

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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***Навчально-методичний посібник***  
**з дисципліни**  
**«Іноземна мова за професійним спрямуванням»**  
**для здобувачів освіти першого бакалаврського рівня**  
**спеціальності 275 Транспортні технології**  
**(на автомобільному транспорті)**

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Анотація: навчально-методичний посібник складається з шести розділів за темами передбаченими навчальною програмою. Кожна тема містить по три професійно-орієнтовані тексти за фахом, тематично-термінологічні словнички до кожного тексту, комплекс лексико-граматичних вправ, розподілених за принципом зростання складності та завдання для здобувачів освіти першого бакалаврського рівня спеціальності 275 Транспортні технології (на автомобільному транспорті)

## РЕЦЕНЗІЯ

Представлений до рецензування навчально-методичний посібник з іноземної мови за професійним спрямуванням для здобувачів освіти першого бакалаврського рівня спеціальності 275 Транспортні технології (на автомобільному транспорті) виконаний викладачем першої категорії Пухальською Дар'єю Леонідівною.

Методичний посібник складається з шести розділів за темами передбаченими навчальною програмою. Кожний розділ являє собою окрему тему і включає тексти з фахової літератури. До текстів пропонуються лексико-граматичні вправи та завдання на формування мовленнєвих навичок і вмінь використання лексичного матеріалу, що вивчається в ситуаціях реального спілкування за фахом.

У посібник включені оригінальні тексти та вправи, спрямовані на вивчення лексичних та граматичних явищ, характерних для науково-технічної літератури, а також вправи, спрямовані на пошук потрібної інформації у тексті та закріплення навичок анотування тексту.

Метою посібника є забезпечення знань, необхідних фахівцям для роботи у галузі транспорту та транспортної інфраструктури.

Посібник призначений для формування та розвитку навичок та умінь перекладу англійських науково-технічних текстів та оволодіння професійною лексикою у галузі транспортних технологій.

Матеріали посібника дають уявлення про специфіку професійної діяльності майбутніх бакалаврів з транспортних технологій, розширюють знання, отримані здобувачами освіти при вивченні спеціальних предметів.

Навчально-методичний посібник може бути рекомендований здобувачам освіти першого бакалаврського рівня спеціальності 275 Транспортні технології (на автомобільному транспорті).

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## Вступ

Навчально-методичний посібник призначений для здобувачів освіти першого бакалаврського рівня спеціальності 275 Транспортні технології (на автомобільному транспорті) для вивчення професійно-орієнтованої англійської мови у галузі транспорту та транспортної інфраструктури, збагачення словникового запасу, розвитку вмінь перекладу фахової оригінальної літератури, реферування з метою отримання і використання інформації, необхідної для майбутньої професійної діяльності.

Мета навчально-методичного посібника — розвиток навичок розуміння й аналізу оригінальних технічних текстів, збагачення словникового запасу новою лексикою, удосконалення навичок розмовної мови, уміння вести бесіду, брати участь у дискусіях англійською мовою, формувати соціально-комунікативну позицію фахівців з питань, пов'язаних з майбутньою професією.

Навчально-методичний посібник складається з шести тематичних розділів, що містять базові навчальні тексти для контролю, розуміння і засвоєння навчального матеріалу, тематично-термінологічні словнички до кожного тексту, комплекс лексико-граматичних вправ, розподілених за принципом зростання складності.

Тематика навчальних розділів пов'язана з основними напрямками спеціалізації здобувачів освіти. Лексичні вправи передбачають пошук українсько-англійських та англо-українських термінологічних еквівалентів; добір синонімів, антонімів; переклад термінологічних словосполучень; тлумачення сталих аббревіатурних логістичних сполучень. Комунікативні вправи спрямовані на розвиток умінь висловлювання власних думок, узагальнення, аргументування, складання і ведення діалогів. Граматичні вправи охоплюють основні граматичні явища, характерні для текстів англійської ділової та науковотехнічної дискурсу.

Система вправ дозволяє викладачу обирати завдання з урахуванням індивідуальних здібностей здобувачів освіти. Творчі види навчальних завдань ґрунтуються на автентичних інформативнонасичених текстах, вони підвищують мотивацію здобувачів освіти і допомагають їм розвинути необхідні в реальному житті комунікативні навички та здатність до самореалізації.

## Unit 1. Transportation and Logistics

*Exercise 1. Study the definitions. Give their Ukrainian equivalents.*

**logist (v)** – to perform logistics functions or processes. The act of planning, organizing and managing activities that provide goods or services;

**logistics (n)** – comes from the Greek logos (λόγος), meaning "speech, reason, ratio, rationality, language, phrase", and more specifically from the Greek word logistiki (λογιστική), meaning accounting and financial organization. The word **logistics** has its origin in the French verb loger to lodge or to quarter;

**logistic (adj)** – of or pertaining to logistics;

**logistical (adj)** – of or pertaining to logistics, logistics-like;

**logistician (n)** – Logistics specialist;

**logician (n)** – a person skilled at symbolic logic;

**logic (n)** – science of reasoning; process of reasoning; sound judgement;

**logical (adj)** – of or according to the rules of logic or formal argument.

*Exercise 2. Translate the following blocks of sentences paying attention to the words in italics. Make use of a dictionary.*

1. She *logisted* the last operation. I will *logist* the next operation. I *am logisting* the current operation. We *logist* a lot of operations. The operations *are* well *logisted*.

2. *Logistics* is the management of the flow of goods and services between the point of origin and the point of consumption in order to meet the requirements of customers. *Logistics* involves the integration of information, transportation, inventory, arehousing, material handling, and packaging, and often security.

3. Beginning in the 1960s, *logistical* support of weapon systems became an integral part of the planning and design stages of these systems.

4. A simple *logistic* function may be defined by the formula. The *logistic* function finds applications in a range of fields, including biology, demography, economics, chemistry, sociology, political science, and statistics.

5. The historical leaders Alexander the Great and the Duke of Wellington are considered to have been *logistical* geniuses.

6. A *logistician* is a professional *logistics* practitioner. Professional *logisticians* are often certified by professional associations. Some universities and academic institutions train students as *logisticians*, offering undergraduate and postgraduate programs.

7. There is no *logic* in their policy. It is *logical* to assume that they will attend the first international exhibition of transport and logistics this spring.

*Exercise 3. Say whether the following statements are true or false. Correct the false ones.*

1. The term "logistics" comes from the Latin "logos". 2. Logistics is a science of reasoning and process of reasoning. 3. The French "loger" means to quarter or lodge soldiers. 4. The word logistics refers to mathematics. 5. Logistics management principles can't be applied to different dimensions of activities in various industries. 6. Logistics can be called a multi-dimensional discipline. 7. There is only one type of Logistics according to its application in various industries.

*Exercise 4. Read dialogue 1 and translate it using the notes below then reproduce the dialogue in pairs.*

### Dialogue 1

A: What is the origin of the word "Logistics"?

B: The English word logistics has been derived from the Greek word LOGISTIKOS and the French word LOGISTIQUE.

A: What is the meaning of these words?

B: LOGISTIKOS is rooted in the concept of logic and means skilled in calculation. LOGISTIQUE is probably influenced by the French "loger" meaning to quarter or lodge soldiers.

A: Hence, the combination of logic, calculation and quartering soldiers appears to have yielded the word, doesn't it?

B: Yes, it does. At a very basic level, the word logistics refers to the management of underlying details of any activity.

A: If so, what exactly makes logistics a multi-dimensional discipline?

B: It is the possibility of applying logistics management principles to different dimensions of activities in various industries.

A: What types of Logistics can we talk about, according to its application in various industries?

B: We can mention a lot of them: Business Logistics, Healthcare Logistics, Chemical Logistics, Freight Logistics, Information Logistics, and also Retail, Financial, Procurement, Production, Air Force, Maritime, Marketing, Agriculture, International and even Global Logistics.

### Notes

logistics – логістика, матеріально-технічне забезпечення

origin of the word – походження слова

to derive (from) – походити (з)

rooted in the concept – вкорінений (впроваджений) у понятті...

skilled in calculation – вправний у підрахунках, уміє здійснювати розрахунки

to quarter or lodge soldiers – розквартировувати (ставити на квартири, селити), розміщувати по казармах солдатів

to appear – 1) з'являтися; 2) здаватися

to yield the word – породити слово

to refer (to) – 1) стосуватися (чогось) 2) посилатися (на щось)

underlying details – основні деталі

multi-dimensional discipline – багатоаспектна дисципліна

to apply – застосовувати; вживати

industry – галузь

to mention – згадувати; зазначати

retail – 1) роздрібний продаж, роздрібна торгівля; 2) роздрібний; 3) продавати вроздріб

procurement – 1) придбання, закупівля; 2) постачання (обладнання), забезпечення

### Exercise 5. Give English equivalents.

Походження; походити з; застосування; науковець; наукова установа; логіст (логістик); поняття; згадувати; логістичний; підрахунок; багатоаспектна дисципліна; різноманітні галузі; розміщувати по казармах солдатів; основні деталі; логіка; з'являтися; виконувати логістичні функції чи процеси; стосуватися (чогось); бути вкоріненим у понятті; діяльність; студентські та аспірантські програми; постачання (закупівлі); виробництво.

### Exercise 6. Play the role of an interpreter translating the questions into English and their answers into Ukrainian:

1

- Яке походження слова логістика?

- The word logistics has been derived from the Greek word and the French word.

2

- До чого стосується слово «логістика»?

- The English word logistics refers to the management of underlying details of any activity.

3

- Які типи логістики ви знаєте?

- There are a lot of types of logistics: Business Logistics, Healthcare Logistics, Chemical Logistics, Information Logistics, and also Retail, Financial, Procurement, Production, Marketing, Agriculture, International and even Global Logistics.

4

- Чому логістику можна назвати багатоаспектною дисципліною?

- Because there is a possibility of applying logistics management principles to different dimensions of activities in various industries.

5

- *Хто такий логіст (логістик)?*

- A logistician is a professional logistics practitioner. Professional logisticians are often certified by professional associations.

6

- *Що таке логістика? Яке визначення цього терміну?*

- Logistics is the management of the flow of goods and services between the point of origin and the point of consumption in order to meet the requirements of customers.

*Exercise 7. Memorize the basic terminology to text 1.*

excursus – екскурс

marshal – військ. маршал

administrative officer – працівник адміністративного органу

to encamp – розташовуватися табором

warfare – війна; прийоми ведення війни; стратегія; зіткнення

weapon – зброя

ammunition – боєприпаси (*снаряди, набої*); підривні засоби

to expand – розширювати(ся)

supply – 1) постачання; 2) *pl* запаси, ресурси; 3) пропозиція 4) постачати

supply depot – склад, постачальна база; збірний пункт поставки

supply chain management (SCM) – управління ланцюгом постачання

branch – 1) гілка; 2) галузь

to pertain – стосуватися

equipment – обладнання

logistical support – логістична підтримка

integral part – невід’ємна частина

military – 1) військова сила; військо; 2) військові

engineering logistics – логістичний інжиніринг

emphasis – наголос

issue – проблемне питання

initial – початковий

requirement – вимога

to apply – застосовувати

physical distribution – збут товару, просування товару

consumer goods – товари споживчого призначення, споживчі товари

to evolve (into) – розвинути(ся), еволюціонувати

dichotomy – поділ на два роди (у класифікації), дихотомія

inbound logistics – логістика вхідних потоків

outbound – 1) що відправляють(ся) (*зі складу*); 2) експортний

outbound logistics – логістика вихідних потоків

external – зовнішній

business community – бізнес-спільнота

component – компонент; складова частина, складовий елемент

concept – поняття, ідея, задум, уявлення; концепція

ultimate customer – кінцевий замовник; кінцевий покупець, клієнт

seamless network – суцільна мережа

to creep – заповзати

lexicon – лексикон; словник

variety – різноманітність

flow – 1) потік; 2) текти; литися

stock – запас



mechanism – 1) механізм; апарат, конструкція; пристрій; 2) техніка (виконання)  
 capability – здібність, здатність  
 to treat – 1) трактувати; 2) стосуватися  
 distribution – розподіл; реалізація; збут  
 underlying detail – основна деталь  
 enterprise – підприємство, компанія  
 framework – структура  
 fundamental – основний; базовий; докорінний; фундаментальний  
 capital flow – потік капіталу  
 layman – непрофесіонал; неспеціаліст, аматор; дилетант  
 customer – замовник, клієнт, покупець  
 condition – 1) умова; 2) стан, становище; 3) *pl* обставини; умови  
 cost – 1) вартість; ціна; собівартість; 2) *pl* витрати, затрати  
 activity – діяльність; заходи  
 movement – рух; переміщення, пересування  
 point of origin – місце (пункт) походження  
 point of consumption – місце (пункт) споживання  
 to supervise – спостерігати, наглядати, здійснювати нагляд, інспектувати, контролювати  
 logistics manager – менеджер з логістики

*Exercise 8. Read and translate text 1.*

### Text 1. **Logistics: Historical Excursus**

The term “logistics” entered military terminology in 18th century Europe. The *maréchal des logis* (*logistics marshal in English*) was the administrative officer responsible for encamping and quartering troops.

As warfare became more advanced with an increasing variety of weapons and ammunition, his duties were expanded to include the stocking of supply depots.

The term received a written definition in 1905 as that *branch of the art of war pertaining to the movement and supply of armies*. But it was not until World War II that the term began to be used to describe the support of military forces and their equipment.

Beginning in the 1960s, logistical support of weapon systems became an integral part of the planning and design stages of these systems. During this period, logistics as practiced in the military grew into engineering (or systems) logistics, with an emphasis on engineering issues, calculating initial support requirements, and programming resources to keep a system operational after introduction.

The term logistics migrated to the business sector in the 1960s as academicians in marketing saw potential in applying the principles of military logistics to physical distribution of consumer goods. Business logistics evolved into a dichotomy of inbound logistics (materials management or physical supply) to support production, where the plant is the customer, and outbound logistics (physical distribution of product) to support external customers. Most recently, the business community began viewing logistics as a component of a larger evolving concept, supply chain management (SCM). SCM is a linking of all firms up and down the supply chain (from ultimate material sources to ultimate customers) in a collaborative and seamless network.

Beginning in the 1970s, the term logistics crept into the lexicon of the common culture. Clearly, logistics as a concept and a practice has evolved over the years and is a discipline that is now practiced in different ways and contexts. Logistics means different things to different people. Even professionals in the field differ as to what logistics actually means. To some, logistics is managing the flow and stock of materials. To others, it is a customer support activity, a planning and engineering mechanism, or a science of calculating requirements and promoting operational capabilities. The dictionary treats logistics as purely a branch of military science. The Council of Logistics Management defines logistics purely in a product distribution context. The common culture of today views logistics as the underlying details of making something happen.

Logistics can be classified as an enterprise or a business planning framework for the management of material, information, service and capital flows.

In the words of a layman, perhaps the most fundamental definition of logistics is the classical definition: getting the right product, to the right customer, in the right quantity, in the right condition, at the right place, at the right time, and at the right cost.

All activities that are involved in the movement of goods and services from the point of origin to the point of final consumption are grouped under the term “logistics”. The art of managing or supervising all these activities when grouped together as a collective unit, are placed under “logistics management”. People who are authorized or given the task of managing the aspect of logistics management are referred to as “logistics managers”.

*Exercise 9. Match the definitions with proper logistics terms.*

Definitions	Terms
1. The network of supply chain participants engaged in storage, handling, transfer, transportation, and communications functions that contribute to the efficient flow of goods	a) logistics
2. The factors associated with the acquisition, storage, movement, and disposition of goods	b) inbound logistics
3. The process of planning, implementing, and controlling procedures for the efficient and effective transportation and storage of goods including services, and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements	c) logistics channel
4. The process related to the movement and storage of products from the end of the production line to the end user	d) logistics data interchange (LDI)
5. A computerized system to electronically transmit logistics information	e) logistics costs
6. The movement of materials from suppliers and vendors into production processes or storage facilities.	f) outbound logistics

*Exercise 10. Answer the questions on text 1.*

1. When did the term “logistics” enter military terminology? 2. What were the duties of logistics marshal? 3. When did the term receive a written definition? 4. When did logistics as practiced in the military grow into engineering logistics? 5. When did the term logistics migrate to the business sector? Why? 6. What is supply chain anagement? 7. What did the term logistics creep into in 1970s? 8. What does the term “logistics” mean to professionals? 9. How do different sources treat logistics? 10. How can logistics be classified? 11. What is the classical definition of logistics? 12. What is meant by “logistics management”? 13. Who are referred to as “logistics managers”?

*Exercise 11. Write a summary of text 1 using the following phrases:*

*The text is about...*(deals with..., presents..., describes..., focuses on..., explains, makes clear ..., suggests).

*The text consists of.../may be divided into...*

*In the first paragraph, the author introduces...*

*In the second part of the text/ paragraph/, the author describes...*

*As a result...*

*To sum up/ to conclude...*

*In the conclusion, starting from line..., the author sums up the main ideas/ thesis...*

*The authour uses examples to confirm/prove that... (agrees/disagrees with the view ..., contradicts the view, emphasizes, compares ... to).*

*Exercise 12. Memorize the basic terminology to text 2.*

to carry out – виконувати, здійснювати

acquisition – придбання; здобуття

storage – схов, зберігання

maintenance – підтримка, технічне обслуговування

evacuation – евакуація

disposition – дислокація; розташування, розміщення

personnel – штат; особовий склад, персонал; кадри (підприємства, установи)

material – матеріал, обладнання, інвентар

materiel – *військ.* матеріальна частина; бойова техніка

construction – будівництво; будування; споруджування

to furnish – постачати, забезпечувати; доставляти

to implement – виконувати, здійснювати

efficient – дієвий, ефективний

cost-effective – прибутковий, рентабельний

internal – внутрішній

raw material – сировина

in-process inventory – запаси незавершеного виробництва

finished goods – готові вироби

to provide – надавати, забезпечувати

to sustain – утримувати; підтримувати

related – пов'язаний (*із чимось*); споріднений

objective – мета, ціль

to meet the needs – задовольняти потреби

warehousing – складування, зберігання на складі

profitability – прибутковість, рентабельність

forecasting – прогнозування

*Exercise 13. Read and translate text 2.*

## **Text 2. Logistics Definitions**

Here is the list of the most common definitions of Logistics taken from different sources:

1) Logistics is defined as 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. (*Business definition*)

2) Logistics is the science of planning and carrying out the movement and maintenance of forces: those aspects of military operations that deal with the design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel; movement, evacuation, and hospitalization of personnel; acquisition, construction, maintenance, operation and disposition of facilities; acquisition and furnishing of services. (*Military definition*)

3) Logistics is the procurement, maintenance, distribution, and replacement of personnel and materiel. (*Webster's Dictionary definition*)

4) Logistics – 1. the branch of military operations that deals with the procurement, distribution, maintenance, and replacement of material and personnel; 2. the management of the details of an operation. (*American Heritage Dictionary definition*)

5) Logistics is the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services, and related information from point of origin to point of consumption for the purpose of conforming to customer requirements. Note that this definition includes inbound, outbound, internal, and external movements, and return of materials for environmental purposes. (*Council of Logistics Management*)

6) Logistics 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 meeting customer requirements. (*Canadian Association of Logistics Management*)

7) Logistics is the science of planning, organizing and managing activities that provide goods or services.

8) Logistics is the science of planning and implementing the acquisition and use of the resources necessary to sustain the operation of a system.

All these definitions have in common the concept of integrating many activities toward supporting an organizational objective. All have a sense of meeting the material, system, or process needs of a customer.

*Exercise 14. Translate the following logistics quotations using the notes below. Comment on each statement.*

- I don't know what this "logistics" is that Marshall is always talking about, but I want some of it. – Admiral E. J. King
- The future is not defined by what is happening today but...what is made to happen with a logistical perspective because WHAT IN THE WORLD IS NOT LOGISTICS? – The School of Business Logistics (Singapore)
- Seldom will all logistics principles exert equal influence; usually one or two will dominate in any given situation. Identifying those principles that have priority in a specific situation is essential to establishing effective support. – Joint Pub 4-0, Doctrine for Logistics Support of Joint Operations, Sep. 25, 1992
- A little neglect may breed mischief: for want of a nail the shoe was lost; for want of a shoe the horse was lost; and for want of a horse the rider was lost. – Benjamin Franklin
- Logistics Planning – The wisdom to realize when working on plan A, you'll run into conflicts in executing plan B and being properly prepared, and successfully executing plan E. – Capt John P. Laverdure, Scott Air Force Base, HQ Air Mobility Command, 1996
- Behind every great leader there was an even greater logistician. – M. Cox
- Logistics is as vital to military success as daily food is to daily work. – Captain A.T. Mahan, Armaments and Arbitration, 1912
- My logisticians are a humourless lot...they know if my campaign fails, they are the first ones I will slay. – Alexander
- Without supplies, no army is brave – Frederick II of Prussia, in his *Instruction for his Generals*, 1747
- The tactics...no, amateurs discuss tactics. Professional soldiers study logistics. – Tom Clancy, *Red Storm Rising*

### **Notes**

to exert influence – впливати

neglect – 1) ігнорування; 2) ігнорувати щось, нехтувати чимось

to breed mischief – викликати лихо (збитки, втрати)

nail – 1) цвях; 2) прибивати цвяхами

shoe – 1) підкова; 2) підковувати

for want of – через відсутність (брак) чогось

to execute – виконувати

logistician – спеціаліст із логістики, логіст, логістик

vital – життєво важливий

humourless lot – невесела доля

to fail – зазнавати поразки, невдачі

to slay – вбивати, знищувати

supplies – предмети постачання; ресурси; запаси

amateur – аматор

*Exercise 15. Translate into Ukrainian and put a key question to each paragraph.*

1. The primary goal of logistics is to effectively manage the project life cycles and resultant efficiency. Logistics does not mean a single work activity but refers to a group of activities performed to attain the goal of a business enterprise. This may involve steps like procurement, planning, coordination, transportation, warehousing, distribution and customer service.
2. A business can run without profits, but it needs money to fund its services, pay its employees and grow its customer base. Logistics plays an important role in the present business world; it cannot be neglected by an enterprise focused on growth and profitability.
3. Logistics is a mixture of several professional disciplines, such as: Planning; Controlling; Directing; Coordination; Forecasting; Warehousing and transportation; Facility location; Inventory management.

*Exercise 16. Translate the following sentences into English:*

1. Термін «логістика» набуває сьогодні широкого поширення.
2. Логістика – наука про планування, організацію, управління, контроль і регулювання переміщення матеріальних та інформаційних потоків у просторі й у часі від їх первинного джерела до кінцевого споживача.
3. Логістика – це мистецтво управління потоками матеріалів і продуктів від зовнішнього джерела до споживача.
4. Потік – це сукупність переміщуваних об'єктів, що сприймаються як єдине ціле.
5. Потік характеризується такими параметрами: початкова та кінцева точка, швидкість, час, траєкторія (trajectory), довжина шляху, інтенсивність.
6. Логістика є новим науковим напрямком, ученням про планування, управління і спостереження за переміщенням потоків у виробничих та енергетичних системах.
7. Багатоманітність визначень поняття логістики пов'язана з еволюціонуванням самої концепції логістики.

*Exercise 17. Read dialogue 2 and translate it using the notes below then reproduce the dialogue in pairs.*

### **Dialogue 2**

A: What are the key logistics processes? Will they vary between different companies, different sectors and different industries?

B: Yes, of course they will. Logistics processes are requirement determination, acquisition, distribution, and conservation.

A: I have also heard about order fulfilment, new product introduction, new product development, and product returns... Can they be examples of logistics processes?

B: Yes, of course. Order fulfilment process, just mentioned by you, provides a good example of a typical logistics process. The aim of order fulfilment should be to ensure that a customer's order is received, checked, selected and delivered according to the customer's requirements, with no disruption and with complete accuracy.

A: And what are the functions of Logistics?

B: The functions of Logistics are planning, procurement, transportation, supply, and maintenance. You should know that there is also the possibility of error and delay between the different functions.

A: What might typical functional errors be?

B: These are incorrect transcription of the original order requirements, incorrect notification of availability, incorrect selection or picking of the order, damage to the goods, late delivery, delivery to an incorrect address, etc.

A: What are the principles of logistics?

B: They are responsiveness, simplicity, flexibility, economy, attainability, sustainability, and survivability.

