

上海市高校教育高地建设专业教材  
现代物流管理系列教材

# 物流英语

(第二版)

WULIU YINGYU

景 平 姚 薇 主 编




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# 总 序

自 1979 年从日本引入“物流”这一概念以来,随着改革开放政策的深入,以及在国民经济的快速、健康和持续发展的形势下,我国对物流的需求不断扩大,政府、企业 and 教育领域也越来越多地关注现代物流的发展,物流业和物流人才的培养得到了长足的发展。近年来,美国的联邦快递、丹麦的马士基、日本的佐川急便、德国的西门子等一批跨国物流企业都在角逐世界物流市场,与其相关的各类企业也纷纷进入物流领域,物流发展已进入无国界的供应链时代。但是,由于我国现代物流发展起步较晚,处于起步阶段,与发达国家尚有不小的差距。面对我国加入 WTO 所承诺的逐步放开物流市场的发展趋势,提高我国物流业在竞争日趋激烈的世界物流大市场中的竞争力,需要大力发展我国的现代物流业。

完善的学科体系和高素质的人才推动现代物流业发展的关键因素之一。教育部在 2003 年调整本科专业时,在管理和工程门类下新设立了物流管理和物流工程专业,说明物流管理和物流工程专业已经为企业效益的增长和社会经济的发展起到了应有的作用,也标志着物流学科的重要地位得到了社会各界的承认和重视。目前,我国已有 200 余所高校开设了物流管理和物流工程专业,物流教育正处于蓬勃发展时期,这为我国改革开放和物流事业的发展提供了可贵的人力资源支持。但现代物流作为一门新兴的学科,现有的学科体系和人才培养体系尚处于建设完善阶段,物流理论和实践的研究也有待于进一步深入。在我国经济快速增长从而对物流需求的规模不断扩大的趋势背景下,通过教材建设和学科体系的完善来培养和造就一大批熟悉物流业务、具有物流运作能力的专业技术人员和管理人员,对当前我国解决物流人才匮乏和物流管理水平较低等问题有着十分重要的意义。

上海是我国经济发展的前沿,在推进“四个中心”建设,尤其是国际航运中心建设的过程中,对物流人才的需求将大幅上升,这给上海高校物流人才的培养提出了更高的要求。2005 年,上海市教委将上海第二工业大学的物流管理专业作为上海市的教育高地予以重点投入和建设,物流教材建设是其中一个主要的内容。为此,上海第二工业大学从物流学科体系建设的角度出发,组织了一批有多年教学和实践经验的专家、学者,编写并出版了这套物流管理专业系列核心教材。从学科体系结构安排上看,该套教材体现了科学的态度和创新的原则,在全面考虑我国物流市场发展和教育现状的基础上,汲取了当今管理学、经济学、信息学、工程技术学及相关领域的理论和

方法以及最新研究成果,归纳、总结了国内外物流理论和实践经验,吸收了具有研究价值和实用价值的知识和方法,具有科学的创新性。从编写的内容上看,该套教材着眼于物流应用能力的培养,在对目前物流人才市场和企业实际需求进行调研分析以及对各类教育培训机构进行广泛调查的基础上,密切结合了国内外物流业的实践和发展趋势,集成了物流基本理论和实践经验,吸收了物流市场的新变化、物流企业实践的新经验和物流教学研究的新成果等,具有知识和应用的双重性。从物流人才培养来看,该套教材着眼于应用人才的培养,在介绍物流基本原理和基本方法的基础上,通过案例分析了物流管理实际操作工序及方法的运用,具有较强的操作性和应用性。总而言之,该套教材结构合理、脉络清楚、内容丰富、应用性强,充分体现了理论和实践相结合的原则,是一套具有理论指导性、知识普及性、操作应用性和专业参考性的优秀教材。

最后,希望该套教材的出版和发行,能成为我国物流人才培养的知识之源和读者的良师益友,同时,也能成为我国物流学科体系的建设,以及物流管理专业教材的更新和完善的基础之一,进而为全面推动我国物流事业的发展提供必要的支持和保障。

黄有方  
上海海事大学副校长  
教授 博士生导师  
2007年1月

# 再版前言

本书首次出版于2004年,当时物流专业的教育在国内起步不久,物流行业的发展也处于较早的阶段。本书通过大量英文专业资料和专业词汇的介绍,为广大物流专业的师生和物流行业的从业人员提供了了解国外物流发展动态和掌握物流知识的语言方面的工具,长期以来为读者所选用,也受到了读者的广泛欢迎,出版至今,市场反应良好。

然而,在整个物流行业快速发展和物流信息日益更新的新环境下,笔者深刻感觉到,旨在介绍和传播知识与信息的教材或专业指导书也应该不断更新、与时俱进,这样才能在更大程度上满足读者的需要,发挥更大的作用。因此,在本书再版时,笔者就内容、结构、体例等各方面作了精心的调整,调整幅度达到一半以上。

