

# 物流职业英语

## Logistics English

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华东师范大学出版社

## 图书在版编目(CIP)数据

物流职业英语 / 朱红, 姚济国主编. —上海: 华东师范大学出版社, 2014.6  
创新物流专业系列教材  
ISBN 978-7-5675-2250-3

I. ①物… II. ①朱… ②姚… III. ①物流-英语-高等职业教育-教材 IV. ①H31

中国版本图书馆CIP数据核字(2014)第145910号

## 物流职业英语

总 主 编 文振华  
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装帧设计 创图文化

出版发行 华东师范大学出版社  
社 址 上海市中山北路3663号 邮编 200062  
网 址 [www.ecnupress.com.cn](http://www.ecnupress.com.cn)  
电 话 021-60821616 行政传真 021-62572105  
客服电话 021-62865537 门市(邮购)电话 021-62869887  
地 址 上海市中山北路3663号华东师范大学校内先锋路口  
网 店 <http://hdsdcbs.tmall.com>

印 刷 者 成都市海翔印务有限公司  
开 本 787×1092 16开  
印 张 17  
字 数 291千字  
版 次 2014年8月第1版  
印 次 2014年8月第1次  
书 号 ISBN 978-7-5675-2250-3/H·706  
定 价 45.00元

出 版 人 王 焰

(如发现本版图书有印订质量问题,请寄回本社客服中心调换或电话021-62865537联系)

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# Chapter 1

## Brief Introduction to Logistics

### 物流学简介



- ◆ Knowledge: ABCs of Logistics  
知识：物流学常识
- ◆ Dialogue: Introducing a Logistics Company  
对话：介绍物流公司
- ◆ Case: Wal-Mart's Success  
案例：沃尔玛的成功
- ◆ Document: Bill of Lading  
单证：提货单
- ◆ Grammar: Subject and Verb Agreement  
语法：主谓一致





## Part One Logistics Knowledge 物流知识

Read the following passage on logistics, and do the exercises followed.

### ABCs of Logistics 物流学常识

#### I. Origin of Logistics 物流起源

The concept of “Logistics” started many years before Christ and was used by Greek generals (Leon the Wise, Alexander the Great<sup>[1]</sup>) in order to describe all the **procedures** for the army’s **procurement** on food, clothing, **ammunition**, etc.

Alexander the Great was a big fan of the **mobility** of his troops, and he didn’t want his **troops** to stay in one place waiting for supplies from **Macedonia**. Thus, he tried to **resolve** the issues of supplies by using supplies from the local resources of his defeated enemies.

For many years, logistics were always an issue in war affairs. Kingdoms and generals with **strategic** planning on logistics were those who won the war.



World War II was the major **motivation** of logistics to increase **recognition** and emphasis, following the clear importance of their contribution toward the **Allied** victory.

Starting from the early 60s, many factors, such as **deregulation**, competitive pressures, information technology, globalization, profit **leverage**, etc., **contributed** to the increase of logistics science in the form we know today.

#### II. Definition of Logistics 物流定义

Logistics, according to Council of Logistics Management<sup>[2]</sup>, is the process of planning, **implementing** and controlling the efficient, cost-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 **conforming** to customer requirements. The mission of logistics is 7Rs, that is, to have the right item in the right quantity at the right time at the right place for the right price in the right condition reach the right customer.





### III. Key Activities in Logistics 物流中的主要活动

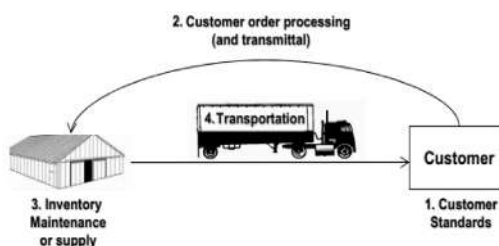
The logistics activities can be classified into: **core** and supporting activities.

The core activities take place in every supply channel (as can be seen from the figure).

They contribute the most to the total cost of logistics, or they are **essential** to the effective **coordination** and completion of the logistics task.

Here are four core activities:

1. Customer service (typically defined by marketing);
2. Information flows and order processing;
3. Inventory management;
4. Transportation.



### IV. Supporting Activities in Logistics 物流中的辅助活动

Supporting activities vary from company to company. A **comprehensive** list includes:

1. Warehousing (Space determination, stock **layout**, **configuration**, stock placement);
2. Materials handling (equipment selection & **replacement** policies, order-picking procedures, stock storage & **retrieval**);
3. Purchasing (supply source selection, purchase timing, purchase quantities);
4. Protective packaging (designed for handling, storage, protection from loss/damage);
5. Cooperation with production/operations (specify **aggregate** quantities, sequence & time production output, schedule supplies);
6. Information maintenance (information collection, storage & **manipulation**, data analysis, control procedures).



### V. Role and Importance of Logistics 物流的作用及重要性

Logistics in an organization is considered as a continuation of marketing. Logistics plays a **critical** role in each of the three critical elements of the marketing concept (customer satisfaction, **integrated** effort / systems approach and corporate profit) in several ways.

Since the beginning of human civilization, there has been the “move” of the



goods, so we should say, “logistics is anything but a newborn baby.” However, when it comes to modern logistics, most professionals in the business consider it one of the most complicated and exciting jobs, invisible

as it is. “Logistics is a unique global pipeline that operates 24 hours a day, seven days a week and 52 weeks a year, planning and coordinating the transport and delivery of products and service to customers the world over.”