### **Notes**

requirement determination – визначення потреби

conservation – зберігання

order fulfilment – виконання замовлення

product returns – повернені (непродані) товари

with no disruption – без порушень

complete accuracy – повна точність

maintenance – технічне обслуговування

error – помилка

delay – 1) затримка; 2) відстрочення; 3) зволікання

transcription – 1) запис; 2) друкована або письмова копія

original – 1) оригінал; 2) оригінальний; 3) первісний

order requirements – вимоги замовлення

incorrect notification – неправильне сповіщення

availability – наявність

to pick – 1) обирати, збирати; відбирати, добирати; 2) сортувати

damage – 1) пошкодження; 2) пошкоджувати

responsiveness – 1) відповідність вимогам; 2) реактивність, здатність реагувати

simplicity – простота

flexibility – гнучкість

attainability – досяжність

sustainability – стійкість

survivability – здатність до виживання

*Exercise 18. Memorize the basic terminology to text 3.*

consideration – 1) міркування; 2) розгляд, обговорення

to define – визначати

to suggest – пропонувати, радити; навіювати, наводити на думку

supportability – наявність технічної підтримки

assessment – 1) оцінка; 2) обкладання; 3) сума оподаткування

computation – підрахунок, підрахунки; розрахунок

after-sale support – післяпродажне обслуговування

inventory – 1) перелік, каталог; 2) наявні товари; 3) резерв, запас; 4) *амер.* інвентаризація; переоблік

engineering – інженерія; інжиніринг; машинобудування

integration – об'єднання, поєднання, інтеграція

evaluation – 1) оцінювання, оцінка; 2) визначення (*кількості, вартості*)

disposal – 1) розташування, розміщення; 2) усунення

recycling – утилізація (*використаних ресурсів*); повторне використання

to exercise – здійснювати; користуватися (правом), реалізувати; застосовувати

performance – 1) виконання, здійснення; 2) характеристика (*роботи машини*); експлуатаційні якості; 3) продуктивність

practitioner – спеціаліст-практик

to possess – володіти, мати

application – застосування, використання

quantitative – кількісний

qualitative – якісний

deductive – дедуктивний

event logistics – логістика, діяльність якої заснована на забезпеченні організації та проведенні окремого заходу

forward logistics – логістика прямих потоків

deployment – розміщення, розгортання, розташування; дислокація

reverse logistics – логістика зворотних потоків

withdrawal – відкликання; виведення, вилучення, видалення

contingency planning – альтернативне планування (*резервне планування на випадок непередбачених обставин*)

coverage – 1) охоплення; покриття; 2) висвітлення (*в пресі*)

process logistics – логістика процесу

facility – 1) *pl* можливості, сприятливі умови; пільги; 2) *pl* устаткування; обладнання; засоби; пристрої

to occur – траплятися; відбуватися  
relief – полегшення, заспокоєння (болю); допомога, розрада  
office – 1) служба; 2) відомство; 3) кабінет, приміщення, канцелярія; 4) послуги  
orthodontics office – послуги ортодонта  
scheduling station – диспетчерський пункт  
sequential workflow – послідовний робочий процес  
collaborative – спільний, об'єднуючий  
responsive – чутливий, здатний реагувати  
differentiated – диференційований  
carrier – перевізник

*Exercise 19. Read and translate text 3.*

### Text 3. New Logistics Paradigm

A consideration of the various practices that, taken together, define logistics suggests that logistics is a branch of management that is practiced in four subdisciplines:

**Military or engineering logistics.** The design of supportability into weapon systems and other capital assets, assessment of technical requirements for training and maintenance, computation of after-sale support requirements, and integration of all aspects of support for the operational capability of military forces and their equipment.

Logistics engineering is the professional engineering discipline responsible for the integration of support considerations in the design and development; test and evaluation; production and/or construction; operation; maintenance; and the ultimate disposal/recycling of systems and equipment. Additionally, this discipline defines and influences the supporting infrastructure for these systems and equipment. The practice of logistics engineering is exercised throughout the system life-cycle to optimize costs and performance requirements.

Logistics engineer is a professional practitioner who possesses the knowledge and demonstrated skills required for successful application of scientific and mathematical principles, quantitative and qualitative analysis and deductive reasoning to develop and implement solutions to practical problems in the discipline of logistics engineering.

**Business logistics.** The planning and management of supply sources, inventories, transportation, distribution networks, and related activities and supporting information to meet customer requirements.

**Event logistics.** The network of activities that brings together the resources required for an event to take place. Event logistics is characterized by deployment of resources (forward logistics) and withdrawal of resources (reverse logistics) according to the events schedule, significant contingency planning, and the powerful presence of the logistics function in the events management team. Examples of event logistics include the detailed planning and support requirements necessary to execute a rock concert, news coverage, Euro-2012 Football Championship, the Olympic Games, presidential trips and the like.

**Process logistics.** The acquisition, scheduling, and management of human and material resources to support a service. Process logistics typically involves the coordinated employment of facilities, capital assets, and service personnel to create the framework for a process to occur. Examples include bus transportation of school children, mail delivery, Red Cross relief operations, and operation of a multidimensional orthodontics office (scheduling stations, personnel, and parallel and sequential workflow for efficient and effective service).

Supply chain management is the collaborative integration of all logistics processes by all players in a chain, from original suppliers through end users. The process is a customer-driven system involving the sharing of information, risks, and assets among partners to achieve an integrated, seamless, responsive distribution system. Supply chain management (SCM) literature views business logistics as a component of supply chain management.

SCM is differentiated from logistics in that it involves all partners (suppliers, carriers, other distribution channel participants, and customers) up and down the supply chain and, hence, is more than the internal integration of logistics activities within a firm.

*Exercise 20. Match the definitions and the terms.*

Definitions	Terms
1. The coordinated employment of facilities, capital assets, and service personnel to create the framework for a process	a) event logistics
2. The planning and management of supply sources, inventories, transportation, distribution networks, and related activities and supporting information to meet customer requirements	b) engineering logistics
3. The professional engineering discipline responsible for the integration of support considerations in the design and development; test and evaluation; production and/or construction; operation; maintenance; and the ultimate disposal/recycling of systems and equipment	c) process logistics
4. The network of activities that brings together the resources required for an event to take place.	d) business logistics

*Exercise 21. Translate the following sentences using “there is, there are” structure.*

1. Існує багато визначень логістики. 2. Є макрологістика та мікрологістика. 3. Існують такі види логістики: закупівельна, виробнича, логістика збуту, транспортна, інформаційна, морська. 4. У логістиці існують прямий та зворотний, внутрішній та зовнішній потоки. 5. У логістики чітке завдання: організувати всі процеси без порушень. 6. У компанії існують ланцюги постачання, що мають стратегічне значення.

*Exercise 22. Speak on:*

1. Logistics definitions.
2. Logistics processes.
3. Logistics functions and typical functional errors.
4. Logistics principles.
5. History of logistics development.
6. Different areas of logistics.
7. Logistics as an art.

## Unit 2. Career in Logistics

*Exercise 1. Memorize the basic terminology to text 1.*

career – кар'єра; діяльність, успіх

revelation – 1) відкриття, виявлення; 2) одкровення

challenge – виклик

responsibility – 1) відповідальність; 2) обов'язок, зобов'язання

opportunity – слушна нагода; сприятлива можливість

remuneration – винагорода, плата; заробітна плата; компенсація

boardroom – зал для нарад керівництва компанії

personnel – особовий склад, персонал; кадри, штат

to sustain – підтримувати; підтверджувати

sustaining improvement – стійке покращення

vision – проникливість; передбачливість

drive – стимул

to excel – відзначатися, вирізнятися; перевершувати



to differentiate – диференціювати, вирізняти  
 superior – найкращий, чудовий; винятковий  
 run-of-the-mill – звичайний, ординарний; звичний  
 officer – посадова особа; службовець; працівник  
 warehouse – товарний склад; пакгауз  
 proper – правильний; належний, відповідний; підхожий, придатний  
 depot – склад, база; збірний пункт  
 dispatch – 1) відправлення, надсилання; 2) відправляти, надсилати  
 medium – 1) засіб; спосіб, шлях; 2) агент, посередник  
 computer package – комплект обчислювального обладнання  
 to monitor – контролювати, перевіряти  
 stock – 1) запас; інвентар; 2) асортимент (*товарів*)  
 track – 1) слід, стежка, шлях; 2) слідкувати, стежити, простежувати; вистежувати  
 order – 1) замовлення; 2) замовляти  
 re-ordering – повторне замовлення  
 on behalf of – від імені...  
 to assign – доручати (*завдання*)  
 packaging – пакування  
 prevailing – переважний, домінуючий; поширений, прийнятий  
 to enhance – збільшувати, посилювати; підвищувати  
 efficiency – ефективність, дієвість  
 to intend – мати намір; збиратися/планувати (*щось робити*)  
 possession – володіння; об'єкт володіння; власність, майно  
 to analyze – аналізувати  
 data – (*pl* від datum) дані, факти; відомості, інформація  
 handle (on) – володіння (*чимось*)  
 to opt (for) – обирати, робити вибір  
 credentials – характеристики; документи, що підтверджують кваліфікацію  
 to relate (to) – належати (до), стосуватися  
 numerical – числовий, цифровий; чисельний  
 know-how – ноу-хау, технологічні секрети, секрети виробництва  
 to think on one's feet – швидко реагувати; приймати рішення без попереднього обговорення;  
 бути спритним, винахідливим, кмітливим  
 handy – 1) корисний; 2) доступний  
 to perform – 1) здійснювати; 2) виконувати (*обіцянку, наказ тощо*)  
 deadline – крайній строк (термін)  
 to prioritize – 1) встановлювати пріоритет; 2) розташовувати /  
 розміщувати в порядку черговості; 3) приділяти першочергову увагу  
 multitude – безліч; велика кількість  
 multi- – у складних словах означає багато-, мульти  
 multinational company – багатонаціональна компанія  
 to range (from...to) – простягатися; коливатися в межах  
 wholesaler – оптовий торговець, оптовик  
 manufacturer – виробник  
 supplier – постачальник  
 charity institution – благодійна установа  
 to extend – простягати(ся), поширювати(ся)  
 freight forwarder – вантажний експедитор  
 executive – 1) керівник, адміністратор; 2) виконавча влада  
 rotational – змінний, що чергується, ротаційний (*пов'язаний з ротацією кадрів*)  
 respective – відповідний

*Exercise 2. Read, translate and give the gist of the text.*

**Text 1. Logistics Manager Career**

With the passage of time, logistics has been a revelation offering enormous opportunities to people. A career in logistics can offer exciting challenges, early responsibility, travel opportunities along with, of course, excellent remuneration.

Logistics today has become a boardroom issue and it is often seen that companies nowadays are seeking personnel at all levels to deliver a sustaining improvement in the supply chain management. This obviously needs a vision and the drive to excel and this is the quality which differentiates the superior logistics manager from the run-of-the-mill one.

A logistics manager is responsible for collaborating with the other officers of the company such as purchasing officers, transport and warehouse managers, to ensure that the goods produced or sold by the company are received in the company's depot on time. A logistics manager is also responsible for making sure that the goods are stored in a proper and safe manner in addition to looking after their timely dispatch. This, of course is done through the medium of specialist computer packages, monitoring the levels of stock, tracking the movement of the goods and when necessary, re-ordering goods on behalf of the company. He may also be assigned duties relating to packaging of goods and ordering process. He is also, at times, assigned the task of analyzing the prevailing systems and networks and to make plans for the development of new systems and networks for enhancing efficiency.

To begin a career in logistics, a degree in a subject related to logistics, such as supply chain management or transport management would surely be an advantage. The person who intends to get into this field must demonstrate possession of the ability to analyze data. A handle on transportation, geography and other business-related subjects would be an added advantage.

One may also opt for higher degrees in supply chain management, transport management or logistics. This would surely add to his credentials and would help him to find a better job.

The qualities which are required in a logistics manager are the abilities that relate to managing, coordinating, and enhancing complete supply chain management. The person must have a high degree of analytical, numerical and geographical know-how. A capability to think on his feet and manage people would come in very handy. The knowledge of IT packages and methods of electronic communication such as Internet and e-mail etc. would also be important. He must be able to perform under strict deadlines and must be able to prioritize his work and be a self-motivator.

Multitudes of organizations worldwide – from small firms to multinational companies, employ logistics managers. The organizations may range from wholesalers, manufacturers to local government, electricity suppliers, armed forces and charity institutions. The openings for a job in logistics may also extend to freight forwarder, retail managers and marketing executives. Logistics managers may need to work on a rotational basis depending upon the requirements of their respective organization.

*Exercise 3. Answer the questions on text 1.*

1. What opportunities can a career in logistics offer to people? 2. Why are companies seeking personnel at all levels nowadays? 3. What qualities differentiate the superior manager from the run-of-the-mill one? 4. What is logistics manager responsible for? 5. What other duties may logistics manager be also assigned? 6. What would surely be an advance when beginning a career in logistics? 7. What would be an added advantage? 8. What qualities would help to be better logistics personnel? 9. Who can employ logistics managers? 10. What are the openings for a job in logistics nowadays?

*Exercise 4. Translate the following sentences into English:*

1. Логістика з часом відкрила величезні можливості для людей. 2. Кар'єра в логістиці може запропонувати відмінну винагороду (оплату) разом із сприятливими можливостями подорожувати. 3. Менеджер з логістики співпрацює з іншими службовцями, щоб гарантувати вчасне отримання товарів на складі компанії. 4. Менеджер з логістики опікується тим, щоб товари зберігалися належним чином, та спостерігає за їх вчасним відправленням. 5. Він аналізує домінуючі системи та мережі, створює плани розвитку нових систем та мереж для підвищення їх

ефективності. 6. Щоб розпочати кар'єру в логістиці, потрібно мати диплом із дисциплін, пов'язаних із логістикою, таких як управління ланцюгами постачання або управління на транспорті. 7. Майбутній логістик повинен мати високий рівень аналітичних, цифрових та географічних ноу-хау. 8. Логістик має виконувати роботу в жорсткі терміни, вміти встановлювати пріоритети в своїй роботі, мати самотивацію. 9. Список організацій, що наймають менеджерів з логістики, включає оптовиків, виробників, постачальників, органи місцевого управління, збройні сили та благодійні установи.

*Exercise 5. Match the definitions with proper logistics terms.*

Definitions	Terms
1. The four basic career patterns – linear, steady state, spiral, and transitory – by which people perceive their careers	a) career path
2. The sequence of jobs planned for or by a person that leads to a career objective	b) career risk
3. Distinct but interrelated steps or phases of a career	c) career concepts
4. Whether or not an entrepreneur will be able to find a job or go back to an old job if his or her venture fails	d) career counseling
5. Experience of performance bases for providing salary increases for professional employees	e) career stages
6. Distinct patterns of self-perceived talents and abilities, motives and needs, and attitudes and values that guide and stabilize a person's career after several years of real-world experience and feedback	f) career anchors
7. A stage in one's career from which further advancement is not expected	g) career plateau
8. The process of systematically matching an individual's career aspirations with opportunities for achieving them	h) career curve
9. Process of discussing with employees their current job activities and performance, their personal job and career goals, their personal skills, and suitable career development objectives.	i) career planning

*Exercise 6. Read dialogue 1 and translate it using the notes below then reproduce the dialogue in pairs.*

### Dialogue 1

A: Before I tell you a little about our Logistics Company, let me give you some idea of the importance of Logistics to every organization.

B: That's interesting. Will you please, tell everything considered to be helpful for our activity in this field.

A: Logistics is essential for every organization. Without Logistics, no materials move, no operations can be done, no products are delivered, and no customers are served.

B: Oh yes, there are few aspects of human activity that do not ultimately depend on the flow of goods from point of origin to point of consumption.

A: But everyone agrees that Logistics can be very expensive. Organizations may reduce their overheads as much as possible but they are often left with surprisingly high Logistics costs.

B: Does the cost of Logistics vary between different industries?

A: Yes, it does. Building materials such as sand and gravel, have very high Logistics costs compared with, say, jewellery, pharmaceuticals and cosmetics.

B: Some people say that fuel, land, safety, environmental protection and employee costs are all rising and making Logistics more expensive. They argue that this trend will inevitably continue.

A: An opposing view says that improvements in Logistics are more than compensating for price rises, and the overall cost is falling. But the true picture depends on circumstances within each organization. Now about our company...

## Notes

to be considered – вважатися  
essential – суттєвий  
ultimately – зрештою, кінець кінцем  
to reduce – зменшувати, скорочувати  
overheads – *pl.* накладні витрати  
to vary – різнитися, відрізнятися  
building materials – будівельні матеріали  
sand – пісок  
gravel – гравій  
compared with – порівняно з  
jewellery – ювелірні вироби  
pharmaceuticals – фармацевтика  
cosmetics – косметика  
fuel – паливо; пальне  
cost – вартість, собівартість  
costs – витрати, видатки  
overall cost – повна вартість  
employee costs – витрати на персонал  
to argue – стверджувати, заявляти; аргументувати, доводити, наводити докази; дискутувати  
trend – тенденція, напрям  
inevitably – неминуче  
opposing view – протилежна точка зору, думка  
improvement – вдосконалення, поліпшення, покращення  
circumstance – обставина

## Exercise 7. Change the following sentences into the Past Indefinite.

1. Multitudes of organizations worldwide – from small firms to multinational companies, employ logistics managers. 2. A logistics manager is responsible for making sure that the goods are stored in a proper and safe manner in addition to looking after their timely dispatch. 3. The person who intends to get into this field must demonstrate possession of the ability to analyze data. 4. The qualities which are required in a logistics manager are the abilities that relate to managing, coordinating, and enhancing complete supply chain management. 5. The organizations range from wholesalers, manufacturers to local government, electricity suppliers, armed forces and charity institutions. 6. Logistics managers need to work on a rotational basis depending upon the requirements of their respective organization. 7. This person doesn't have a high degree of analytical, numerical and geographical know-how. 8. He is not able to perform under strict deadlines and prioritize his work and be a self-motivator.

## Exercise 8. Memorize the basic terminology to text 2.

to run the business – вести справу, бізнес  
smooth – 1) гладенький, рівний; 2) однорідний; 3) плавний; спокійний  
to worry – хвилювати(ся), турбувати(ся)  
to streamline – прискорювати; раціоналізувати (*виробничі процеси*)  
shipment – 1) вантаження (на корабель); 2) вантаж, партія товарів; 3) відправлення (товарів); 4) перевезення товарів  
pick-up – вивезення (*вантажу*)  
hygienic condition – гігієнічний стан  
to attain – досягати, отримувати; домагатися  
customer service – обслуговування клієнта  
appreciation – 1) висока оцінка; 2) належна оцінка; 3) правильне розуміння; 4) вдячність; 5) схвальний відгук  
to retain – 1) утримувати; підтримувати; 2) зберігати

prospective customer – потенційний клієнт  
 to regard (as) – 1) дивитися на; розглядати як; 2) брати до уваги, зважати  
 set – набір, ряд; серія (*чогось*)  
 real-time data – оперативні дані  
 utmost – 1) величезний, найбільший; 2) крайній, граничний  
 to shrink (*p., p. p. shrunk*) – скорочувати(ся)  
 to draft – 1) складати план; готувати проект; 2) робити креслення; 3) робити відбір  
 implementation – здійснення, виконання  
 to face – стикатися, зустрічати сміливо, віч-на-віч  
 advance – просування; прогрес; успіх; поліпшення  
 domestic – внутрішній; вітчизняний  
 international – міжнародний, інтернаціональний  
 competitive – конкурентний; конкурентоспроможний  
 sourcing – пошук джерел (*фінансування, поставок*); пошук (*постачальників, підрядників*)  
 footprint – 1) слід, відбиток; 2) зона впливу або спостереження  
 multi-modal service – мультимодальне обслуговування,  
 обслуговування з використанням різних видів транспорту  
 unique feature – унікальна особливість  
 timely delivery – своєчасна, вчасна доставка  
 complete assistance – повне сприяння  
 life cycle – строк експлуатації; строк служби; час існування; життєвий цикл  
 expansion – розширення  
 transparency – прозорість (*про звітність, процедури, практику*)  
 visibility – видимість, прозорість  
 savings – економія, заощадження  
 to match – 1) підходити, відповідати; 2) добирати  
 architecture – 1) побудова, будова; 2) структура; 3) архітектура; 4) модель  
 thereby – 1) таким чином; у такий спосіб; 2) у зв'язку з цим  
 satisfaction – задоволення

*Exercise 9. Read, translate and give the gist of the text.*

## Text 2. Logistics Companies

Logistics companies help other companies to run their business smoothly without worrying about the transportation issues. They help streamline the task of delivering shipments of their customer companies. They specialize in the field of transportation and can perform all activities from pick-up of the shipments to assisting on tracking the geographical location of the shipments and to safely deliver the goods at the right time and in a safe and hygienic condition thereby attaining customer service and appreciation. By doing this, they retain their existing customers and prospective customers come their way.

Logistics is regarded as the complete set of functions that are concerned with planning, controlling and managing a smooth flow of products and services, people, real-time data and information that are considered to be of utmost importance. This also includes the steps that are involved in delivering the products and services without shrinking the budget of the company.

It is commonly believed that no manufacturing, distribution or marketing activity can be completed without the support of an effective logistics system. The logistics system needs to be drafted in such a manner that it is able to achieve the business goals of the company besides being a supporting hand in the successful implementation of the plans and policies of the company.

A logistics company may face numerous problems or challenges while performing its duties:

1) **Globalization of Supply Chain.** Due to the advances in the field of logistics, supply chains are now considered to be global as their area of distribution has spread far. Logistics companies have their network levels, both domestically and internationally. In the present competitive environment, there is

an urgent need for them to manage their complex operations around supply chains that have characteristics of effective distribution, multi-point sourcing and global delivery.

2) **Growth of existing networks and service footprint.** These days customers are not merely satisfied with delivery of goods. A logistics company must be able to provide multi-modal services, additional and unique features, timely delivery and complete assistance across the lifecycle of the shipments. There must be steps taken by the logistics company for the development of new routes in addition to the expansion of services offered and networks.

3) **Transparency in supply chain.** Logistics companies must be ready to offer visibility of supply chain to its customers which can enable the customers to effectively plan and manage any variations in the levels of demand and supply beside inventory. Thus, it can be said that logistics companies can help ensure cost savings and enhanced efficiencies in addition to lowering the level of inventory. They also help companies by delivering infrequently matched enterprise access to important business information using web-based architecture. They are also helpful in improving the delivery time and thereby resulting in enhancing levels of customer satisfaction.

*Exercise 10. Answer the questions on text 2.*

1. How do logistics companies help other companies to run their business smoothly? 2. What is considered to be of utmost importance in logistics? 3. How does logistics system need to be drafted? 4. What problems or challenges may a logistics company face while performing its duties? 5. What is an urgent need for logistics companies in the present competitive environment? 6. What is to be done by logistics companies in addition to the expansion of services offered to the customers? 7. What can the offering of supply chain visibility enable customers to do? 8. What kind of help can logistics companies also provide?

*Exercise 11. Give verbs corresponding to the following nouns:*

satisfaction, analysis, interest, addition, expansion, competition, provision, application, description, completion, consumption, service, relation, communication, experience, assembly, belief, knowledge, decision, determination.

*Exercise 12. Translate the following sentences into English:*

1. Спеціаліст з логістики потрібен у всіх організаціях, діяльність яких пов'язана з постачанням товарів. 2. Робота логіста досить різноманітна: він аналізує інформацію та на її основі приймає рішення щодо шляхів та термінів постачання товарів. 3. Логістик розраховує вартість транспортування, координує роботу перевізників, взаємодіє з постачальниками, працівниками складів, митними службами (customs services). 4. Для успішної роботи логістику потрібні аналітичний розум, інтуїція (intuition), знання прикладної математики, юриспруденції (jurisprudence), основ економіки. 5. Рівень доходу логістиків досить високий та може перевищувати середню заробітну плату (average wage) в галузі промисловості удвічі. 6. Досвід роботи відкриває широкі перспективи для створення власного бізнесу, пов'язаного з організацією перевезень та постачанням товарів як вітчизняних, так і закордонних (foreign).

