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# 采购与供应链管理

(第2版)

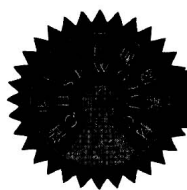
## Purchasing and Supply Chain Management

Second Edition

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Purchasing and Supply Chain  
Management  
Second Edition

清华大学出版社



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北 京

W. C. Benton, Jr.

**Purchasing and Supply Chain Management, 2e**

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# 出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进管理经验和掌握经济理论前沿动态的需要,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎,并被广泛采用的优秀教材,是该领域中较具权威性的经典之作

本书是作者根据多年的教学、研究和实践经验所著,将采购与供应的新思想与现代商业企业实践相联系,兼具很好的应用性与领域的前沿性。

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在本书的审阅过程中,我们得到了天津大学霍艳芳副教授的热心帮助和支持,在此表示感谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

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# 英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始在专业课程中开展英/双语教学。2007年以来,国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理

论框架,阐释重点和难点,还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的变化,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学  
傅慧芬

# Preface

The material in this book is intended as an introduction to the field of purchasing and supply chain management. It is suitable for both undergraduate and graduate students. The field of purchasing has turned over many times during the past 25 years. The traditional purchasing function has evolved from a narrowly defined activity into a professional supply chain management function driven by people and technology. The role supply chain management is concerned with is cost containment, profitability, and relationship building. The discipline of supply management is the core component of an effective supply chain. This book is based on more than 25 years of practice, teaching, research, and consulting experience. This book is different from other purchasing textbooks in that it focuses on an *analysis-driven purchasing practice*.

Interest in purchasing/supply chain management both in industry and in academia is growing at an increasing rate. There are several factors that have driven the *purchasing revival*. First, many companies are becoming more profitable by increasing throughput, lowering inventories, and minimizing operational expenses. Second, supply chain information is becoming the primary driver throughout the supply chain management system. Third are the recent trends in outsourcing and, finally, buying organizations are using *power* to manage their supply chain. The information in this book provides state-of-the-art concepts, analysis, and supply management solutions. The topical matter includes *purchasing decisions and business strategy, the legal aspects of purchasing, materials management,\* inventory management,\* just-in-time (lean) purchasing, purchasing procedures, e-purchasing, systems contracting, supplier selection and evaluation, strategic outsourcing, global sourcing, purchasing supply partnership, supply chain power, total quality management (TQM) and purchasing,\* price determination, bargaining and negotiations, purchasing transportation services, equipment acquisition and disposal, health care purchasing,\* and purchasing professional services.\** Most purchasing, logistics, and supply management students will be directly employed in purchasing or related supply chain management areas. The book focuses on the interrelationships of purchasing with the rest of the functional and system areas of the organization, with particular emphasis on the interface with marketing, logistics, supply chain management, and operations management. However, each chapter is designed to be self-contained, so that the reader can easily refer to the topic of interest. There are numerous *real-world* cases and exercises based on practical organizational situations. Each case has been refined through in-class usage. The cases are intended to *reinforce* the lessons learned from the chapters.

The treatment of purchasing and supply chain management in this book is extensive and complete. The contents in the book can be covered in a one-semester course. The textbook is intended to be used for undergraduate and graduate level courses in purchasing management, supply management, procurement management, contract management, logistics, and supply chain management. The book is also an excellent resource for executive education and training seminars. Depending on the pedagogy the book also could be used in operations management and industrial engineering courses. The book is an excellent resource for the Certified Purchasing Manager (C.P.M.) program sponsored by the Institute of Supply Management (ISM) and the certification program sponsored by the American Production and Inventory Control Society (APICS).

\* Omitted in this edition.

## CHANGES TO THIS EDITION

The second edition of *Purchasing and Supply Chain Management* focuses on the next generation of purchasing and supply professionals. This is the best time for the next generation of managers to pursue careers in purchasing supply chain management. Supply professionals must possess a comprehensive skill set. They must have excellent technology and negotiations skills in order to add value to their organization. Supply professionals also must be analytical problem solvers. In today's global arena, purchasing and supply professionals must be able to interact with potential sources of materials and services throughout the world. This edition is a comprehensive, easy-to-follow authoritative guide to state-of-the-art purchasing and supply methods, perfect for both students and supply professionals.