## Word Tips

| 词项                                      | 词性             | 词义                          |
|-----------------------------------------|----------------|-----------------------------|
| <b>procedure</b> /prə'si:dʒə/           | <i>n.</i>      | 程序, 手续; 步骤                  |
| <b>procurement</b> /prə'kjʊəmənt/       | <i>n.</i>      | 采购; 获得, 取得                  |
| <b>ammunition</b> /æmjʊ'nɪf(ə)n/        | <i>n.</i>      | 弹药; 军火                      |
| <b>mobility</b> /məʊ'bɪləti/            | <i>n.</i>      | 移动性; 机动性                    |
| <b>Macedonia</b> /,mæsi'dəʊnjə/         | <i>n.</i>      | 马其顿(巴尔干半岛一古国)               |
| <b>resolve</b> /rɪ'zɒlv/                | <i>vt./vi.</i> | 决定; 溶解; 使……分解; 决心要做……       |
| <b>strategic</b> /strə'tɪdʒɪk/          | <i>adj.</i>    | 战略上的, 战略的                   |
| <b>motivation</b> /məʊti'veɪf(ə)n/      | <i>n.</i>      | 动机; 积极性; 推动                 |
| <b>recognition</b> /,rekəg'nɪʃən/       | <i>n.</i>      | 识别; 承认, 认出; 重视; 赞誉; 公认      |
| <b>allied</b> /'ælaɪd/                  | <i>adj.</i>    | 联合的; 同盟的; 与……同属一系           |
| <b>deregulation</b> /dɪ'regju,leɪʃən/   | <i>n.</i>      | 违反规定, 反常; 撤消管制规定            |
| <b>leverage</b> /'levərɪdʒ/             | <i>n.</i>      | 手段, 影响力; 杠杆作用; 杠杆效率         |
| <b>contribute to</b>                    |                | 有助于; 捐献                     |
| <b>implement</b> /'ɪmplɪment/           | <i>vt./n.</i>  | 实施, 执行; 实现, 使生效; 工具, 器具; 手段 |
| <b>consumption</b> /kən'sʌmpʃən/        | <i>n.</i>      | 消费; 消耗                      |
| <b>conform</b> /kən'fɔrm/               | <i>vt./vi.</i> | 符合; 遵照; 适应环境/使遵守; 使一致; 使顺从  |
| <b>essential</b> /ɪ'senʃl/              | <i>adj.</i>    | 基本的; 必要的; 本质的; 精华的          |
| <b>coordination</b> /kəʊ,ɔ:drɪ'neɪʃən/  | <i>n.</i>      | 协调, 调和; 对等, 同等              |
| <b>comprehensive</b> /kəmprɪ'hensɪv/    | <i>adj.</i>    | 综合的; 广泛的; 有理解力的             |
| <b>layout</b> /'leɪ, aʊt/               | <i>n.</i>      | 布局; 设计; 安排; 陈列              |
| <b>configuration</b> /kən,fɪgʒə'reɪʃən/ | <i>n.</i>      | 配置; 结构; 外形                  |
| <b>replacement</b> /rɪ'pleɪsmənt/       | <i>n.</i>      | 更换; 复位; 代替者; 补充兵员           |



| 词项                             | 词性   | 词义                    |
|--------------------------------|------|-----------------------|
| retrieval /rɪ'tri:vəl/         | n.   | 检索;恢复;取回;拯救           |
| aggregate /'ægrɪgət/           | adj. | 聚合的;集合的;合计的           |
| sequence /'sɪkwəns/            | n.   | [数][计] 序列;顺序;续发事件     |
| manipulation /mə'nɪpjʊ'leɪʃən/ | n.   | 操纵;操作;处理;篡改           |
| critical /'krɪtɪkl/            | adj. | 决定性的;评论的;批评的,爱挑剔的;危险的 |
| integrated /'ɪntɪgreɪtɪd/      | adj. | 综合的;完整的;互相协调的         |
| pipeline /'paɪplaɪn/           | n.   | 传递途径;管道;输油管           |

### Word Tips

- Alexander the Great:** 亚历山大大帝(公元前356年7月22日—前323年6月10日),即马其顿国王亚历山大三世,是古希腊北部马其顿的国王。生于佩拉,到16岁为止一直由亚里士多德任其导师。30岁时,已经创立古代历史上最大的帝国。他一生未尝败绩,被认为是历史上最成功的统帅之一。
- Council of Logistics Management:** “美国物流管理协会”,简称CLM,是全球最有影响的物流专业组织。于2005年1月1日正式更名为“美国供应链管理专业协会”(Council of Supply Chain Management Professionals,简称CSCMP)。

### Notes

## Exercises

### I. Based on the above passage, choose the best answer for each of the following.

- \_\_\_\_\_ is NOT mentioned as a procedure for the ancient army's procurement.
  - Food
  - Ammunition
  - Vehicle
  - Clothing
- \_\_\_\_\_ is NOT mentioned as a factor contributing to the increase of logistics science in the form we know today.
  - Competitive pressure
  - Strategic planning
  - Deregulation
  - Information technology
- Logistics, as its definition suggests, is a process from point of origin to point of consumption for the purpose of conforming to customers' \_\_\_\_\_.
  - consumption
  - purchase
  - satisfactory
  - requirements
- Core activities in Logistics include customer service, \_\_\_\_\_, inventory



management and information and order processing.

A. transportation

B. warehousing

C. purchasing

D. information maintenance

5. \_\_\_\_\_ does NOT belong to information maintenance.

A. Storage & manipulation

B. Inventory management

C. Data analysis

D. Control procedures

## II. Based on the above passage, answer the following questions.

1. How did Alexander the Great get supply for his arm?

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2. What are the factors contributing to the increase of logistics science in the form we know today?

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3. What are the 7Rs in the mission of Logistics?

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4. What supporting activities does Logistics include?

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5. What are the three critical elements of the marketing concept?