*Exercise 13. Insert articles (a, the) where necessary and comment on their usage.*

1. In order to become ... logistics coordinator, it is important to understand what ... job requires, career advancement opportunities, and ... potential employers. 2. There are ... multiple career paths to become ... logistics coordinator. 3. The primary responsibility of ... logistics coordinator is to manage ... movement of materials. 4. Logistics is ... term used to describe ... movement of goods from originating source to ... consumer. 5. Although there are community and ... career college programs to become ... logistics coordinator, successful completion is not mandatory. 6. Most employers will accept ... business diploma or completion of ... bachelor of arts (BA) degree as sufficient training to become ... logistics coordinator. 7. Work experience in ... logistics is very important in this role. This experience is typically obtained through ... position as ... shipping clerk, package movement technician, courier, driver, or related position. 8. Many people work on the front lines of ... courier industry plan to advance into this role as ... part of their longterm career plan. 9. Customer service is ... large part of ... skill set required

to become ... logistics coordinator. 10. These skills can be obtained in ... wide range of positions, from telephone customer service to retail sales. ... ability to listen, communicate clearly, and work with others are all ... very important skills for ... logistics coordinators.

*Exercise 14. Memorize the basic terminology to text 3.*

vacancy – вакансія; вільне місце  
to deal (with) – мати справу (з), вирішувати проблему  
to cover – 1) покривати; накривати; вкривати; 2) охоплювати, містити в собі  
point of destination – місце, пункт призначення  
ample opportunity – широкі можливості  
to evolve – 1) розвивати(ся); еволюціонувати; 2) розгортати(ся)  
commercial contracts manager – комерційний директор  
to ensure support – гарантувати підтримку  
legal support – юридична підтримка  
thorough – ретельний, ґрунтовний; детальний, досконалий  
property – власність, майно  
law – 1) закон; 2) право; правознавство, юрисдикція  
thorough – 1) повний, цілковитий; 2) ґрунтовний  
enactment – нормативний акт; закон, декрет, указ  
analyst – аналітик  
cost reduction – зниження вартості  
alongside – поруч, пліч-о-пліч  
analytical bent of mind – схильність до аналітичної розумової діяльності; аналітичний розум  
to possess – володіти, мати, мати при собі  
change management – управління змінами  
lean implementation consultant – консультант із питань спрощеного впровадження рішень  
due – належний  
emphasis – наголос  
to assist – допомагати, надавати допомогу, сприяти  
to leverage – використовувати (на свою користь)  
to frame – складати, утворювати, формулювати, розробляти  
to predefine – визначати наперед  
deadline – крайній строк (термін)  
procurement – закупки; постачання; придбання  
accurate – точний, правильний  
economical – 1) економний, ощадний; 2) економічний  
in excess – більше, понад, понад нормою (*норму*)  
deficit – дефіцит; нестача  
actual – дійсний, фактично наявний  
to interface – 1) з'єднувати; 2) бути пов'язаним; 3) слугувати засобом зв'язку  
to update – модернізувати; оновлювати інформацію (дані)  
enterprise resource planning (ERP) – планування бізнес-ресурсів  
to negotiate – вести переговори, перемовини; домовлятися  
vendor – продавець, торговець  
pricing – ціноутворення  
maintenance – підтримання; утримання; ведення (*рахунку*)  
documentary – документальний; задокументований  
records – обліково-звітні матеріали  
bar-coding – штрих-кодування  
employee – найманий робітник, службовець, працівник

*Exercise 15. Read and translate text 3.*

### Text 3. Ample Opportunities in the Field of Logistics

There is a variety of different types of logistics vacancies in today's business environment. Logistics has been defined as the art and science of various functions that deal with the aspects of planning, managing and controlling the flow of goods and services, people and information. It covers all steps taken to ensure that the delivery of a product or service is managed in such a way that there is no trouble in delivering the product from the point of origin to the final point of destination.

There are ample opportunities in the field of logistics which have evolved significantly over the years. The nature of duties and responsibilities attached to different vacancies related to the field of logistics are discussed below.

**Commercial Contracts Manager.** The primary role of a commercial contracts manager is to ensure legal and commercial support towards various aspects of an organization such as sales, marketing and logistics. This requires a thorough experience of various law and enactments such as intellectual and property laws.

**Logistics Analyst.** The role of a logistics analyst is to ensure that cost reductions are made alongside improvements of process. The role may involve engaging with various operating units and ensuring an enhanced customer service. A thorough understanding of aspects related to distribution and warehousing is required. The person must have an analytical bent of mind and must possess knowledge regarding change management.

**Lean Implementation Consultant.** The key role of a lean implementation consultant is to deliver lean implementation projects with the due emphasis on changes occurring in the human culture element. One must have adequate related knowledge and experience.

**Supply Chain Logistics Consultant.** The role of a supply chain logistics consultant is to assist clients in leveraging logistics value and also to design networks and frame steps necessary for effective managing and to implement orders of the organization. He is also responsible for designing and reviewing the network of supply chain and implementation of systems to make sure that the predefined objectives are achieved under strict deadlines.

**Procurement Consultant.** The candidate must have knowledge in the field of procurement logistics and supply chain management consulting. His role is to ensure that all the procurements made by the organization are accurate in every regard and are economical. He takes all steps necessary enough to make sure that the procurements are not in excess or deficit of the actual requirements of the organization.

**Supply Chain Manager.** The role of a supply chain manager is to ensure responsibility of the entire supply chain that is being interfaced for development of products. His role also extends to production planning, customer service, sales and material supply and warehousing. He needs to ensure an optimal performance of operations, warehousing and materials supply.

**Assistant Manager, Logistics and Stores** is responsible for material or inventory control besides assisting in updating records in Enterprise Resource Planning (ERP) and also negotiates with transport vendors.

**Warehouse Manager.** A warehouse manager is responsible for planning, maintaining and directing the overall warehouse operations. He is also responsible for pricing, maintenance of documentary records and bar-coding.

So, there are quite varied roles and duties which are performed by a logistics employee according to the particular job or field.

*Exercise 16. Answer the questions on text 3.*

1. What are the types of logistics positions in today's business environment? 2. How has logistics been defined? 3. What is the role of a commercial contracts manager? 4. What does the role of logistics analyst involve? 5. What types of consultants can there be in logistics? 6. What is the task of a lean implementation consultant? 7. What is supply chain logistics consultant responsible for? 8. What knowledge must the candidate applying for the position of procurement consultant have in the field of logistics? 9. Who is to ensure responsibility of the entire supply chain and an optimal performance of



operations, warehousing and materials supply? 10. What are the responsibilities of the assistant and warehouse manager?

*Exercise 17. Give English equivalents.*

Вакансії в бізнес-середовищі; доставка продукту або послуги; місце походження; кінцевий пункт призначення; широкі можливості; юридична та комерційна підтримка; достатній досвід; нормативний акт; інтелектуальне та майнове право; логістичний аналітик; покращене обслуговування клієнтів; схильність до аналітичної розумової діяльності; управління змінами; належні знання та досвід; використання собі на користь; виконувати замовлення; наперед визначена мета; крайній термін виконання; постачання; товарно-матеріальні запаси; вести переговори; обліково-звітні матеріали; штрих-кодування; торговець; службовець.

*Exercise 18. Speak on:*

1. Career in logistics: concepts and paths.
2. Peculiarities of a logistics manager's career.
3. Vacancies in the field of logistics.

### Unit 3. Employment of Logistics Specialists

*Exercise 1. Study the definitions. Give their Ukrainian equivalents.*

**employ (v)** – to hire or engage the services of an individual or his or her equipment;

**employ (n)** – occupation, employment;

**employment (n)** – the state of being employed or having work that renders payment;

**employer (n)** – a person, organization, or corporation that has workers in its employ;

**employee (n)** – anyone who works for a wage or salary and performs services for an employer;

**employability (n)** – a person's capability for gaining and maintaining employment;

**employable (adj)** – describing people in the population who are able to work and who fall within certain age limits; capable of being employed;

**employed (adj)** – having a job; working.

*Exercise 2. Translate the following blocks of sentences paying attention to the words and word combinations in italics. Make use of a dictionary.*

1. The main ways for *employers* to find workers and for people to find *employers* are via jobs listings in newspapers and online, also called job boards. *Employers* and job seekers also often find each other via professional recruitment consultants who receive a commission from the *employer* to find, screen and select suitable candidates.

2. An *employer's* level of power over its workers is dependent upon numerous factors, the most influential being the nature of the contractual relationship between the two. This relationship is affected by three significant factors: interests, control and motivation.

3. An *employee* contributes labour and expertise to an endeavor of an *employer* and is usually hired to perform specific duties which are packaged into a job. In most modern economies, the term "*employee*" refers to a specific defined relationship between an individual and a corporation, which differs from those of customer or client.

4. *Employees* can organize into trade or labour unions, which represent the work force to collectively bargain with the management of organisations about working and contractual conditions.

5. Usually, either an *employee* or *employer* may end the relationship at any time. This is referred to as *at-will employment*. The contract between the two parties specifies the responsibilities of each when ending the relationship and may include requirements such as notice periods, severance pay, and security measures. 6. I *was employed* by a president of a leading logistics company of Australia. How long have you been *employed* at this job? I would like to be in the government's *employ*. Recently *employed* worker quickly showed high level of professionalism and productivity.

7. *Employers* must balance interests such as decreasing wage constraints with a maximization of labour productivity in order to achieve a profitable and productive *employment* relationship. Our corporation can only provide *seasonal employment*, not *steady employment* that you are seeking.

8. In order to enhance the *employability* of its graduates, the University aims to provide a range of experience which go beyond its individual academic programmes. In many cases excellent *employability skills* are needed in order to find a good job. Young people who had developed these skills would be highly *employable*. Graduates will be expected to gain the skills that will help them to remain *employable* throughout their working life.

*Exercise 3. Memorize the basic terminology to text 1.*

to be aware – знати, усвідомлювати

to end up – припиняти(ся); завершувати(ся)

distinctly – ясно, чітко, виразно, помітно

working lifetime – тривалість роботи

to stumble – 1) спотикатися, затинатися; 2) помилятися

voluntarily – добровільно, за власним бажанням; навмисно

unexpectedly – несподівано, непередбачувано; раптово

full-time – повний робочий тиждень / день; штатний (*про працівника*)

permanent – постійний, незмінний

ad (*скор.* від advertisement) – реклама; оголошення

employment agency – бюро з працевлаштування

quality – якість; властивість, ознака

communication – спілкування, комунікація; інформація; повідомлення (дія)

to communicate – спілкуватися; подавати (*на ознайомлення, схвалення*); передавати (*повідомлення*); розсилати (*примірники, копії*)

persistence – 1) впертість, наполегливість; 2) витривалість, життєздатність; 3) постійність; тривалість

aptitude – здатність, схильність

hands-on experience – безпосередній досвід; практичний досвід

resume – резюме

accomplishment – 1) завершення, виконання; 2) досягнення, реалізація

achievement – 1) досягнення; успіх; здобуток; перемога

reference – 1) рекомендація, характеристика (*на особу*); 2) посилання (*на когось, щось*)

strength – сила, міць; сильна риса

to stand out – бути помітним, вирізнятися

to supervise – спостерігати, наглядати, здійснювати нагляд, інспектувати, контролювати

confidential – конфіденційний; секретний, таємний

cover letter – супровідний лист

interview – співбесіда; інтерв'ю; опитування

rule of thumb – практичне правило

response – відповідь; реагування, реакція

request – 1) запит; 2) прохання; 3) запитувати, робити запит

technique – метод, прийом

impression – враження; думка, уявлення

to praise – хвалити, вихвалити

supervisor – інспектор, контролер; наглядач, начальник

letter of recommendation – (письмова) рекомендація, рекомендаційний лист

to oblige – зобов'язувати, зв'язувати зобов'язанням; примушувати

shelf life – строк збереження товарної якості продукції; строк придатності при зберіганні

prospective – майбутній; можливий, ймовірний; потенційний

confidence – 1) впевненість; 2) довіра

to forego – 1) передувати; 2) утримуватися, відмовлятися (*від чогось*)

on the spot – одразу, негайно; на місці

title – 1) заголовок, назва; 2) титульна сторінка; 3) титул; звання  
superintendent – керівник; управитель; завідувач, директор  
congressman – конгресмен, член Конгресу (США)  
fine – прекрасний, чудовий  
to transcribe – переписувати  
to flaunt – виставляти напоказ, хизуватися  
glowing – яскравий  
credibility – 1) довіра; 2) достовірність, правдивість; надійність

*Exercise 4. Read, translate and give the gist of the text.*

### Text 1. **Job Hunting**

As you consider the possibility of a job hunt or career change, you need to be aware that most people end up having at least three distinctly different careers in their working lifetimes, and often those careers are different from each other. Yet people usually stumble through each job campaign, unsure of what they should be doing. Whether you find yourself voluntarily or unexpectedly in a job hunt, the direct approach is the job hunting strategy most likely to yield a full-time permanent job. The direct approach is an active, take-the-initiative style of job hunting in which you choose your next employer rather than relying on responding to ads, using employment agencies, or depending on other methods of finding jobs.

“Lack of experience” is often the last reason people are not offered jobs, according to the companies who do the hiring. If you are changing careers, you will be glad to learn that experienced professionals often are selling “potential” rather than experience in a job hunt.

Companies look for personal qualities that they know tend to be present in their most effective professionals, such as communication skills, initiative, persistence, organizational and time management skills, and creativity. Frequently companies are trying to discover “personality type,” “talent,” “ability,” “aptitude,” and “potential” rather than seeking actual hands-on experience, so your resume should be designed to aggressively present your accomplishments. Attitude, enthusiasm, personality, and a track record of achievements in any type of work are the primary “indicators of success” which employers are seeking.

You need to provide references during a job hunt, but you may not be sure of how and when to use references for maximum advantage. You can use references very creatively during a job hunt to call attention to your strengths and make yourself “stand out.” You should ask from three to five people, including people who have supervised you, if you can use them as a reference during your job hunt. You may not be able to ask your current boss since your job hunt is probably confidential.

A common question in resume preparation is: “Do I need to put my references on my resume?” No, you don’t. Even if you create a references page at the same time you prepare your resume, you don’t need to mail, e-mail, or fax your references page with the resume and cover letter. Usually the potential employer is not interested in references until he meets you, so the earliest you need to have references ready is at the first interview. Obviously there are exceptions to this standard rule of thumb; sometimes an ad will ask you to send references with your first response. Wait until the employer requests references before providing them.

An excellent attention-getting technique is to take to the first interview not just a page of references (giving names, addresses, and telephone numbers) but an actual letter of reference written by someone who knows you well and who preferably has supervised or employed you. A professional way to close the first interview is to thank the interviewer, shake his or her hand, and then say you’d like to give him or her a copy of a letter of reference from a previous employer. Hopefully you already made a good impression during the interview, but you’ll “close the sale” in a dynamic fashion if you leave a letter praising you and your accomplishments. For that reason, it’s a good idea to ask supervisors during your final weeks in a job if they will provide you with a written letter of recommendation which you can use in future job hunts. Most employers will oblige, and you will have a letter that has a useful “shelf life” of many years. Such a letter often gives the prospective employer enough confidence in his opinion of

you that he may forego checking out other references and decide to offer you the job on the spot or in the next few days.

Whom should you ask to serve as references? References should be written by people who have known or supervised you in a professional, academic, or work situation. References with big titles, like school superintendent or congressman, are fine, but remind busy people when you get to the interview stage that they may be contacted soon. If you're asked to provide references on a formal company application, you can simply transcribe names from your references list. In summary, follow this rule in using references: If you've got them, flaunt them! Your references probably won't ever get you a job, but glowing letters of reference can give you credibility and visibility that can make you stand out among candidates with similar credentials and potential.

*Exercise 5. Say whether the following statements are true or false. Correct the false ones.*

1. The direct approach is the job hunting strategy in which your prospective employer chooses you using employment agency. 2. "Lack of experience" is often the first reason people are not offered jobs, according to the companies who do the hiring. 3. Companies look for personal qualities to be present in their most effective professionals, such as communication skills, initiative, persistence, organizational and time management skills, and creativity. 4. Your resume should be designed to calmly present your accomplishments. 5. You need to provide references during a job hunt and use them very creatively, for maximum advantage calling attention to your strengths. 6. You should ask your current boss to give you a reference even if your job hunt is confidential. 7. You need to put your references on your resume as the potential employer is interested in references until he meets you. 8. A professional way to close the first interview is to thank the interviewer, shake his or her hand, and say you'd like to give him or her a copy of letter of reference from a previous employer.

*Exercise 6. Read the job advertisement for a position of Logistics Manager and fill in the blanks with the words from the box.*

*Sales Manager, Logistics Manager, recruit, dispatch, receipt, schedule deliveries, on-time delivery, responsibilities, communication skills, management skills, career, routing system, warehousing, transport, profitable, depot.*

### **Job Description**

A leading manufacturing organisation is looking to ... a Logistics Manager for their ... in Milton Keynes. Reporting to the Regional Manager the role is wholly responsible for both the ... and ... operation.

The main ... for this position include but are not limited to the following:

- to ensure the ... of the correct product;
- to liaise and provide operational support to the regional ... ensuring the ... running of the depot;
- responsibility for the ..., storage and ... of all materials purchased for stock and to the customer requirements;
- ...to the customers by utilizing both own vehicles and 3rd party transport.

### **Skills & Experience**

You will ideally be an experienced ... although the client is willing to extend this opportunity to those who are looking to make this the next step within their ... . Candidates must have excellent ..., both verbal and written. With excellent ..., the successful candidate will be able to demonstrate experience of developing teams within a Logistics environment. To be successful within this role you will need to be highly motivated, energetic, dynamic and confident. Knowledge of Paragon ... will be an advantage.

*Exercise 7. Read the job advertisement for a position of Supply Chain & Logistics Coordinator and translate it into Ukrainian..*

### **Job Description**

A leading retail business, Hudson, based in London is currently seeking a Supply Chain & Logistics Coordinator to join the business. This is a fantastic opportunity for the right candidate to join a brand

name with excellent growth and development opportunities.

The Supply Chain Manager's role will focus on:

- driving logistics efficiencies in the market;
- customer satisfaction concerning shipping quality and distribution services;
- coordination of courier and transport operations;
- increase logistics innovation and competitiveness of UK market;
- define the strategy for parcel distribution within the UK market.

The suitable candidate is a person with at least 2 years experience gained working in a Supply Chain role.

Please note you will receive an automated response advising you that we have received your CV.

Hudson is a leading provider of permanent recruitment, contract professionals and talent management solutions worldwide.

*Exercise 8. Read dialogue 1 and translate it using the notes below then reproduce the dialogue in pairs.*

### **Dialogue 1**

A: Who can be considered a potential employer for logistics managers?

B: I think that logistics involves so many critical business activities that nearly every company can employ logistics specialists.

A: What kinds of organizations employ logistics managers?

B: These are manufacturing firms, third party logistics firms (warehousing, dedicated carriers, forwarders etc.), transportation firms, educational organizations (Universities and training firms), government agencies (military, department of transportation), service institutions (banks, hospitals), consulting firms and different merchandising firms (retailers, wholesalers, distributors).

A: Now I agree that logistics is connected to nearly every aspect of business management but what do most people say about Logistics?

B: Most people say Logistics is getting the right product to the right place in the right quantity at the right time, in the right condition at the right cost and finally to the right customer.

A: I know it as 7 R's. But this is a complex task that is not limited to the truck that does the delivery. So, Logistics is more than transportation.

B: Of course, it is a complex notion.

### **Notes**

to employ – брати на роботу, (на)давати роботу за наймом, наймати

manufacturing – 1) виробництво, виготовлення; 2) виробничий; промисловий

dedicated – 1) спеціалізований; 2) відданий

government agency – урядова установа, урядовий орган

retailer – роздрібний торговець

truck – вантажний автомобіль, вантажівка

*Exercise 9. Match the definitions with proper terms.*

Definitions	Terms
1. An organization that assists firms in recruiting employees and aids individuals programs in their attempts to locate jobs	a) employee assistance
2. A selection method involving the assessment of a job applicant's characteristics through paper-and-pencil responses or simulated exercises	b) employee orientation
3. Any supplements to wages or pay that employees get based on their working for the organization	c) employee rights
4. A formal process of helping new employees adjust to the organization, job, and work group	d) employment agency

5. Guarantees of fair treatment from employers, particularly regarding an employee's right to privacy	e) employee benefits
6. Programs designed to help employees deal with social problems, such as alcoholism, drug addiction, and excessive stress	f) employment test
7. Granting power to employees to initiate change, thereby encouraging them to take charge of what they do	g) employment at will
8. The legal principle that holds that either employee or employer can terminate employment at any time for any reason.	h) employee empowerment

*Exercise 10. Memorize the basic terminology to text 2.*

literal – буквальний, дослівний; точний

academic community – наукова спільнота

curriculum vitae (CV) – біографія, біографічна довідка; анкетні дані; резюме

to accomplish – завершувати, виконувати, досягати

stranger – незнайомець, стороння особа

to screen out – виявляти (*внаслідок перевірки*)

concise – стислий, скорочений, сумарний

apparent – явний, видимий; очевидний;

recent – нещодавній, недавній

reverse – зворотний; перевернутий; протилежний

curiosity – цікавість; допитливість

background – підготовка, кваліфікація

brief – короткий, стислий

hit – 1) удар; 2) бити, ударяти; уражати, влучати в ціль

letter of interest – лист-зацікавлення

to accompany – супроводжувати

to introduce – 1) представляти (*когось*); знайомити, рекомендувати; 2) вводити

highlight – 1) основний момент (факт); 2) підкреслювати, виділяти

word processing – текстова обробка

reply – 1) відповідь; 2) відповідати

to lurk – залишатися непоміченим; критися

MBA (Master of Business Administration) – магістр управління бізнесом / ділового адміністрування

requirement – 1) вимога; необхідна умова; 2) потреба

best fit – максимальна відповідність

to commit (to) – зобов'язувати, зв'язувати зобов'язанням

to lock in – замикати та не випускати, замикати на ключ

to handle – поводитися (*з чимось*), розглядати (*щось*)

delighted – приємно вражений

salary history – хронологія заробітної плати

habit – 1) звичка; 2) особливість, характерна риса

tailor-made – 1) зроблений (пошитий) на замовлення; 2) призначений спеціально для (*когось / чогось*)

to set up – призначати

approach – підхід, концепція, позиція, принцип

exact – точний, цілком правильний

to forward – відправляти, пересилати, надсилати

to arrange – влаштовувати

at your convenience – як (коли) вам буде зручно

determined – рішучий, сповнений рішучості, твердий

to follow up – 1) доводити до кінця; 2) супроводжувати; підкріплювати.

## Text 2. Writing and Using Your Resume

Very literally, your resume should motivate the person reading it to dial the phone number or e-mail the screen name you have put on the resume. Your resume should be written on one page, maybe two. Usually only people in the academic community have a resume (which they usually call a *curriculum vitae* (CV) longer than one or two pages. Remember that your resume is almost always accompanied by a cover letter, and a potential employer does not want to read more than two or three pages about a total stranger in order to decide if he wants to meet that person! Besides, don't forget that the more you tell someone about yourself, the more opportunity you are providing for the employer to screen you out at the "first-cut" stage. A resume should be concise and exciting and designed to make the reader want to meet you in person!

Employers almost always prefer a chronological resume; in other words, an employer will find a resume easier to read if it is immediately apparent what your current or most recent job is, what you did before that, and so forth, in reverse chronological order. A resume that goes back in detail for the last ten years of employment will generally satisfy the employer's curiosity about your background. Employment more than ten years old can be shown even more briefly in an "Other Experience" section at the end of your "Experience" section. Remember that your intention is not to tell everything you've done but to "hit the high points" and especially impress the employer with what you learned, contributed, or accomplished in each job you describe.

**When you mail, e-mail, or fax your resume, always send a "cover letter."** A "cover letter," sometimes called a "resume letter" or "letter of interest," is a letter that accompanies and introduces your resume. Your cover letter is a way of personalizing the resume by sending it to the specific person you think you might want to work for at each company. Your cover letter should contain a few highlights from your resume – just enough to make someone want to meet you. Cover letters should always be typed or word processed on a computer – never handwritten.

### **1. Learn the art of answering ads.**

There is an "art," part of which can be learned, in using your "bestselling" resume to reply to advertisements. Sometimes an exciting job lurks behind a boring ad that someone dictated in a hurry, so reply to any ad that interests you. Don't worry that you aren't "25 years old with an MBA" like the ad asks for. Employers will always make compromises in their requirements if they think you're the "best fit" overall.

What if the ad you're answering asks for "salary requirements?" The first rule is to avoid committing yourself in writing at that point to a specific salary. You don't want to "lock yourself in."