在内容上删除了原书中相对陈旧的内容,调整了原先一些文章的篇幅,增加了大量新的内容,特别是增加了许多新的案例,使理论性内容更直观,全书结构也更合理,同时消除了初版部分内容比较晦涩难懂的现象。另外,本次再版的一个重大调整就是对每篇文章增加了选择题,便于读者了解自己对文章内容的掌握情况,同时,对每章的习题作了更加细致的安排,题型更加丰富多样,读者使用更方便。

本次修改编写主要由景平和姚薇负责,全书结构由景平拟定并负责第2、4、5、6、7、9、10、11、12、14章的改编,姚薇负责第1、3、8、13、15章的改编工作,另外,林慧丹、燕春蓉、杨飞等为本书提供了资料和有益的建议,并参与了部分修改工作,在此表示感谢。

读者若对本书有意见或建议,欢迎指正,也可以直接联系笔者(邮箱:jingping@ems.sspu.cn)。

编者  
2009年7月

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## **Unit One**

# **An Introduction to Logistics**

### **Text One**

#### **Profile of Logistics**

Logistics played a vital role in wars.

In 1991, the Gulf War gave the world a dramatic example of the importance of logistics. As a precursor to the war, the United States and its allies moved huge amounts of materials over great distance in what were thought to be impossibly short time. Half a million people and over half a million tons of materials and supplies were airlifted 12,000 kilometers with a further 2.3 million tons of equipment moved by sea—all of this achieved in a matter of months.

In the Second World War, the Allied Forces' invasion of Europe was also a highly skilled exercise in logistics. Some people said the battle was won or lost by quartermasters.

Though the Generals and Field Marshals from the earliest times have understood the critical role of logistics, strangely it is only in the recent past that business organizations have come to recognize the vital impact that logistics can have in the achievement of competitive advantage. This lack of recognition partly springs from the relatively low level of understanding of the benefits of integrated logistics. It has taken a further 70 years or so for the basic principles of logistics to be clearly defined.

#### **Concept of Logistics**

What is logistics in the sense that it is understood today? There are a number of definitions of what is understood by the word logistics and, in some senses, the use of the

word is simple, while in others it is more complex. The following definitions will help understand the term:

Logistics: The procurement, maintenance, distribution, and replacement of personnel and material.

—*Webster's Dictionary*

Logistics (business definition): A business-planning framework for the management of material, service, information and capital flows. It includes the increasingly complex information, communication and control systems required in today's business environment.

—Logistics Partners Oy, Helsinki, FI

Logistics: The process of planning, implementing, and controlling the efficient, effective flow and storage of raw materials, in-process inventory, finished goods and related information from point of origin to point of consumption for the purpose of meeting customer requirements.

—Canadian Association of Logistics Management

Logistics: The art of maintaining control over worldwide supply chains by a combination of transport, warehousing skills, distribution management and information technology.

—Benson, D. and Whitehead, G., *Elements of Transport and Logistics*

Logistics: The process of strategically managing the movement and storage of raw materials, component parts and finished goods throughout the business from suppliers to final delivery to customers.

—Christopher, M., *Logistics: The Strategic Issues*

From these definitions, we can define logistics as follows:

Logistics is the process of strategically managing the procurement, movement and storage of materials, parts and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that the current and future profitabilities are maximized through the cost-effective fulfillment of orders.

This basic definition will be extended and developed as time goes by, but it makes an adequate starting point.

### Activity of Logistics System

Logistics involves the total movement of materials through the enterprise, including

the movements of documents and other facilitators to movement. It includes the management of the interruptions to movement, such as storage. Logistics can only be successfully undertaken as an integrated activity in the business environment if it is allied to information systems.

A logistics system can be composed of many different functional activities, including customer service, demand forecasting, order processing, procurement, production planning, packaging, storage, materials handling, inventory management, transportation, facility location, salvage and scrap disposal, return goods handling, information processing etc.

In addition, manufacturing and retail companies have been able to contract out parts of their logistics operation to third parties like distribution companies, while still retaining effective control by the use of accurate and timely information transfer. This information transfer involves the use of the latest developments, such as satellite technology, barcodes, hand-held terminals, EDI and EPOS. The use of open information systems providing clearer, more reliable information can be shared by different organizations using electronic data transfer and enabling the development of a logistics chain. These developments can result in reduced lead time from ordering a product to delivery and lower inventory because of better production and distribution planning, reduced total logistics costs and better customer service.