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## III. Fill in the blanks by using the words or phrases given in the following box.

|             |           |               |             |               |
|-------------|-----------|---------------|-------------|---------------|
| procedure   | resolve   | motivation    | recognition | contribute to |
| consumption | essential | comprehensive | replacement | critical      |

1. Peace between the two nations will \_\_\_\_\_ the prosperity of the region.

2. By 5:00 P.M. the afternoon of Phil's funeral, the company president had begun, with care and taste, to make inquiries about Phil's \_\_\_\_\_.

3. Libraries are a(n) \_\_\_\_\_ part of this process, providing the only access for those who do not have the resources to purchase or access books and information on their own.

4. With modern technology, \_\_\_\_\_ for boarding at the airport is now simplified.

5. This is why forming the habit of exercise regularly is so \_\_\_\_\_.



6. After the meeting, Mitchell told the journalists it is imperative to achieve a full and \_\_\_\_\_ peace in the region to improve the lives of everyone.
7. On the other hand when we do something because we receive some reward, like a certificate or money, this is extrinsic (外部的) \_\_\_\_\_.
8. Many people always take fuel \_\_\_\_\_ into consideration when they buy cars.
9. After thinking over for half an hour, the nurse \_\_\_\_\_ to report the accident to the hospital's nursing supervisor.
10. There is general \_\_\_\_\_ that logistics plays a far better role than we thought it before.

**IV. Translate the underlined sentences in the above passage into Chinese.**

1. World War II was the major motivation of logistics to increase recognition and emphasis, following the clear importance of their contribution toward the Allied victory.

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2. Logistics, according to Council of Logistics Management, is the process of planning, implementing and controlling the efficient, cost-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 conforming to customer requirements.

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3. They contribute the most to the total cost of logistics or they are essential to the effective coordination and completion of the logistics task.

---

---

4. specify aggregate quantities, sequence & time production output, schedule supplies

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5. Logistics play a critical role in each of the three critical elements of the marketing concept (customer satisfaction, integrated effort / systems approach and corporate profit) in several ways.

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6. However, when it comes to modern logistics, most professionals in the business consider it one of the most complicated and exciting jobs, invisible as it is.

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## Part Two Situational Dialogue 情景对话

### Introducing a Logistics Company 介绍物流公司

#### I. Listen to the dialogue and decide whether the following statements are true (T) or false (F).

1. \_\_\_\_ Expeditors International is a world leading company in terms of logistics, transportations and forwarding freights.
2. \_\_\_\_ Expeditors International provides customers with lots of different services.
3. \_\_\_\_ Being a Fortune 500 company, Expeditors International employs lots of trained professionals in over 250 locations across seven continents.
4. \_\_\_\_ Expeditors International is American first rank logistics company.
5. \_\_\_\_ Lisa, a potential customer, after talking with Peter, the sales representative of Expeditors International, is going to make her final decision.

#### II. Listen to the dialogue again and complete the following tasks.

***Peter, the sales representative of Expeditors International, is talking with Lisa, a potential customer.***

Peter: Hello, Lisa, welcome to Expeditors International. It's my \_\_\_\_\_ to meet you here.

Lisa: My great honor to meet you. May I know your name?

Peter: My name is Peter. I'm glad to have this \_\_\_\_\_ to introduce my company to you.



Lisa: It's very kind of you, go ahead please.

Peter: As you may know, it's a world leading company **in terms of** logistics, transportations and **forwarding** freights.

Lisa: Yes, that's true.

Peter: Our main services cover ocean import & export, air import & export, **customs clearance** & \_\_\_\_\_, warehousing & **distribution**, **insurance**, trucking services import & export and other **value-added-on** services.

Lisa: Wow, it sounds like a **one-stop** logistics company.

Peter: As a Fortune 500 company, we employ over 13,000 trained **professionals** in a worldwide network of over 250 locations across six **continents**.

Lisa: It's **amazing**.

Peter: With modern technology, we \_\_\_\_\_ customers with best routing, pricing **options** and satisfactory services.

Lisa: No wonder it is American first rate logistics company.

Peter: Currently lots of world famous manufacturers choose our company.

Lisa: I see.

Peter: We always **live up to** our promise, "You'd be surprised how far we'll go for you."

Lisa: Your company has done a perfect job.

Peter: Well, here is my business card. Feel free to **contact** me if you need \_\_\_\_\_ information.

Lisa: OK. I'll report to our boss and keep you **updated**. Thank you!

Peter: You're welcome. Hope to see you soon.

| 词项                                     | 词性          | 词义                 |
|----------------------------------------|-------------|--------------------|
| <b>potential</b> /pə'tenʃl/            | <i>adj.</i> | 潜在的; 可能的; 势的       |
| <b>in terms of</b>                     |             | 依据; 按照; 在……方面      |
| <b>forward</b>                         | <i>vt.</i>  | 运送; 转寄             |
| <b>customs clearance</b>               |             | [贸易] 海关放行; 结关      |
| <b>distribution</b> /dɪstrɪ'bjuːʃ(ə)n/ | <i>n.</i>   | 分布; 分配             |
| <b>insurance</b> /ɪn'ʃʊə(ə)ns/         | <i>n.</i>   | 保险; 保险费; 保险契约; 赔偿金 |
| <b>value-added-on service</b>          |             | 增值服务               |
| <b>one-stop</b>                        |             | 一站式的; (美)能提供各种商品的  |

