

全国高校技术技能型系列教材

(下)

# 商务英语实训教程

## A Practical Training

Course in Business English

Book 2

李荣庆 主编



对外经济贸易大学出版社  
University of International Business and Economics Press

全国高校技术技能型系列教材

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参编人员

# 商务英语实训教程 (下)

## A Practical Training Course in Business English

Book 2

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对外经济贸易大学出版社  
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A Practical Training Course  
in Business English  
Book 2

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2014 年 3 月

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## 前 言

我国商务英语教学一直存在着文本教学和商务能力培养脱节的问题。本教材在英语文本教学的基础上,针对如何培养学生的商务能力提出了解决方案。本教材将商务英语学生的能力具体确定为:(除听、说、读、写、译基本语言技能外)设计能力、展示交际能力、团队协作能力、商务沟通能力、想象创新能力、批评审美能力、动手制作能力、计算机网络操作能力和商务软件使用能力等。教材覆盖 30 个主题的商务英文文本学习材料,以及近百个相关的虚拟商务活动。学生在整个学期都参与一个虚拟公司的商务活动,包括公司组建、组织设计、广告设计、促销计划、各种商务软件的使用、文字图像资料的编辑等。学生完成各种虚拟商务活动后通过 PPT 软件平台将活动成果固定并展示出来,作为教师评估的依据。在此过程中,PPT 软件的使用从教师的施教工具转化为学生的商务认知工具。我们希望在教材的驱动下,商务英语教学模式能够实现从“布道式”向“参与式”的转化。

教材分上下两册,备有教学课件。每册 15 个单元,可满足一个学期的教学课时需要。

由于编者水平有限,书中难免存在不足之处,敬请读者批评指正。

编 者

2014 年 5 月

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Classroom Activities

Group Presentation

## English Text Study

### Text

#### Pre-reading Question:

Why are the goods in the supermarket displayed in categories?

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# Unit 1

## Inventory Management

Contents in This Unit	
English Text Study:	Controlling Inventory
Extended Reading:	1. A Short Inventory History 2. Inventory Automation
Virtual Business Activities:	1. Inventory Software Introduction 2. Inventory Software Application 3. Our Warehouse
Classroom Activities:	Group Presentation

### English Text Study

#### Text

Pre-reading Question:

Why are the goods in the supermarket displayed in categories?

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## Controlling Inventory

Firms that carry hundreds or even thousands of different part numbers can be faced with the impossible task of monitoring the inventory levels of each part number. In order to facilitate this, many firms use an ABC approach.

ABC analysis is based on Pareto Analysis, also known as the “80/20” rule. The 80/20 comes from Pareto’s finding that 20 percent of the populace possessed 80 percent of the wealth. From an inventory perspective it can be restated thusly: approximately 20 percent of all



inventory items represent 80 percent of inventory costs. Therefore, a firm can control 80 percent of its inventory costs by monitoring and controlling 20 percent of its inventory. But, it has to be the correct 20 percent. The top 20 percent of the firm’s most costly items are termed “A” items (this should approximately represent 80 percent of total inventory costs). Items that are extremely inexpensive or have low demand are termed

“C” items, with “B” items falling in between A and C items. The percentages may vary with each firm, but B items usually represent about 30 percent of the total inventory items and 15 percent of the costs. C items generally constitute 50 percent of all inventory items but only around 5 percent of the costs. By classifying each inventory item as an A, B or C the firm can determine the resources (time, effort and money) to dedicate to each item. Usually this means that the firm monitors A items very closely but can check on B and C items on a periodic basis (for example, monthly for B items and quarterly for C items).

Another control method related to the ABC concept is cycle counting. Cycle counting is used instead of the traditional “once-a-year” inventory count where firms shut down for a short period of time and physically count all inventory assets in an attempt to reconcile any possible discrepancies in their inventory records. When cycle counting is used, the firm is continually taking a physical count but not of total inventory. A firm may physically count a certain section of the plant or warehouse, moving on to other sections upon completion, until the entire facility is counted. Then the process starts all over again. The firm may also choose to count all the A items, then the B items, and finally the C items.