## Words & Expressions

precursor <i>n.</i>	先驱,前身
ally <i>v. /n.</i>	结盟,联姻
quartermaster <i>n.</i>	军需官
integrated <i>adj.</i>	综合的,整体的,一体化的
procurement <i>n.</i>	采购,征购;获得,取得
maintenance <i>n.</i>	维护
distribution <i>n.</i>	分销
framework <i>n.</i>	构架,框架
implement <i>v.</i>	执行
inventory <i>n.</i>	库存
a matter of	大约
spring from	发源于;来自于

lead time	前置时间
salvage and scrap disposal	残值及废料处理
in-process	在制品

### *Exercises*

**Choose the best answer according to the text:**

1. The benefits of logistics were initially recognized in which area? ( ).  
A. Business area      B. Military area      C. Civil area      D. Political area
2. From the Second World War, people drew a conclusion that nowadays war was won or lost by ( ).  
A. military technology      B. wise direction  
C. supply of money      D. quartermasters
3. Leading-edge logistics can not be successfully undertaken as an integrated activity in the business environment without the help of ( ).  
A. management      B. government  
C. information technology      D. partners
4. According to *Webster's Dictionary*, logistics activities also handle ( ) besides material.  
A. personnel      B. service      C. information      D. asset

### **Text Two**

#### **Integration in Logistics Management**

Nowadays, integration has been one of the dominant themes in the development of logistics management. This development began around forty years ago with the integration at a local level of transport and warehousing operation into physical distribution systems. Today, many businesses are endeavoring to integrate supply networks that traverse the globe, comprise several tiers of suppliers and distributors, and use different transport modes and carriers. The process of integration has changed the way that companies manage the transportation, storage, and handling of their products. Traditionally, these activities were viewed as basic operations subservient to the needs of the functions. Their integration into a logistics system has greatly enhanced their status and has given them a new strategic importance.

The process of logistics integration can be divided into four stages :

The first stage in the process is generally considered to have been the “revolution in physical distribution management” which began in the early 1960s in the USA and involved the integration into a single function of activities associated with the outbound distribution of finished goods. Formerly, logistics was a fragmented and often uncoordinated set of activities spread throughout various organizational functions with each individual function having its budgets and priorities and measurements. Separate distribution departments were created which, for the first time, were able to coordinate the management of transport, warehousing, inventory management, materials handling, and order processing.

The second stage is generally known as “materials management” which means the general principle in physical distribution management (PDM) is subsequently applied to the inbound movement of materials, components, and subassemblies. By the late 1970s, many firms had established “logistics departments” with overall responsibility for the movement, storage, and handling of products upstream and downstream of the production operation. This enabled them to exploit high-level synergies, share the use of logistics assets between inbound and outbound flows, and apply logistical principles more consistently across the business.

Within the third stage, “systems integration” occurred, many firms tried to coordinate logistics more closely with other functions; it means that a logistics system with cross-functional integration should achieve greater results than one deficient in coordinated performance. With the emergence of business process re-engineering (BPR) in the early 1990s, the relationship between logistics and related functions was redefined. BPR identifies a series of core processes that cut across traditional functional boundaries and are essentially customer-oriented. Effective management of these processes requires the development of new working relationships between functions and the formation of more cross-functional teams.

And, in the fourth stage, the main driver of the Supply Chain Management (SCM) over the past 20 years has unquestionably been the desire to minimize inventory. Uncertainty about the behavior of suppliers and customers causes firms to accumulate buffer stock. More open exchange of information and closer integration of logistics activities enable companies to cut lead time and reduce stocks, to their mutual advantage and the benefit of the supply chain as a whole.

It is difficult to define the exact chronology of the process of integration as it has dif-

fused at different rates across industrial sectors, countries, and company size categories. There are still many small and medium-sized businesses that have not yet embraced fully the principles of PDM and whose distribution management is still highly fragmented. While at an individual company level the process of logistics integration has proceeded at varying rates, the sequencing of the four stages has been more regular. There is general agreement that companies must integrate their internal logistics operations before attempting to link these operations with those of external suppliers and distributors.

In fact, the application of new technology has been the principal force in moving firms from stage 1 to stage 2 (functional integration). The transition to stage 3 (internal integration) involves primarily a change in organizational structure, while to attain stage 4 (external integration) management must undergo a major attitudinal change.

### Words & Expressions

Integration <i>n.</i>	整合, 一体化
traverse <i>v.</i>	走过、横贯或穿越(某地区)
subservient <i>adj.</i>	次要的, 从属的
fragmented <i>adj.</i>	破裂的, 分割开的
budget <i>n.</i>	预算
synergy <i>n.</i>	协同, 共同合作
chronology <i>n.</i>	年表
diffuse <i>v.</i>	分散
deficient <i>adj.</i>	不足的
physical distribution	实体配送
material management	物料管理
cross-functional	跨职能的
buffer stock	缓冲库存

### Exercises

Choose the best answer according to the text:

1. Which of the following has been one of the dominant themes in the development of logistics management? ( ).

A. Integration

B. 3PL

C. SCM

D. Globalization

2. The first stage in the process deals with the integration of activities associated with the distribution of ( ).

- A. raw material      B. in-process      C. finished goods      D. service

3. In the ( ) stage, logistics departments was set up with overall responsibility for the movement, storage, and handling of products upstream and downstream of the production operation.