Some of the highlights include the following new and expanded topical coverage:

- An increased emphasis on the integrated supply value chain
- A new chapter on strategic outsourcing
- Expanded coverage of JIT (lean) purchasing
- Expanded coverage of electronic purchasing
- New coverage on purchasing methods for new product development
- Expanded coverage of supply chain relationship management
- New coverage of supplier relationship segmentation
- Five new *real-world* cases
- A comprehensive set of exercises and problems

The second edition is both timely and topical and intended to help the new generation of students and supply professionals to become more effective supply management professionals.

## BOOK STRUCTURE

The structure of this book is motivated by new developments in the field of purchasing and supply chain management. An example of the coverage is given in Parts One through Five below.

### Part One. Introduction to Purchasing and Supply Chain Management

**Chapter 1** establishes the purchasing function's contributions to profitability. This is the best time for the next generation of managers to pursue careers in purchasing and supply chain management. Supply professionals must possess a comprehensive skill set. They must have excellent technology and negotiation skills in order to add value to their organization. To become a competitive strategic weapon, purchasing has abandoned the fragmented approaches of the past. The purchasing function is an integral part of the transformation of raw materials and component parts into finished goods by utilizing materials, systems, information, and people. Supply professionals also must be analytical problem solvers. In today's global arena supply professionals must be able to interact with potential sources of materials and services throughout the world.

In **Chapter 2**, a framework for linking purchasing decisions with the firm's competitive strategy is presented. The framework offers a systematic approach for designing purchasing strategies consistent with a firm's competitive strategy. The legal aspects are presented in **Chapter 3**. The purchasing professional in an organization must be able to understand the legal aspects of the purchasing function. Perhaps the most significant change of the legal aspects of purchasing is the impact of the information age.



## Part Two. Materials Management

**Chapter 4** focuses on materials management in support of the transformation of raw materials and component parts into throughput (sales). The materials management concept includes the following functions: (1) materials planning and control, (2) production scheduling, (3) receiving, (4) stores, (5) traffic, (6) disposal of scrap, (7) quality control, and (8) inventory control. Inventory management is presented in **Chapter 5**. Inventory is the life blood of any business. Most firms store thousands of different items. There are many inexpensive supply or operating type items. The type of business a firm is in will usually determine how much of the firm's assets are invested in inventories. Hospitals carry beds, surgical instruments, food, pharmaceuticals, and other miscellaneous items. On the other hand, manufacturing firms carry office supplies, raw materials, component parts, finished products, and many other industry-related items.

## Part Three. Fundamentals of Purchasing and Supply Chain Management

Just-in-time (JIT) or lean purchasing is introduced in **Chapter 6**. The current shift toward the so-called lean thinking manufacturing environment is one of the major motivations for JIT purchasing. JIT has changed the role of purchasing from merely placing orders to investigating the supplier's technical and process capabilities. Perhaps the most important realization is the fact that suppliers should become an extremely important consideration for the purchasing function, wherein they should be viewed as partners and not adversaries.

Part Two ends with **Chapter 7**, purchasing procedures, e-purchasing, and systems contracting. The world of business-to-business commerce has become essential to the purchase of ORM and MRO items. E-purchasing has fundamentally transformed the traditional indirect purchasing function. E-purchasing has led to significant cost savings and coordinated efficiency. Online-driven indirect purchasing reduces the day-to-day waste in the manual purchasing system. Direct materials tend to be purchased in quantities based on complicated production planning and control systems. Some direct material purchasing situations involve long intricate negotiations. Many high-technology manufacturing firms purchase fully assembled component systems electronically. The new information age will force both large and small firms to consider the competitive advantages of online reverse auctions and RFID technology. Businesses that use reverse auctions have made testimonials of savings of more than \$800 million from online bidding.

Supplier selection is addressed in **Chapter 8**. The selection of suppliers is a complex and demanding question that has no real correct answer. Each firm must weigh the benefits and risks of single and multiple sourcing. If it is clear to proceed with a reduction of the supply base, numerous methods can be used. However, in this chapter it is recommended that a strategic approach be incorporated into the supplier selection process. A strategic match between buyer and supplier can allow an easier cooperative relationship to exist and flourish. Buyer and supplier relationships have become increasingly important for a number of reasons. There is a trend toward specialization away from manufacturing an entire product and to more contract manufacturing and purchasing. In some market segments, it is estimated that 80 percent or more of total product revenue often passes directly to suppliers as payment for labor, materials, and equipment. This significant transfer of value downstream emphasizes the importance and significance of supply chain relationship management. For any buying organization to stay competitive

in today's aggressive market sectors, it is essential that they maintain strong relationships with their best contract manufacturers and suppliers. The criterion of net price is emphasized more heavily in the apparel and the electronics industries than in the chemical and construction industries. In the electronics industry, this is due to the assumption that both quality and delivery are inherent in the product. By deciding which criterion to emphasize, firms will be able to select the suppliers from which they will benefit the most.