Certainly, the counting frequency will vary with the classification of each item. In other words, A item may be counted monthly, B items quarterly, and C items yearly. In addition, the required accuracy of inventory records may vary according to classification, with A items requiring the most accurate record keeping.





## Language Exercises

## New Words

1. accuracy ['ækjʊərəsi] *n.* the quality of being near to the true value 精确度; 准确性
2. costly ['kɒstli] *adj.* having a high price 昂贵的; 代价高的
3. completion [kəm'pli:ʃən] *n.* a concluding action 完成; 结束
4. constitute ['kɒnstɪtju:t] *v.* to form or compose 组成; 构成
5. classify ['klæsɪfaɪ] *v.* to arrange or order by classes 分类; 分等
6. dedicate ['dedɪkeɪt] *v.* to give entirely to a specific activity 致力于; 献出
7. discrepancy [dɪs'krepənsɪ] *n.* difference between conflicting facts or opinions 不符; 相差
8. facilitate [fə'sɪlɪteɪt] *v.* to make easier; to promote 使容易; 促进
9. frequency ['frɪkwənsɪ] *n.* the number of occurrences within a given time period 频率; 频繁
10. inventory ['ɪnvəntəri] *n.* all the items of merchandise in stock 存货
11. monitor ['mɒnɪtə] *v.* to keep an eye on 监控
12. populace ['pɒpjələs] *n.* people in general 大众; 平民
13. perspective [pə'spektɪv] *n.* a way of regarding situations or topics 观点
14. percentage [pə'sentɪdʒ] *n.* a proportion multiplied by 100 百分比; 百分率
15. restate [rɪ'steɪt] *v.* to say again 重申; 重讲
16. reconcile ['rekənsaɪl] *v.* to make compatible with 使相符; 使和谐一致
17. represent [reprɪ'zent] *v.* to be representative or typical for 代表
18. thusly ['ðʌsli] *adv.* in the way indicated 因而
19. term [tɜ:m] *v.* to name formally 把……叫做
20. warehouse ['weəhəʊs] *n.* a storehouse for goods and merchandise 仓库; 货栈

## Phrases

1. be faced with 面临; 面对
2. vary with 随……而变化
3. on a ...basis 在……基础上



## ***Business Terms***

- |                                  |            |
|----------------------------------|------------|
| 1. ABC approach                  | ABC 管理法    |
| 2. Pareto Analysis               | 帕累托分析法     |
| 3. "80/20" rule                  | "二八" 法则    |
| 4. cycle counting                | 周期盘点       |
| 5. "once-a-year" inventory count | "年度" 存货盘点  |
| 6. inventory assets              | 库存资产       |
| 7. physical count                | 实地计数; 实物盘点 |

### ***Notes for the Text***

1. part number 物料编号, 或叫零件编号。各种物料或零件号对应着相应的名称。
2. Pareto Analysis 帕累托分析法, 是制定决策的统计方法, 用于从众多任务中选择有限数量的任务以取得显著的整体效果。帕累托分析法使用了帕累托法则, 即: 做 20% 的事可以产生整个工作 80% 效果的法则。
3. "80/20" rule "二八" 法则, 又称为帕累托法则 (Pareto Principle)。此法则是意大利著名经济学家帕累托根据对意大利 20% 的人口拥有 80% 的财产的观察而得出来的。"二八" 原则最初起源于市场经济领域, 现在涉及的范围很广。
4. ...finding that 20 percent of the populace possessed 80 percent of the wealth. that 引导的同位语从句, 解释前面 finding 的具体内容, 即总人口的 20% 拥有社会财富的 80%。
5. The top 20 percent of the firm's most costly items are termed "A" items (this ... costs). 公司 20% 最昂贵的物品被称为 "A" 类物料 (这应该大约占了总库存成本的 80%)。top 为 "顶尖的", 如: top students 尖子生。
6. ... with "B" items falling in between A and C items. "B" 类物料则介于 A 类和 C 类之间。句中 with...falling in... 在句中充当状语。例如: With spring coming, it is getting warmer and warmer day by day. 随着春天来临, 天气越来越热了。
7. By classifying ... to dedicate to each item. 通过对存货进行 A、B、C 分类, 公司就能决定给予每一类存货的资源分配 (时间、精力和资金)。
8. cycle counting 周期盘点, 一种库存盘点方法。库存按计划定期盘点, 在某种物料的库存达到订货点时, 或新物料到库时都可以进行盘点。也可订立某种特殊的盘点原则, 比如对价值高且流动快的物料多盘点; 对价值低或流动慢的物料少盘点。
9. In addition, ..., with A items requiring the most accurate record keeping. 此外, ....., 其中 A 类物料记账的准确性要求最高。句中 with A items requiring... 在句中充当状语。