### Word Tips



| Word Tips | 词项                                    | 词性             | 词义              |
|-----------|---------------------------------------|----------------|-----------------|
|           | <b>professional</b> /prəˈfeʃ(ə)n(ə)l/ | <i>adj.</i>    | 专业的;职业的;职业性的    |
|           | <b>continent</b> /ˈkɒntɪnənt/         | <i>n.</i>      | 大陆,洲,陆地         |
|           | <b>amazing</b> /əˈmeɪzɪŋ/             | <i>adj.</i>    | 令人惊异的           |
|           | <b>option</b> /ˈɒpʃ(ə)n/              | <i>n.</i>      | [计]选项;选择权;买卖的特权 |
|           | <b>live up to</b>                     |                | 实现,做到,履行        |
|           | <b>contact</b> /ˈkɒntækt/             | <i>vt./vi.</i> | 使接触,联系          |
|           | <b>updated</b> /ʌpˈdeɪtɪd/            | <i>adj.</i>    | 更新的;现代化的        |

**Task 1: Fill in the blanks with what you hear.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Task 2: Based on what you have heard, match the information in column A with that in column B (There is one extra item in column B).**

| Column A                                 | Column B                                 |
|------------------------------------------|------------------------------------------|
| 1. name of the logistics company ( )     | A. a potential customer                  |
| 2. Lisa ( )                              | B. American first rate logistics company |
| 3. total number of locations ( )         | C. a sales representative                |
| 4. position of the logistics company ( ) | D. 500                                   |
| 5. Peter ( )                             | E. Expedito International                |
|                                          | F. 250                                   |

**Task 3: Based on what you have heard, find out the correct word for each of the following definitions and then translate it into Chinese.**

1. a place where your bags are checked for illegal goods when you go into a country  
\_\_\_\_\_
2. promise of reimbursement (赔偿) in the case of loss; paid to people or companies so concerned about hazards (危险) that they have made prepayments to an insurance company  
\_\_\_\_\_





3. a person engaged in one of the learned professions

---

4. one of a number of things from which only one can be chosen

---

5. fulfill the requirements or expectations of

---

**Task 4: Complete the following sentences by translating the given Chinese into English.**

1. I'm glad \_\_\_\_\_ (有此机会) to introduce my company to you.

2. As you may know, \_\_\_\_\_ (它是一个世界领先公司) in terms of logistics, transportations and forwarding freights.

3. Our main services cover ocean import & export, air import & export, customs clearance & delivery, warehousing & distribution, insurance, trucking services import & export and \_\_\_\_\_ (其他增值服务).

4. \_\_\_\_\_ (拥有现代科技), we provide customers with best routing, pricing options and satisfactory services.

5. We always \_\_\_\_\_ (履行我们的承诺), "You'd be surprised how far we'll go for you."

## Part Three Case Analysis 案例分析

**Case:**

***Wal-Mart Stores came first on Fortune's 500 and Global 500 lists for the year 2011 as CNN<sup>[1]</sup> reported. What makes Wal-Mart such a high revenue generating company?***

### Wal-Mart's Success

#### 沃尔玛的成功

In today's world competition is very tough among brands and organizations. Consumers can choose from numerous brands and then purchase a product to satisfy

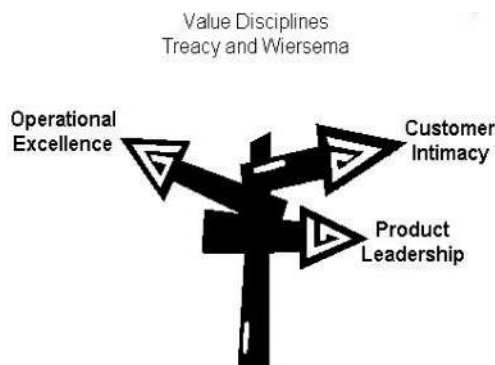


their need.

For instance, in buying a **luxury** watch, consumers can choose among brands such as Rolex, Rado, Cartier, and Omega<sup>[2]</sup>, making the competition among the brands **fierce** and difficult for any brand to **dominate** the market.



Organizations can achieve market leadership by following either of the three value **disciplines**, **namely** operational excellence, customer **intimacy** and product leadership, and being at industry standards at the other two (Treacy & Wiersema, 1993)<sup>[3]</sup>.



If companies follow operational excellence they aim at providing their customers with products or services at low prices. Organizations like Dell and Wal-Mart have succeeded in doing that, and it has become their **core competency**. When organizations **pursue** a particular discipline they **align** their

operating model that is the company's processes, management systems and culture together to serve that one discipline.

Wal-Mart is successful and a **multi** billion dollar company due to the following:

### Massive Buying Power

Wal-Mart is providing its customers with everyday low prices **hence** giving them value for their money. Wal-Mart is able to provide low prices as it has **massive** buying power. Furthermore, its tough **negotiations** with sellers help it **drive down** costs.

### Operational Excellence

The **philosophy** behind operational excellence is high expectations. High expectations lead to high **productivity**, high productivity means efficient processes, and **efficient** processes mean lower costs. These lower costs mean more profits and savings which enable it to open more stores, making it more **financially** stable and achieve greater economy **scale**. Greater scale in turn means lower prices which are then passed on to the consumers.



### Strong Logistics & Distribution Network

Besides the low prices, its products are made **available** to consumers with **minimal inconvenience**. Wal-Mart has developed a strong logistics and distribution network.

Following the hurricane Katrina<sup>[4]</sup> in 2005, it was able to supply its stores with products quickly while other stores were out of stock for many items.

It uses an inventory management technique called **cross-docking**<sup>[5]</sup> of products in its distribution centers which helps in reducing the inventory costs as the time spent on piling up inventory in warehouses is reduced. Wal-Mart has its own tractors and **trailers** which enables it to keep its shelves full and drive sales. Being out of stock can mean **havoc** for Wal-Mart.



### Excellent Customer Service

It has developed a culture where employees are expected to **think out of the box** and provide customers with excellent service. Therefore it is not just following operational excellence but also building relations with customers, which is the key to any organization's success today.

