

现代物流基础知识与基本技能系列教材

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物流商务英语

Business Logistics English

主编 孙 军 侯 旻



大连海事大学出版社

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内容提要

围绕着物流模块这个中心，本书共分为 11 章，每一章节又分为 1 到 4 课，从基本知识开始，一步步深入该章节的内容核心，并配以课后的案例，对于该章节的基本概念和基本知识进行应用，有利于物流相关英语知识的掌握。

在结构安排上，本书按照逻辑阶段的顺序引领着读者对本书主题的阅读。版面的局限性在于各个主题是按照次序逐一安排好的，而且各阶段之间的连接要由读者自己来完成。我们通过以下方法来使本书前后连贯。

课后案例阅读：将许多论题集中到一起，有助于读者思考这些论题在现实环境中是如何联系在一起的。

课后习题：安排在各章之后，有助于读者对本书中所提出的论题的理解，并且在运用这些论题方面为读者提供实践机会。

读者可以通过对案例的阅读和习题加强物流专业英语能力，并可以与所学习的专业知识相联系。

在每章的最后，会有一个部分的小知识，这些知识将帮助读者更加深刻地理解物流英语知识。另外，本书不同的是附加了更高级的阅读材料，通过对这些材料可以更进一步了解物流管理的发展趋势。

我们设计此书，旨在帮助读者加强物流专业知识的学习，并对物流的论题充满信心。

《现代物流基础知识与基本技能系列教材》

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序

中国现代物流产业发展的现实基础和未来发展的趋势都充分表明,经过10至20年时间的建设和发展,中国将是全球现代物流产业规模最大和物流利润空间最大的国家和地区。现代物流产业的快速发展,物流企业的高速成长,特别是外国跨国物流公司的进入,将使物流人才总量不足和结构失衡成为制约未来中国现代物流产业发展的突出矛盾。大连市是国家确定的东北亚重要国际航运中心,在发展现代物流,特别是国际物流方面具有独特的区位、交通基础设施和产业优势。最近,大连市委、市政府在制定大连市现代服务业发展意见和规划中,又把建设东北亚国际物流中心列为发展现代服务业之首。因此,现代物流业将成为大连市最具特色、最具带动力、影响力和竞争力的产业,也必然成为大连市就业空间最大、人才需求最多的领域。

为了满足广大物流企业对物流人才的迫切需要,为大连现代物流产业发展提供人力支撑,2006年,大连市港口与口岸局、大连市人事局决定在全市实施“大连市物流从业人员知识与技术提升计划”。该计划力求用五年时间,培养高级物流管理人员和高级系统设计师200名,项目经理及中级物流师1000名,第一线专业技术操作人员10000名(即,百千万计划),由大连市物流协会与大连海事大学具体组织实施。根据目前物流企业对物流人才知识与技能的现实需求,考虑到与大专院校物流学历教育的合理分工,大连市物流从业人员知识与技术提升计划主要偏重于专业知识和技术技能的后职业教育。本系列教材的编写大纲,在指导思想、结构体系和基本内容上突出好学、好用的特点,强调实战性和实效性的原则,相信它的出版能为广大物流从业人员以及热爱物流事业的读者带来收获和指导。同时,也希望通过大连市物流从业人员知识与技能提升计划的实施,探索和建立适应东北亚国际物流中心建设的人才培养、交流和配置平台,让更多的教育资源、人才资源、就业资源在这里集散,使市场配置资源的作用得到充分发挥。

大连建设东北亚重要国际航运中心和现代物流业发展是一项前所未有的崭新事业,需要千千万万人的努力和奋斗,衷心祝愿广大物流从业人员不断增强持续学习的能力,不断提升自己的知识与技能水平,肩负使命、勇立潮头,在浩浩荡荡的现代物流业发展的进程中留下大连物流人的坚实足迹,实现人生的追求与梦想!