Strategic outsourcing is addressed in **Chapter 9**. Outsourcing is the complete transfer of a business process that has been traditionally operated and managed internally to an independently owned external service provider. A complete transfer means that the people, facilities, equipment, technology, and other assets are no longer maintained once the business process is outsourced. Strategic outsourcing has rapidly become the building block for globalization. Fueled by the Internet, outsourcing has evolved into the most pervasive business paradigm in the past 50 years.

The anticipated economic implications of outsourcing initiatives are complex. There are significant hidden outsourcing costs that are sometimes not accounted for. The motivation for outsourcing is commonly driven by the savings in direct labor and other tangible operating costs. Yet, significant hidden costs are often overlooked when preparing a financial business case for outsourcing. Hidden costs include relationship management costs, quality costs, implementation- or transition-related expenses, and internal coordination costs among others. If not considered, these financial implications can eat away at the anticipated gains from outsourcing.

In the coming decade more and more firms will be expanding their operations into international markets. The subject of **Chapter 10** is global sourcing. As firms' competition heats up, firms will become more globally minded. To be a global firm, management must be able to critically evaluate foreign markets. In the current business environment, firms are beginning to develop global procurement strategies. The electronics, chemical, and metal industries are leading the global procurement charge. The North American Free Trade Agreement and the European Economic Community will fuel global sourcing in the next decade. In this chapter a detailed total cost analysis approach is presented to show the hidden costs associated with global sourcing. The buying firm also must know how to negotiate in foreign countries. Brief descriptions of the sourcing environment in the UK, Germany, France, and China are presented.

**Chapter 11** is entitled "Supply Partnerships and Supply Chain Power." The intense coordination necessary for effective supply chain integration necessitates a reduced supplier base; where manufacturers were once producing products with thousands of suppliers, successful firms are now manufacturing better products with fewer suppliers. The large pie of purchased parts and materials thus gets divided among fewer players, and more is at stake for the suppliers. The suppliers must strive to develop best practices in order to gain the critical preferred status with the manufacturers, and these preferred suppliers must maintain best practices or face effortless replacement from the large base of competitors. This intensifies the power imbalance within an industry sector. The manufacturers can maintain the attitude that the suppliers must maintain pace with the industry or lose a potentially significant amount of their business.

Interfirm power may be defined as the ability of one firm (the source) to influence the actions and intentions of another firm (the target). Several sources of power, both positive and negative, exist to affect the operational strategies and processes of both the power target and the source. The influences of power affect critical interfirm relationship elements as well as firm performance and satisfaction.

Despite such effects, most firms may not be completely aware of the broad scope of power dimensions and thus may not actively manage their power. A relational orientation, though, complicates the role of power within interfirm interactions. For instance, power may interfere with the mutuality and sincerity of interfirm alliances, inducing the power source to more directly use its power. On the other hand, allying firms may expose themselves to further opportunistic behavior by conniving partners, thus increasing the prominence of power within the relationship. This discussion highlights the importance of power awareness as well as recognition of power as a valuable approach for increasing the competitive positioning of the entire supply chain. Beyond its valuable contributions to the inspiration of supply chain management, this chapter only provides an initial glance at power influences within the supply chain. A more comprehensive discussion on power is given in the *supplement* to the chapter.

**Chapter 12** is entitled "Total Quality Management (TQM) and Purchasing." Preliminary studies indicate that assembly time is roughly proportional to the number of parts assembled. It has been shown that the number of parts in a design can be decreased by 20 to 40 percent when engineers are told to design the product to minimize the number of parts. Six Sigma is a way to measure supplier quality. Supplying firms that follow the core philosophy of Six Sigma will make excellent strategic partners. Six Sigma suppliers focus on (1) defects per million as a standard metric, (2) providing extensive employee training, and (3) the reduction of non-value-added activities.

An awareness of the Taguchi philosophy, with a program to integrate design and manufacturing, is the ingredient many manufacturers need to produce high-quality, low-cost products. SPC alone will only determine conformance to design. It will not produce designs that enable firms to compete effectively in the world market in the millennium.