### Cutting Costs and Saving Expenses

Wal-Mart tries to cut costs out of their operations such as by setting up distribution centers, home offices, **fleets** etc. When the sales are not high, expenses are also controlled and managers are not hesitant to even cut their own hours. The culture is driven from the top and the top management sets example for others to follow.

The philosophy of saving expenses is very much **embedded** in employees and they realize that a dollar foolishly spent drives the money out of the customer's pocket. Thus operations are handled in a way to save every possible penny which leads to saving dollars and **ultimately results in** providing items at low cost to consumers.

| 词项                            | 词性      | 词义                     |
|-------------------------------|---------|------------------------|
| <b>luxury</b> /'lʌkʃ(ə)rɪ/    | adj./n. | 奢侈的; 奢侈, 奢华; 奢侈品; 享受   |
| <b>fierce</b> /fɪəs/          | adj.    | 凶猛的; 猛烈的; 暴躁的          |
| <b>dominate</b> /'dɒmɪneɪt/   | vt./vi. | 控制; 支配; 占优势; 在……中占主要地位 |
| <b>discipline</b> /'dɪsɪplɪn/ | n./v.   | 学科; 纪律; 训练; 惩罚         |

### Word Tips



| Word Tips | 词项                                    | 词性      | 词义                   |
|-----------|---------------------------------------|---------|----------------------|
|           | <b>namely</b> /'neɪmlɪ/               | adv.    | 也就是;即是;换句话说          |
|           | <b>intimacy</b> /'ɪntɪməsɪ/           | n.      | 亲密;亲昵行为;隐私           |
|           | <b>core</b> /kɔː/                     | n.      | 核心;要点;果心             |
|           | <b>competency</b> /'kɒmpɪtənsɪ/       | n.      | 能力(等于 competence);资格 |
|           | <b>pursue</b> /pə'sjuː/               | vt./vi. | 继续;从事;追赶             |
|           | <b>align</b> /ə'laɪn/                 | vi./vt. | 使结盟;使成一行;匹配          |
|           | <b>multi</b> /'mʌltɪ/                 | pref.   | 多                    |
|           | <b>hence</b> /hens/                   | adv.    | 因此;今后                |
|           | <b>massive</b> /'mæsɪv/               | adj.    | 大量的;巨大的,厚重的;魁伟的      |
|           | <b>negotiation</b> /nɪɡəʊʃɪ'eɪʃ(ə)n/  | n.      | 谈判;转让;顺利的通过          |
|           | <b>drive down</b>                     |         | 压低;驾车驶去              |
|           | <b>philosophy</b> /fɪ'lɒsəfɪ/         | n.      | 哲学;哲理;人生观            |
|           | <b>productivity</b> /prɒdʌk'tɪvɪtɪ/   | n.      | 生产力;生产率;生产能力         |
|           | <b>efficient</b> /ɪ'fɪʃ(ə)nt/         | adj.    | 有效率的;有能力的;生效的        |
|           | <b>financially</b> /faɪ'nænʃəlɪ/      | adv.    | 财政上;金融上              |
|           | <b>scale</b> /skeɪl/                  | n.      | 规模;比例;鳞;刻度;天平;数值范围   |
|           | <b>available</b> /ə'veɪləb(ə)l/       | adj.    | 有效的,可得的;可利用的;空闲的     |
|           | <b>minimal</b> /'mɪnɪm(ə)l/           | adj.    | 最低的;最小限度的            |
|           | <b>inconvenience</b> /ɪnkən'viːniəns/ | n.      | 不便;麻烦                |
|           | <b>cross-docking</b>                  |         | 直接换装;交叉配送;交叉转运       |
|           | <b>pile up</b>                        |         | 积累,堆放起来              |
|           | <b>trailer</b> /'treɪlə/              | n.      | 拖车;[电视]预告片;追踪者       |
|           | <b>havoc</b> /'hævək/                 | n.      | 浩劫;灾害                |
|           | <b>think out of the box</b>           |         | 打破陈规                 |
|           | <b>expense</b> /ɪk'spens/             | n.      | 消费;开支;损失,代价          |
|           | <b>fleet</b> /fliːt/                  | n.      | 舰队;船队;(统一调度的)车队      |
|           | <b>embed</b> /ɪm'bed/                 | vt.     | 使深留脑中;栽种;使嵌入,使插入     |
|           | <b>ultimately</b> /'ʌltɪmətli/        | adv.    | 最后;根本;基本上            |
|           | <b>result in</b>                      |         | 导致,结果是               |



## Notes

1. CNN 是美国有线电视新闻网 (Cable News Network) 的英文缩写, 由特纳广播公司 (TBS) 董事长特德·特纳于 1980 年 6 月创办, 通过卫星向有线电视网和卫星电视用户提供全天候的新闻节目, 总部设在美国佐治亚州的亚特兰大。
2. 豪华手表品牌: 劳力士、雷达、卡地亚和欧米茄。
3. CSC Index 系统公司的咨询师特里西 (Michael Treacy) 和威尔斯马 (Fred Wiersema) 在他们的书中描述了三个普遍性的价值信条, 每一个公司都必须从这三个价值信条中选择一个, 持续地作用于自己, 才可能获得市场领导力。  
运营卓越 (Operational Excellence): 一流的运营和执行。通常表现为以非常低的价格提供质量优越的产品或服务。任务导向型愿景, 对员工有很高要求。关注的焦点是效率、流线生产、供应链管理、无冗余服务、重视数量。大多数国际大公司遵循这一原则。  
产品领先 (Product Leadership): 强于创新和市场品牌。企业市场上表现活跃。关注的焦点是开发、创新、设计、市场的时效性、较短时间内获取高额边际利润。  
亲近顾客 (Customer Intimacy): 卓越于顾客关注与顾客服务。针对每一个顾客, 提供量体裁衣的产品或服务。产品类别丰富, 差异化特点明显。关注的焦点是客户关系管理、产品或服务的供给准时并超出顾客期望、终生价值概念、可靠性、贴近顾客, 等等。将决策权下放给与顾客直接打交道的员工。
4. 飓风卡特里娜 (Katrina) 是 2005 年 8 月发生的一场五级飓风, 在美国新奥尔良造成了严重破坏。2005 年 8 月 25 日, 该飓风在美国佛罗里达州登陆, 8 月 29 日破晓时分, 再次以每小时 233 公里的风速在美国墨西哥湾沿岸新奥尔良外海岸登陆。登陆超过 12 小时后, 才减弱为强热带风暴。整个受灾范围几乎与英国国土面积相当, 被认为是美国历史上造成损失最大的自然灾害之一。
5. cross-docking 意为“交叉运输”, 也称“直拨”, 指物品在物流环节中, 不经过中间仓库或站点, 直接从一个运输工具换载到另一个运输工具的物流衔接方式。