2007年4月

前 言

物流工程与物流管理专业在我国虽然起步较晚,但发展迅速,因为它顺应了经济全球化和生产信息化的大趋势。企业努力寻求资源在全球范围内的优化配置,并专注于其核心业务的改革和生产信息化带来的对物流的更高要求,是现代物流发展的动因所在。同时,作为基础的现代物流业是否发达,是否可能服务于企业,也直接影响着经济的发展。在我国,尽管物流作为成熟独立学科的那一天还远没有到来,但是我们相信,用崭新的视角来审视物流管理和战略的时代已经来临。用于实现供应链整合的工具和概念已经开始发挥很好的作用,电子交易市场的发展在未来也会发挥更大的作用。明天的竞争优势并不会来自于实施企业资源规划(ERP)本身,它将来自于比对手更快地响应供应链最终客户的需求。物流在这种响应中扮演着重要的角色,这种角色也正是我们在本书中试图阐述的内容。

高等教育在辅助社会经济发展方面,培养未来所需的人才,而在物流培训中,也逐渐融入国际化的标准,学习适应物流业的国际化运作,为我国物流业的发展提供有力的人力资源。自20世纪60年代以来,物流运作模式不断演进,与之相适应的与物流学科有关的内容也处于不断的发展与完善之中。本书紧贴物流学科的发展趋势,从实用的角度,精心挑选了具有针对性和实用性的案例,反映现代物流的最新理念、技术与进展,并在章节的设置上,由浅入深,融会贯通物流管理所包含的基本内容。

在阅读材料难度的把握上,本书略高于大学英语四级水平,本书后半部分的 **Advanced Reading** 难度在大学英语六级水平。希望此书能为物流专业及相关人才的发展提供支持。特别是希望此书能鼓励读者挑战现有的思想,突破旧有的思维模式,从而创造一个更富有创新精神的未来。

在此,向参加编写工作的各位同事表示感谢。特此感谢大连市港口与口岸局、大连市人事局、大连市物流协会、大连海事大学交通运输管理学院,以及有关企业对本书给予的贡献与帮助。

本书共分为十一篇,参加编写工作的有:大连工业大学的孙军和肖汛(第一篇)、侯旻(第六、七、八篇)、林南南(第三、十篇)、鲍晓娜(第二、五篇)、张健东(第四、十一篇)、孙军和徐晓飞(第九篇)。全书由孙军和侯旻担任主编,负责拟定全书的编写大纲,负责对全书的校对、附录及编写工作;林南南担任副主编,负责对全书的统稿。

本书在编写过程中,参阅和引用了国内外有关物流学科的书籍、文献和论文等,已尽可能在参考文献中详细列出,在此对各位专家、学者表示深深的谢意。引证材料可能有所疏漏,在此深表歉意。

鉴于编者经历和水平,教材内容难免存在问题,甚或出现错误,敬请读者予以批评指正,以便再版修订时改正。

编 者

2009年3月

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Chapter 1 Overview of Logistics

Our model of logistics structures the supply network around three main factors: the flow of materials, the flow of information and the time taken to respond to demand from source of supply. The scope of the network extends from the “focal firm” in darker red at the centre across supplier and customer interfaces, and therefore typically stretches across functions, organizations and borders. The network is best seen as a system of interdependent processes, where actions in one part affect those of all others. The key “initiator” of the network is end-customer demand on the right: only the end-customer is free to make up their mind when to place an order. After that, the system takes over.

- ◆ Lesson 1 explains the definition of logistics
- ◆ Lesson 2 introduces some interpretation to logistics
- ◆ Lesson 3 has these basic materials to the reality
- ◆ Lesson 4 introduces some new trends of logistics