## Part Four. Price/Cost Analysis and Negotiation Strategies

**Chapter 13** focuses on price determination, which is one of the most important decisions that successful organizations make. The purchasing professional must become an expert for the products or services for which they are responsible. Given the complexity of the buying decision, the purchasing professional must be prepared to analyze each significant buying situation on the basis of the conceptual and the economic impacts of various buying decisions. The foundations for price determination are rooted in the *economics* and *psychology* disciplines. It is conceivable that a powerful buyer could force a supplier to eliminate its overhead from the ultimate price. Price determination is becoming the most important competitive weapon necessary to ensure survival in today's competitive environment. Companies are spending an increasingly larger percentage of their revenue dollars for the acquisition of goods and services.

**Chapter 14** examines the important human interactions called *bargaining* and *negotiation* in a setting. Bargaining occurs between individuals, groups, organizations, and countries. In this chapter we consider bargaining between two parties, each possessing resources the other side desires. Having two parties involved in distributed bargaining leads to a situation where the parties are in basic conflict and competition because of a clash of goals: the more one party gets, the less the other gets. Integrative bargaining is a situation where some areas of mutual concern and complementary interest exist. The situation is a varying-sum schedule such that by working together, both parties can increase the total profits available

to be divided between them. The distributive bargaining situation has been fully explored by psychologists. Economists, on the other hand, have spent most of their efforts in examining bargaining in integrative bargaining situations. An experiment in distributive bargaining also is included to better illustrate effects of both economic and psychological aspects on the outcome of bargaining situations. The experiment examines the effect of contingency compensation on both buyers and sellers. It also allows speculation about the differences in the power system of buyers and sellers and how they affect the outcome of bargaining situations.

## Part Five. Special Purchasing Applications

**Chapter 15** provides an in-depth analysis of transportation costs. With JIT systems, transportation costs are magnified. Some of the transportation costs include such activities as selecting the mode of transportation to be used in moving a particular shipment. In the most recent census data, transportation costs were about \$848 billion. Over-the-road transportation accounts for approximately 90 percent of total transportation costs. In other words, a large share of the expenditures are associated with moving products from the manufacturing facility to the ultimate consumer. The competition in the trucking industry is fierce, so in order to be successful, a carrier must provide the shipper with high service and low costs. The general consensus is that on-time delivery and price are the key competitive criteria. The chapter concludes with interviews with three *Fortune* 500 purchasing executives.

In **Chapter 16** a step-by-step capital acquisition process is given. The steps are based on (1) requisition, (2) company objectives, (3) new product ideas, (4) cash flow analysis, (5) an economic evaluation, (6) a financial plan analysis, and (7) expenditure control. Next, an extensive lease-versus-buy decision is discussed and illustrated. When does it make more sense to buy capital equipment? When does it make more sense to lease? A detailed tutorial on lease-versus-buy decision is given in the chapter appendix.

**Chapter 17** is a special feature of the textbook. The cost of health care is expected to increase at an accelerating rate. Many businesses and health care organizations will be driven from the market because of uncontrollable nonsalary costs and declining profits. This radical shift is the result of increased price competition and the regulatory environment. The focus of this chapter is on purchasing day-to-day supplies and capital equipment acquisition. The day-to-day services include dietary, linen, housekeeping, physical plant engineering, pharmacy, laboratory, inpatient treatment (nursing units), surgery, radiology, administration, and others. Each area has specific and often unique materials and supply needs, creating a requirement in these facilities for a supply management system that can provide the necessary supplies when needed. In the current climate of increasing health care costs, systems inventory must be optimized without sacrificing the level of service provided. Finally, businesses spend hundreds of millions of dollars on group health plans every year. Premiums continue to increase. In 2008 health care costs accounted for approximately 14 percent of GNP. According to the Kaiser Family Foundation Employer Health Benefits Annual Survey, the costs for providing health insurance increased by an average of 14.2 percent in 2008, the fourth straight year of double-digit premium increases. Health care benefits costs have clearly dominated overhead expenditures. Employers are responding to the increased health care benefits costs by moving away from traditional employer-sponsored insurance plans to consumer-driven health care plans.

**Chapter 18** focuses on procuring professional services. The service sector has taken on an increasingly important role in the world economy. In the United States, jobs in the service sector have increased from just under 50 percent to 85 percent of the total jobs. Thus, the purchasing of professional services is gaining exceptional attention. The largest growth has come from the governmental sector. Unlike manufacturing it is more difficult to measure the performance of design consultants, contractors, and inspectors. The chapter ends with an appendix dedicated to an extensive example of the scope of work for a federal highway administration project.