## Group Discussion 小组讨论

1. Discuss principles that help organizations to achieve market leadership.
2. This passage mentions two examples that are successful in being the leaderships in the market. What are they?



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3. As far as logistics is concerned, which aspect of logistics is emphasized to help Wal-Mart succeed?

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4. State how this aspect (mentioned in exercise 3) works.

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5. Explain how the philosophy of Operating Excellence works.

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6. In what way does Wal-Mart try to cut its cost?

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7. How does Wal-Mart's philosophy of saving help it to provide low prices to consumers?

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8. Analyze the factors that make Wal-Mart such a high revenue generating company.

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## Part Four Logistics Document 物流单证

### Bill of Lading 提货单

#### I. Definition 定义

A bill of lading (BOL) is a legal document used by transportation companies. The purpose is to **acknowledge** that the transportation company has received the goods. A bill of lading **transfers** the **title**, or legal ownership, of the goods to the transportation company; therefore, if anything happens to the goods **in transit**, the transportation company is responsible for paying for the damages, delay, or loss. The bill of lading is a **receipt** given to the person shipping the products with the transportation company. Delivery time and method are also outlined.



## II. Major Parts on a Bill of Lading 提货单主要部分

Among other items of information, a bill of lading contains:

- 1) **consignor's** and **consignee's** names;
- 2) names of the ports of departure and destination;
- 3) name of the **vessel**;
- 4) dates of departure and arrival;
- 5) an itemized list of goods being transported with the number of packages and kind of packaging;
- 6) marks and numbers on the packages;
- 7) weight and/or volume of the **cargo**;
- 8) freight rate and amount;

The rights, responsibilities, and **liabilities** of the carrier and the shipper under a bill of lading (often printed on its back) are governed generally either by the older **Hague rules** <sup>[1]</sup>, or by the more recent **Hague-Visby rules** <sup>[2]</sup>.

## III. Instructions for Filling in a Bill of Lading 提货单填写说明

- 1) Write your name and address on the bill of lading on the proper locations. Include a **purchase order** number or any special notes.
- 2) Insert the name and address of the person receiving the shipment you are sending. Enter the date you turn the shipment over to the shipper. Include any special instructions specific to the carrier, including how the shipment should be handled.
- 3) Mark as **COD** if you want the carrier to collect the money for the shipment. Include the amount and the name and address the shipper needs to deliver the money. State the amount that the shipper will collect as a fee for the COD collection and if the COD fee is collected from the person receiving the products or if you have already paid the collection fee.
- 4) Count and state the exact number of packages included in the shipment. State the type of packaging you are using; an example is whether it is boxes or **skids**.
- 5) Identify if the materials are **hazardous**. If they are hazardous, you may have to use a different shipper or a special type of shipment from the shipper you are using. Review the individual company policies to determine how hazardous materials are handled.
- 6) Enter the exact weight and freight you will be charged for. Individual shipments should be listed separately, as should individual boxes in the same shipment.





- 7) Insert the value of the entire shipment. Indicate how much **liability coverage** you have purchased to cover the shipment that is **in excess of** what the transportation company provides.
- 8) State who will be responsible for the shipping costs, you or the person who receives your goods. Insert the information about the person and location to which the shipping bill will be sent.

#### IV. Sample Bill of Lading 提货单样本

Sample<sup>[3]</sup> VICS Bill of Lading to be used for our Less than Truckload carriers Southeastern Freight Lines or UPS Freight LTL.