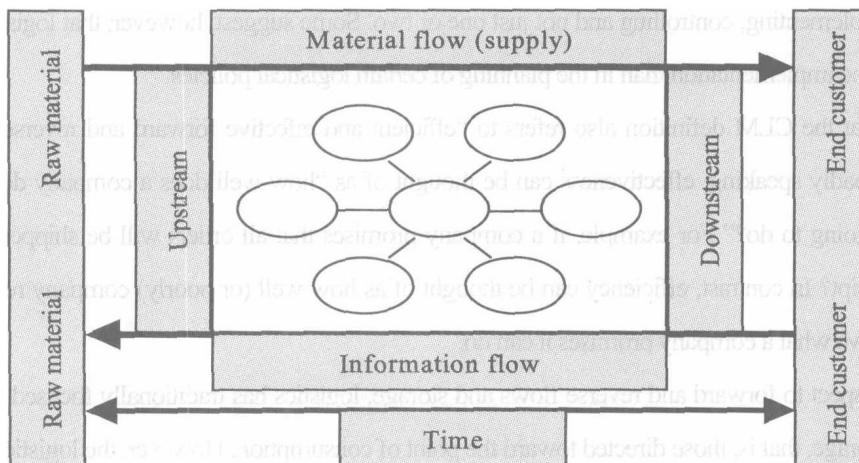


Figure 1.1 The Network in Logistics

Lesson 1 The Definition of Logistics

In an effort to avoid potential misunderstanding about the meaning of logistics, this book adopts the current definition promulgated by the Council of Logistics Management (CLM), one of the world's most prominent organizations for logistics professionals. According to the CLM, "Logistics is that part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements"^[1].

This definition needs to be analyzed in closer detail. First, logistics is part of the supply chain process. The key point for now is that logistics is part of a bigger picture in the sense that the supply chain focuses on coordination among business functions (such as marketing, production and finance) within and across organizations. The fact that logistics is explicitly recognized as part of the supply chain process means that logistics can impact how well (or how poorly) an individual firm and its associated supply chain can achieve goals and objectives.

The CLM definition also indicates that logistics "plans, implements and controls." Of particular importance is the word *and*, which suggests that logistics should be involved in all three activities—planning, implementing, controlling and not just one or two. Some suggest, however, that logistics is more involved in the implementation than in the planning of certain logistical policies.

Note that the CLM definition also refers to "efficient and effective forward and reverse flows and storage". Broadly speaking, effectiveness can be thought of as "how well does a company do what they say they're going to do?" For example, if a company promises that all orders will be shipped within 24 hours of receipt? In contrast, efficiency can be thought of as how well (or poorly) company resources are used to achieve what a company promises it can do.

With respect to forward and reverse flows and storage, logistics has traditionally focused on forward flows and storage, that is, those directed toward the point of consumption. However, the logistics discipline has recognized the importance of reverse flows and storage (reverse logistics), which originate at the point of consumption. Reverse logistics is also likely to gain additional attention in the future because online purchases tend to have higher return rates than other types of purchases.

The CLM definition also indicates that logistics involves the flow and storage of "goods, services, and

related information.” Indeed, in the contemporary business environment, logistics is as much about the flow and storage of information as it is about the flow and storage of goods. Advances in information technology make it increasingly easy and less costly for companies to substitute information for inventory. Consider the U.S. Marine Corps which is in the midst of a decade-long strategy to improve its logistics. The Marines aim to replace inventory with information so that they won’t have to stockpile tons of supplies near the battlefield. That’s what the armed forces did during the Gulf War; only to find out they could not keep track of what was in containers and didn’t even use many of the items.

Finally, the CLM definition indicates that the purpose of logistics is “to meet customers’ requirements.” This is important for several reasons, with one being that logistics strategies and activities should be based upon customers’ wants and needs rather than the wants, needs, and capabilities of other parties. A second reason for the importance of meeting customers’ requirements is the notion that since different customers having different logistical needs and wants, a one-size-fits-all logistics approach (mass logistics) in which every customer gets the same type and levels of logistics service—will result in some customers being over- served while others are underserved.



New Words and Terms

Council of Logistics Management (CLM)	物流管理协会
the point of origin	起源地
the point of consumption	消费地
planning, implementing, controlling	计划、实施、控制
forward logistics	正向物流
reverse logistics	逆向物流
storage <i>n.</i>	储存
inventory management	库存管理
warehousing <i>n.</i>	仓储



Notes

- [1] Logistics is that part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services, and related information between the

point of origin and the point of consumption in order to meet customers' requirements

物流是供应链运作过程中，以满足顾客需求为目的，对货物、服务和相关信息在产出地和消费地之间实现高效率、高效益的正向和反向流通及存储所进行的计划、执行和控制的过程。

Lesson 2 Some Interpretation to Logistics

1. 6R Philosophy of Logistics

- ◆ Logistics is getting the right product or service;
- ◆ to the right place
- ◆ at the right time
- ◆ in the right quantity
- ◆ and for the right price
- ◆ in order to make the right customer satisfied

2. Logistics is Understood as

A competitive strategy needed to meet customer demand;

A group of services concerned with the effective movement of materials and information from source to consumption;

A process involving the comprehensive management of the total supply chain in order to achieve integration and efficiency.