## Language Exercises

### I. Vocabulary Exercise: Choose the best word to fill in the blank.

- Lower housing prices are helpful to get rid of our bloated housing \_\_\_\_\_.  
A. invention    B. inventory    C. inflation    D. intensive
- Every one in the supermarket is closely \_\_\_\_\_ with cameras all around.  
A. examined    B. tested    C. surveyed    D. monitored
- Modern technologies have \_\_\_\_\_ housework.  
A. facilitated    B. complicated    C. bothered    D. annoyed
- The agent in Italy will \_\_\_\_\_ our company to attend the international meeting in Rome.  
A. substitute    B. replace    C. represent    D. displace
- Do you know what processes \_\_\_\_\_ inventory management?  
A. constitute    B. consist of    C. make up for    D. be made up of
- We should spare no effort to \_\_\_\_\_ the need of industrial development with concern for the environment.  
A. meet    B. control    C. reconcile    D. restrain
- Many large multinational companies \_\_\_\_\_ the problem of how to reduce cost.  
A. face    B. are faced    C. face up to    D. are faced with
- Prices \_\_\_\_\_ local costs, such as rents and wages, which are lower in developing countries.  
A. vary from    B. vary with    C. vary in    D. vary through
- Although most of children are fond of KFC, people usually \_\_\_\_\_ it \_\_\_\_\_ a junk food, along with greasy French fries, potato chips, and hamburgers.  
A. sort ... out    B. divide ... into    C. classify ... as    D. share ... with
- According to ABC approach, A item may be counted \_\_\_\_\_ monthly \_\_\_\_\_.  
A. on ... base    B. on a ... base    C. on ... basis    D. on a ... basis

### II. Comprehensive Exercise: Decide whether the following statements are True or False.

- It is not an easy task for firms to monitor their inventory levels of numerous part numbers.
- ABC analysis is based on Plato Analysis, also known as the "80/20" rule.
- According to "80/20" rule, a firm can control 20 percent of its inventory costs by monitoring and controlling 80 percent of its inventory.
- The top 20 percent of the firm's most expensive items are termed "A" items.
- Items that are extremely inexpensive or have low demand are termed "B" items.
- C items generally compose 50 percent of all inventory items but only around 5 percent of the costs.
- Usually firms monitor A items very closely but can check on B and C items periodically.
- Another control method related to the ABC concept is the traditional "once-a-year" inventory



count.

9. The traditional "once-a-year" inventory count refers to a firm shut down for a short period of time and physically counts all inventory assets.
10. The counting frequency will vary with the classification of each item, with A item being counted monthly, B items quarterly, and C items yearly.

**III. Classroom Oral Exercise: Use the following sentence patterns to make sentences in pairs. The sentences you make should contain vocabularies from this unit.**

1. Don't waste time doing... 不要浪费时间做……

Example: Don't waste time counting all the inventory assets daily.

Student A: Don't waste time \_\_\_\_\_.

Student B: Don't waste time \_\_\_\_\_.

2. I apologize for... 我为……道歉

Example: I apologize for representing you in voting against this outing.

Student A: I apologize for \_\_\_\_\_.

Student B: I apologize for \_\_\_\_\_.

