

<<供应链管理>>

图书基本信息

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内容概要

本书首先介绍了供应链管理的基本概念，论述了供应链管理战略对企业竞争战略以及企业发展的重要作用，给出了供应链管理的基本决策框架、关键管理要素以及难点。

本书还从供应链网络的设计，以及供应链中的供需管理、库存设计与管理、运输网络的设计与规划等方面展开了对供应链管理理论和方法的系统论述。

最后介绍了供应链管理决策中的跨职能关键要素管理。

本书较全面地反映了这一新学科分支的概况，在基本理论和方法的介绍中，既有定性决策方法的描述，也给出了定量决策的具体方法，与此同时，还穿插了大量的实际案例，并在每章的最后给出了参考文献、讨论题以及习题，供读者参考。

本书可作为MBA以及其他管理类专业的教材，也可作为企业管理的培训教材，还可供企业管理实务人员阅读。

作者简介

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章节摘录

1.1 WHAT IS A SUPPLY CHAIN ?

A supply chain consists of all parties involved,

directly or indirectly, in fulfilling a customer request.

The supply chain includes not only the manufacturer and suppliers, but also transporters, warehouses, retailers, and even customers themselves.

Within each organization, such as a manufacturer, the supply chain includes all functions involved in receiving and filling a customer request.

These functions include,

but are not limited to, new product development, marketing, operations, distribution, finance, and customer service.

Consider a customer walking into a Wal-

Mart store to purchase detergent.

The supply chain begins with the customer and his or her need for detergent.

The next stage of this supply chain is the Wal-

Mart retail store that the customer visits.

Wal-

Mart stocks its shelves using inventory that may have been supplied from a finished-

goods warehouse or a distributor using trucks supplied by a third party.

The distributor in turn is stocked by the manufacturer (say, Proctor & Gamble [P & G] in this case).

The P & G manufacturing plant receives raw material from a variety of suppliers,

who may themselves have been supplied by lower-tier suppliers.

For example,

packaging material may come from Tenneco packaging,

while Tenneco receives raw materials to manu-

facture the packaging from other suppliers.

This supply chain is illustrated in Figure 1-1, with the arrows corresponding to the direction of physical product flow.

A supply chain is dynamic and involves the constant flow of information, product, and funds between different stages.

In our example,

Wal-

Mart provides the product, as well as pricing and availability information,

to the customer.

The customer transfers funds to Wal-

Mart.

Wal—Mart conveys point-

of-sales data as well as replenishment orders to the warehouse or distributor, who transfers the replenishment

order via trucks back to the store.

Wal-

Mart transfers funds to the distributor after the replenishment.

The distributor also provides pricing information and sends delivery schedules

to Wal-

Mart.

Wal—Mart may send back packaging material to be recycled.

Similar information, material, and fund flows take place across the entire supply chain.

In another example , when a customer makes a purchase online from Dell Computer , the supply chain includes , among others , the customer , Dell ' s web site。

the Dell assembly plant , and all of Dell ' s suppliers and their suppliers。

The Web site provides the customer with information regarding pricing , product variety , and product availability。

Having made a product choice , the customer enters the order information and pays for the product。

The customer may later return to the Web site to check the status of the order。

Stages farther up the supply chain use customer order information to fill the request。

That process involves an additional flow of information。

product。

and funds between various stages of the supply chain。

These examples illustrate that the customer is an integral part of the supply chain。

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