- A. first      B. second      C. third      D. fourth

4. What has acted as the main driver of the SCM over the past 20 years? ( ).

- A. The desire to minimize inventory      B. The desire to reduce cost  
C. The desire to increase service level      D. The desire to increase profit

5. BPR identifies a series of core processes that cut ( ) traditional functional boundaries and are essentially customer-oriented.

- A. down      B. on      C. in      D. across

### Text Three

## The Changing Logistics Environment

As the competitive context of business continues to change, bringing with it new complexities and concerns for management generally, it also has to be recognized that the impact of these changes on logistics can be considerable. Indeed, of the many strategic issues that confront the business organization today, perhaps the most challenging ones are in the area of logistics.

These challenges, perhaps the most pressing currently, are:

- The customer service explosion
- Time compression
- Globalization of industry
- Organizational integration

### The Customer Service Explosion

So much has been written and talked about service, quality and excellence that there is no escaping the fact that the customer in today's marketplace is more demanding, not just of product quality, but also of service.

Customer service may be defined as the consistent provision of time and place utili-

ty. In other words, products don't have value until they are in the hands of the customer at the time and place required. There are clearly many facets of customer service, ranging from on-time delivery through to after-sales support. Essentially the role of customer service should be to enhance "value-in-use", meaning that the product becomes worth more in the eyes of the customer because service has added value to the core product. In this way, significant differentiation of the total offer (that is the core product plus the service package) can be achieved.

Those companies that have achieved recognition for service excellence, and thus have been able to establish a differential advantage over their competition are typically those companies where logistics management is a high priority. Companies like Xerox, BMW and Dell Computers are typical of such organizations.

### **Time Compression**

One of the most visible features of recent years has been the way in which time has become a critical issue in management. Product life cycles are shorter than ever, industrial customers and distributors require just-in-time deliveries, and end users are ever more willing to accept a substitute product if their first choice is not instantly available.

All of these initiatives are indeed necessary if the business is to stay alive. However, among all the concerns with the process of creating and managing innovation, there is one issue that perhaps is only now being given the attention it demands. That issue is the problem of extended logistics lead time.

The concept of logistics lead time is simple: How long does it take to convert an order into cash? While management has long recognized the competitive impact of shorter order cycles, this is only a part of the total process whereby working capital and resources are committed to an order.

To overcome these problems and to establish enduring competitive advantage by ensuring timely response to volatile demands, a new and fundamentally different approach to the management of lead time is required.

### **Globalization of Industry**

The third of the strategic issues that provide a challenge for logistics management is the trend towards globalization.

A global company is more than a multinational company. In the global business mate-



rials and components are sourced worldwide, manufactured offshore and sold in many different countries perhaps with local customization.

Such is the trend towards globalization that it is probably safe to forecast that before long most markets will be dominated by global companies. The only role left for national companies will be to cater for specific and unique local demands, for example, in the food industry.

For global companies, the management of the logistics process has become an issue of central concern. The difference between profit and loss on an individual product can hinge upon the extent to which the global pipeline can be optimized, because the costs involved are so great. The global company seeks to achieve competitive advantage by identifying world markets for its products and then developing a manufacturing and logistics strategy to support its marketing strategy. So a company has dispersed assembly operations to key overseas markets and uses global logistics channels to supply parts to offshore assembly plants and after-markets.

### **Organizational Integration**

While the theoretical logic of taking a systems view of the business might be apparent, the reality of practical implementation is something else. The classical business organization is based upon strict functional divisions and hierarchies.

In these conventional organizations, materials managers manage materials, while production managers manage production, and marketing managers manage marketing. Yet these functions are components of a system that needs some overall plan or guidance to fit together. Managing the organization under the traditional model is just like trying to complete a complex jigsaw puzzle without having the picture on the box cover in front of you.

To achieve a position of sustainable competitive advantage, tomorrow's organization will be faced with the need to dispense with outmoded labels like marketing manager, manufacturing manager or purchasing manager. Instead, we will need broad-based integrators who are oriented towards the achievement of marketplace success based upon managing processes and people that deliver service. Generalists rather than narrow specialists will increasingly be required to integrate materials management with operations management and delivery. Knowledge of systems theory and behaviors will become a prerequisite for this new type manager.