There are two ways to handle the ad that asks for "salary requirements." First, you can ignore that part of the ad and accompany your resume with a cover letter that focuses on "selling" you, your abilities, and even some of your philosophy about work or your field. You may include a sentence in your cover letter like this: "I can provide excellent personal and professional references at your request, and I would be delighted to share the private details of my salary history with you in person."

Analyze the ad and "tailor" yourself to it so that your background, work habits, and interests seem "tailor-made" to the company's needs.

### **2. Talk to friends and relatives.**

Don't be shy about telling your friends and relatives the kind of job you're looking for. They may be able to make introductions and help set up interviews. About 25% of all interviews are set up through your network of contacts, so don't ignore this approach.

### **3. Finally, and most importantly, use the "direct approach."**

More than 50% of all job interviews are set up by the "direct approach." That means you actually mail, e-mail, or fax a resume and a cover letter to a company you think might be interesting to work for.

In general, you should write directly to the *exact name* of the person who would be hiring you: say, the vice-president of marketing or data processing. If you're in doubt about to whom to address the letter, address it to the president by name and he or she will make sure it gets forwarded to the right person within the company who has hiring authority in your area.

It is ideal to end the cover letter accompanying your resume by saying, "I hope you'll welcome my call next week when I try to arrange a brief meeting at your convenience to discuss your current and future needs and how I might serve them." Keep it low key, and just ask for a "brief meeting," not an interview. Employers want people who show a determined interest in working with them, so don't be shy about following up on the resume and cover letter you've mailed.

*Exercise 12. Give English equivalents.*

Супровідний лист; хронологічний порядок; резюме (біографія); максимальна відповідність; лист-зацікавлення; хронологія заробітної плати; зустрічатися особисто; робоча звичка; кваліфікація; цікавість; рукописний; зроблений на замовлення; стислий (короткий); як вам буде зручно; призначати; приємно вражений; вимога; магістр управління бізнесом; залишатися непоміченим; відповідати; рішучий; зворотний; компроміс.

*Exercise 13. Answer the questions on text 2.*

1. What is a "good" resume? 2. How long should your resume be? 3. Should resumes be functional or chronological? Why? 4. Whom should you address your cover letter? 5. Why is it useful to talk to your friends and relatives about the job you are looking for? 6. What's the correct way of following up on a resume you send?

*Exercise 14. Translate the following sentences into English:*

1. Ваше резюме повинно бути написане на одній, можливо на двох сторінках, та спонукати людину, що читає його, набрати ваш телефонний номер або відправити вам електронне повідомлення. 2. До вашого резюме слід додати супровідний лист. 3. Найкраще резюме – стисле та захоплююче, складене так, аби роботодавець забажав зустрітися з вами особисто. 4. Роботодавцю буде легше читати ваше резюме, якщо в ньому чітко видно, яка ваша поточна або остання робота, чим ви займались до цього, тобто місця вашої роботи необхідно подати у зворотному хронологічному порядку. 5. Супровідний лист повинен містити в собі декілька основних моментів із вашого резюме. 6. Ваша кваліфікація, робочі навички та інтереси мають здаватися спеціально призначеними для потреб компанії. 7. Не соромтеся розповідати вашим друзям та родичам про роботу, яку ви шукаєте, можливо, вони зможуть допомогти вам. 8. Якщо ви маєте сумніви щодо того, кому адресувати ваш супровідний лист, напишіть його на ім'я президента компанії.

*Exercise 15. Choose the correct alternative.*

14 most common reasons job hunters are not offered jobs (according to the companies who do the interviewing and hiring):

1. **Low / high / strong** level of accomplishment
2. **Good / Poor / Bad** attitude, lack of self-confidence
3. **Too many / Lack of / Independence of** goals
4. Lack of **words / enthusiasm / character**
5. Lack of **interest / practice / experience** in the company's business
6. **Ability / Inability / Desire** to sell or express yourself
7. Unrealistic salary **demands / supplies / offers**
8. Poor **appearance / clothes / things**
9. Lack of maturity, no **leadership potential / relationship potential**
10. Lack of **extracurricular activities / current activities / previous work**
11. Lack of preparation for the **conversation / interview / work**, no knowledge about company
12. Objecting **to work / to travel / to obey**
13. **Low/Excessive / Lively** interest in security and benefits
14. Inappropriate **underground / background / behaviour**

*Exercise 16. Memorize the basic terminology to text 3.*

nervous – 1) нервовий; 2) неспокійний, тривожний



fear – страх, острах; побоювання  
 to head – 1) очолювати; стояти (іти) попереду; 2) перевершувати, бути першим  
 declining industry – галузь, що переживає занепад  
 annual report – річний звіт  
 fit – 1) підхожий; 2) придатний; 3) пристосований  
 burden – 1) вага; ноша; 2) тягар  
 interviewer – інтерв'юер  
 hard-working – працьовитий  
 loyal – 1) вірний, відданий; 2) лояльний  
 imaginative – 1) наділений багатою уявою; 2) образний  
 cost-cutter – той, хто здатний скоротити видатки  
 to confess – 1) зізнаватися; визнавати (*помилку*); 2) сповідати(ся)  
 lazy – лінивий, ледачий  
 workaholic – трудівник, самовідданий працівник, трудоголік  
 perfectionist – перфекціоніст (людина, що в усьому прагне досконалості)  
 frustrated – прикро вражений, (дуже) засмучений, розчарований  
 to share – поділяти (*думку, смак тощо*)  
 weakness – слабке місце, недолік, вада  
 to perceive – сприймати; усвідомлювати; розуміти  
 long-range – довгостроковий  
 to motivate – мотивувати  
 clichéd – банальний, стереотипний  
 troubleshooting – розслідування конфлікту (*для його врегулювання*)  
 tough problem – складна для вирішення проблема  
 to bring up – порушувати (*питання*); ставити на обговорення  
 nose-dive – стрімкий, раптовий спад  
 to prosecute – переслідувати (в судовому порядку), притягати до судової відповідальності  
 bribe – підкуп; хабар; предмет хабарництва  
 unemployed – незайнятий; безробітний

*Exercise 17. Read and translate text 3.*

### Text 3. Preparing for a Job Interview

Don't worry *too* much if you're nervous before interviews. You're supposed to be a little nervous, especially if the job means a lot to you. But the best way to kill unnecessary fears about job hunting is through 1) making sure you have a great resume and 2) preparing yourself for the interview. Here are three main areas you need to think about before each interview.

*Do you know what the company does?* Find out before the interview what the company's main product or service is. Where is the company heading? Is it in a "growth" or declining industry?

Information about what the company does is in annual reports, in newspaper and magazine articles, and on the Internet.

*Do you know what you want to do for the company?* Before the interview, try to decide how you see yourself fitting into the company.

Understand before you go to each interview that the burden will be on you to "sell" the interviewer on why you're the best person for the job and the company.

*How will you answer the critical interview questions?* Put yourself in the interviewer's position and think about the questions you're most likely to be asked. Here are some of the most commonly asked interview questions:

***"What are your greatest strengths?"***

Don't say you've never thought about it! Go into an interview knowing the three main impressions you want to leave about yourself, such as "I'm hard-working, loyal, and an imaginative cost-cutter."

***"What are your greatest weaknesses?"***

Don't confess that you're lazy or have trouble meeting deadlines! Confessing that you tend to be a "workaholic" or "tend to be a perfectionist and sometimes get frustrated when others don't share my high standards" will make your prospective employer see a "weakness" that he likes. Name a weakness that your interviewer will perceive as a strength.

***"What are your long-range goals?"***

Say your long-range goal is to be *with* the company, contributing to its goals and success.

***"What motivates you to do your best work?"***

Don't get dollar signs in your eyes here! "A challenge" is not a bad answer, but it's a little clichéd. Saying something like "troubleshooting" or "solving a tough problem" is more interesting and specific. Give an example if you can.

***"What do you know about this organization?"***

Don't say you never heard of it until they asked you to the interview! Name an interesting, positive thing you learned about the company recently from your research. Don't get onto a negative area of the company if you can think of positive facts you can bring up. Of course, if you learned in your research that the company's sales seem to be taking a nose-dive, or that the company president is being prosecuted for taking bribes, you might politely ask your interviewer to tell you something that could help you better understand what you've been reading.

***"Why should I hire you?"***

"I'm unemployed and available" is the wrong answer here! Get back to your strengths and say that you believe the organization could benefit by a loyal, hard-working cost-cutter like yourself. You should decide in advance, before you go to the interview, how you will answer each of these commonly asked questions.

*Exercise 18. Give English equivalents.*

Працьовитий; лінивий; самовідданий працівник; перфекціоніст; слабе місце; хабар; притягати до судової відповідальності; інтерв'юєр; тягар; безробітний; банальний; розчарований; складна проблема; розслідування конфлікту; довгостроковий; придатний; стрімкий спад.

*Exercise 19. Play the roles of the interviewer and the interviewee with your partner asking and answering the following questions:*

1. What is your full name? 2. Are you married? What is your marital status? 3. What university did you graduate from? When? 4. What department did you study at? 5. Have you ever worked part-time or during the summer? 6. Do you have any work experience in logistics? 7. Why are you applying for a post of logistics manager? 8. How did you find out about this position? 9. Why are you interested in joining our company? 10. Why do you feel you are qualified for this job? 11. What do you know about our company? 12. Are you capable to work overtime? 13. What are your greatest strengths for the job? 14. What are your weaknesses? 15. What motivates you in your work? 16. What are your long-range goals? 17. What is your expected salary? 18. Why should I hire you?

*Exercise 20. Translate the word combinations with the word "job" into Ukrainian. Use them in sentences of your own.*

Low-level job, job campaign, job-seeker, job market, job hunt, job description, job details, job hunter, part-time job, full-time job, present job, hold a second job, job applicant, managerial job, withdrawal from a job, job skill, job interview, job cluster, job content, job environment, job evaluation, job family, job performance standards, job involvement, job placement, job progression ladder, job rotation, job relationships, job requirements, job satisfaction, job sharing, job specification, job step.

*Exercise 21. Read, translate and analyze the following example and write your own résumé.*

***Example of a resume***

## CORNELIUS WHITAKER

1110 Hay Street, Fayetteville, NC 28305  
 preppub@aol.com  
 (910)483-6611

<b>OBJECTIVE</b>	To offer my experience related to all aspects of supply, logistics, and warehouse management as well as my strong computer skills and budgetary knowledge.
<b>EDUCATION &amp; TRAINING</b>	<p>Have completed 52 hours of general studies, Central Texas College, Killeen, TX. Studied Principles of Banking/Teller Training, Baylor University, Waco, TX. Excelled in extensive military-sponsored training which included the following courses:</p> <ul style="list-style-type: none"> <li>– Standard Property Book Systems Redesign</li> <li>– Unit Level Logistics Systems (ULLS-S4) Instructor</li> <li>– Research and Development</li> <li>– Defense Reutilization and Marketing Personnel Records</li> </ul>
<b>EXPERIENCE</b>	<p><i><b>Am advancing in leadership roles while building a reputation for my knowledge of logistics management, personnel supervision, and warehouse operations, U.S. Army:</b></i></p> <p><b>LOGISTICS MANAGEMENT SPECIALIST.</b></p> <p>Fort Hood, TX (2005-present). Have handled multiple areas of responsibility in similar consecutive assignments which have included maintaining accountability for property valued in excess of \$35 million; am recognized as a subject matter expert in the field of logistics.</p> <ul style="list-style-type: none"> <li>• Advanced to supervise two people.</li> <li>• Maintain records and parts inventories for more than 200 items of equipment.</li> <li>• Was a key player in the establishment of new automated systems which are a vital factor in units receiving “commendable” ratings in inspections.</li> <li>• Control a \$100,000 annual unit budget.</li> <li>• Was cited for my proficiency in maintaining the property books for two separate units.</li> <li>• Displayed communication skills and technical knowledge which led to my selection as an instructor for the Army’s new Unit Level Logistics System S4 (ULLS-S4); was chosen from among a group of well-qualified professionals and trained more than 80 people including specialists, supervisors, and managers.</li> <li>• Supervised a military installation closing project and physical relocation of all organizational assets with no losses of equipment or funds. Oversaw the design and renovation of new facilities with little assistance and within severe time constraints.</li> </ul>
<b>COMPUTERS</b>	<p>Am adept at diagnosing, identifying, and correcting malfunctions to ULLS-S4 systems as well as in loading program software and solving operator and system problems.</p> <p><b><i>Programs and software:</i></b> Microsoft Word, Excel, PowerPoint, Form Flow, ULLS (S4 and Ground), and Standard Property Book Systems-Redesign.</p>
<b>PERSONAL</b>	Am known for my ability to react quickly and make sound decisions under pressure. Offer expert skills in varying areas including purchasing, budgeting, forecasting, and contracting.

*Exercise 22. Make the following sentences interrogative and negative.*

1. The interview will begin at eight. 2. Our retailer will be in Kyiv the day after tomorrow. 3. Logistics management officer will introduce you to the management team at your convenience. 4. I will work for a leading 3PL. 5. I will be responsible for coordinating all activities for the weekly and monthly

manufacturing plans. 6. In my job I will have to ensure all working procedures are clearly defined. 7. My job will involve supervising information flows for the enterprise. 8. I will work in logistics area, namely in the logistics department.

*Exercise 23. Change the following into the Future Indefinite.*

1. The employer of this logistics company hires new professionals twice a year. 2. I spend all my time preparing to the interview. 3. Our logistician left for London on Monday. 4. My best friend is an operations manager and I am a warehouse manager. 5. I saw him at the employment agency. 6. Her husband worked at the factory as a material control chief. 7. I am busy writing a resume and a cover letter on weekdays. 8. I completed the questionnaire and the interviewer agreed to consider my application form.

*Exercise 24. Translate into English using the Future Indefinite tense.*

1. Завтра службовці обговорюватимуть питання тривалості роботи на підприємстві. 2. На порядку денному буде питання можливості створення нового дистрибуторського центру та проведення співбесід з кандидатами на нові посади. 3. Ви підете на співбесіду сьогодні ввечері? 4. Коли прийде начальник зміни? 5. Я напишу супровідний лист самостійно, але ще обов'язково потрібно мати характеристику (на особу). 6. Наступного тижня ми вивчатимемо одразу й нове практичне правило, й нові методи роботи. 7. У понеділок роботодавець особливо пильно спостерігатиме за виконанням роботи менеджера із закупівель, а також адміністратора з організації виробництва. 8. Ваш майбутній керівник зобов'яже вас бути конфіденційним. 9. Можливо, лише за кілька місяців він знатиме, як отримати посаду спеціаліста з логістичного управління.

*Exercise 25. Match job descriptions with corresponding names of positions.*

Job descriptions	Positions
1. Assists merchandise buyer in selecting merchandise for order, placing order, and inventory distribution	a) strategic planning manager
2. Assigns drivers and vehicles to convey freight or passengers	b) top supply chain management executive
3. Manages a group of buyers who select merchandise for order, place orders, and stay involved in inventory distribution for a division	c) assistant merchandise buyer
4. Enhances product workflow by analyzing and developing logistics plans that affect production, distribution, and inventory	d) supply chain & logistics coordinator
5. Allocates merchandise to stores according to warehouse and store inventory levels	e) dispatcher
6. Responsible for the receipt, storage and dispatch of all materials purchased for stock and to customer requirements	f) warehouse manager
7. Manages total quality programs, policies, and initiatives	g) logistics analyst
8. Responsible for the planning and scheduling of materials through the production schedules	h) logistics manager
9. Drives logistics efficiencies in the market, coordinates courier and transport operations, and satisfies customers concerning shipping quality and distribution services	i) merchandise allocator
10. Responsible for planning and directing an organization's strategic and long-term goals	j) scheduler
11. Responsible for working in house, managing the day to day management, development and	k) divisional merchandise manager

motivation of a team, ensuring that they consistently meet productivity and quality objectives	
12. Plans and directs all aspects of an organizations supply chain policies, objectives, and initiatives.	1) quality manager

*Exercise 26. Speak on:*

1. The process of job hunting and employment.
2. Job advertisements for logistics specialists.
3. Resume and a cover letter.
4. Preparing for a job interview.

## **Unit 4. Logistics Organization: Structure and Functioning**

*Exercise 1. Read dialogue 1 and translate it using the notes below then reproduce the dialogue in pairs.*

### **Dialogue 1**

A: How can an organization be defined?

B: An organization is the result of the organizing process and can be defined as a structured grouping of people working together to achieve organizational objectives.

A: Does every organization have its own structure?

B: Yes, it does. Every organization must choose an overall structure that meets its needs best and allows interactions among individuals and departments to attain its goals.

A: Is handling of a relatively small business comparatively simple?

B: Yes, however when any company enlarges its scope of business, it has to hire more employees. Instead of a single logistician or bookkeeper, it will have to employ an entire logistics or accounting department.

A: How will it be possible for a single person to control the business?

B: One or other formal type of organization then becomes necessary. Large organizations use various techniques such as departmentalization, delegation, and others.

A: What is departmentalization?

B: Departmentalization is dividing work activities into units within the organization. This method has been used in different organizations throughout the world.

A: And what is organizational structure?

B: An organizational structure is a hierarchical concept of subordination of entities that work together and contribute to serve one common aim. It is usually built in one of a variety of styles. It will determine the modes in which the organization shall operate and will perform.

### **Notes**

interaction – взаємодія

instead of – замість когось / чогось

individual – особа, окремий представник

department – відділок; відділення; цех; секція

relatively – 1) стосовно, щодо; 2) відносно, порівняно; 3) відповідно

to enlarge – поширювати, розширювати; розширюватися

scope – масштаб, розмах; сфера

bookkeeper – бухгалтер; рахівник

accounting – бухгалтерський облік; звітність; бухгалтерська справа

single – єдиний; один

various – різний; різноманітний

departmentalization – департаменталізація, поділ на відділи

delegation – делегування, передача (повноважень)

unit – 1) організаційна одиниця 2) службовий підрозділ або філіал фірми  
 throughout – через, по всьому; протягом, упродовж  
 hierarchical – ієрархічний  
 subordination – підпорядкування; субординація  
 entity – особа; підприємство; організація; організація-суб'єкт  
 права; юридична особа  
 mode – 1) метод, спосіб; 2) спосіб дій; манера; 3) форма, вид  
 to operate – діяти; працювати; функціонувати

*Exercise 2. Match English-Ukrainian equivalents.*

1. departmentalization	a) відділення
2. entity	b) бухгалтерський облік
3. delegation	c) ієрархічний
4. bookkeeper	d) взаємодія
5. hierarchical	e) службовий підрозділ
6. accounting	f) поділ на відділи
7. subordination	g) бухгалтер
8. interaction	h) організація - суб'єкт права
9. department	i) підпорядкування
10. unit	j) передача (повноважень)

*Exercise 3. Memorize the basic terminology to text 1.*

matrix organization – матрична організація  
 distributed logistics organization – розподілена логістична організація  
 hybrid – 1) гібрид; 2) гібридний; змішаний  
 silo – 1) силос; силосна башта; 2) бункер; 3) стартова шахта  
 to illustrate – пояснювати; ілюструвати  
 to incorporate – 1) включати (до складу); 2) об'єднувати(ся), приєднувати(ся), сполучати(ся)  
 key performance indicator (KPI) – ключовий показник / індикатор продуктивності  
 to starve (for) – жадати, прагнути (чогось)  
 tremendous – 1) величезний; приголомшливий; 2) жахливий, страшний  
 lost sale – втрачений збут (внаслідок відсутності товару чи втрати клієнтів)  
 to shatter – 1) розбивати(ся) вщент; 2) розладнувати (здоров'я); руйнувати (надії)  
 target – 1) ціль; об'єкт; 2) планове завдання  
 to structure – 1) структурувати, систематизувати; 2) запроваджувати, інтегрувати (в модель, систему)  
 metrics – 1) система показників; 2) метрика, вимірювання, висхідні величини  
 to feature – 1) характеризувати; 2) зображати; змальовувати  
 transitional – 1) перехідний; 2) проміжний; 3) нестійкий  
 command – 1) панування, влада; 2) команда; наказ; 3) командування  
 measure – 1) міра; одиниця виміру 2) міряти, вимірювати; 3) оцінювати, визначати (характер)  
 performance measure – одиниця вимірювання продуктивності, міра виконання діяльності  
 equal – 1) рівний, рівноправний; однаковий; відповідний; достатній; 2) рівнятися; дорівнювати  
 to serve – 1) слугувати; бути корисним; 2) обслуговувати  
 master – 1) господар; власник; 2) опановувати  
 chief logistics officer (CLO) – головний спеціаліст з логістики  
 productivity – 1) продуктивність; вихід продукції, вироблення; 2) продуктивність, ефективність  
 report – 1) звіт; 2) звітувати  
 in charge of – відповідальний за  
 response – реагування, реакція  
 cross-functional – міжфункціональний  
 to align – ставити в ряд, вирівнювати

reliable – надійний, певний, достовірний, гідний довіри  
 vaguely – неоднозначно, неясно, невиразно  
 to suffer – страждати; зазнавати  
 to fall (into) – поділятися (на)  
 to be adept (at) – бути обізнаним (в), знатися (*на чомусь*)  
 patiently – 1) терпляче; 2) наполегливо; вперто  
 to complain – скаржитися  
 high-minded – 1) благородний; великодушний; високої душі; 2) гордовитий; пихатий  
 in essence – по суті  
 template – еталон; зразок, шаблон  
 vision – 1) уявлення, погляд, бачення; передбачення; 2) видимий об'єкт  
 to leverage – 1) інвестувати позикові кошти / використовувати позикові кошти;  
 2) використовувати на свою користь  
 to dedicate – спеціально виділяти; призначати  
 synergy – синергія (сумарний ефект взаємодії двох або більше чинників)  
 response time – час реагування (час на отримання відповіді на запит)  
 otherwise – 1) інакше, по-іншому, в інший спосіб; 2) або ж, а інакше, а то; 3) інша річ; в інших відношеннях  
 spreadsheet - зведена (електронна) таблиця (*фінансового стану*)  
 research and development (R&D) – науково-дослідні й дослідно-конструкторські роботи  
 sale – *pl.* обіг; товарообіг; збут; реалізація продукції; обсяг продажу  
 total quality management (TQM) – система менеджменту якості;  
 система забезпечення стовідсоткової якості; концепція тотальної якості

*Exercise 4. Read and translate text 1.*

### Text 1. Logistics Organization Models

There is a variety of logistics organizational models. These model alternatives include: functional organization; process organization; matrix organization; integrated logistics organization; global logistics organization; business unit logistics organization; distributed logistics organization and a hybrid model.

#### ***Functional Organization Model***

The functional or *silo* organization model is a carryover from the past World War II manufacturing organizations.

A typical functional organization concept from a retail client is - **Buying Sourcing Logistics Finance.**

In their case, logistics only incorporated the traditional transportation and warehousing functions. Because the key performance indicator (KPI) for logistics was storage and handling cost per unit, the logistics organization would hold outbound store deliveries for as long as possible to create large picking waves and larger outbound shipments.

In the meantime, the stores were starved for key products resulting in tremendous lost sales costs in the stores.

The premise of the silo/functional organizational model is that if each silo is optimized, then the entire enterprise performance must be optimized. Of course, this premise turned out to be false. Customers and shareholders are not interested in silo performance, and customer/shareholder value is only really enhanced when the functional, political, and technical silos are shattered and restructured/refocused to target customer, shareholder, and employee satisfaction.

#### ***Process Organization Model***

The process organizational model structures people, metrics, and systems around critical business processes. Fig. 2 illustrates Kraft Food's process organizational model with silo overlays. The model features five key business processes – brand development, consumer development, customer

development, supplier development, and supply chain management – that focus the corporate resources – marketing, manufacturing, and logistics – on customer service.

The model requires individuals from a variety of academic and business disciplines to work together toward common goals that relate directly to customer and shareholder value creation.

### ***Matrix Organization Model***

The matrix organizational model is an attempt to combine the functional and process models. It is oftentimes a transitional organization structure, an organizational structure in which two (or more) channels of command, budget responsibility, and performance measurement exist simultaneously. For example, both product and functional forms of organization could be implemented simultaneously, that is, the product and functional managers have equal authority and employees report to both managers. The experience of most of clients is that the matrix model serves neither the interests of the customers, shareholders, nor internal management. The proverb that says “You cannot serve two masters” holds true. The matrix organization type has been used in organizations such as Procter & Gamble, the Harvard Business School and others.

