

BUSINESS ENGLISH

21世纪商务英语系列教材

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物流英语

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南开大学出版社

21 世纪商务英语系列教材

物 流 英 语

Logistics English

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南 开 大 学 出 版 社

天 津

图书在版编目(CIP)数据

物流英语 / 郝卓主编. —天津: 南开大学出版社,
2008.10

(21 世纪商务英语系列教材)

ISBN 978-7-310-03019-4

I. 物… II. 郝… III. 物流—英语—高等学校: 技术学
校—教材 IV. H31

中国版本图书馆 CIP 数据核字(2008)第 149032 号

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营销部传真:(022)23508542 邮购部电话:(022)23502200

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天津泰宇印务有限公司印刷

全国各地新华书店经销

*

2008 年 10 月第 1 版 2008 年 10 月第 1 次印刷

880×1230 毫米 32 开本 9.75 印张 1 插页 276 千字

定价:22.00 元

如遇图书印装质量问题,请与本社营销部联系调换,电话:(022)23507125

总 序

进入 21 世纪，伴随着中国对外开放的深入和全球经济一体化的到来，中国企业的机遇与挑战也相伴而来。一方面，中国企业的市场范围扩展到全球范围；另一方面，中国企业要面临国内外对手的激烈竞争。企业生存环境的变化引发了对外语人才需求的变化。越来越多的企业需要的外语人才不仅要精通语言与文化，亦要掌握某一领域的专业知识。

为迎接挑战，近年来国内许多高校纷纷开设双语教学课，并使用国外原版教材，但这引发了如下问题，即，大多数国外原版教材的视角与商务环境是美国，案例分析也多来自美国，教材内容与中国商务与文化环境并不相符，这极大影响了学习的效率与效果。

基于 21 世纪中国外语教学和对外经贸工作的迫切需要，我们编写并出版了这套“21 世纪商务英语系列教材”。先期出版 10 本，即《国际金融英语》、《会计英语》、《物流英语》、《跨文化商务交际（英文版）》、《市场营销英语》、《国际商务翻译》、《求职英语》、《国际商务（英文版）》、《经贸英语阅读》、《组织行为学（英文版）》。我们编写本套教材的宗旨是为中国经济建设和改革开放培养高水平的“外语+专业”的复合型人才。本系列教材的内容力求反映中国经济特点，坚持理论与实践相结合，主要体现以下几个特点：

1. 理论全面性与前瞻性兼备。本系列教材在参考国内外最新科研成果的基础上，大量吸收相关学术领域的前沿理论。同时，本系列教材亦强调理论框架的完整性和全面性。

2. 写作规范、语言准确。本套教材在编写体例上，力求规范与统

一。各书主编均为在国内著名高校具有国外留学或教学经验的业务骨干，并聘请天津外国语学院 ESEC 项目美国专家审校了本套教材的英文部分。

3. 兼顾各类人才培养。本系列教材以大学本科教学需要为立足点，重视讲授基本理论，符合外语专业和经贸专业本科生的培养目标和教学要求，既为外语专业本科生奠定经济和贸易专业理论基础，使学生掌握基本理论和专业技能，也满足经济类本科生的专业外语学习要求。同时，本系列教材也适用于满足高专、各类成人教育的学习和职业培训的实践要求。

“21 世纪商务英语系列教材”由天津外国语学院、南开大学、天津财经大学、广东外经贸大学等院校知名教师联合编写。我们真诚希望这套丛书能够促进我国商务英语专业教材的建设与更新，对提升商务英语、经济、管理专业学生和我国商务人员专业英语水平有所帮助。

读者对这套丛书有何意见，可以随时反映给我们。书中若有不妥和错误之处，敬请指正。

高嘉勇

2008 年 5 月

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前 言

随着市场经济的发展，各行各业都在发掘新的利润源泉，物流和供应链管理得到了越来越多的关注。人们开始要求了解物流的概念，学习物流的管理方法；企业纷纷设立物流部门；第三方和第四方物流蓬勃兴起；国际物流也随着全球化发展进入了新的阶段。新兴的物流管理理念、管理方法和管理技术大多产生于发达国家，而经济全球化的浪潮也促使我们更快地与国际接轨。因此，我们应以英语为工具，不断学习国外最前沿的物流知识。