3. I insist on (doing)... 我坚持……

Example: I insist on classifying all the inventory assets as A items, B items and C items.

Student A: I insist on \_\_\_\_\_.

Student B: I insist on \_\_\_\_\_.

## Extended Reading

### 扩展阅读 1 Extended Reading 1

### A Short Inventory History

Inventory control is the implementation of management's inventory policies in a manner that assures that the goals of inventory management are met. Wise control of inventory is often a critical factor in the success of businesses in which inventories are significant. The goal of inventory control is to be sure that optimum levels of inventories are available, that there are minimal stockouts (i.e., running out of stock), and that inventory is maintained in a safe, secure place and is always readily accessible to the proper personnel. Policies relate to what levels of inventories are to be maintained and which vendors will be supplying the inventory. How and when inventories will be replenished, how inventory records are created, managed, and analyzed,

and what aspects of inventory management will be outsourced are also important components of proper inventory management.

Prior to the eighteenth century, possessing inventory was considered a sign of wealth. Generally, the more inventory you had, the more prosperous you were. Inventory existed as stores of wheat, herds of cattle, and rooms full of pottery or other manufactured goods. This phenomenon occurred for good reason. There were a number of concerns for businesspeople then. Communication was difficult and unreliable, easily interrupted, and often took long periods of time to complete.

Stocks were difficult to obtain, and supply was uncertain, erratic, and subject to a wide variety of pitfalls. Quality was inconsistent. More often than not, receiving credit for a purchase was not an option and a person had to pay for merchandise before taking possession of it. The financial markets were not as complex or as willing to meet the needs of business as they are today. In addition, the pace of life was a lot slower. Because change occurred gradually, it was relatively easy to forecast market needs, trends, and desires. Businesses were able to maintain large quantities of goods without fear of sudden shifts in the market, and these inventories served as buffers in the supply line. Customers had a sense of security, knowing that there was a ready supply of merchandise in storage, and that comfort often helped to minimize hoarding.

In the eighteenth and early nineteenth centuries, markets were very specialized. There was often one supplier for each market in each area of business. Except for the basic necessities of life, there was much local specialization and distinct specialization by region. For example, although there might be more than one grist-mill in a community, there would often be only one general store. If customers were unhappy with their existing supplier, they had to suffer some inconvenience to find an alternate source because of the monopolies that existed. This made it easier for businesses to market their products and allowed them to maintain large stocks if they had the capital to do so. Inventory management was a concern then, as it is in the early twenty-first century. Inventories had to be monitored for accuracy and quality. They had to be protected from the elements, from theft, from spoiling, and from changes in the local economy. Tax laws could have an enormous impact on inventory levels.

The business world of the early twenty-first century shares few similarities with that of earlier times. Communication is quick, easy, reliable, and available through a host of media. Supply is certain and regular in most environments of merchandising and manufacturing. Tax laws are generally consistent and reliable. However, market changes can be abrupt and difficult to forecast. Global competition exists everywhere for almost everything.

Products are available from anywhere in the world, with delivery possible within in one day in many cases. Competition is driving the price of most products down to minimum profit levels. Inventories are managed for minimum stocking levels and maximum turnover. In the twenty-first century, high inventory is a sign of either mismanagement or a troubled economy. It is expensive and wasteful to hold and maintain high inventory levels.



Proper utilization of space is also a critical component in today's business world, whether one is a retailer, wholesaler, or a manufacturer. Modern retailers and manufacturers are equipped with an array of tools and support mechanisms to enable them to manage inventory. Technology is used in almost every area of inventory management to help control, monitor, and analyze inventory. Computers, especially, play an enormous role in modern inventory management.

New words and phrases:

Ongoing analyses of both inventory management and manufacturing processes have led to innovative management systems, such as just-in-time inventory or the economic-order quantity decision model. Just-in-time inventory is a process developed by the Japanese based on a process invented by Henry Ford. David Wren (1999) describes how the process started: Henry Ford managed to cut his inventory by forty million dollars by changing how he obtained materials to produce automobiles. Through a process called vertical integration, Ford purchased mines and smelting operations to better control the source and supply of material to produce cars. In this way, he was able to reduce his standing inventory and increase turnover.