### ***Integrated Logistics Organizational Model***

The integrated logistics organizational model is really focused on the processes of customer satisfaction, supply development, and logistics cost/capital management. The model requires a *chief logistics officer* (CLO) or vice president of logistics who is responsible for the four key total logistics performance indicators: total logistics cost, perfect order percentage, total logistics cycle time, and logistics productivity. The CLO has four direct reports, one each in charge of customer response (customer service and order processing), supply (inventory planning and procurement), distribution (transportation and warehousing), and logistics planning/optimization. The model requires that each direct report delivers superior results in his/her elements of the cross-functional measures of total logistics cost, perfect order percentage, total logistics cycle time, and total logistics productivity.

There are two reasons this model works particularly well. First, the organization structure is cleanly aligned with well defined, reliable, and benchmarkable logistics performance indicators. Any time the metrics are vaguely presented and/or the organizational structure is at odds<sup>1</sup> with the metrics that are in use, the total organizational performance will suffer. Second, individual personalities in logistics tend to fall into the three suborganizations: customer response, supply, and distribution. The customer response team is typically and necessarily comprised of the happiest, most joyful, and most optimistic professionals in logistics. These are the individuals who are most adept at customer recovery and can patiently leave a complaining customer smiling at the end of a difficult conversation or series of e-mails.

The supply team is typically and necessarily made up of the nerdy analysts with impressive academic credentials, expert spreadsheet skills, and thick glasses. These are the individuals that are the checks and balances between the high-minded objectives of the sales and marketing organization and the conservative concerns of the finance organization.

The distribution team is typically and necessarily made up of the rolled-up shirtsleeves crowd<sup>2</sup> that is not afraid to get their hands dirty driving a lift truck or fixing a tractor. These are the individuals who will get the job done.

### ***Global Logistics Organization Model***

The global logistics organizational model is an extension of the integrated logistics model.

In essence, the global logistics model includes an integrated logistics organization for global logistics planning and policy making, regional logistics planning and policy making, and in-country/local logistics planning and policy making. Each level has an individual responsible for total logistics, customer response, supply, and distribution. In a typical global logistics organization model, the global logistics management team makes global policy/plans (that is, communication standards, metrics definition, system selections, best practice templates, vision setting, and so on), and the regional/local management teams adopt those global standards to the unique regional/local conditions. The global logistics organization model has been adopted successfully by Coca-Cola, Nestle, and a variety of pharmaceutical firms.

### ***Business Unit Logistics Organization Model***



One of the most difficult questions to answer in logistics organization design and development is if and when a business unit should have its own logistics organization. The classic trade-off is between the leveraging of assets that is available when multiple business units utilize the same logistics assets (distribution centres, transportation fleets, inventory, logistics information systems, and logistics personnel) and the control that may be lost to a particular business unit when a designated logistics infrastructure is not dedicated to those particular needs. The evaluation usually comes down to an analysis of the logistics synergies that are available across business units.

Those synergies are created when different business units are logistically similar in key areas, including order profiles, response time requirements, customer base, supplier base, carrier base, and inventory profiles. If those similarities are not evident, it most often is advisable to dedicate a logistics organization to a business unit. Otherwise, the logistics similarities can be leveraged to create high efficiencies in the leveraging of logistics assets across business units.

### ***Distributed Logistics Organizational Model***

The distributed logistics organizational model eliminates any formal logistics organization other than a CLO.

Instead, logisticians are recruited and developed by the CLO and placed in the other areas of the corporation with the responsibility to incorporate sound logistics practices into the traditional corporate activities of marketing, research and development, sales, manufacturing, information systems, finance, and so on.

The model works similar to the concept of total quality management adopted by Motorola where total quality management (TQM) experts are placed in each area of the corporation to introduce quality management disciplines. Dell Computer is one of the most successful distributed logistics organizational models.

### ***Exercise 5. Find English equivalents in text 1.***

Вартість обслуговування; вихідна умова, передумова; пережиток (*минулого*); накладання, перекриття; акціонер; бренд, фабрична марка; бюджет, фінансовий кошторис; одночасно; оцінювання якості роботи; віце-президент; зразковий, ідеальний; безпосередній підлеглий; тривалість циклу; реагування на виконання замовлення клієнта; особливо, особливим чином; команда, група; особистість; радісний, веселий, щасливий; тупий, нудний; відшкодування, повернення (втраченого); розвиток, розробка; спроба, намагання; електронна таблиця; система стримувань і противаг; навантажувач; збільшення, розширення; визначення політичного курсу; активи, кошти, капітал; парк (літаків, автомашин); схожість, подібність; відсоток, процент, відсоткове відношення; рекомендований; правильний, розумний; внутрішній; місцевий; оцінюваний за еталоном; бути справедливим, справджуватися.

### ***Exercise 6. Complete the sentences choosing a, b or c.***

1. The logistics organization model alternatives do not include
  - a) International logistics organization
  - b) Global logistics organization
  - c) Integrated logistics organization
2. Another name for functional organization is
  - a) matrix
  - b) silo
  - c) carryover
3. The premise of the functional organizational model is the following:
  - a) if each silo is maximized, then the entire enterprise performance must be maximized
  - b) if each silo is minimized, then the entire enterprise performance must be optimized
  - c) if each silo is optimized, then the entire enterprise performance must be optimized
4. The process organizational model structures
  - a) people, indicators and systems
  - b) people, metrics and systems
  - c) people, metrics and critical business processes

5. The process organization model has five business processes that
  - a) focus the customers on value
  - b) focus the corporate resources on customer service
  - c) focus the company on functions
6. The matrix organizational model is an attempt to combine
  - a) the functional and hybrid models
  - b) the process and integrated models
  - c) the functional and process models
7. The integrated logistics organizational model requires
  - a) a chief executive officer
  - b) a chief logistics officer
  - c) a managing director
8. In a typical global logistics organization model, the global logistics management team makes
  - a) global business
  - b) global policy
  - c) international meetings
9. The control may be lost to a particular business unit when
  - a) a designated logistics infrastructure is not dedicated to particular needs
  - b) a designated logistics company is not dedicated to particular infrastructure
  - c) an infrastructure is designated to particular needs
10. The distributed logistics organizational model works similar to
  - a) just-in-time (JIT)
  - b) Service Response Logistics (SRL)
  - c) the concept of total quality management (TQM).

*Exercise 7. Match the definitions with proper logistics terms.*

Definitions	Terms
1. Also frequently called “Foxhole” or “Stovepipe”, relates to a management/ organization style where each functional unit operates independently, and with little or no collaboration between them on major business processes and issues	a) functional silo
2. A warehousing output measure that considers the volume (weight, number of units) of items stored during a given time period	b) performance indicator
3. This term signifies the type of organization in which each individual functional area, such as purchasing, finance, marketing, and accounting, focuses primarily on its internal operations, rather than on its obligations to the success of the corporation as a whole	c) throughput
4. A predetermined factor of performance (standard) against which actual performance is measured to see whether the actual is above or below standard	d) total supply chain response time
5. Indicators of the work performed and the results achieved in an activity, process, or organizational unit	e) matrix organization
6. A measure of a supply chains ability to change rapidly in response to marketplace changes	f) performance measures
7. An organizational structure that emphasizes the horizontal flow of authority; the company treats logistics as a project, with the logistics manager overseeing logistics costs but traditional departments controlling operations.	g) silo

*Exercise 8. Translate into Ukrainian with the help of a dictionary and entitle the text. Put key questions to each paragraph.*

1. At the time of the founding of the United States, companies tended to be “one-person” operations. Only a few people at most were needed to run the entire operation. The companies were generally small and specialized and served a local area.
2. Toward the middle of the 19th century, as companies began to grow, it was no longer possible for one person or a few people to manage all of the organization’s operations. Companies began hiring people to specialize in working with or managing various functions, such as manufacturing, sales, distribution, and accounting. It was believed that this created efficiency and expertise.
3. By the beginning of the 20th century, as companies continued to grow and diversify their product or service offerings, functional specialization by itself was no longer sufficient for effective management. Large organizations began to set up divisions organized vertically around similar product or service offerings. Employees became specialized in terms of function and product.
4. In some organizations, functions that did not directly affect the organization’s product or service offering and that cut across divisional boundaries were left at a “corporate” level, supporting various divisions. There was no reporting relationship between “line” divisional employees and “staff” or corporate employees.
5. By the 1950s, some large organizations realized that the divisionalized structure was not working well. It did not provide linkages between line people in various divisional and corporate positions, so that the synergies of being part of a large corporation were lost.
6. To combat this problem, many organizations began to implement matrix organizations. Instead of replacing the divisional structure, a matrix structure overlays the divisional structure. In addition to divisional reporting relationships, managers in matrix organizations have reporting responsibility to another person in their function outside of the division, often at a corporate level.

*Exercise 9. Read dialogue 2 and translate it using the notes below then reproduce the dialogue in pairs.*

### **Dialogue 2**

A: OK, we’ll get started with our logistics seminar then, shall we? I was talking to the head of Logistics Services the other day. He was telling me about the generic logistics strategies. The point is that manufacturers, wholesalers, and retailers all perform logistics activities, but they are often organized differently.

B: It’s a good point. We must bear that in mind. But how exactly are they organized?

A: Manufacturers may use one of three organizational strategies: process-based, market-based or the channel-based strategy.

C: Oh, I’ve heard a great deal about process-based strategy. May I explain?

A: By all means.

C: *Process-based strategy* is concerned with managing a broad group of logistics activities as a value-added chain. The emphasis of a process strategy is to achieve efficiency from managing purchasing, manufacturing, scheduling, and physical distribution as an integrated system.

A: Right. And *market-based strategy* is concerned with managing a limited group of logistics activities across a multidivision business or across multiple business units...

B: Ah, that’s interesting. As I know, *channel-based strategy* focuses on managing logistics activities performed jointly in combination with dealers and distributors.

A: Rapid response is critical! Now, let’s move on to the next point concerning wholesalers and retailers.

### **Notes**

to get started (with) – (роз)почати; братися (*за щось*)

head – голова, головуючий, завідувач, керівник, начальник

generic – загальний, типовий, характерний

point – 1) момент, питання; справа; 2) сутність, головне; зміст

to bear in mind – мати на увазі, тримати в думці, пам’ятати

exactly – 1) точно; 2) якраз, саме  
based – заснований (на чомусь)  
channel – канал  
great deal – багато, значна  
to explain – пояснювати, роз'яснювати, тлумачити  
by all means – 1) звичайно, будь ласка; 2) у будь-який спосіб; 3) за будь-яку ціну  
broad – широкий; головний, загальний  
value-added – додана вартість  
chain – ланцюг  
to achieve – досягати; отримувати  
scheduling – календарне планування  
physical distribution – фізичний розподіл, рух товарів  
integrated system – інтегрована система  
limited – обмежений  
multidivision business – організація із значною кількістю філіалів  
multiple – 1) численний; 2) складний; що має багато відділів (частин)  
to focus (on) – зосереджувати(ся) (на), зосереджувати увагу (на)  
jointly – спільно, сукупно, разом  
in combination with – у поєднанні з  
dealer – торговець, дилер; посередник  
distributor – дистриб'ютор, агент продажу  
to move on – проходити далі, переходити до

*Exercise 10. Translate the following sentences into English:*

1. Виробники можуть скористатися однією з трьох організаційних стратегій: стратегією, орієнтованою на процес, на ринок або на канал збуту. 2. Стратегія, орієнтована на процеси, передбачає управління широкою групою логістичних видів діяльності у вигляді ланцюга з доданою вартістю. 3. Стратегія, орієнтована на канал, обирається для управління видами логістичної діяльності, які виконуються спільно з дилерами та дистриб'юторами. 4. Крім традиційних функцій транспортування та зберігання, оптова торгівля зараз виконує низку послуг на додану вартість. 5. Через безпосередній контакт із кінцевими споживачами та гостру конкуренцію роздрібні торговці надають більшої ніж виробники уваги таким видам діяльності, як управління запасами, складування та обслуговування споживачів.

*Exercise 11. Memorize the basic terminology to text 2.*

to view – розглядати; оцінювати  
to position – 1) ставити; розташовувати; 2) визначати місцезнаходження  
production – 1) виробництво; виготовлення, видобуток; 2) продукція; вироби  
human resources – відділ кадрів; людські ресурси; кадри; робоча сила; робітники, працівники, співробітники  
option – вибір; право вибору  
debatable – спірний, дискусійний, неоднозначний  
cross-sectional – міжсекційний  
operational – оперативний  
criterion (pl. criteria) – критерій, мірило  
frequently – часто; звичайно  
mid- (medium-) sized – середнього розміру  
to open up – розкривати(ся); робити доступним; викривати, виявляти  
degree – ступінь, міра  
despite – незважаючи на  
comprehensive – всеохоплюючий, універсальний, комплексний  
division – відділ, відділення (структурний підрозділ)  
consideration – розгляд, обговорення; принцип; міркування

in terms of – 1) з точки зору; 2) мовою; у перекладі на  
 outside – зовні, поза, за межами, за межі  
 competitive edge – конкурентна перевага, перевага в конкурентній боротьбі  
 hierarchy – ієрархія; ієрархічність  
 membership – членство; кількість (сукупність) членів, склад (сукупність членів органу)  
 small or medium-sized enterprise (SME) – мале та середнє підприємство / компанія  
 labour – 1) праця, робота; завдання; робоча сила, робітники  
 superordinate – 1) підпорядкований; 2) супідрядний  
 phase – 1) період; стадія; 2) фаза; 3) аспект; бік  
 guideline – керівний принцип; офіційний норматив  
 to govern – керувати, управляти  
 solution – рішення, вирішення (*питання*)  
 line of products (product line) – асортимент товарів  
 to consolidate – консолідувати; поєднувати; об'єднувати; включати  
 to apply (to) – звертатися (до), стосуватися (до)  
 profit centre – гозпрозрахунковий підрозділ; центр прибутку  
 (автономний із фінансового погляду підрозділ компанії)  
 marketplace – ринок  
 to spin (span, spun) off – створювати нову компанію шляхом  
 відділення від існуючої та передання їй частини активів  
 outsourcing – 1) аутсорсинг, закупівля із зовнішніх джерел; 2) використання позаштатних  
 працівників; 3) доручення певних функцій підряднику; виконання завдання або частини  
 діяльності підрядником (*а не штатними працівниками підприємства*)  
 fluid – нестійкий, нетривкий, мінливий  
 two-tier – 1) дворівневий; 2) що складається з двох ланок (рядів); 3) другого ряду / класу  
 distinction – 1) різниця; розбіжність; відмінність; 2) характерна ознака, особливість, відмітна  
 риса; 3) розрізнення, розпізнавання  
 to draw – добувати, діставати, черпати (*інформацію*)  
 significant – значний; важливий; істотний  
 shift – переміщення, перестановка, перенесення

*Exercise 12. Read and translate text 2.*

## Text 2. Logistics in the Organizational Structure

### Logistics in a functional organization

#### *Logistics as a function in a company*

Logistics can be classified into various positions depending on how it is viewed as a function in a company. If logistics plays a critical role in a company's success, it makes sense to position it in the functional organization beside the basic functions of finance, production or human resources. Another option could be further centralization of logistics. But it is debatable whether this serves the cross-sectional function of logistics. *Logistics as an operational function*

The functional organization is based on the classification criterion of operations, and is frequently used in small and mid-sized companies. Logistics can be included centrally or decentrally in the current organizational structure as an additional operation. As a result, it is put on the same level as other fundamental operational functions such as production, sales and procurement.

The basic condition for this is that logistics is considered an operational function. Broad centralization can be achieved if logistics is placed directly under the managerial level. However, the functional organization opens up wide design possibilities as there are various types of this organizational form – this depends on the degree of centralization, the hierarchical classification and the functional place of logistics tasks in the present organizational units.

Despite the possibility of creating a comprehensive centralization, it must be stressed that a functional classification does not reflect the cross-sectional character of logistics. For this reason, this classification is termed skeptically as the “functional-silo approach”.

### **Logistics in a divisional organization**

#### *Logistics as a central division and unit*

When a company is organized by business divisions such as regions or products, there are several ways to integrate logistics. A critical consideration is to classify logistics in terms of its importance to commercial success. This extends from a central organization outside all divisions to a logistics unit in every division. If the approach is carried out well, competitive edges can be achieved.

#### *Centralized, decentralized and hybrid organization*

Large companies frequently are matrix organizations. A matrix organizational structure is a management structure that is in part based on hierarchy but also based on project management, so special teams are created for specific tasks. In these project teams the structure is often much less hierarchical. A matrix structure involves teams with varying membership. Such structure is also common in small or medium-sized enterprises (SMEs). Large companies employ organizational units based on operational function such as production, human resources and finance as well as organizational units based on divisions such as business segments A, B and C. A matrix organization has three ways of grouping logistics – centralized, decentralized or hybrid. *Logistics as a central unit*

In a divisional organizational structure, operational activities on the top level of a company's management are structured by object – for example, by product groups or regions. This base model also has various ways of integrating logistics. To achieve synergies among the divisions, logistics tasks are taken from the divisions and placed in a central unit.

#### *Logistics as a central unit and function in each division*

In a decentralized approach, tasks can also be carried out in the division. This frequently leads to a division of labor with the central level's carrying out tasks that have a superordinate character in terms of phase. An example is the setting of guidelines that govern logistics services. In this case, the central unit of logistics has absolute policymaking authority. Operational tasks, in particular, are carried out on the basis of these guidelines. This is an efficient solution when the divisions offer a broad line of different products and the potential for consolidating logistics tasks is small. If such potential exists, operational tasks can be performed centrally. This also applies to outsourced logistics services.

### **Logistics as a separate division**

Another option is to create a separate division of logistics. This division can be operated as a profit centre and can offer services in the marketplace to other companies. It can even be spun off as a separate company, creating a formal type of outsourcing for logistics.

Particularly in a divisional organization, the difference between a company organization and a group organization is fluid. In the real business world, a two-tier centralization problem frequently exists because a distinction must be drawn between central organization units on the company and group level. This aspect is significant for one reason: if central group logistics units are employed, a shift of central tasks from the company to the group level can occur.

#### *Exercise 13. Answer the questions on text 2.*

1. How is logistics classified and positioned in a functional organization? 2. What is functional organization based on? 3. How can logistics be included into a functional organization? 4. How can broad centralization be achieved? 5. What design possibilities are opened up by functional organization? 6. When are there several ways to integrate logistics? 7. What are the ways of grouping logistics in a matrix organization? 8. How are operational activities structured on the top level of a company's management? 9. What is the way to achieve synergies among the divisions? 10. What does a decentralized approach lead to? 11. When does the central unit of logistics have absolute policymaking authority? 12. How is logistics operated as a separate division?

#### *Exercise 14. Give English equivalents.*

Спірний, дискусійний; людські ресурси; критерій; переміщення, перенесення; створювати нову компанію шляхом відділення від існуючої та передання їй частини активів; другого ряду / класу;

закупівля із зовнішніх джерел; асортимент товарів; підпорядкований; нестійкий; значний; керувати, управляти; керівний принцип; консолідувати; госпрозрахунковий підрозділ; мале та середнє підприємство/компанія; конкурентна перевага; ієрархія; членство; між - секційний; розглядати; добувати, черпати (*інформацію*); ступінь, міра; відділ, відділення (*структурний підрозділ*); праця, робота; ринок.

*Exercise 15. Fill in the blanks with the prepositions from the box.*

*by, with, at, for, of, between, on, in, into, to*

1. A matrix organization is one where functional leaders are responsible ... more than one area. 2. This type ... organization is known as a matrix organization because when the relationship ... an employee and the management team is illustrated ... a diagram it is ... a matrix square. 3. People working ... a matrix organization are often called two-boss-employees because they report ... two supervisors ... the same time. 4. The matrix organization type is also used successfully ... global companies. 5. Global companies must achieve simultaneous coordination ... various products in each country they operate. 6. An indirect report is someone who may work ... you, but is not subordinate ... you. 7. Organizations can be classified ... four main types: line, line-and-staff, committee, and matrix organizations. 8. Line structures ... nature are informal and involve few departments, making the organizations highly decentralized. 9. An example ... a line department might be the production department because it is directly responsible ... producing the product. 10. A staff department, ... the other hand, has employees who advise and assist - making sure the product is advertised or that the customer service representative's computer is working. 11. ... an organizational chart a direct report is a solid black line while an indirect report is usually a dashed line or light grey line.

*Exercise 16. Memorize the basic terminology to text 3.*

hardly – 1) навряд; 2) насилу, ледве

handling – 1) управління, регулювання; 2) переміщення, маневрування, перевезення; 3) спосіб експлуатації; 4) поводження (з *чимось*); користування (*чимось*)

primary – 1) основний; найважливіший, головний; 2) первинний

repositioning – перерозташування, знаходження нової ринкової ніші

unfinished goods – незавершені товари, неготові вироби, напівфабрикати

finished inventory – запаси готових виробів

to require – 1) вимагати 2) потребувати

to entrust (with) – довіряти, доручати (*щось*)

to maintain – 1) підтримувати; зберігати 2) утримувати

in accordance with – згідно з

goal – мета, ціль

to reach – досягати, домагатися

to summarize – підсумовувати; підбивати підсумок, резюмувати

safe – безпечний

manner – спосіб; метод; манера

to coordinate – координувати, узгоджувати

timely – своєчасний, вчасний

procedure – метод, методика проведення

synchronization – синхронізація

service provider – обслуговуюча організація; постачальник, провайдер послуг

fraud – обман; шахрайство; підробка

payment – оплата, сплата, платіж

numerous – численний

middleman – посередник

thereby – 1) таким чином; у такий спосіб; 2) у зв'язку з цим

manufacturing flow – 1) виробничий процес; 2) рух видатків виробництва  
raw material – сировина  
semi-finished goods – напівзавершені товари, наполовину готові вироби, напівфабрикати  
premise – *pl.* будинок (*із прилеглими будівлями*)  
with regard to – щодо; стосовно  
hedging – хеджування, страхування ризику  
selection – вибір; відбір, підбір  
mode of transportation – вид транспортування  
modern-day – сучасний  
to conclude – робити висновок, доходити висновку

*Exercise 17. Read and translate text 3.*

### **Text 3. Logistics Department Tasks**

Logistics is considered to be the complete process involving planning, managing and controlling the flow of goods and services, information, real-time data and human resources from the point of origin to the point of destination. There is hardly any manufacturing or marketing activity that can be achieved without the support of an effective logistical department.

The logistics process consists of the process of integration of several aspects such as material handling, warehousing, information, transportation, packaging and inventory. The primary duty of an effective logistics system is to ensure geographical repositioning of unfinished goods, and it is also concerned with the finished inventories of the organization being at the required place at the lowest possible cost.

The logistics department is entrusted with the responsibilities of ensuring that the entire process of logistics is maintained and developed in accordance with the goals of the business at an economical cost. The tasks of the logistics department involve storage, distribution, warehousing, movement of goods from one place to another (internally or externally), tracking and delivery of goods. It includes a complete process of planning, managing, controlling and coordination to make sure that the goods reach the right place, at the right time, for the right cost and in a right condition. The various tasks performed by the department may be summarized as follows:

1. Ensuring all the requirements of the customers are met on time in an efficient and safe manner.
2. To coordinate with third party logistics (3PLs).
3. To ensure that there is a safe and timely dispatch of goods.
4. To draft plans, policies and procedures for successful implementation of logistics system.
5. To ensure that the business goals of the organization are in synchronization with logistics system.
6. To create and maintain customer support.
7. To maintain coordination with vendors, service providers and transport carriers.
8. To ensure that no fraud is committed.
9. To ensure timely supply and payment of goods and reduce inventories.

Besides the performance of the above tasks, the department also performs numerous other tasks, namely:

#### *Customer service management process*

The department ensures that the goods are reached on time, in a safe condition and at the right place. It also serves as a middleman between organization, vendors and carriers for tracking down the geographical location of the goods and thereby provides customer support.

#### *Procurement process*

Strategic plans are developed by the department to support development of fresh product and manufacturing flow management. This helps in bringing raw materials or semi-finished goods to the premises of the organization in a safe and proper condition at an economical cost. This also involves interactions with 3PLs. The department is also responsible for coordination with suppliers with regard to scheduling, hedging and timely delivery.

#### *Physical distribution*



This process is concerned with the movement of finished goods to reach the point of destination. The department is responsible for the selection of the best mode of transportation while delivering the goods to the place of destination.

Thus, it can be rightly concluded that the logistics department does play an important role in ensuring the delivery of goods and is therefore rightly considered as an integral part of a modern-day organization.