由于英文原版物流专业教材的理论性较强，对于刚接触物流的入门读者来讲比较深奥难懂或者存在语言障碍。本书以深入浅出的英语语言全面介绍了现代物流理论和供应链管理的基础概念和基本环节，辅以丰富生动的图示照片、具体详实的图表，旨在为中国读者搭起一座与原版教材之间的桥梁，提供一本英文版的物流及供应链管理的入门读物。简言之，它可以为有一定英语基础的读者提供学习物流知识的渠道，为有贸易、运输、管理相关背景的读者提供进修英语的平台。

本书尽可能地涉及广而全的内容，使读者可以对物流学有一个清晰而全面的了解。全书共分 15 章，第 1 章介绍了现代物流学的起源、定义、组成部分，以及演变发展成为供应链管理的过程；第 2 章从物流支持的角度重新诠释了客户服务，赋予其具体的量化的内涵；第 3 章~第 12 章系统介绍了物流和供应链管理的具体内容，包括采购与供应商管理、JIT 适时原则、仓储与配送中心、库存管理、包装、运输管理、成本管理、第三方物流以及相关信息系统，其中包装的特性及其与物流的关系、物流成本管理、电子商务与物流的关系本身包含的信息相当广泛，都可以独立成书，编者只在有限的篇幅内加以介绍；

第 13 章简要介绍了零售业中的物流管理及其未来的发展趋势；第 14 章和第 15 章分别介绍了物流管理中的两个新兴概念：逆向物流和绿色物流。

本书每章均包括中英文词汇表及中文注释，以帮助读者熟悉相关术语，体会相对较为艰涩的学科理论，从而在阅读原版教材时能从容应对。课后附设的思考题多为富于总结性或挑战性的题目，帮助读者检测自己的理解程度，引发思考和研究。每章均配有相应的案例或补充阅读材料，对课文中所涉及的理论从实践角度进行进一步的阐述，以体现本书的实用性，也可用于教师课后讨论所用。

本书适用于各高校管理、国际商务等专业的师生使用，也可满足三资企业管理层和商务人士自学的需要。作者个人学术博客 <http://haologistics.bokee.com> 正在建设中，如对本书的使用寻求帮助或提供建议，请与作者联系。

感谢天津外国语学院外籍专家 Shannon Ingleby 审阅全书英文部分。另外，感谢南开大学出版社王乃合先生对本书出版的大力支持。由于时间有限，书中难免存在着错误与不足，请广大读者指正。

编著者

2008 年 1 月

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Unit 1

An Introduction to Logistics and Supply Chain

Logistics is said to have various origins in etymology. One popular belief is that it was derived from Greek and French. The French word “logistique” means “logic” and related to calculation. And logistikos, a Greek word, refers to quartering or lodging soldiers. Hence, the combination is clear: logistics comprised the logical steps in carrying out a military operation.

I. Military Origin of Logistics

In military science, maintaining one’s supply lines while disrupting those of the enemy is a crucial element of military strategy, since an armed force without food, fuel and ammunition is defenseless. In ancient Greek, Roman and Byzantine empires, there were military officers with the title “Logistikas” who were responsible for financial and supply distribution matters. The historical leaders Hannibal Barca, Alexander the Great and the Duke of Wellington are considered to have been logistical geniuses.

Various examples can be found in military history. In World War I, the US Army could not have played the decisive role without weapons, munitions, supplies and transportation furnished by the allies. And the defeat of Rommel in World War II is also largely attributed to logistical

failure. The following was a quote from the Army Chief of US Army Center of Military History who referred to the North Africa and Mediterranean Campaign in 1942:

“A situation as shocking to the War Department as it was embarrassing to the Services of Supply in the European theater developed when it became necessary to reorder large quantities of Class II and IV supplies that were known to be already in the United Kingdom but which, because of faulty marking and lack of proper records, could not be found in time to equip the forces preparing to sail from Britain. It hardly helped matters when requisitions arrived without proper identification and when timely reports of supply status were lacking.”

The Iraq war is also representative of a dramatic example of the importance of logistics. It had become very necessary for the US and its allies to move huge amounts of men, materials and equipment over great distances. The following quotes were excerpted from an American report on the occupation of Iraq:

“A backlog of hundreds of pallets and containers of material at various distribution points was due to transportation constraints and inadequate asset visibility.”

“There is a discrepancy of \$1.2 billion between the amount of material shipped to Army activities in the theater of operations and the amount of material that those activities acknowledged they received.”