## SUPPLEMENTS

**Online Learning Center:** [www.mhhe.com/benton2e](http://www.mhhe.com/benton2e)

The Instructor Edition of the *Purchasing and Supply Chain Management*, 2/e OLC is password-protected and a convenient place for instructors to access course supplements. Resources for professors include the Instructor's Manual, PowerPoint slides, solutions to exercises, sample syllabi, sample exam questions, and comprehensive solutions to the case studies. The case solutions are based on the latest research and theoretical developments.

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The statements contained in *Purchasing and Supply Chain Management* are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While *Purchasing and Supply Chain Management* and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within *Purchasing and Supply Chain Management* labeled selected questions according to the six general knowledge and skills areas.



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Email: benton.1@osu.edu

www.supplychain-mgt.com

W. C. Benton Jr.

*Semper Fidelis*

# About the Author

W. C. Benton Jr. is the Edwin D. Dodd Professor of Management and Distinguished Research Professor of Operations and Supply Chain Management in the Max M. Fisher College of Business at The Ohio State University, where he teaches courses in the business of health care, purchasing/supply chain management, manufacturing planning and control, operations analysis, and facility design to undergraduates, MBAs, and doctoral candidates. Dr. Benton resides in Columbus, Ohio, and received his doctorate in both operations and systems management and quantitative business analysis from Indiana University, Bloomington, Indiana.

Ranked number one out of 753 operations management researchers in terms of quality and quantity, Dr. Benton's vast research and writing accomplishments include more than 125 articles in the areas of health care performance issues, economics of cardiovascular surgery, purchasing management, inventory control, supply chain management, quality assurance, and materials management that have appeared in *The New England Journal of Medicine*, *Annals of Thoracic Surgery*, *American College of Physician Executives*, *Decision Sciences*, *Journal of Operations Management*, *Naval Research Logistics*, *IEE Transactions*, *European Journal of Operational Research*, *Quality Progress*, *Naval Research Logistics*, *The Journal of Business Logistics*, *The Journal of Purchasing and Supply Chain Management*, *Production and Operations Management*, *Interfaces*, and *Journal of Supply Chain Management*. His book entitled *Construction Purchasing and Supply Chain Management* with co-author Linda F. McHenry was released on August 4, 2009. Dr. Benton's textbook entitled *Purchasing and Supply Management* was released in June 2006, and he authored "Bargaining, Negotiations, and Personal Selling" for the *Handbook of Economic Psychology*. He currently serves as an associate editor for the *Journal of Operations Management*, *Decision Sciences*, *Production and Operations Management*, and *Journal of Supply Chain Management*, and as a special issue editor for the *European Journal of Operational Research*. For the Engineer and Manufacturing and Service Enterprise Systems Divisions at the National Science Foundation, he is a research panel member.

Professor Benton's expert contribution to the business and governmental arena includes consultancy for Grant Hospital; Ashland; IBM; RCA; Frigidaire; The Ohio Department of Transportation; The Florida Department of Transportation; The Indiana Department of Transportation; The South Carolina Department of Transportation; The Alabama Department of Transportation; The Kentucky Department of Transportation; The Federal Highway Administration; Battelle Institute; The U.S. Air Force; Gelzer Automated Assembly Systems; Bitronics, Inc.; The Ohio Bureau of Disability Determination; Bio-Ohio; The Carter Group Canada; and others.

He serves on the board of directors for the Healthcare Accreditation Colloquium, Inc.; The Sleep Medicine Foundation; The House of Hope; and The Supply Chain Research Group, and he is a member of the Decision Sciences Institute, The Institute of Management Sciences, The Institute of Supply Management, The Production and Inventory Control Society, the Operations Management Association, American Society for Quality Control, Society of Logistics Engineers, The Mathematical Association of America, and others.

# Note to Students

The material contained in this textbook is practical, relevant, and useful. The lessons you learn from this book are based on proven conceptual and analytical principles. The concepts covered in each chapter are relatively simple and highly intuitive.

The primary focus is on the interrelationships of purchasing/supply chain management with the rest of the functional and system areas of the organization with particular emphasis on the interface with marketing, operations management, and supply chain management. The ultimate goal for any for-profit concern is to quickly transform all purchased resources into *sales*.

At the conclusion of a course in purchasing, you should be able to competently buy products or services for profit and nonprofit organizations. In addition, you should be able to view how the purchasing/supply function affects the throughput of the entire operation of the organization and how the purchasing activity fits within the supply chain management field. This textbook is also an excellent preparation for the Certified Purchasing Manager (C.P.M.) program sponsored by the Institute of Supply Management (ISM).

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