| SHIP FROM                                                                                                                                                                                                                                                                                                                                            |      |         |      |        |          | BILL OF LADING                                                                                                                                                                                             |  | Page _____              |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------|------|--------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------|-------|
| Name: <b>ABC Manufacturing Co.</b>                                                                                                                                                                                                                                                                                                                   |      |         |      |        |          | Bill of Lading Number: _____                                                                                                                                                                               |  |                         |       |
| Address: <b>125 Riverside Drive</b>                                                                                                                                                                                                                                                                                                                  |      |         |      |        |          | BAR CODE SPACE                                                                                                                                                                                             |  |                         |       |
| City/State/Zip: <b>Atlanta, GA. 30301</b>                                                                                                                                                                                                                                                                                                            |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| SID#: _____ FOB: <input type="checkbox"/>                                                                                                                                                                                                                                                                                                            |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| SHIP TO                                                                                                                                                                                                                                                                                                                                              |      |         |      |        |          | CARRIER NAME: <b>Carrier used</b>                                                                                                                                                                          |  |                         |       |
| Name: <b>Beall's Outlet Stores</b> Location #: _____                                                                                                                                                                                                                                                                                                 |      |         |      |        |          | Trailer number: _____                                                                                                                                                                                      |  |                         |       |
| Address: <b>2100 47<sup>th</sup> Terrace East</b>                                                                                                                                                                                                                                                                                                    |      |         |      |        |          | Seal number(s): _____                                                                                                                                                                                      |  |                         |       |
| City/State/Zip: <b>Bradenton, FL. 34208</b>                                                                                                                                                                                                                                                                                                          |      |         |      |        |          | SCAC: _____                                                                                                                                                                                                |  |                         |       |
| CID#: _____ FOB: <input type="checkbox"/>                                                                                                                                                                                                                                                                                                            |      |         |      |        |          | Pro number: _____                                                                                                                                                                                          |  |                         |       |
| THIRD PARTY FREIGHT CHARGES BILL TO:                                                                                                                                                                                                                                                                                                                 |      |         |      |        |          | BAR CODE SPACE                                                                                                                                                                                             |  |                         |       |
| Name: _____                                                                                                                                                                                                                                                                                                                                          |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| Address: _____                                                                                                                                                                                                                                                                                                                                       |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| City/State/Zip: _____                                                                                                                                                                                                                                                                                                                                |      |         |      |        |          | Freight Charge Terms:                                                                                                                                                                                      |  |                         |       |
| SPECIAL INSTRUCTIONS: _____                                                                                                                                                                                                                                                                                                                          |      |         |      |        |          | Prepaid _____ Collect <b>X</b> 3 <sup>rd</sup> Party _____                                                                                                                                                 |  |                         |       |
|                                                                                                                                                                                                                                                                                                                                                      |      |         |      |        |          | <input type="checkbox"/> (check box) Master Bill of Lading: with attached underlying Bills of Lading                                                                                                       |  |                         |       |
| CUSTOMER ORDER INFORMATION                                                                                                                                                                                                                                                                                                                           |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| CUSTOMER ORDER NUMBER                                                                                                                                                                                                                                                                                                                                |      | # PKGS  |      | WEIGHT |          | PALLET/SIP (CIRCLE ONE)                                                                                                                                                                                    |  | ADDITIONAL SHIPPER INFO |       |
| P.O. # 789123                                                                                                                                                                                                                                                                                                                                        |      | 120     |      | 480    |          | (Y) N                                                                                                                                                                                                      |  | Dept. 400               |       |
| P.O. # 795240                                                                                                                                                                                                                                                                                                                                        |      | 100     |      | 300    |          | (Y) N                                                                                                                                                                                                      |  | Dept. 400               |       |
| P.O. # 841789                                                                                                                                                                                                                                                                                                                                        |      | 300     |      | 1000   |          | (Y) N                                                                                                                                                                                                      |  | Dept. 450               |       |
|                                                                                                                                                                                                                                                                                                                                                      |      |         |      |        |          | Y N                                                                                                                                                                                                        |  |                         |       |
|                                                                                                                                                                                                                                                                                                                                                      |      |         |      |        |          | Y N                                                                                                                                                                                                        |  |                         |       |
| GRAND TOTAL                                                                                                                                                                                                                                                                                                                                          |      | 520     |      | 1780   |          |                                                                                                                                                                                                            |  |                         |       |
| CARRIER INFORMATION                                                                                                                                                                                                                                                                                                                                  |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| HANDLING UNIT                                                                                                                                                                                                                                                                                                                                        |      | PACKAGE |      | WEIGHT |          | COMMODITY DESCRIPTION                                                                                                                                                                                      |  | LTL ONLY                |       |
| QTY                                                                                                                                                                                                                                                                                                                                                  | TYPE | QTY     | TYPE |        | H.M. (X) | Commodities requiring special or additional care or attention in handling or stowing must be so marked and packaged as to ensure safe transportation with ordinary care. See Section 2(a) of NMFC Item 360 |  | NMFC #                  | CLASS |
| 6                                                                                                                                                                                                                                                                                                                                                    | PLTS | 520     | CTNS | 1780   |          | Ladies Hosiery                                                                                                                                                                                             |  | 049940 00               | 100   |
| RECEIVING STAMP SPACE                                                                                                                                                                                                                                                                                                                                |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| 6                                                                                                                                                                                                                                                                                                                                                    |      |         |      |        |          | GRAND TOTAL                                                                                                                                                                                                |  |                         |       |
| Where the rate is dependent on value, shippers are required to state specifically in writing the agreed or declared value of the property as follows:<br>*The agreed or declared value of the property is specifically stated by the shipper to be not exceeding _____ per _____.                                                                    |      |         |      |        |          | COD Amount: \$ _____                                                                                                                                                                                       |  |                         |       |
|                                                                                                                                                                                                                                                                                                                                                      |      |         |      |        |          | Fee Terms: Collect: <input type="checkbox"/> Prepaid: <input type="checkbox"/>                                                                                                                             |  |                         |       |
|                                                                                                                                                                                                                                                                                                                                                      |      |         |      |        |          | Customer check acceptable: <input type="checkbox"/>                                                                                                                                                        |  |                         |       |
| NOTE: Liability Limitation for loss or damage in this shipment may be applicable. See 49 U.S.C. 14706(c)(1)(A) and (B).                                                                                                                                                                                                                              |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |
| RECEIVED, subject to individually determined rates or contracts that have been agreed upon in writing between the carrier and shipper, if applicable, otherwise to the rates, classifications and rules that have been established by the carrier and are available to the shipper, on request, and to all applicable state and federal regulations. |      |         |      |        |          | The carrier shall not make delivery of this shipment without payment of freight and all other lawful charges.                                                                                              |  |                         |       |
| SHIPPER SIGNATURE / DATE<br>This is to certify that the above named materials are properly classified, packaged, marked and labeled, and are in proper condition for transportation according to the applicable regulations of the DOT.                                                                                                              |      |         |      |        |          | Signature _____                                                                                                                                                                                            |  |                         |       |
| Trailer Loaded:<br><input type="checkbox"/> By Shipper<br><input type="checkbox"/> By Driver                                                                                                                                                                                                                                                         |      |         |      |        |          | Freight Counted:<br><input type="checkbox"/> By Shipper<br><input type="checkbox"/> By Driver/pallets said to contain<br><input type="checkbox"/> By Driver/Pieces                                         |  |                         |       |
| CARRIER SIGNATURE / PICKUP DATE<br>Carrier acknowledges receipt of packages and required placards. Carrier certifies emergency response information was made available and/or carrier has the DOT emergency response guidebook or equivalent documentation in the vehicle.<br>Property described above is received in good order, except as noted.   |      |         |      |        |          |                                                                                                                                                                                                            |  |                         |       |