“The failure to effectively apply lessons learned from Operations Desert Shield, Desert Storm and other military operations may have contributed to the logistics support problems encountered during OIF.”

“At times there were shortages of some spares or repair parts needed by deployed forces.”

And the following are a collection of quotes on logistics from some renowned militarists or strategists:

“My logisticians are a humorless lot ... they know if my campaign

fails, they are the first ones I will slay.”

—Alexander

“There is nothing more common than to find considerations of supply affecting the strategic lines of a campaign and a war.”

—Carl von Clausewitz

“Logistics comprises the means and arrangements which work out the plans of strategy and tactics. Strategy decides where to act; logistics brings the troops to this point.”

—Jomini: *Precis de l’ Art de la Guerre*. (1838)

“Gentlemen, the officer who doesn’t know his communications and supply as well as his tactics is totally useless.”

—Gen. George S. Patton, USA

“The war has been variously termed a war of production and a war of machines. Whatever else it is, so far as the United States is concerned, it is a war of logistics.”

—Fleet ADM Ernest J. King, in a 1946 report to the Secretary of the Navy

“Bitter experience in war has taught the maxim that the art of war is the art of the logistically feasible.”

—ADM Hyman Rickover, USN

“Forget logistics, you lose.”

—Lt. Gen. Fredrick Franks, USA, 7th Corps Commander, Desert Storm

II. Definition of Logistics

The word logistics entered the business sector in the 1960s as marketing experts saw potentials in applying military logistics to physical distribution of consumer goods. Business logistics evolved into a dichotomy of inbound logistics to support production, where the plant is the customer, and outbound logistics to support external customers.

Now practiced in different ways and contexts, logistics means

different things to different people. Table 1-1 presents a variety of definitions of logistics. To some, logistics is managing the flow and stock of materials. To others, it is a customer support activity, a planning and engineering mechanism, or a science of calculating requirements and promoting operational capabilities. Some dictionary treats logistics as a branch of military science. The Council of Logistics Management defines logistics purely in a product distribution context. Perhaps the most fundamental one is the “Seven Rights” definition.

Table 1-1 Different definitions of logistics

Classical “the Seven Rs of Logistics”	“Logistics is getting the right product, to the right customer, in the right quantity, in the right condition, at the right place, at the right time, and at the right cost.”
<i>Oxford Dictionary</i>	“Logistics is the branch of military science having to do with procuring, maintaining, and transporting material, personnel, and facilities.”
International Society of Logistics	“Logistics is the art and science of managing and controlling the flow of goods, energy, information and other resources like products, services, and people, from the source of production to the marketplace.”
Council of Logistics Management	“Logistics is that part of the supply chain process that plans, implements and controls the efficient, effective flow and storage of goods, services and related information from the point of origin to the point of consumption in order to meet customers’ requirements.”
The Supply-Chain Council	Supply chain management ... “encompasses every effort involved in producing and delivering a final product or service, from the supplier’s supplier to the customer’s customer. Supply chain management includes managing 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.”

continued:

Stanford Supply Chain Forum	"Supply chain management deals with the management of materials, information, and financial flows in a network consisting of suppliers, manufacturers, distributors, and customers."
MIT Center for Transportation & Logistics	Logistics involves ... "managing the flow of items, information, cash and ideas through the coordination of supply chain processes and through the strategic addition of place, period and pattern values."
<i>Fortune</i> (1994)	"Call it distribution or logistics or supply chain management. By whatever name it is the sinuous gritty, and cumbersome process by which companies move material, parts, and products to customers."
the Component View	"Logistics is supply management for the plant (inbound logistics) and distribution management for the firm's customers (outbound logistics) or material support of manufacturing and product support of marketing operations."
the Functional View	"Logistics is materials requirements determination, purchasing, transportation, inventory management, warehousing, materials handling, industrial packaging, facility location analysis, distribution, return goods handling, information management, customer service, and all other activities concerned with supporting the internal customer (manufacturing) with materials and the external customer (retail stores) with product."

