the purchasing function across organizational lines, facilitating purchasing leverage and component standardization across business units.
- Inter-company information access: clarity of production and demand information residing in organizations both upstream and downstream throughout the value chain.
- Data interchange: between affiliates and nonaffiliates through standard telecommunications channels.
- Data capture: ability to acquire data about an order at the point of origin, and to track products during movement and as their characteristics change.
- Transformation of the business from within: managers who can see the “big picture” and accept the new forms of business processes and systems.
- Improvements in supplier-customer relationships: to justify investments in technology linkages.

Note that information is available to any party within the chain, as well as the number of feedback loops defining a totally integrated system. These linkages are critical, as they allow Just-In-Time (JIT) deliveries to occur between every linkage in the chain, inventories to be minimized, and entities to respond to fluctuations in a timely and effective manner. Point-of-sale data is transferred immediately throughout the supply chain, allowing managers to spot trends, plan capacity requirements, allocate materials, and notify suppliers throughout the entire chain. The information flows also permit inter-organization payments for goods and services through electronic funds transfers between banks, which ensures quick payment for supply chain members. With all of these elements in place, total information freedom permits accessibility, improved decision making, and quicker action.



课文注释

1. mainframe computer
大型计算机
2. tube
n. 管,管子, [英] 地铁, <美> 电子管, 显像管
3. magnitude
n. 大小,数量,巨大,广大,量级
4. catalog
n. 目录,目录册
v. 编目录
5. monitor
n. 班长,监听器,监视器,监控器
vt. 监控
v. 监控
6. implement
n. 工具,器具
vt. 贯彻,实现
v. 执行
7. visualize
vt. 形象,形象化,想象
vi. 显现
8. trigger
vt. 引发,引起,触发
n. 扳机
9. upstream
adv. 向上游,溯流,逆流地
adj. 溯流而上的

Unit 3 Inventory Management across the Supply Chain

The second major trend facing organizations today is the demand for ever-greater levels of responsiveness and shorter defined cycle times for deliveries of high-quality goods and services. A variety of changes occurring throughout global markets have resulted in an increasingly competitive environment. The rate of change in markets, products, technology, and competitors occurs at an increasingly rapid pace, leading to a condition in which managers must make decisions on shorter notice, with less information, and with higher penalty costs. At the same time, customers are demanding quicker delivery responsiveness. These same customers require products that incorporate state-of-the-art technology and features. Products are becoming less standardized, and customers are demanding options that are tailored to their unique requirements. In many segments of the marketplace, only those firms that have the ability to “mass-customize” are successful. Computers are assessed based on their speed and cost, automobiles on their safety and reliability, and long-distance telephone carriers on price competitiveness. This means that such products are becoming more complex, have a greater variety of options, and must be tailored to a greater number of shrinking market “niches”. In some industries, product life cycles are shrinking from years to a matter of 2 or 3 months. This has led one popular management author to compare many current global markets to the fashion industry, in which products go in and out of style with the season.

Managers throughout the supply chain are feeling the full effect of these changes. Cutbacks in staffing are forcing managers to handle a greater number of channels with fewer people, while cost pressures require that they do so with less inventory. Because of the ever-increasing levels of competition found in many markets, supply chain-related mistakes leading to lost sales cannot be easily dismissed and written off. Furthermore, both customers and suppliers are becoming better at measuring performance, so that these mistakes are more easily detected. “Perfect orders” are being demanded, requiring a supply chain that is quick, precise, and provides a top-quality product every time.

Despite the imposing challenges of today’s competitive environment, some organizations are thriving. These firms have embraced these changes and have integrated quick response



and flexibility into their day-to-day culture. They are managing by paying attention to time. For example, the reduction of delivery times both in the marketplace and throughout the supply chain has earned such firms as Hewlett-Packard, Northern Telecom, Toyota, and Xerox a reputation as “time-based competitors.” Entire industries have changed to reflect time-based capabilities. For instance, Johnson Controls can now receive a seat order release from Ford and deliver the order 4 hours later, starting from the raw materials stage. Another auto supplier producing stamped metal parts has reduced its finished goods inventory to 2 hours’ worth of goods, yet is faced with a penalty of \$ 10 000 per minute if it delivers late to its customer’s assembly line. A number of “buzzwords” have emerged to describe time-based capabilities: throughput time reduction, delivery speed, fast cycle capability, quick response or re-supply time, lead-time reduction, and time compression, unlike many management fads, however, time-based competition is a phenomenon that is here to stay because of its direct linkage to profits. The advantages achieved by time-based competitors enable them to grow faster and earn higher profits relative to other firms in their industry; increase market share through early introduction of new products; control overhead and inventory costs; and move to positions of industry leadership.

A number of firms, including Wal-Mart, Thomasville, Northern Telecom, Xerox, and Motorola, have experienced a significant improvement in corporate performance, whether measured using return on assets, return on net assets, or return on sales as a result of their focus on cycle time. All of these firms were able to link corporate performance to several market factors. First, they were able to translate time into profits by satisfying their “impatient” customers. These customers are willing to pay a premium if they can get their goods and services very quickly. Customers will award their business to time-based competitors because it means that they too can reduce their inventory levels while saving time and money. In a well-managed integrated supply chain, The amount of inventory held throughout the chain decreases, such that inventory is now “flowing” between parties in the chain with only minor delays. Organizations such as Bose, Black and Decker, Ford, and others have developed “dock to stock” delivery systems. Supplier deliveries of component parts that are made directly to the plant floor end up in finished products by the end of the day!

There is a secondary effect for companies that achieve time-based capabilities: Reductions in delivery lead time translate into not only less inventory but also less rework, higher product quality, and less overhead throughout every element of the supply chain. Each of these improvements has a direct impact on the organization’s bottom line. In many



cases, these benefits are jointly shared by all of the parties within a given supply chain.

There are both internal and external benefits associated with being a time-based competitor. The external effects refer to benefits enjoyed by time-based organizations in the marketplace relative to their competitors (such as higher quality, quicker customer response, technologically advanced products). The internal benefits are found within and between the different functional areas in the firm (including simplified organizations, shorter planning loops, increased responsiveness, better communication, coordination, and cooperation between functions).

These capabilities become even more important when considered on a global scale. To survive, organizations today must increase market share on a global basis, in order to sustain growth objectives and be on the “ground floor” of rapid global economic expansion. Simultaneously, these same organizations must vigorously defend their domestic market share from a host of “world-class” international competitors. To meet this challenge, managers are seeking ways to rapidly expand their global logistics and distribution networks, in order to ship products to the customers who demand them, in a dynamic and rapidly changing set of market channels. This requires the strategic positioning of inventories, so that products are available when customers (regardless of location) want them, in the right quantity, and for the right price. This level of performance is a continuous challenge facing organizations and can occur only when all parties in a supply chain are “on the same wavelength.”

课文注释

1. penalty
n. 处罚, 罚款
2. incorporate
adj. 合并的, 结社的, 一体化的
vt. 合并, 使组成公司, 具体表现
vi. 合并, 混合, 组成公司
vt. [律]结社, 使成为法人组织
3. assess
vt. 估定, 评定

4. reliability 此为试读, 需要完整PDF请访问: www.ertongbook.com