| 词项                             | 词性      | 词义                        |
|--------------------------------|---------|---------------------------|
| <b>acknowledge</b> /ək'nɒlɪdʒ/ | vt.     | 承认; 答谢; 报偿; 告知已收到         |
| <b>transfer</b> /træns'fɜː/    | vt./vi. | 转让; 转学; 换车                |
| <b>title</b> /'taɪt(ə)l/       | n.      | 权利; 冠军; 标题; 头衔            |
| <b>in transit</b>              |         | 运送中; 中转                   |
| <b>receipt</b> /rɪ'siːt/       | n.      | 收到; 收据; 收入                |
| <b>consignor</b> /kən'saɪnə/   | n.      | 发货人; 货主; 委托者              |
| <b>consignee</b> /kən'saɪ'niː/ | n.      | 收件人; 受托者; 承销人             |
| <b>vessel</b> /'ves(ə)l/       | n.      | 船, 舰; /组织/ 脉管, 血管; 容器, 器皿 |
| <b>cargo</b> /'kɑːɡəʊ/         | n.      | 货物, 船货                    |
| <b>liability</b> /laɪə'bɪlɪtɪ/ | n.      | 责任; 债务; 倾向; 可能性; 不利因素     |
| <b>purchase order</b>          |         | 订购单, 采购订单                 |
| <b>COD</b>                     |         | cash on delivery, 货到付款    |
| <b>skid</b> /skɪd/             | n.      | 滑轨, 滑动垫木                  |
| <b>hazardous</b> /'hæzədəs/    | adj.    | 有危险的; 冒险的; 碰运气的           |
| <b>liability coverage</b>      |         | 责任保险, 责任险承保范围             |
| <b>in excess of</b>            |         | 超过; 较……为多                 |

## Word Tips

- Hague rules:** 《海牙规则》(Hague Rules) 是《统一提单的若干法律规定的国际公约》(International Convention for the Unification of Certain Rules of Law Relating to Bills of Lading) 的简称。它是 1924 年 8 月 25 日在比利时布鲁塞尔由 26 个国家代表出席的外交会议上签署的, 于 1931 年 6 月 2 日起生效, 截至 1997 年 2 月, 加入该规则的国家 and 地区共有 88 个。
- Hague-Visby rules:** 《海牙维斯比规则》(Visby Rules) 是《修改统一提单若干法律规定的国际公约议定书》(Protocol to Amend the International Convention for the Unification of Certain Rules of Law Relating to Bills of Lading) 的简称。于 1968 年 2 月 23 日在布鲁塞尔外交会议上通过, 自 1977 年 6 月 23 日生效。截止 2006 年, 加入该规则的国家共有 30 个, 其中包括英、法、德、荷、西、挪、瑞典、瑞士、意、日等主要航运国家。因该议定书的准备工作在瑞典的维斯比完成, 又是对《海牙规则》的修改和补充, 故常与《海牙规则》一起, 称为《海牙—维斯比规则》。
- Terms on the Sample Bill of Lading**
  - 1) FOB: free on board, 离岸价; 船上交货价格
  - 2) SCAC: standard carrier alpha code, 承运人标准数字编码
  - 3) bar code: 条形码

## Notes



## Notes

- 4) collect: 由收件人付款的
- 5) P.O.: purchase order, 订购单
- 6) PLT: pallet, 货板; (运货用的) 托盘
- 7) commodity: 商品
- 8) hosiery: 针织品; 袜类
- 9) LTL: less than truckload, 零担
- 10) NMFC: national motor freight classification, 国家机动货运分类

## Exercises

### I. Based on the above passage, choose the best answer for each of the following.

1. The purpose of a bill of lading is to \_\_\_\_\_.
  - A. acknowledge that the consignee has received the goods
  - B. acknowledge that the transportation company has received the goods
  - C. acknowledge that the transportation company has shipped the goods
  - D. give a receipt to the transportation company
2. Generally speaking, under a bill of lading, Hague rules, or the more recent Hague-Visby rules govern all the followings except \_\_\_\_\_.
  - A. the rights of the carrier and the shipper
  - B. the responsibilities of the carrier and the shipper
  - C. the liabilities of the carrier and the shipper
  - D. the quality of the goods being shipped
3. Major parts on a bill of lading include all the followings except \_\_\_\_\_.
  - A. name of the vessel
  - B. marks and number on the package
  - C. a brief list of goods being shipped
  - D. freight rate and amount
4. When shipping \_\_\_\_\_, you may have to use a different shipper and review the individual company policies to determine how to handle them.
  - A. hazardous goods
  - B. an itemized list of goods
  - C. goods marked with COD
  - D. goods marked with FOB

### II. Based on the above passage, decide whether the following statements are true (T) or false (F).

1. \_\_\_\_\_ A bill of lading (BOL) is a legal document used by transportation companies.
2. \_\_\_\_\_ A bill of lading transfers the title, or legal ownership of the goods to the