Another way to define logistics management is to consider the management tasks that could be included in such a function. In different contexts, logistics management can have different names, including:

- Business logistics management
- Channel management
- Material management
- Distribution
- Physical distribution management
- Industrial logistics

- Quick response systems
- Supply chain management
- Marketing logistics
- Integrated logistics management

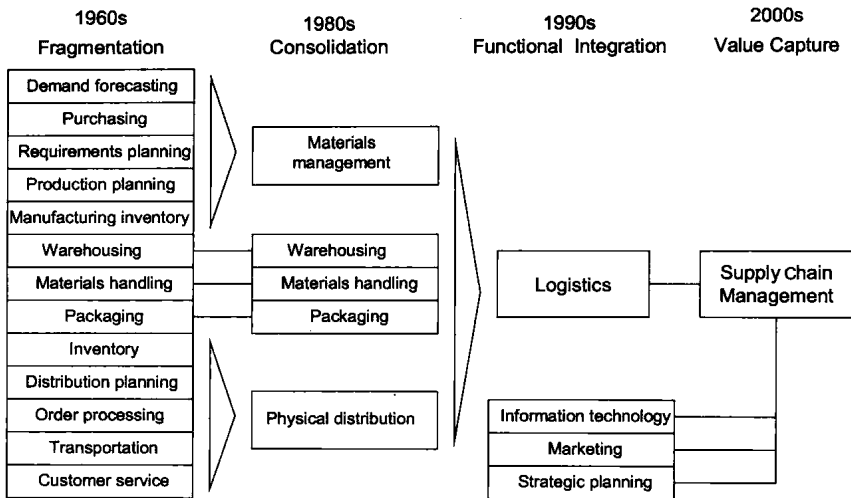
III. Evolution of Logistics

1. The Evolution Model of Logistics

The evolution of logistics has been characterized by an increasing degree of integration, a trend that was underlined in the 1960s as a key area for future productivity improvements. However, only with the implementation of modern information and communication technologies did this assumption become possible. Step by step, and according to improvements in information and communication technologies, the two ends of the assembly line became integrated into the logistics of the supply chain: the timely supply of raw materials and components from outside, and the effective organization of distribution and marketing.

Initially, logistics was an activity divided around the supplying, warehousing, production and distribution functions, most of them being fairly independent from the other. With the new organization and management principles, firms were following a more integrated approach, thus responding to the upcoming demand for flexibility without raising costs. At the same time, many firms took advantage of new manufacturing opportunities. As production became increasingly fragmented, activities related to its management were consolidated.

Figure 1-1 Evolution of logistical integration, 1960-2000



Source: handouts of Dr. Jean-Paul Rodrigue and Dr. Markus Hesse, Dept. of Economics & Geography, Hofstra University, Aug. 23, 2007.

2. Different Evolutionary Stages of Logistics

The evolution of logistics can be divided into the following stages:

(1) Materials Management and Physical Distribution

Materials management includes production and marketing activities such as production planning, demand forecasting, purchasing and inventory management. Materials management must make sure that the requirements of supply chains are met by dealing with a wide array of parts, semi-finished products and raw materials.

Physical distribution covers movements of goods from warehouses and distribution centers to the desirable locations. It includes all the functions of movement and handling of goods, particularly transportation services, transshipment and warehousing services, trade, wholesale and retail. Conventionally, all these activities are assumed to be derived from materials management demands.

(2) Integrated Logistics

Logistics is now being used to support activities from school picnics to the Olympics. This was mainly attributed to the increasing complexity of supplying materials and shipping out products. Integrated logistics covers a marketing oriented system through IT, including demand forecasting, order processing, purchasing, locations selecting, materials handling, warehousing, inventory managing, transporting and distributing, information maintenance, and customer service. Logistics management is becoming an integrating function, which coordinates and optimizes all logistics activities, as well as other functions including marketing, sales manufacturing, finance and information technology.

(3) Supply Chain Management

Most recently, the business community began viewing logistics as a component of a larger evolving concept, supply chain management (SCM). During the last three decades, SCM has been both an important and a productive aim of corporations. With the coordination of production, shipment, and delivery of the goods, customers are more satisfied and greater commercial success achieved. This involves the sharing of information, risks, and assets among partners to achieve an integrated, seamless, responsive distribution system. SCM is differentiated from logistics in that it involves all partners (suppliers, carriers, other distribution channel participants, and customers) up and down the supply chain and, hence, is more than the internal integration of logistics activities within a firm. The key concepts of SCM are pull system, customer-driven, strategic alliances, shared data, and system optimization. However, SCM can be viewed as fully integrated logistics, meaning not only the integration of all logistics activities in a firm but also the comprehensive backward and forward integration of all logistics processes in a channel.