3. The Importance of Logistics

Many businesses that deal with supply of goods or services have their own logistics department^[1]. For example, a company supplying photocopying paper around the world will have a logistics team. The manager will oversee or delegate to his staff the process from the point of origin. The team will deal with the acquisition of paper from the paper supplier all the way to the customer who requests the paper. The supplier and buyer may be located in different countries.

A recent US study found that logistics costs account for almost 10% of the gross domestic product. The process itself covers a diverse number of functional areas. Involved in logistics are transportation and

traffic, as well as shipping and receiving. It also covers storage and import/export operations.

Logistics plays a major role in the U.S. economy. In fact, the 15th Annual State of Logistics Report asserts that in 2003 logistics costs accounted for 8.5 percent of the U.S. Gross Domestic Product. Not too shabby! As a piece of the corporate landscape, logistics covers a broad array of functional areas. At a bare minimum, the scope of logistics entails traffic/transportation, shipping and receiving, warehousing and import/export operations. Many times, the additional areas of inventory management, purchasing, production planning and customer service can fall under the umbrella of logistics as well.

4. Logistics and the Supply Chain

A supply chain as a whole ranges from basic commodities (what is in the ground, sea or air) to selling the final product to the end-customer to recycling used product. Material flows from a basic commodity (such as a bauxite mine as a source of aluminum ore) to the finished product (such as a can of cola). The can is recycled after use. The analogy to flow of water in a river is often used to describe organizations near the source as upstream, and those near the end-customer as downstream. We refer to each firm in a supply chain as a partner, because that is what they are.

A supply chain is a group of partners who collectively convert a basic commodity (upstream) into a finished product (downstream) that is valued by end-customers, and who manage returns at each stage.

Each partner in a supply chain is responsible directly for a process that adds value to a product. A process may be defined as:

Transforming inputs in the form of materials and information into outputs in the form of goods and service.

Supply chain management involves planning and controlling all of the processes from raw material production to purchase by the end user to recycling of the used cans. Planning refers to making a plan that defines how much of each product should be bought, made, distributed and sold each day, week or month. Controlling means keeping to plan - in spite of the many problems that may get in the way. The aim is to coordinate planning and control of each process so that the needs of the end-customer are met correctly.

A more realistic representation of the supply chain is shown in Figure 1.2, where each link can connect with several others. A focal firm is shown at the centre of many possible connections with other supplier and customer companies. The supply chain can be seen in this diagram as a number of processes

that extend across organizational boundaries. The focal firm is embedded within the chain, and its operational processes (“inside”) must coordinate with others that are part of the same chain. Materials flow from left (upstream, or “buy side”) to right (downstream, or “supply side”). If everything is as orderly as it seems, then only the end-customer (to the extreme right of the chain) is free to place orders when he or she likes: after that, the system takes over.