In the 1950's, Taiichi Ohno, a mechanical engineer working for Toyota Motorcar Company, refined this process into what we know today as Just-in-time inventory. Just-in-time inventory usually requires a dominant face—a major partner that has the resources to start the process and keep it organized and controlled—that organizes the flow and communication so that all the parties in the supply process know exactly how many parts are needed to complete a cycle and how much time is needed in between cycles. By having and sharing this information, companies are able to deliver just the right amount of product or inventory at a given time. This requires a close working relationship between all the parties involved and greatly minimizes the amount of standing or idle inventory.

In the economic-order quantity decision model, an analysis is made to determine the optimum quantity of product needed to minimize total manufacturing or production costs. In other words, through a complex analysis, management attempts to determine the minimum amount of product needed to do the job and still keep the cost of inventory as low as possible. This analysis considers the amount of time needed to generate an order; to process, manufacture, organize, and ship each product; to receive, inventory, store, and consume each product; and to process the paperwork upon receipt through the final payment process. This is a more independent process than just-in-time inventory; by allowing for a variety of suppliers to participate, it ensures competitiveness. Many companies today employ a mixture of both processes in order to maintain independence yet still have a close relationship with suppliers. Retailers, for example, work closely with suppliers to maintain the lowest possible inventories but still have enough products to satisfy customer demand. Often, companies have access to information about each other's inventory levels, allowing management to further analyze





inventories to ensure that each is carrying the correct amount of stock to satisfy market needs and maintain minimum levels.

Inventory is generally ordered by computer, through a modem, directly from a supplier or manufacturer. The persons ordering the product have an inventory sales or usage history, which enables them to properly forecast short-term needs and also to know which products are not being sold or consumed. The computer helps management with control by tying in with the sales or manufacturing department.

Whenever a sale is made or units of a product are consumed in the manufacturing process, the product is deleted from inventory and made part of a history file that can be reviewed manually or automatically, depending on how management wishes to

organize that department. The supplier and the buyer often have a close working relationship; the buyer will keep the supplier informed about product changes and developments in the industry in order to maintain proper stock levels, and the supplier will often dedicate equipment and personnel to assist the buyer. Even though small companies may work closely with larger suppliers, it is still

very important that these small companies manage their inventory properly. Goods need to be stored in a suitable warehouse that meets the needs of the products. Some products require refrigeration, for example, while others require a warm and dry environment. Space is usually a critical factor in this ever shrinking world since it is important to have enough space to meet the needs of customers and keep the warehouse from becoming overcrowded. Inventory needs to be monitored to prevent theft and inaccuracies. Taking physical inventory—physically checking each item against a list of items on hand—is a routine that should be performed a number of times a year. At the very least, inventories should always be checked each year just before the end of the fiscal year and compared against “book” or quantities listed as on hand in the computer or manual ledger. Adjustments can then be made to correct any inaccuracies.

Taking inventory more than once a year, and thus looking at stocks over shorter periods of time, often results in discovering accounting or processing errors. It also serves as a notice to employees that management is watching the inventory closely, often deterring pilferage. Alarm systems and closed-circuit television are just a few of the ways inventories can be monitored. Making sure that everyone allowed into inventory management systems has and uses his or her own password is critical to effective inventory control. By having redundant systems, management can also compare the two to make sure there is a balance. If they go too far out of balance, management is alerted.

Maintaining a clean, orderly, properly lighted, and secure warehouse or stockroom is the basic key to maintaining inventory control. Adding computer technology to aid in management and administration creates a system that is current and competitive. Properly

New words and phrases:

_____
_____
_____
_____
_____
_____
_____

A possible sub-title for this passage is:



training employees in modern techniques and standards results in a system that will be effective and profitable.

Check the box with  if the statement is true; otherwise check it with .