*Exercise 18. Say whether the following statements are true or false. Correct the false ones.*

1. Logistics is considered to be the incomplete process involving planning, managing and controlling the flow of goods and services, information, real-time data and human resources from the point of origin to the point of destination. 2. Any manufacturing or marketing activity can be achieved without the support of an effective logistical department. 3. The integration of material handling, warehousing, information, transportation, packaging and inventory are aspects the logistics process usually consists of. 4. The tasks of the logistics department involve storage, distribution, warehousing, movement of goods from one place to another, tracking and delivery of goods. 5. Ensuring all the requirements of the customers are met on time in an efficient and safe manner is not a task to be performed by the logistics department. 6. The department ensures that the goods are reached on time, in a safe condition and at the right place. 7. The department is also responsible for coordination with customers with regard to scheduling, hedging and timely delivery. 8. The department is responsible for the selection of the best mode of transportation and does play an important role in ensuring the delivery of goods.

*Exercise 19. Match the definitions with proper logistics terms.*

Definitions	Terms
1. A person / firm to whom the main contractor (the principal) has contracted work	a) extended enterprise
2. A new type of corporation where the boundaries between the suppliers systems and those of the firm seem to disappear, the relationships and structures formed change according to the changing needs of the customer	b) cross-functional
3. The combined power of a group of things when they are working together which is greater than the total power achieved by each working separately	c) reengineering
4. The notion that supply chain partners form a larger entity which works together as though it were a single unit	d) virtual corporation
5. Sending production work outside to another manufacturer	e) synergy
6. A term used to describe a process or an activity that crosses the boundary between functions	f) sub-contractor
7. A fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance.	g) subcontracting

*Exercise 20. Fill in the blanks with the following words and word combinations from the box.*

*reengineering, organizational unit, merged companies, organizations, agricultural equipment, third parties, division, costs, effective, centres, design, distributor, resources*

An ... and efficient logistics organization is a vital part of a firm's strategic management process. Many organizations have engaged in ...; that is, they are essentially "recreating" their ... and systems. Many firms have not employed their strategic ... properly. Some argue that their lack of success may have been due to the lack of a competitive organizational ... or structure. An example can be seen in IBM's PC .... Examples of firms that have been successful in reengineering include Atlas Supply and Case Corporation, a manufacturer of ... . Atlas Supply, a ... of automotive parts, was formed in 1992 to

integrate the distribution and logistics of two ... . It developed a shared system that allowed them to reduce the number of distribution ... by over 50 percent. Transportation ... fell over 20 percent. The savings resulted from pulling together a number of logistics-related activities under a single ... and utilizing ... where it made sense to do so.

*Exercise 21. Answer the questions.*

1. What are many organizations engaged in? 2. Due to what do many firms lack success? 3. What firms have been successful in reengineering? 4. Is Case Corporation a manufacturer of automotive parts or agricultural equipment? 5. Is Atlas Supply a manufacturer or a distributor? 6. When and why was Atlas Supply formed? 7. What did Atlas Supply develop? 8. What did the savings result from?

*Exercise 22. Match the definitions with proper logistics terms.*

Definitions	Terms
1. The act of delaying something or arranging for it to take place at a later time than originally planned or agreed	
2. When a vehicle is damaged beyond repair in an accident and constitutes an insurance claim on this basis	a) value chain
3. The state of being no longer needed or no longer desirable because something newer or more efficient has been invented	b) downstream
4. Increased or improved value, worth, functionality or usefulness	c) postponement
5. A series of activities, which combined, define a business process; the series of activities from manufacturers to the retail stores that define the industry supply chain	d) upstream
6. Associated with a single unit of product or a single unit of measure underlying a resource, activity, product or service	e) value-added
7. Referring to the demand side of the supply chain. One or more companies or individuals who participate in the flow of goods and services moving from the manufacturer to the final user or consumer	f) write-off
8. Refers to the supply side of the supply chain. Such partners are the suppliers who provide goods and services to the organization needed to satisfy demands which originate at point of demand or use, as well as other flows such as return product movements, payments for purchases.	g) unit cost
	h) obsolescence

*Exercise 23. Make the following sentences interrogative and negative.*

1. Something is going wrong in global financial system. 2. Peruvian companies are seeing growing opportunities for financing themselves domestically. 3. The use of computers as a management tool is steadily increasing. 4. In Britain tourism is now supporting about 1.4 million jobs. 5. The leading logistics companies are looking to build dominant global positions. 6. Some Canada manufacturers are having difficulty obtaining raw materials needed. 7. The Internet is enabling a new way of life. 8. Now manufacturing and improvement are getting more emphasis. 9. The organizational structure in today's factory is still undergoing change. 10. These countries are increasing competitive pressures in international trade.

*Exercise 24. Define the tense form of the predicates. Put questions to the italicized words.*

1. *Every organization* must choose *an overall structure* that meets its needs best. 2. *An organizational structure* will determine *the modes* in which the organization shall operate and will perform. 3. *Manufacturers, wholesalers, and retailers* all perform *logistics activities*. 4. *A great number of retailers* are purchasing many logistics services *from third parties*. 5. There are *two* reasons this model works particularly well. 6. *Each level of the organization* had *an individual responsible for total logistics, customer response, supply, and distribution*. 7. The model works *similar to the concept of total quality management* adopted by *Motorola*. 8. *Team structures* are becoming increasingly popular.

*Exercise 25. Put the infinitive in brackets in the proper Indefinite or Continuous form.*

1. We (to enlarge) our department in summer. 2. The CLO is at the meeting now. He (to speak) about the delegation and subordination. 3. Departmentalization (to be) the dividing of work activities into units within the organization. 4. Where you (to hurry)? 5. As a rule our company (to prepare) research and development figures in time. 6. Don't shout. We (to carry out) performance measurement. 7. We (to leave) our counterpart's work group holding the bag at the moment. 8. This merchandiser never (to deny) short lead time.

*Exercise 26. Translate into English using the Present Continuous tense.*

1. Ми готуємось до реструктуризації нашої організації наступного року. 2. Впродовж цього місяця оптимізуватимемо всю діяльність нашого підприємства. 3. Ми спостерігаємо за організаційними змінами, що відбуваються, та підтримуємо ідею реінжинірингу. 4. Споживання логістичних послуг у світі зростає, а в логістичних компаній з'являється дедалі більше клієнтів. 5. Наразі ми займаємося структуруванням усіх логістичних організацій, на місцевому рівні. 6. Наш головний спеціаліст з логістики сам проводить логістичну конференцію, а потім розмовляє з відвідувачами. 7. Його безпосередній підлеглий зараз розмовляє по телефону. 8. Віце-президент компанії скаржиться на погану роботу міжфункціональної команди. 9. Не заходьте до тієї кімнати. Там зараз працює тимчасовий комітет з вирішення проблеми утримання на складі компанії напівфабрикатів. 10. Постійний комітет зараз готується до зборів. 11. Проектна команда, на відміну від робочої групи, збирається скористатися автономією та повноваженнями щодо керування цим проектом. 12. Організаційні зміни зараз відбуваються не лише в центральному відділенні компанії.

*Exercise 27. Speak on:*

1. Logistics organizational models.
2. Logistics as a separate division.
3. Logistics department tasks.

## **Unit 5. International and Global Logistics**

*Exercise 1. Memorize the basic terminology to text 1.*

machining – 1) використання механізмів; 2) використання транспортних засобів

workplace logistics – матеріально-технічне забезпечення робочого місця

founder – засновник, фундатор

facility – 1) засоби обслуговування, зручності; послуги; 2) обладнання, пристосування, апаратура; будівля; виробнича споруда, виробничий об'єкт

facility logistics – матеріально-технічне забезпечення об'єктів

workstation – робоча станція, робоче місце

corporate logistics – корпоративна логістика

assembly line – складальний конвеєр, лінія збирання

ergonomics – ергономіка (галузь наукової організації праці, що вивчає трудові процеси і умови праці)

interworkstation – об'єкти між робочими місцями

intrafacility – внутрішній об'єкт

nonvalue added activities – неприбуткова діяльність

physical distribution – рух товарів; просування товару

business logistics – матеріально-технічне забезпечення комерційної організації

intrachain – внутрішній ланцюг

to oversimplify – надто спрощувати, розуміти дуже спрощено

to inflate – завищувати

computing industry – галузь інформаційних технологій

handoff – супровідна документація

inherent – притаманний

collaborative logistics – спільне матеріально-технічне забезпечення  
fourth-party logistics (4PL) – логістичний сервіс-провайдер  
четвертого рівня (провайдер логістичних послуг четвертого рівня)

*Exercise 2. Read and translate text 1.*

### **Text 1. The Evolution of Logistics and Supply Chain Management**

Paralleling advances in management theory and information systems, logistics has evolved in scope and influence in the private sector since the mid to late 1940s. In the 1950s and '60s, the military was the only organization using the term "logistics". There was no true concept of logistics in private industry at that time. Instead, departmental silos including material handling, warehousing, machining, accounting, marketing, and so on, were the norm. There are five phases of logistics development—workplace logistics, facility logistics, corporate logistics, supply chain logistics, and global logistics.

#### **Workplace Logistics**

Workplace logistics is the flow of material at a single workstation. The objective of workplace logistics is to streamline the movements of an individual working at a machine or along an assembly line. The principles and theory of workplace logistics were developed by the founders of industrial engineering working in WWII and post-WWII factory operations. A popular name today for workplace logistics is ergonomics.

#### **Facility Logistics**

Facility logistics is the flow of material between workstations within the four walls of a facility (that is, interworkstation and intrafacility). The facility could be a factory, terminal, warehouse, or distribution centre. Facility logistics has been more commonly referred to as material handling. The roots of facility logistics and material handling are in the mass production and assembly lines that distinguished the 1950s and 1960s. In those times and even into the late 1970s, many organizations maintained material-handling departments. Today, the term material handling has fallen out of favour because of its association with nonvalue added activities.

In the 1960s, material handling, warehousing, and traffic were grouped together to become known as physical distribution; procurement, marketing, and customer service were grouped together to become known as business logistics. (Even today in many academic institutions, logistics is still divided along these lines; where logistics is taught in the business school, it is taught as business logistics, and in the engineering schools as physical distribution.)

#### **Corporate Logistics**

As management structures advanced and information systems accordingly, the ability to assimilate and synthesize departments (material handling, warehousing, and so on) into functions (physical distribution and business logistics) in the 1970s permitted the first application of true logistics within a corporation. Corporate logistics became a process with the common objective to develop and maintain a profitable customer service policy while maintaining and reducing total logistics costs.

Corporate logistics is the flow of material and information between the facilities and processes of a corporation (interworkstation, interfacility, and intra-corporate). For a manufacturer, logistics activities occur between its factories and warehouses; for a wholesaler, between its distribution centres; and for a retailer, between its distribution centres and retail stores. Corporate logistics is sometimes associated with the phrase physical distribution that was popular in the 1970s. In fact, the *Council of Logistics Management* (CLM) was called the *National Council of Physical Distribution Management* (NCPDM) until 1982.

#### **Supply Chain Logistics**

Supply chain logistics is the flow of material, information, and money between corporations (interworkstation, interfacility, intercorporate, and intrachain). There is a lot of confusion surrounding the terms logistics and supply chain management. They may be distinguished by explaining that the supply chain is the network of facilities (warehouses, factories, terminals, ports, stores, and homes), vehicles (trucks, trains, planes, and vessels), and *logistics information systems* (LIS) connected by an

enterprise supplier's suppliers and its customer's customers. Logistics is what happens in the supply chain.

Logistics activities (customer response, inventory management, supply, transportation, and warehousing) connect and activate the objects in the supply chain. To borrow a sports analogy, logistics is the game played in the supply chain arena. It is unfortunate that the phrase supply chain management has been so readily and commonly adopted as a reference to excellence in logistics. First, it is not supply (or demand) that should dictate the flow of material, information, and money in a logistics network. Actually, there are some links in the chain and some circumstances in which supply should dictate flow and some in which demand should dictate flow. Second, if you drew lines connecting all the trading partners in a typical supply chain, what you would see would not look anything like a chain. You would see something that looks more like a complex web of links.

A chain stretched full is a line. The danger in the choice of the term *chain* is that the term oversimplifies the complexities in logistics management and leads to inflated expectations for what can be achieved by supply chain management systems. Finally, the term *management* suggests that a single party in the chain can truly manage and dictate the operations of the supply chain.

Instead, the best any party can do is to collaboratively plan the operations of the chain. Consider the computing industry supply chain with players like HP, Microsoft, Intel, UPS, FEDEX, Sun, IngramMicro, Compaq, CompUSA, and so on. There is not a single one of those parties who can or should manage the entire computing industry supply chain.

### **Global Logistics**

Global logistics is the flow of material, information, and money between countries. Global logistics connects our suppliers' suppliers with our customers' customers internationally. Global logistics flows have increased dramatically during the last several years due to globalization in the world economy, expanding use of trading blocs, and global access to Web sites for buying and selling merchandise. Global logistics is much more complex than domestic logistics, due to the multiplicity of handoffs, players, languages, documents, currencies, time zones, and cultures that are inherent to international business.

### **Next-Generation Logistics**

There are many theories as to the next phase of logistics development. Many logisticians believe that *collaborative logistics*, logistics models built with continuous and real-time optimization and communication between all supply chain partners, will be the next phase of evolution. Other camps in the logistics community believe the next phase of evolution will be *virtual logistics* or *fourth-party logistics*, where all logistics activities and management will be outsourced to third-party logistics providers who are in turn managed by a *master* or *fourth-party logistics* providers acting kind of like a general contractor.

*Exercise 3. Answer the questions on text 1.*

1. What are the phases of logistics development? 2. What was the only organization using the term logistics in the 1950s and 60s? 3. What departmental silos were the norms? 4. What is the definition and objective of workplace logistics? 5. What is the second (popular) name for workplace logistics? 6. What is facility logistics? 7. Why was the term "material handling" fallen out of favour today? 8. What activities were grouped together to become known as physical distribution? 9. What activities were grouped to become known as business logistics? 10. What is the application of true logistics within a corporation called? 11. What was the Council of Logistics Management called until 1982? 12. What is the difference between supply chain management and logistics? 13. What is the flow of materials, information, and money dictated by? 14. Why is global logistics more complicated than domestic logistics? 15. What logistics theories connected with the next stages of its development do you know?

*Exercise 4. Give English equivalents.*

Масштаб; використання транспортних засобів; матеріально-технічне забезпечення робочого місця; обладнання; корпоративна логістика; логістика каналу постачання; складальний конвеєр, лінія збирання; просування товару; закупівля; внутрішній ланцюг; галузь інформаційних

технологій; галузь наукової організації праці, що вивчає трудові процеси й умови праці; об'єкти між робочими місцями; супровідна документація.

*Exercise 5. Match the definitions with proper logistics terms.*

Definitions	Terms
1. The flow of material and information between the facilities and processes of a corporation	a) facility logistics
2. Logistics activities and management outsourced to third party logistics providers managed by a <i>master logistics</i> providers acting like a general contractor	b) global logistics
3. The flow of material between workstations within the four walls of a plant or warehouse	c) supply chain logistics
4. The flow of material, information, and money between countries	d) fourth-party logistics
5. It aims to streamline the movements of an individual working at a machine or along an assembly line	e) ergonomics
6. The flow of material, information, and money between corporations (interworkstation, interfacility, intercorporate, and intrachain)	f) collaborative logistics
7. Logistics models built with continuous and real-time optimization and communication between all supply chain partners	g) workplace logistics
8. The science of designing user interaction with equipment and workplaces to fit the user.	h) corporate logistics

*Exercise 6. Translate into Ukrainian paying attention to the use of Past Continuous and Future Continuous Tenses. Put general questions to each sentence.*

1. By 1940s logistics *was evolving* in scope and influence in the private sector. 2. When the founders of industrial engineering *were working* in WWII and post-WWII period factory operations they developed the principles and theory of workplace logistics. 3. While corporate logistics *was developing* profitable customer service policy it *was also reducing* total logistics costs. 4. In 1970s many organizations *were maintaining* material-handling departments. 5. During the next decades global logistics *will be expanding* the global access to Web sites for buying and selling merchandise. 6. If appointed, Mr.G. *will be aiming* to do the same job for CLM. 7. He expects that by 2017, some 10\$ billion *will be coming* from new areas of business.

*Exercise 7. Translate the following sentences into English.*

1. Етапи розвитку логістики складаються з матеріально-технічного забезпечення робочого місця, матеріально-технічного забезпечення об'єктів, корпоративної логістики, логістики каналу постачання, глобальної логістики. 2. Виробничим об'єктом може бути завод, термінал, склад, оптова база. 3. Завантаження та розвантаження матеріалів, зберігання на складах, перевезення відносять до руху товарів, а закупівлю товарів, маркетинг, обслуговування клієнтів – до матеріально-технічного забезпечення комерційної організації. 4. Корпоративна логістика – це потік матеріалів та інформації між виробничими об'єктами та процесами корпорації. 5. Канал постачання – це мережа виробничих об'єктів (складів, заводів, терміналів, портів, магазинів, будинків), транспортних засобів (вантажівок, потягів, літаків, морських суден) та логістичних інформаційних систем, пов'язаних з постачальниками постачальників підприємства та клієнтами його клієнтів.

*Exercise 8. Memorize the basic terminology to text 2.*

to necessitate – робити необхідним

sourcing – пошук джерел, підбір джерел (фінансування, поставок тощо)

expansive – здатний розширюватися (поширюватися)  
implication – положення, висновки  
extended – 1) тривалий; затягнутий; 2) продовжений, збільшений  
supply lead time – час на виконання поставки  
unreliable – ненадійний  
transit time – час транспортування/перевезення  
break-bulk – 1) розподіл великої партії вантажу на невеликі; 2) завантаження насипом  
consolidation – об'єднання невеликих вантажів, консолідація  
freight mode – вид транспортування фрахту  
cost option – вибір ціни  
just-in-time (JIT) operation – діяльність «точно у термін»  
waste – 1) зайва витрата; 2) збиток

*Exercise 9. Read, translate and give the gist of the text.*

### **Text 2. Typical Attributes and Logistics Implications of Globalization**

One area of significant change in recent years has been the increase in the number of companies operating in the global marketplace. This necessitates a broader perspective than when operating as an international company. In the latter, although companies may have a presence across a wide geographic area, this is supported on a local or regional basis through local or regional sourcing, manufacturing, storage and distribution. In the former, the company is truly global, with a structure and policy that represent a global business. Typical attributes will include: global branding; global sourcing; global production; centralization of inventories; and centralization of information.

To service global markets, logistics networks become, necessarily, far more expansive and far more complex. Once again, the need is to plan and manage logistics as a complete and integrated system. As well as the attributes already mentioned, companies operating in a global market are often involved in the outsourcing of some manufacturing and the use of “focused” factories that specialize in a limited number of products.

The major logistics implications of globalization are:

- extended supply lead times;
- extended and unreliable transit times;
- multiple break-bulk and consolidation options;
- multiple freight mode and cost options;
- production postponement with local added value.

It is obvious that there is a direct conflict between globalization and the move to the just-in-time operations that are being sought by many companies. In global companies there is a tendency to see order lead times increase and inventory levels rise because of the distances involved and the complexity of logistics. In companies moving to the just-in-time philosophy there is a desire to reduce lead times and to eliminate unnecessary stock and waste within their operations. For those companies trying to achieve both goals, there is a clear challenge for logistics.

*Exercise 10. Answer the questions on text 2.*

1. What makes a company international? 2. Under what conditions does a company become global? 3. What is necessary for logistics networks to service global markets? 4. What are global companies involved in? 5. What are major logistics implications of globalization? 6. Why do global companies see order lead times increase? 7. What do companies moving to the just-in-time operations aim at?

*Exercise 11. Give English equivalents.*

Значна зміна; збільшення; робити необхідним; пошук джерел; зберігання; розповсюдження; матеріально-технічні запаси; здатний розширятися; об'єднана система; час, необхідний для виконання замовлення; час на виконання поставки; діяльність «точно в строк»; розподіл великої

партії вантажу на невеликі; затримка; додана вартість; непотрібний запас; зайва витрата; досягати цілі.

*Exercise 12. Match the definitions with proper logistics terms.*

Definitions	Terms
1. The period of time that it takes for goods to be delivered after someone has ordered them	a) sourcing
2. The separation of a single consolidated bulk load into smaller individual shipments for delivery to the ultimate consignees	b) outsourcing
3. Modern manufacturing / supply concept where, instead of holding stocks of materials / components etc, supplies are fed in only as immediately required in order to minimize storage costs	c) lead time
4. A number of procurement practices, aimed at finding, evaluating and engaging suppliers of goods and services	d) break-bulk
5. The practice of buying goods and services from outside suppliers, rather than producing them within a firm.	e) just-in-time (JIT)

*Exercise 13. Memorize the basic terminology to text 3.*

relevant (to) – пов'язаний із

continuing education – післядипломне навчання

to cover – охоплювати

extensive – широкий

outside speaker – незалежний доповідач

pertinent – який стосується до (чогось)

vocational qualification – професійна кваліфікація

pan-European – загальноєвропейський

to endorse – підтверджувати, схвалювати

recognition – визнання

retraining – перепідготовка

pilot project – експериментальний, пілотний проект

to pursue – невідступно йти, слідувати

dissemination – розповсюдження, поширення

propulsion – 1) просування; 2) рушійна сила

turnover – товарообіг

to amount – складати, дорівнювати

production company – виробнича фірма

stakeholder – 1) зацікавлена сторона / особа; 2) партнер, співвласник

to reward achievements – винагороджувати за досягнення

honorary – 1) почесний; 2) неоплачуваний

tailored – спеціалізований, цілеспрямований

executive and advisory board – виконавчо-консультативна рада

cross-section – 1) профіль; 2) зріз даних, вибірка даних

to have finger on the pulse – бути обізнаними з останніми розробками, досягненнями, тримати руку на пульсі

commitment – 1) зацікавленість, прихильність; 2) зобов'язання

to showcase – показувати, виставляти

hands-on – практичний

vis-à-vis – відносно, щодо здогадка

insight – 1) розуміння, здогадка; 2) раптове знаходження рішення, здатність розібратися у чому справа (річ)

promotion committee – комітет зі сприяння дослідницькій роботі

in-depth – вичерпний; ретельний



pre-eminent – винятковий, видатний

leading-edge thinking – прогресивне, передове мислення

relevance – значущість, важливість

breadth – 1) рівень світогляду захисту (прав, домагань тощо); 2) широкий розмах, широкість (світогляду, поглядів)

*Exercise 14. Read and translate text 3.*

### Text 3. Logistics Associations

There are many fine associations relevant to supply chain management and customer satisfaction. They include:

#### **Institute of Management Consultants (IMC)**

The Institute of Management Consultants (USA) exists to establish professional and ethical standards for management consultants, to provide continuing education and information relevant to the profession, and to increase public awareness of the management consulting profession.

#### **The Council of Supply Chain Management Professionals (CSCMP)**

CSCMP is an association of distribution, logistics and supply chain management professionals. The organization is very comprehensive in the supply chain management field. It covers issues of customer satisfaction, inventory management, transportation, warehousing, systems, management and strategy. It is the largest and most comprehensive supply chain management organization.

CSCMP has an extensive network of local organizations called Round Tables. These often meet monthly in local environments to present outside speakers or conduct seminars. CSCMP conducts highlevel annual meetings attended by five to seven thousand supply chain management professionals.

#### **The International Customer Service Association (ICSA)**

ICSA is an organization of customer service professionals. In general, the organization is focused on issues pertinent to running a customer service department--personnel, organization, career paths, and so on. ICSA conducts annual meetings attended by two to three thousand people.

#### **The Warehouse Education and Research Council (WERC)**

WERC is an organization of individuals primarily focused on warehouse operations. Most of WERC's members have a direct connection with or are responsible for warehousing. The organization conducts local chapter meetings and has an annual conference.

**ELA, the European Logistics Association**, is a federation of 30 national organisations, covering almost every country in Central and Western Europe.

The goal of ELA is to provide a forum for co-operation for any individual or society concerned with logistics within Europe and to assist industry and commerce in Europe.

ELA formulates European Logistics Education Standards and encourages the acceptance of these standards by each of its member nations. A Vocational Qualification procedure is in place to enable the standards to be accepted on a pan-European basis.