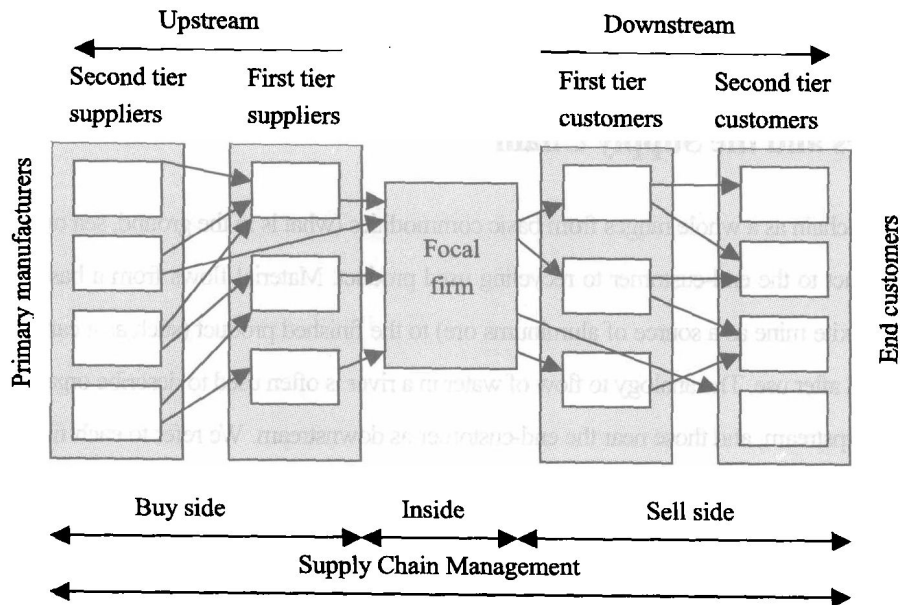


Figure 1.2 Relationships in the supply chain

The supply chain is tiered in that supply side and demand side can be organized into groups of organizations with which we deal.

Logistics has both strategic (long-term planning) and managerial (short-and medium- term planning and control) aspects. The logistics task of managing material flow and information flow is a key part of the overall task of supply chain management.



New Words and Terms

acquisition	<i>n.</i>	获得物
focal	<i>a.</i>	焦点的, 有焦点的, 在焦点上的
tier	<i>n.</i>	列, 行, 排, 层, 等级
	<i>vt.</i>	使造成递升排列, 使层叠

strategy

n.

策略, 战略



Notes

- [1] Many businesses that deal with supply of goods or services have their own logistics department.
许多从事货物供应的公司都有自己的物流部门。

Lesson 3 Competing Through Logistics

There are many potentially conflicting demands on an organization today. All those unreasonable customers seem to want it yesterday, at no cost, and to be compensated if it goes wrong! Within a given supply chain, it is important that each organization understands how each group of products competes in the marketplace, and that it aligns its capabilities with those of its partners. It is impossible to be outstanding at everything, and supply chain partners need to give priority to capabilities that give each product group its competitive edge. These are the advantages where supply chain partners “dig in deep” by giving priority to investment by training and by focusing product development and marketing efforts. They need only match the industry average on other criteria. Let us look at the competitive priorities that can be delivered by logistics in the supply chain.

Competitive Advantage

There are various ways in which products compete in the marketplace. While new product development has logistics implications, the key advantage provided by logistics is product availability in the marketplace at low cost. Logistics supports competitiveness of the supply chain as a whole by meeting end-customer demand through supplying what is needed in the form it is needed, when it is needed, at a competitive cost.

Logistics advantage thus shows up in the form of such competitive factors as better product availability in the marketplace and low product obsolescence.

1. The Quality Advantage

The most fundamental objective-in that it is a foundation for the others-is to carry out all processes across the supply chain so that the end product does what it is supposed to do. Quality is the most visible

aspect of supply chain performance. Defects and late deliveries are symptoms of quality problems in supply chain processes that are all too apparent to the end-customer. Such problems negatively influence that customer's loyalty.

2. The Time Advantage

Time measures how long a customer has to wait in order to receive a given product or service. Volkswagen call this time the customer to customer lead time: that is, the time it takes from the moment a customer places an order to the moment that customer receives the car he or she specified. Such lead times can vary from zero (the product is immediately available, such as goods on a supermarket shelf) to months or years (such as the construction of a new building). Competing on time is about survival of the fastest!

The time advantage is variously described as speed or responsiveness in practice. Speeding up supply chain processes may help to improve freshness of the end product, or to reduce the risk of obsolete or over-aged stock in the system. Time is an absolute measure, that is, it is not open to interpretation like quality and cost.



New Words and Terms

advantage	<i>n.</i>	优势, 有利条件, 利益
obsolescence	<i>n.</i>	荒废, 退化, 逐渐过时
available	<i>a.</i>	可用到的, 可利用的, 有效的

Lesson 4 New Trends of Logistics

1. Third Party Logistics

Anyone can store inventory and send it out on a truck. When looking to outsource all or part of a company's logistics function it is important to look for a third party logistics provider with proven expertise. To put it simply, third party logistics or "3PL" is the integration of a company's warehousing, transportation, and related logistics services through an outsourced or "third party" partnership. Nexus provides its clients with powerful logistics solutions involving people, technology and location working