

<<物流专业英语>>

图书基本信息

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内容概要

《物流专业英语》为物流专业英语教材，共9章，19篇课文，第1章为物流概述，第2-7章阐述物流基本理论和概念，如物流管理、仓储、存货等；第8、第9章阐述国际贸易一般规则的国际物流，包括单证的制作，通用国际贸易规则等。

《物流专业英语》概念、理论通俗易懂，案例新颖，紧贴时代。

《物流专业英语》适用于作为高等学校物流专业英语教材，还可供物流从业者以及对物流英语有兴趣者进修之用。

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章节摘录

The Model for Organizational Effectiveness is a simple yet highly effective tool for producing sustainable change in the organization. In fact, companies should consciously and actively apply it to all processes, systems, resource allocations, and organizational changes to ensure that: Expected gains are realized. Implementation plans consider a 360-degree view of the organization and the implementation's impact on it. Barriers and pitfalls and their implications to the organization are identified and addressed before they derail or curtail the effort.

Consider the four components of the Model for Organizational Effectiveness-structure, mechanics, culture, and motivation. The process (or "How do we do this ?") components of structure and mechanics address the "hard" side of change-the tangible, readily identifiable, and "diagrammable" elements of the enterprise. Making changes to these components has received significant attention over the past few decades, and numerous tools and methodologies have been developed to assist in successful change. More difficult, but equally important, are the "soft" side ("Why do we do this ?") components of culture and motivation. Today's organizations realize that all four of these components must be considered and addressed for effective and sustainable change. Let's consider the application of the

Model for Organizational Effectiveness to the implementation of KPIs. Structure can be defined as an organization's reporting relationships, deployment, responsibility, and authority to drive a measurement system.

We will consider two structural aspects of successfully implementing a KPI: identifying how people are aligned within the organization in order to develop KPIs that are appropriate to the way the enterprise works and creating a structure that supports the development of KPIs and the ability to measure against them. KPIs must match the actual structure of the organization to be effective. For example, an organization that is structured in a traditional, hierarchical manner would most likely establish KPIs around the deliverables and outputs for each of its functional units, assuring that these are closely tied to the overall organization's goals. For companies organized around cross-functional teams, KPIs would most likely be established around the team outputs and deliverables rather than individual functional unit outputs. Team outputs would also be closely tied to the organization's overall goals. Critical to the organization's ability to develop and measure against KPIs is having a person or a group assume overall responsibility for the effort. This responsibility should rest with senior management, while development and implementation of details, physical generation of measures, and systems and mechanics should be delegated to lower management levels. The actual structuring and makeup of the group will vary from company to company. All organizations, however, should ask themselves: Is there someone/some group responsible for: Assuring that KPIs align with corporate goals ?

Setting up and implementing the measurement systems and processes ?

Taking action or following up if KPIs are not achieved ?

Determining customer expectations and incorporating them into KPIs ?

Communicating the organization's expectations, reasons, KPI alignments, and successes/failures to the organization ?

Mechanics can be defined as systems, processes, and procedures to manage the measurement system. The organization must objectively determine if it has the appropriate systems, procedures, and processes in place to determine and use KPIs effectively. This must include defining and communicating the responsibilities and ownership of the processes. Systems, processes, and procedures, while certainly subject to change in a changing work environment, must be tested and in place before beginning the measurement process. Failure to do so will result in loss of confidence in the validity of the numbers and in management's commitment to measurement.

Among the questions to be considered are: Do we have procedures and systems for producing the measures and then reporting them back to the organization in a timely manner ?

Do we have an ongoing process for communicating measurement results and measurement reasons to the appropriate people in the organization ?

Do we have processes for acting on measures once they are communicated ?

Culture defines an environment that supports and encourages the measurement system. An organization's culture is the most difficult component to change but also arguably represents the most important component for ensuring success. The product of the organization's history and leadership, a company's culture defines the values and beliefs under which its employees operate and make decisions. If the organization cannot respond positively to the following questions, employees will not adhere to the measurement system. Although these questions at first may appear relatively straightforward, they have a significant impact on management decisions: Does the organization have a long-term commitment to a continuous, consistent, and ongoing focus on measurement ?

Is the organization willing to act on negative measures and non-compliance ?

Will the organization consistently allow and encourage action on measures ?

Motivation defines the rewards employees gain for supporting the measurement system. Reward and incentive systems must be aligned with the organization's overall goals. When designing these systems, the organization must consider not only positive rewards that encourage employees to participate fully in the measurement system but also the sometimes inadvertent negative results that may drive failure. The questions to consider are:

Are our incentives and rewards aligned with the appropriate long-and short-term organizational goals ?

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