ELA is often asked to participate in, or endorse, or lend support to a variety of research projects. For that reason, ELA published the broad principles for ELA's support for research and provides advice on how to engage with the Association in this field. **AILOG, Italian Association of Logistics and Supply Chain Management** since 1978 represents the professional and cultural point of reference in Italy on the issues of logistics and supply chain management for companies, for industry and for the institutions.

AILOG, excluding any profit-making, promotes the study, knowledge and application of logistics in its different aspects: technological, organizational, economic, social and environmental impact.

In particular, it proposes to: promote exchanges of experience and collaboration between members to enhance their professionalism; spread the knowledge of logistics and promote full recognition of the logistics function in the economy, industrial, commercial and political; promote training and retraining, with the cooperation of public or private institutions; develop in the companies and public institutions the introduction of advanced logistics systems; establish and maintain links with institutions and

organizations, public and private, domestic or foreign, involved in logistics; take any useful initiative to achieve the aims of the Association.

In order to achieve these objectives AILOG organizes the following activities: conferences and seminars, working groups and pilot projects, training courses, sponsored by the magazine “Logistics Management”.

The Association operates throughout the national territory through its Territorial Departments. These sections pursue the general objectives of AILOG with the aim of territorial development, exchange of experiences and knowledge of logistics and increasing the dissemination of logistics disciplines as a means of propulsion in the process of further economic development planning.

Within AILOG also operates, since 1994, the section Ailog Youth, created in order to facilitate the matching between demand and supply of labour and, more generally, to spread culture and professionalism of the logistics disciplines in the world of youth.

Among the members AILOG includes the best known of the Italian logistics: there are many business executives, supply chain managers, purchasing managers or production (materials and distribution) managers, some are entrepreneurs, some successful consultants, academicians and other young graduates.

AILOG now has more than 1000 members, belonging to private companies and public bodies, whose total turnover amounts to some € 250 billion. Production companies, members of several areas of business, distributors, logistics operators, service providers and equipment companies and logistics information systems, also belong to the association institutions, public administration and university bodies.

**The Logistics Association of Australia (LAA)** is a professional membership association representing the interests of professionals in logistics and the supply chain. Its vision is to serve and advance the Logistics and Supply Chain profession in Australia. Its mission is to be the Australian professional organization to which people associated with logistics and supply chain belong, by ensuring that the organization creates value for members and stakeholders, develops the profession by facilitating the exchange of knowledge and experience; encourages, recognizes and rewards achievements and excellence within the profession; collaborates responsibly with relevant organizations.

The core goal of LAA is professional development of individual people operating in the logistics, transport and supply chain profession.

The LAA provides professional development by providing good quality products, services and programs.

On many occasions the LAA collaborates with various industry bodies to bring to the membership good quality programs and services.

The mission of the nonprofit **German Logistics Association (BVL)** founded in 1978 is to act as a neutral platform to promote an awareness for the importance of logistics and supply chain management in industry, science and the public sphere, to systematically document logistical problem definitions, to develop methods and processes to solve these problems on an interdisciplinary and sector-focused basis and to promote and continuously optimize the application of the relevant solutions.

Today, BVL has more than 10,000 members - companies and individuals from the worlds of industry, commerce, services and science who are actively involved in the business of logistics and supply chain management. BVL is a primarily honorary network of experts that sees its job as to support the exchange of knowledge ideas among members. At the same time, BVL consciously avoids representing corporate interests, does not act as a lobbyist and has no agenda in the political field.

The members and bodies of BVL possess the experience and expertise that enable them to identify new trends in the early stages - and then to develop and present tailored ideas and concepts to the key current and future players in industry, politics and science with the aim of addressing key issues, helping to promote opinion formation in general and the competitiveness of BVL's members in particular.

The members of the Executive and Advisory Boards of BVL are leading figures who represent a broad cross-section of logistics expertise in industry and research. BVL always has its finger on the pulse of the logistics world, ensuring a constant flow of information on the latest trends and supplying a comprehensive range of expert knowledge that benefits each and every member.

The work and commitment of BVL's 29 Regional Groups form the solid foundation of the association. At over 160 events every year, the regional groups showcase real-world and "hands-on" logistics strategies, concepts and solutions. They provide an excellent platform for establishing new - or building on existing - contacts where both members and guests can talk to each other one to one and find out about the events and services offered by BVL. In December 2008, BVL founded its first Regional Group outside Germany in Shanghai. The next one was established in Beijing in February, 2010.

The goal of the Research Council, a voluntary group of leading scientists and logistics experts, is to identify research deficits in the field of logistics vis-à-vis the public at large and to use the resulting insights as a basis for the development of important and necessary projects. The Promotion Committee is not itself a research body but aims to initiate, support and review key research projects.

Future-oriented working groups and 29 active regional groups ensure rapid knowledge transfer and facilitate personal contacts for those seeking in-depth information.

**The Chartered Institute of Logistics and Transport in the UK - CILT(UK)** - is the pre-eminent independent professional body for individuals associated with logistics, supply chains and all transport throughout their careers.

As the focus for professional excellence and the development of the most modern techniques in logistics and transport, the Institute aims to encourage the adoption of policies that are both efficient and sustainable. Its aim is to facilitate the development of personal and professional excellence; to encourage the development of leading-edge thinking and best practice in logistics, supply-chains and all transport; to provide relevant and valued services to members and employers, to provide professional integrity and excellence, quality support and service for members, relevance and value for money, breadth and quality of membership.

*Exercise 15. Answer the questions on text 3.*

1. What is the IMC main objective? 2. What issues does the CSCMP cover? 3. What is called "Round Table"? 4. What issues is ICSA focused on? 5. In what field is WERC known? 6. What does ELA formulate? 7. What is the aim of a Vocational Qualification procedure? 8. Application of what aspects of logistics does AILOG promote? 9. What is the purpose of AILOG Youth? 10. Who are the AILOG members? 11. What is the LAA? 12. What are the LAA mission and core goal? 13. Why was BVL founded? 14. What forms the solid foundation of BVL? 15. Where were BVL's regional groups first founded? 16. What is the Research Council? 17. What does CILT(UK) aim to do?

*Exercise 16. Give English equivalents.*

Післядипломне навчання; професійна кваліфікація; охоплювати різні питання; управління матеріально-технічними запасами; зберігання на складах; широка мережа; зустрічатися щомісяця; щорічні збори; керування відділом; кар'єрне просування; передусім; проводити збори; забезпечувати форум; допомагати промисловості та торгівлі; загальноєвропейська база; працювати з; застосування; збільшувати; перепідготовка; громадський заклад; підтримувати зв'язок; експериментальний проект; слідувати цілям; поширення; просування; попит і пропозиція; керівник відділу збуту; товарообіг; виробнича фірма; обмін знаннями; винагороджувати досягнення та успіхи; застосування відповідних рішень; головні теперішні та майбутні учасники; конкурентоспроможність; постійний потік інформації; професійна кваліфікація.

*Exercise 17. Match the definitions with proper logistics terms.*

Definitions	Terms
1. An organization which provides logistics services as an intermediary between the shipper and the carrier, typically on international shipments	a) customs house broker
2. A country, firm, or person that buys goods from another country for use in their own country	b) consignee

3. A business firm that oversees the movement of international shipments through customs and ensures that the documentation accompanying a shipment is complete and accurate	c) shipment
4. A country, firm, or person that sells and sends goods to another country	d) freight forwarder
5. The party to whom goods are shipped and delivered. The receiver of a freight shipment	e) customs
6. A country, firm, or person that buys goods from another country for use in their own country	f) carrier
7. The official department that administers and collects the duties levied by a government on imported goods	g) importer
8. An amount of a particular kind of cargo that is sent to another country on a ship, train, aeroplane, or other vehicle.	h) exporter

*Exercise 18. Translate the following sentences into English using Past Continuous and Future Continuous Tenses.*

1. Тоді як розвинені країни поліпшували стан економіки, країни третього світу рухалися у зворотному напрямку (to move backwards). 2. Транспортний сектор спостерігав зростаючі можливості для мультимодальних перевезень. 3. Наступного десятиліття цей світовий вантажний перевізник збільшуватиме свою конкурентоспроможність. 4. Із розвитком Інтернету користування послугами митного брокера зробить можливим новий спосіб життя, так званий «спосіб життя в мережі» (Web lifestyle). 5. Деякі консигнатори та перевізники стикалися зі складностями щодо отримання необхідних документів, що стосувалися правил місцевої митниці. 6. Із набуттям досвіду невеликі посилкові фірми перетворюватимуться на постійних експортерів та імпортерів. 7. Отримавши пропозицію заснувати спільну експортну фірму, він оцінював політичну стабільність країни, в якій планувався бізнес.

*Exercise 19. Speak on:*

1. Logistics development phases.
2. Major logistics implications of globalization.
3. Main logistics associations.

## Unit 6. Terminal Operations and Container Infrastructure

*Exercise 1. Read dialogue 1 and translate it using the notes below then reproduce the dialogue in pairs.*

### Dialogue 1

A: Do you have any information on container ports of the world?

B: Yes, I have just found a special list of top 10 container ports in an on-line logistics magazine. There is also the statistical data.

A: What is the most important criterion according to which container ports are analyzed?

B: They are analyzed taking into account a standard measure describing the capacities of terminals: twenty-foot equivalent units (TEU) per year.

A: So, what is the biggest container terminal in the world according to the top list of ports?

B: It's the Kwai Tsing container terminal in Hong Kong (China). It has nine container terminals with 24 berths of about 8,500 metres of frontage.

A: What terminal area does it cover in total?

B: It covers a total terminal area of about 2.7 km<sup>2</sup> including container yards (CY) and container freight stations.

A: What is the total handling capacity of these nine container terminals?

B: Its over 18 million TEU per year.

A: What are the other ports following the list?

B: These are the ports of Singapore, Shanghai, Shenzhen (China), Busan (South Korea), Kaohsiung

(Taiwan), Rotterdam (Netherlands), Hamburg (Germany), Dubai (OAE), Los Angeles (USA).

A: What are the terminals with the lesser part of TEU per year?

B: Here we can mention Antwerp (Belgium), Bremen (Germany) and Gioia Tauro (Italy) with 6, 488, 3,735 and 3,161 TEUs, respectively.

### Notes

on-line magazine – електронний журнал

to take into account – зважати на, брати до уваги

terminal capacity – продуктивність, пропускна здатність терміналу

terminal area – 1) площа терміналу; 2) службово-технічна територія (СТТ)

twenty-foot equivalent units (TEU) – двадцятифутовий еквівалент (стандартна одиниця вимірювання контейнерних вантажів, що відповідає транспортному контейнеру завдовжки 20 футів, завширшки 8 футів та заввишки 8,5 футів, відповідно 6,10×2,44×2,59 м)

container terminal – контейнерний термінал, контейнерна вантажна станція

berth – причал, місце якірної стоянки

frontage – фасад, лицевий бік; довжина майданчика (площадки)

container yard (CY) – сортувальний контейнерний майданчик (сортувальна контейнерна станція)

container freight station – вантажний контейнерний майданчик

handling capacity – 1) транспортно-завантажувальні характеристики; 2) вантажопідйомність

### Exercise 2. Memorize the basic terminology to text 1.

intercontinental – міжконтинентальний

unit-load concept – концепція обслуговування одиничних вантажів

transshipment – перевалка, перевантажування

shipping – вантажовідправлення, відвантаження

transfer facility – вузол перевалки контейнерів

route – маршрут

routing – маршрутизація

deep sea – 1) великі глибини моря / океану; 2) глибоководний

maritime transport – морські перевезення, морський транспорт

to containerize – здійснювати контейнерні перевезення

consequence – наслідок

considerably – значно, суттєво

handling – обробка / оброблення (*вантажів*)

manually driven / operated – на ручному керуванні, керований ручним способом

crane – підймальний кран

quay crane – портовий кран

stacking crane – кран-укладач, кран-штабелер

single-trolley crane – вантажопідйомний кран із одним підкрановим візком

dual-trolley crane – вантажопідйомний кран із подвійним підкрановим візком

gantry crane – козловий кран

bridge crane – мостовий кран

rail-mounted gantry (RMG) crane – козловий кран на рейковому ходу

rubber-tire gantry (RTG) crane – контейнерний перевантажувач на пневмоколісному ходу

vehicle – транспортний засіб, засіб пересування; візок; автомобіль

automated guided vehicle (AGV) – автоматичний самохідний візок, що керується програмованою комп'ютерною системою, робочар (*в автоматичному режимі не потребує людського керування*)

transtainer – контейнерний портовий кран (перевантажувач контейнерів)

cart – візок

growth rate – темп зростання

significant gain – значна вигода

advanced – сучасний; досконалий

layout – схема планування, розміщення  
 software system – система програмного забезпечення  
 sub-system – підсистема  
 operation area – функціональна зона, робоча ділянка  
 to equip (with) – споряджати, обладнувати  
 stack – штабель, стелаж  
 stack area – зона / ділянка штабелювання  
 reefer (refrigerated) container (RC) – контейнер-рефрижератор, рефрижераторний контейнер  
 electrical supply – електропостачання  
 cooling – охолодження  
 to store – зберігати на складі  
 hazardous goods – небезпечні товари  
 shed – депо  
 stuffing – комплектування  
 stripping – демонтаж; розбирання  
 to link (to) – з'єднувати, зв'язувати, сполучати (з)  
 outside – зовнішній  
 arrival – прибуття, надходження  
 to identify – виявляти, ідентифікувати, розпізнавати  
 to register – реєструвати(ся); записувати(ся); фіксувати, відмічати(ся)  
 to pick up – піднімати  
 row – ряд  
 bay – 1) ніша; 2) прогін між колонами  
 tier – ярус, ряд  
 lifting vehicle – піднімальний транспортний засіб  
 designated – призначений; зазначений  
 predefined – визначений (*наперед*); запропонований; приписаний  
 stacking – штабелювання  
 concurrent – збіжний, паралельний; узгоджений; супутній  
 complex – складний, комплексний; важкий  
 predictability – передбачуваність  
 regarding – щодо, стосовно  
 intermediate platform – проміжна платформа  
 buffering – проміжне зберігання; буферизація  
 straddle carrier – транспортер / навантажувач (*для довгомірних вантажів*)  
 reach stacker (truck) – контейнерний навантажувач із висувною стрілою та телескопічним захватом, річ-стакер, річ-трак  
 chassis-based transporter – транспортер, розміщений на шасі  
 yard – 1) двір; 2) парк, сортувальна станція  
 hinterland – прилегла територія, хінтерланд, узбережна зона  
 multi-trailer system (MTS) – мульти- трейлерна система  
 manned truck – вантажний автомобіль, керований людиною  
 automated lifting vehicle (ALV) – автоматичний підіймальний візок  
 stochastic – випадковий, ймовірний  
 pre-planning – попереднє планування  
 look-ahead – випереджальний, попередній  
 to trigger – приводити в дію, задіювати, спонукати, давати імпульс  
 time span – проміжок часу  
 landside transportation – перевезення береговою лінією  
 storage slot – слот, посадкове місце для зберігання  
 determination – визначення  
 simulation – моделювання

### **Text 1. Container Terminal Operations**

Over the recent years, the use of containers for intercontinental transport has dramatically increased. A further continuous increase is expected in the upcoming years, especially between Asia and Europe.

Since their introduction in the 1960s containers represent the standard unit-load concept for international freight. Transshipment of containers between different parties in a supply chain involves manufacturers producing goods for global use, freight forwarders, shipping lines, transfer facilities, and customers. Container terminals primarily serve as an interface between different modes of transportation, e.g. domestic rail or truck transportation and deep sea maritime transport.

Some major freight routes are even containerized up to 100%. As a consequence, the number and capacity of container terminals increased considerably. At the same time, there is an ongoing trend in the development of container terminal configurations to use automated container handling and transportation technology, particularly, in countries with high labour costs. Hence, manually driven cranes are going to be replaced by automated ones and often automated guided vehicles (AGVs) are used instead of manually operated carts.

Driven by huge growth rates on major container routes, competition between container ports has considerably increased. Not only handling capacities of container terminals worldwide got larger and larger. Moreover, significant gains in productivity were achieved through advanced terminal layouts, more efficient IT-support and improved logistics control software systems, as well as automated transportation and handling equipment.

Although container terminals considerably differ in size, function, and geometrical layout, they principally consist of the same sub-systems. The operation area is equipped with cranes for loading and unloading. Import as well as export containers are stocked in a yard which is divided into a number of blocks. Special stack areas are reserved for reefer containers, which need electrical supply for cooling, or to store hazardous goods. Separate areas are used for empty containers. Some terminals employ sheds for stuffing and stripping containers or for additional logistics services. The truck and train operation area links the terminal to outside transportation systems.

The chain of operations for export containers can be described as follows.

After arrival at the terminal by truck or train the container is identified and registered with its major data (e.g., content, destination, outbound vessel, shipping line), picked up by internal transportation equipment and distributed to one of the storage blocks in the yard. The respective storage location is given by row, bay, and tier within the block and is assigned in real time upon arrival of the container in the terminal. To store a container at the yard block, specific cranes or lifting vehicles are used. Finally, after arrival of the designated vessel, the container is unloaded from the yard block and transported to the berth where quay cranes load the container onto the vessel at a pre-defined stacking position. The operations necessary to handle an import container are performed in the reverse order.

Scheduling the huge number of concurrent operations with all the different types of transportation and handling equipment involved is an extremely complex task. In view of the ever changing terminal conditions and the limited predictability of future events and their timing, this control task has to be solved in real time.

Container terminals greatly differ by the type of transportation and handling equipment used. Regarding quay cranes, single or dual-trolley cranes can be found. The latter employ an intermediate platform for buffering the loaded or unloaded container. The most common types of yard cranes are rail-mounted gantry (RMG) cranes, rubber-tired gantry (RTG) cranes, straddle carriers, reach stackers, and chassis-based transporters. Of these types of cranes only RMG cranes are suited for fully automated container handling. Fig. 3 exhibits the working principle of the different types of handling equipment and their comparative performance figures with respect to the number of TEUs, which can be stored per hectare.

The most common types are multi-trailer systems (MTS) with manned trucks, automated guided vehicles (AGVs), and automated lifting vehicles (ALVs). The latter ones, in contrast to AGVs, are capable of lifting a container from the ground by themselves.

Container terminals represent highly dynamic and highly stochastic logistics systems, which do not allow pre-planning of detailed transportation and handling activities for a look-ahead horizon of more than 5-10 minutes. Hence, *real-time control* of logistics activities is of utmost importance. Real-time control (or real-time planning) is usually triggered by certain events or conditions and requires that the underlying decision problem is solved within a very short time span, in practice usually within less than a second. Real-time decisions include the assignment of transportation orders to vehicles and routing and scheduling the vehicle trips for landside transportation as well as for transportation between the berth and the storage yard, the assignment of storage slots to individual containers, and the determination of detailed schedules and operation sequences for quay and stacking cranes.

*Exercise 4. Answer the questions on text 1.*

1. When were containers introduced into freight service? 2. How long have containers represent a standard unit-load concept for international freight? 3. Between what countries is the container transportation expected to increase in the upcoming years? 4. What does transshipment of containers between different parties in a supply chain involve? 5. What do container terminals serve for? 6. What are the results of containerization on some major freight routes? 7. How were the most significant gains in productivity achieved within the increased competition between container ports? 8. What do container terminals differ in? 9. What areas are employed by terminals? 10. How can the chain of operations for export containers be described? 11. What is used to store a container at the yard block? 12. How are the operations necessary to handle an import container performed? 13. What are the most common types of yard cranes? 14. What do multi-trailer systems include? 15. What do container terminals represent? 16. What is the role of real-time decisions?

*Exercise 5. Match the definitions with proper logistics terms.*

Definitions	Terms
1. A shipment method in which commodities are placed in containers, and after initial loading, the commodities per se are not re-handled in shipment until they are unloaded at the destination	a) container
2. Standard unit for counting containers of various capacities and for describing the capacities of container ships or terminals	b) simulation
3. The packaging, such as a carton, case, box, bucket, drum, bin, bottle, bundle, or bag, that an item is packed and shipped in	c) container security initiative
4. U.S. Customs program to prevent global containerized cargo from being exploited by terrorists. Designed to enhance security of sea cargo container	d) real-time
5. A mathematical technique for testing the performance of a system due to uncertain inputs and/or uncertain system configuration options	e) containerization
6. The processing of data in a business application as it happens – as contrasted with storing data for input at a later time.	f) twenty-foot equivalent unit (TEU)

*Exercise 6. Give English equivalents.*

Перевалка; вузол перевантаження контейнерів; вантажний маршрут; здійснювати контейнерні перевезення; контейнерний порт; службово-технічна територія; двадцятифутовий еквівалент; пропускна здатність терміналу; рефрижераторний контейнер; сортувальний контейнерний майданчик; вантажний контейнерний майданчик; протяжність майданчика; обробка вантажів; схема розміщення; штабелювання; зона укладання у стопи /ділянка штабелювання; охолодження; небезпечні товари; депо; місце призначення; місце зберігання; ряд; ярус; ніша; проміжна платформа; маршрутизація; комплектування; проміжок часу; перевезення береговою лінією; прилегла територія; підймальний кран; козловий кран; козловий кран на рейковому ході;



вантажопідійомний кран із одним підкрановим візком; кран-укладач; портовий кран; контейнерний перевантажувач на пневмоколісному ході; контейнерний навантажувач із висувною стрілою та телескопічним захватом; вантажопідійомний кран із подвійним підкрановим візком; депо; мульти-трейлерна система; автоматичний підіймальний візок; вантажний автомобіль, керований людиною; автоматичний самохідний візок, автокар.

*Exercise 7. Fill in the blanks with the words and word combinations from the box.*

*warehousing and transportation, labour, intermodal use, protective nature, shipments, advantages, temporary storage facilities, standardized materials handling equipment*

The use of ... has become commonplace. The ... of containers are numerous:

- Costs due to loss or damage are reduced because of the ... of the container.
- ... costs in freight handling are reduced because of the increased use of automated materials handling equipment.
- Containers are more easily stored and transported than other types of ..., which results in lower ... costs.
- Containers are available in a variety of sizes, many of which are standardized for ....
- Containers are able to serve as ... at ports and terminals with limited warehousing space.

*Exercise 8. Answer the questions on the text of ex.8.*

1. What costs are reduced thanks to the use of containers? 2. Why are costs due to loss or damage reduced? 3. What differentiates containers from other types of materials handling equipment? 4. What other uses of containers are also possible?

*Exercise 9. Read and translate text 2 and give the gist of the text.*

## **Text 2. Container Terminal**

A container terminal is a facility where cargo containers are transshipped between different transport vehicles, for onward transportation. The transshipment may be between ships and land vehicles, for example trains or trucks, in which case the terminal is described as a maritime container terminal. Alternatively the transshipment may be between land vehicles, typically between train and truck, in this case the terminal is described as an inland container terminal.

Maritime container terminals tend to be part of a larger port, and the biggest maritime container terminals can be found situated around major harbours. Inland container terminals tend to be located in or near major cities, with good rail connections to maritime container terminals.

Both maritime and inland container terminals usually also provide storage facilities for both loaded and empty containers. Loaded containers are stored for relatively short periods, whilst waiting for onward transportation. Unloaded containers may be stored for longer periods awaiting their next use. Containers are normally stacked for storage, and the resulting stores are known as container stacks.

In recent years methodological advances regarding container terminal operations have considerably improved.

*Exercise 10. Fill in the blanks with the words from the boxes below.*

1. Container terminal in Singapore is the world's ... largest container hub. Port of Singapore Authority (PSA) handled ... last year. PSA operates ... and ... in Singapore, and links shippers to an excellent network of ... with connections to .... The ... biggest container terminal in the world is Keppel harbour container terminal in Singapore. This terminal handles about ... each year.

*123 countries, 15 million TUEs, third, 200 shipping lines, 2 multipurpose terminals, 600 ports, second, 12.1 million TUEs, 4 container terminals*

2. The Yantian container terminal in Shenzhen, China is the ... biggest container terminal in the world. It can handle ... of containers per year. Another huge container terminal is located in Busan in South Korea. As the leading port, it makes a substantial contribution to Korean economic growth by handling about ... of the total imported and exported overseas cargo and ... of container cargo. The number of vessels that use Busan Port totals about ... annually and around ... every day. This terminal in the port of Busan is the ...biggest container terminal in the world.