- Before eighteenth century, people tended to keep a large inventory.
- In the twenty-first century, high inventory is a sign of mismanagement.
- Just-in-time inventory means zero inventory.
- Physically check each item in inventory should be performed a number of times a year.

## 扩展阅读 2

Extended Reading

### Inventory Automation

An inventory control system is a system that encompasses all aspects of managing a company's inventories: purchasing, shipping, receiving, tracking, warehousing and storage, turnover, and reordering. In different firms the activities associated with each of these areas may not be strictly contained within separate subsystems, but these functions must be performed in sequence in order to have a well-run inventory control system. Computerized inventory control systems make it possible to integrate the various functional subsystems that are a part of the inventory management into a single cohesive system. In today's business

New words and phrases:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

environment, even small and midsized businesses have come to rely on computerized inventory management systems. Certainly, there are plenty of small retail outlets, manufacturers, and other businesses that continue to rely on manual means of inventory tracking. Indeed, for some small businesses, like convenience stores, shoe stores, or nurseries, purchase of an electronic inventory tracking system might constitute a wasteful use of financial resources. But for other firms operating in industries that feature

high-volume turnover of raw materials or finished products, computerized tracking systems have emerged as a key component of business strategies aimed at increasing productivity and maintaining competitiveness. The development of powerful computer programs capable of addressing a wide variety of record keeping needs including inventory management in one integrated system have also contributed to the growing popularity of electronic inventory control options. Moreover, the spread of wireless systems and the use of barcodes has made real-time computerized inventory systems more powerful and flexible. Given such developments, it is little wonder that business experts commonly cite inventory management as a vital element that can spell the difference between success and failure in today's keenly competitive business world.

Automation can dramatically impact all phases of inventory management, including



counting and monitoring of inventory items; recording and retrieval of item storage location; recording changes to inventory; and anticipating inventory needs, including inventory handling requirements. This is true even of stand-alone systems that are not integrated with other areas of the business, but many analysts indicate that productivity and hence profitability gains that are garnered through use of automated systems can be further increased when a business integrates its inventory control systems with other systems such as accounting and sales to better control inventory levels.

New technologies developed during the 1990s and perfected during the early twenty-first century have greatly improved the tools used to manage inventories. Powerful computer systems that are linked into networks are now able to receive information from handheld devices. The wireless handheld devices scan barcodes on inventory items and send data to a tracking database in real time. The increased efficiency of inventory systems over the past decades has made some things possible that would have been impossible in earlier times, such as the popular just-in-time manufacturing system. One trend in the area of inventory control and management are vendor-managed inventory (VMI) systems and agreements. In a VMI system distributors and manufacturers agree to take over the inventory management for their customers. Based on daily reports sent automatically from the customer to the distributor, the distributor replenishes the customer's stocks as needed. The distributor or manufacturer sees what is selling and makes all necessary arrangements to send the customer new products or parts automatically. No phone calls or paperwork are necessary, allowing the supply chain process to remain uninterrupted. The benefits that can accrue to both parties in a VMI arrangement are noteworthy. Both parties should experience a savings of time and labor. The customer is able to maintain fewer items in stock and can rely upon a steady flow of products or parts. The vendor or distributor benefits in two ways. First, a supplier is better able to anticipate production requirements. Second, the supplier benefits from a strong relationship with the customer, one that is more difficult to alter than a vendor-customer relationship in which such automated systems did not exist.

New words and phrases:

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As with all outsourcing arrangements, there are potential drawbacks to a VMI system. The first is the partial loss of control experienced by the customer in managing his or her own inventories. Second is the problem this type of system poses for a vendor in the case of volatile sales periods. On a VMI system it is very difficult for a distributor or manufacturer to hold large inventories for one customer who is experiencing a slowdown in sales while having to ramp up for another customer who is experiencing rising demand. Both parties to a VMI agreement must weigh the pros and cons of such a system thoroughly and be sure to include in any VMI agreement prearranged methods for dealing with periods of volatile sales patterns. The popularity of VMI suggests that there are many applications in which these systems produce net benefits for both parties.