*80 %, 50,000 vessels, fourth, 12 million TEUs, fifth, 130 vessels, 40 %*

3. Europe Container Terminals (ECT) in Rotterdam is the largest and most advanced container terminal operator in Europe, handling almost ... of all containers. Covering over ..., the Netherlands' Port of Rotterdam is a city-state for freight. As a gateway, the Port of Rotterdam handles ... of the volume reaching the Netherlands and its closest markets, about .... Rotterdam faces stiff competition from ports such as Antwerp, Le Havre, Bremerhaven and Hamburg. Hamburg has Europe's ... busiest container terminal after Rotterdam and Netherlands. This terminal is called the HHLA container terminal and its handling capacity is over ....

*8 million TEUs, second, 80%, 3 million TEUs, three-quarters, 40 square miles*

*Exercise 11. Match English-Ukrainian equivalents.*

1. automated lifting vehicle	a. портовий кран
2. automated guided vehicle	b. контейнерний навантажувач із висувною стрілою та телескопічним захватом
3. quay crane	c. вантажопідйомний кран із подвійним підкрановим візком
4. stacking crane	d. контейнерний перевантажувач на пневмоколісному ході
5. crane	e. автоматичний самохідний візок
6. lifting vehicle	f. візок
7. single-trolley crane	g. підймальний транспортний засіб
8. dual-trolley crane	h. вантажопідйомний кран з одним підкрановим візком
9. gantry crane	i. козловий кран на рейковому ході
10. rail-mounted gantry crane	j. кран-укладач
11. rubber-tire crane	k. підймальний кран
12. straddle carrier	l. транспортер на шасі
13. transtainer	m. транспортер, розташований на шасі
14. bridge crane	n. автоматичний підймальний візок
15. reach stacker	o. козловий кран
16. cart	p. контейнерний портовий кран
17. chassis-based transporter	q. мостовий кран

*Exercise 12. Translate the following sentences into English:*

1. Для переробки (processing) організують контейнерні майданчики (площадки), де виконується навантаження, вивантаження, сортування, зберігання, завезення–вивезення, технічний огляд і поточний ремонт контейнерів. 2. Контейнерні майданчики бувають вантажні, вантажосортувальні (cargo segregational), сортувальні. 3. На контейнерному пункті може бути один чи декілька майданчиків. 4. Виділяють окремі ділянки для розміщення контейнерів за часом відправлення і прибуття. 5. Контейнери розміщують довшою стіною вздовж майданчика, дверима один до одного із зазором (spacing) між контейнерами від 0,20 до 5 м. 6. Два ряди контейнерів, розташованих поперек (across) майданчика, утворюють сектор. 7. Між секторами залишають проходи (lanes) від 6 м. 8. Через кожні 100 м передбачається протипожежний розрив

(fire break) у 10 м. 9. На майданчику передбачають поперечні в'їзди (cross entrances) для автомобілів через кожні 19 м під час роботи з мостовими кранами і через 44 м під час роботи з кранами на рейковому ході (rail-guided cranes). 10. Для перевантаження контейнерів застосовують козлові крани, за великого обсягу переробки – мостові.

*Exercise 13. Memorize the basic terminology to text 2.*

international standards organization (ISO) – міжнародна організація зі стандартів

to headquarter – розмішувати штаб-квартиру, головне управління

cube – ємність, місткість (внутрішній об'єм контейнера)

dry (cube) container (DC) – суховантажний контейнер

high cube container (HC) – контейнер підвищеної місткості (високий)

insulated container – ізоляційний контейнер

flat rack (FR) – флетрек-контейнер

platform (PL) – контейнер-платформа

open top container (OT) – контейнер із відкритим верхом

hard top container (HT) – контейнер із жорстким верхом

thermal container – ізотермічний контейнер

tank container (TC) (tanktainer) – цистерна, танк-контейнер

tank – цистерна, бак, резервуар

to enclose – 1) замикати; 2) обгороджувати, оточувати; 3) вкладати

height – висота

foot (*pl.* feet) – фут (одиниця виміру довжини = 30,48 см)

inch – дюйм (одиниця виміру довжини = 1/12 фута = 2,54 см)

temperature sensitive material – термочутливий матеріал

heavy machinery – важке машинне (верстатне) обладнання

to fold down – складати(ся); згортати(ся); відкидатися

box – коробка, ящик

to load – вантажити, навантажувати

bulk material – насипний матеріал; сипка речовина

bulkhead – перегородка

collapsible – розкладний / розбірний / складаний

to mount – встановлювати; монтувати

steel framework – сталевий каркас

dimension – розмір, величина

liquid – рідина

width – ширина

specification – 1) специфікація; деталізація; 2) *pl.* інструкція з використання

to depart (from) – відштовхуватися; відходити (від)

planking – обшивання дошками

plywood – фанера

resilient – пружний, еластичний

to dent – залишати ум'ятину, вибоїну; втискувати, утискувати

friction – тертя

securing – кріплення, скріплювання, закріплювання

optional extra – додаткова приналежність

forklift truck – вилковий навантажувач

forklift pocket – вилковий карман

to permit – дозволяти; допускати

to install – встановлювати

travel path – траєкторія; хід

gooseneck tunnel – гузник-тунель (S-подібно вигнута опора низькорамного напівпричепа)

recess – ніша; заглиблення; проріз; виточка

grappler pocket – карман для кріплення затискача

spreader – приладдя / пристрій для розкладення  
 fitting – 1) установлення; монтаж; обладнання; 2) *pl.* фітинги, гарнітура; 3) пристосування; примірка  
 corner casting – виливаний / литий кутик (*контейнера*)  
 grapppler – захоп, затискач  
 garment – 1) предмет одягу; 2) *pl.* одяг, вбрання  
 lashing ring – металеве кільце (*обруч для кріплення вантажу*)  
 textile – текстиль, текстильний виріб  
 rail – перекладка; рейка, балка  
 to hang (*p.pp.* hung) – 1) висіти, звисати; 2) підвішувати; розвішувати  
 clothes-hanger – плічка, вішалка  
 bottom – низ, нижня частина  
 corner post – вертикальна кутова стійка (*контейнера*)  
 inlet – впускний отвір  
 plastic liner – пластиковий мішок  
 bulk bag – мішок для насипного / навалного вантажу  
 liquid bulk bag – ємність для наливного вантажу  
 to suspend – вішати, підвішувати  
 corrugated – гофрований, рифлений  
 door header – верхній брус дверного прорізу  
 to swivel out – повертатися назовні  
 approximately – приблизно, наближено, майже  
 cross member – поперечний елемент конструкції  
 crab – 1) коловорот, лебідка; 2) вантажний візок (*мостового крану*)  
 roof – дах, покрівля  
 to fasten (to) – зв'язувати, прив'язувати; прикріплювати  
 to bear (*p.* bore *pp.* born) – носити, нести; переносити, перевозити  
 to remove – 1) пересувати; переміщати; 2) усувати; виносити; 3) знімати, скидати  
 removable – 1) пересувний; рухомий; знімний; 2) усувний; змінюваний  
 bow – дуга  
 tarp(aulin) – брезент, просмолена парусина  
 to pack – упаковувати(ся), пакувати(ся)  
 solely – єдино; тільки, винятково  
 suitable – підхожий; відповідний; придатний  
 overheight cargo – вантаж, висота якого перевищує максимально допустиму  
 overwidth cargo – вантаж, ширина якого перевищує максимально допустиму  
 heavy-lifts – великоваговий вантаж  
 floor structure – перекриття  
 loading capacity – вантажопідйомність, допустиме навантаження  
 to fix – укріплювати, закріплювати; фіксувати  
 to attach – прикріплювати; прикладати  
 stanchion – підпірка, стояк; стовп  
 payload – корисне / комерційне навантаження

*Exercise 14. Read and translate text 3.*

### Text 3. Container Overview

ISO is an international standards organization headquartered in Geneva, Switzerland. ISO containers are produced in several standard configurations, including dry or cube/dry van (DV), insulated, flat rack (or platform), open top, refrigerated, and tank. Dry ISO containers are general purpose (GP), totally enclosed, box type containers used for general purpose transportation. These containers are also called cube containers. Standard heights for dry containers are 8 feet 6 inches. Dry containers are

also manufactured with extended heights of 9 feet 6 inches, and are referred to as high cube containers. Cargo is loaded from the end of the container. Insulated or thermal ISO containers as well as refrigerated, or reefer containers (RCs) are used to transport chilled and frozen goods. They are also used for temperature sensitive materials and products where a steady temperature must be maintained during shipping. The difference is that the walls of insulated or thermal containers are insulated, but the container does not have a refrigeration unit.

Flat racks and platforms have no side walls, but may have end bulkheads. They are used to transport heavy machinery. Collapsible flat rack containers are open sided ISO containers with end bulkheads that can be folded down when the rack is empty. Open top ISO containers are box type containers with no top. These containers can be used to carry heavy, tall or hard to load cargo, and bulk material, such as coal or grain. Cargo can be loaded from the top or end of the container. Tank containers (TCs) have a cylindrical tank mounted within a rectangular steel framework. These containers are built to the same standard dimensions as other ISO containers. They are used to transport liquid or bulk materials. ISO containers are manufactured in standard sizes. The standard width of ISO containers is 8 feet, the standard heights are 8 feet 6 inches, and 9 feet 6 inches, and the most common lengths are 20 feet and 40 feet. Less common lengths include 24, 28, 44, 45, 46, 48, 53, and 56 feet. Although ISO set specifications for all parameters of the container, individual companies' containers may depart from this in parameters other than dimensions.

**Dry or standard containers** are basically steel boxes, either 40' or 20' long, by 8' wide by 8'6" high.

Standard containers are also known as general purpose containers. They are closed containers, i.e. they are closed on all sides. A distinction may be drawn between the following types of standard containers: standard containers with doors at one or both end(s); standard containers with doors at one or both end(s) and doors over the entire length of one or both sides; standard containers with doors at one or both end(s) and doors on one or both sides.

In addition, the various types of standard container also differ in dimensions and weight, resulting in a wide range of standard containers. Standard containers are mainly used as 20' and 40' containers. Containers (CTNs) with smaller dimensions are very seldom used. Indeed, the trend is towards even longer dimensions, e.g. 45'. The cost advantages have led to the predominant use of steel for container walls. The floor is generally made of wood, usually planking or plywood. Although wood is relatively expensive, it has substantial advantages over other materials: it is strong and resilient, does not dent, may be easily replaced during repairs and, when appropriately finished, has an adequate coefficient of friction, which is important for cargo securing.

Standard containers may additionally be equipped with certain optional extras:

*Forklift pockets.* These allow handling of empty containers with forklift trucks. Packed containers must not be picked up in this way unless specifically permitted. Forklift pockets are installed only in 20' containers and are arranged parallel to the centre of the container in the bottom side rails. 40' containers do not have forklift pockets, since the pockets are relatively close together and such large containers would be difficult to balance. In addition, the forklift truck travel paths are often not wide enough.

*Gooseneck tunnel.* Many 40' containers have a recess in the floor at the front end which serves to centre the containers on so-called gooseneck chassis. These recesses allow the containers to lie lower and therefore to be of taller construction.

*Grappler pockets.* In general, containers are handled by top spreaders using the corner fittings or corner castings. However, some containers have grappler pockets for handling by means of grapplers.

*Side Access.* These containers have two doors on either sides at the centre of the two side panels or diametrically opposed to each other on the side panels.

Special fittings are available for transporting special cargoes:

*Clothes rails for hanging garments.* Special lashing rings attached to the top side rail serve to accommodate clothes rails on which textiles may be transported hanging on clothes-hangers. These are often used in the East Asia import trade. Additional lashing rings are installed on the bottom side rail and the corner posts.

*Inlet (bulk bag or liquid bulk bag).* Plastic liners may be suspended in standard containers for transporting bulk cargo or non-hazardous liquids. These come in many forms and materials for different types of cargo.

The walls of **hard-top containers** are generally made of corrugated steel. The floor is made of wood. It has two typical distinguishing structural features:

On the one hand, it is equipped with a removable steel roof. In some types, this roof has points for accommodating forklift trucks, allowing the roof to be lifted by forklift truck. The roof weighs approximately 450 kg. In addition, the door header may be swivelled out. These two structural features greatly simplify the process of packing and unpacking the container. In particular, it is very easy to pack and unpack the container from above or through the doors by crane or crab when the roof is open and the door header is swivelled out. In the case of transport of an overheight cargo, the container roof may be left open and fastened directly to a side wall on the inside of the container. To do this, the roof only needs approx. 13 cm (5 1/8") of space.

Lashing rings, to which the cargo may be secured, are installed in the upper and lower side rails, the corner posts and the middle of the side walls. The lashing rings on the side rails and corner posts may take loads of up to 2000 kg. The lashing rings in the middle of the side walls may take loads of up to 500 kg, provided that the roof is closed.

Usual hard-top container dimensions are 20' and 40'. Hard-top containers are used for all types' general cargo (dry cargo). Their principal uses are for heavy cargo, tall cargo and loading from above or through the doors by crane or crab.

**High-cube containers** are similar in structure to standard containers, but taller. In contrast to standard containers, which have a maximum height of 2591 mm (8'6"), high-cube containers are 2896 mm, or 9'6", tall. High-cube containers are for the most part 40' long, but are sometimes made as 45' containers.

A number of lashing rings, capable of bearing loads of at most 1000 kg, are mounted on the front top end rail and bottom cross member and the corner posts. Many 40' containers have a recess in the floor at the front end which serves to centre the containers on so-called gooseneck chassis.

**Open top container** is basically a dry container, with the roof removed. In place of the steel roof, there are removable bows and a removable tarpaulin (or a tarp) for loading or unloading the container from above. The roof can be left open to accommodate cargo that is overheight. The walls of open-top containers are generally made of corrugated steel. The floor is made of wood. The door header may be swivelled out.

The purpose of the roof bows of an open-top container is not solely to support the tarpaulin but also to contribute to container stability. Lashing rings installed in the upper and lower side rails and in the corner posts may take loads of up to 1,000 kg. Usual open-top container dimensions are 20' and 40'. Open-top containers are used for all types of general cargo (dry cargo), for packing and unpacking from above or through the doors by crane or crab.

**Flatracks** consist of a floor structure with a high loading capacity composed of a steel frame and a softwood floor and two end walls, which may either be fixed or collapsible. The end walls are stable enough to allow cargo securing means to be attached and several flatracks to be stacked on top of one another. Flatracks are available in 20' and 40' sizes. A number of lashing rings are installed in the side rails, the corner posts and the floor. The lashing rings may take loads of up to 2000 kg in the case of 20' flatracks or up to 4000 kg in the case of 40' flatracks. Some types of 20' flatracks have forklift pockets. 40' flatracks have gooseneck tunnels at each end. For transport of certain cargoes, flatracks may be provided with stanchions. The maximum payload may be used only if the load is distributed evenly over the floor structure. If the weight of the cargo is applied to only a small proportion of the floor, it must be distributed and the manufacturer of the flatracks may have to be consulted on safety issues.

Flatracks are mainly used to transport heavy-lifts and overheight or overwidth cargoes.

**Platforms** consist solely of a floor structure with extremely high loading capacity; they have no side or end walls. This high loading capacity makes it possible to concentrate heavy weights on small areas. A platform consists of a steel frame and a wooden floor structure. Platforms are used principally for oversized and very heavy cargoes.

*Exercise 15. Match the English-Ukrainian terms.*

1. dry (cube) container	a. контейнер із відкритим верхом
2. high cube container	b. флетрек-контейнер
3. insulated container	c. рефрижераторний контейнер
4. refrigerated container	d. суховантажний контейнер
5. thermal container	e. цистерна, танк-контейнер
6. open top container	f. контейнер підвищеної місткості
7. hard top container	g. ізотермічний контейнер
8. platform	h. ізоляційний контейнер
9. tank container	i. контейнер-платформа
10. flat rack	j. контейнер із жорстким верхом

*Exercise 16. Find English equivalents in text 3.*

Холодильна установка; охолоджений; заморожений; бічна сторона; бічна / бокова панель; розкладний / розбірний; відкритий збоку; постійна / незмінна температура; циліндричний; прямокутний; параметр; переважне застосування; коефіцієнт; нижня бокова перекладка / балка; боковий доступ; вішалка; пластиковий мішок; безпечна рідина; відмінна риса; поперечний елемент конструкції; підлога з м'якої деревини; максимальне корисне навантаження; великоваговий вантаж; габаритний; вантаж, ширина якого перевищує максимально допустиму.

*Exercise 17. Complete the sentences choosing a, b or c.*

1. ISO is an international standards organization headquartered in

- a) Geneva
- b) Hamburg
- c) New York

2. ISO containers are produced in

- a) the same configurations
- b) different configurations
- c) several standard configurations

3. ISO containers are manufactured in standard

- a) quantity
- b) packages
- c) sizes

4. Dry ISO containers are

- a) crate type containers used for transportation purposes
- b) box type containers used for general purpose transportation
- c) cylindrical type containers used for special purpose transportation

5. These containers are also called cube containers

- a) refrigerator containers
- b) dry containers
- c) tank containers

6. Cargo is loaded in dry containers from

- a) the end of the container
- b) the bottom of the container
- c) the top of the container

7. Insulated or thermal container doesn't have

- a) a tail unit
- b) any cargo compartment
- c) a refrigeration unit

8. Flat racks have no

- a) doors
- b) side walls

- c) floor
- 9. Open top ISO containers can be used to carry
  - a) frozen goods
  - b) temperature sensitive materials
  - c) bulk material
- 10. Tank ISO containers are used to transport
  - a) liquid or bulk materials
  - b) refrigerators
  - c) cylindrical boxes and crates.

*Exercise 18. Answer the questions on text 3.*

1. What are the standard configurations for ISO containers? 2. What are standard heights for dry containers? 3. What containers are referred to as high cube containers? 4. What containers are used for temperature sensitive materials and products? 5. What containers are used to transport heavy machinery? 6. How can cargo be loaded into flat racks? 7. What type of container is used to maintain a steady temperature during shipping? 8. What are less common lengths of ISO containers? 9. What is set by ISO for all container parameters?

*Exercise 19. Give Ukrainian equivalents.*

High cube container; standard dimensions; collapsible container; cylindrical tank; steel framework; width and height; bulkhead; lashing rings; corner posts; crab; steel framework; standard dimensions; garment; chassis; inch; chilled and frozen goods; insulated container; resilient; plywood; forklift; rail; hazardous liquids; recess in the floor; gooseneck tunnel; corrugated steel; tarpaulin; stanchion; heavy-lift cargo; garment; chassis; spreader; grapppler.

*Exercise 20. Translate the following sentences into English:*

1. Контейнери застосовують для перевезення вантажів різними видами транспорту – автомобільним, залізничним, авіаційним і водним. 2. Контейнери класифікують за такими ознаками: конструкція, розмір, рід вантажу, форма, сфера застосування тощо. 3. За призначенням контейнери поділяють на універсальні, призначені для перевезення тарно-штучних вантажів (unitized cargo), і спеціалізовані – для перевезення насипних матеріалів, рідких, рефрижераторних, газоподібних (fluid) та інших вантажів. 4. За конструкцією розрізняють криті контейнери (roofed) та відкриті, водонепроникні (waterproof) і негерметичні (untight), металеві контейнери та контейнери з полімерних (polymeric) матеріалів з металевим каркасом (metal framework). 5. Найбільш поширеними є контейнери масою 20 і 30 т, з незмінною шириною 8 футів (2,438 м). 6. Для перевезення важких вантажів, які не псуються (do not perish) за будь-яких погодних умов, застосовуються контейнери без даху, а також контейнери-платформи для укладання на них габаритних вантажів. 7. За сферою застосування контейнери поділяють на міжнародні, магістральні, допущені до перевезення на одному або декількох видах транспорту всередині однієї держави, внутрішньозаводські (in-plant). 8. Незалежно від класифікації контейнери стандартизовані за масою брутто, габаритами, а також за конструкцією приєднувальних пристроїв (couplers) до рухомого складу (rolling stock / vehicles).

*Exercise 21. Fill in the blanks with the following words and word combinations from the box.*

capital outlays, minor importance, inbound and outbound cargo, labeling, container facilities, container-based transportation network, location, disadvantages, overburdened, containerization, timely and efficient movement



#### Text 4. Disadvantages of Containers

Containerization is not without ... The major problem is that ports or terminals with ... may not be available in certain parts of the world. Even if these facilities exist, they may be so ... with ... that long delays occur.

Another major problem with containerization is that large capital expenditures are required to initiate a ... Significant ... for port and terminal facilities, materials handling equipment, specialized transport equipment, and the containers themselves are necessary before a firm can utilize ...

... is related to the packaging component of global logistics. From a cost standpoint, labeling is of ... in international logistics. However, accurate labeling is essential to the ... of products across international borders. Important issues related to labeling include content, language, color, and ... on the package.

*Exercise 22. Answer the questions on text 4.*

1. What are the problems with containerization in certain parts of the world? 2. What is usually necessary for a firm dealing in this field? 3. Why is accurate labeling essential in international logistics? 4. What is the reason of delays? 5. What issues are related to labeling?

*Exercise 23. Rewrite the sentences using the model.*

*Model:*

*The container is 6 metres long. – The length of the container is six metres. Or: The container length is six metres.*

1. The package weighs 45 kg. 2. This seagoing vessel is about 30 m wide. 3. The case we need to ship is 1 m long, 50 cm wide and 35 cm high. 4. It's nearly 3 cm deep. 5. The ship is more than 65 m long. 6. The open container's door is 7 ft 10 inches high.

*Exercise 24. Decipher using a dictionary. ft, kg, oz, cm, lb, cu yd, cu ft, m<sup>2</sup>, 1", pt, gal, 20'.*

*Exercise 25. Pronounce and write the following cardinal numerals.*

3; 14; 21; 30; 50; 80; 82; 44; 35; 67; 143; 258; 414; 331; 972; 101; 1,582; 7,111; 3,013; 5,612; 2,003; 9,444; 15,500; 57,837; 45, 971; 11,443; 92,017; 235,142; 978,218; 1,352,846; 4,125,963; 257, 382, 761; 2.5; 1/4; 0.75; 2/3; 3.785; 3/4; 0.5.

*Exercise 26. Read and translate the following sentences. Comment on the use of numerals.*

1. Fiat has *five* chief executives. 2. She has invested *80%* of her salary. 3. Product development cost *four thousand* euro. 4. Product development cost *thousands* of euro. 5. It is a *three-million-dollar* contract. 6. The group lost *1.9 billion* last year and around *400 m* the year before. 7. This company has *two hundred and sixty-four* employees. 8. *Two hundred sixty-four* employees of this company went on strike in New-York. 9. The sale starts on the *first* of January. 10. This is the *second* complaint we have made. 11. The *third* solution was the best one. 12. She is our *fourth* manager in two years. 13. This is our *twenty-first* product line. 14. Today is the *one hundredth* anniversary of our organization. 15. Congratulations – you are our *(one) hundred and first* customer! 16. Precise measurements are calculated to within *one thousandth* of a centimetre. 17. This is the *millionth* car to come off the production line. 18. The proposal was adopted by *nine* votes to *two*.

*Exercise 27. Make ordinal numerals from the following cardinal numerals.*

7; 4; 2; 1; 3; 8; 5; 9; 10; 13; 15; 12; 14; 20; 21; 30; 32; 40; 43; 50; 54; 60; 75; 80; 98; 100; 120; 125; 200; 230; 300; 450; 563; 891.

*Exercise 28. Write the following common and decimal fractions in words.*

a) 1/7; 1/5; 1/9; 1/15; 1/25; 3/8; 2/5; 4/7;

b) 3.5; 2.34; 12.3; 53.52; 0.1; 0.25; 5.37; 6.4.

*Exercise 29. Read dialogue 2 and translate it using the notes below then reproduce the dialogue in pairs.*

### **Dialogue 2**

A: Well, can you describe the container available for shipping our consignment?

B: Of course, so this is one of our larger containers – the 40 ft Open Top. Its tare weight is 4,030 kilos, that is 8,880 pounds. Its gross weight is 32,500 kilos.

A: And what are the internal measurements of the container?

B: The Open Top container's length inside is 12 metres – or 39 feet 5 inches. Its internal width is 2.35 m, and its height is 2.32 m – that's 7 feet 7 inches.

A: What is the container's maximum payload?

B: The container's maximum payload is 28,470 kilos.

A: What are the walls of this container made of?

B: The walls are made of corrugated steel. The floor is made of wood.

A: I also wonder why this heavy-duty waterproof cloth is in place of the steel roof?

B: It's a tarpaulin that is removed for loading and unloading the container from above. You can also leave it open to accommodate cargo that is overheight.

### **Notes**

consignment – вантаж; партія вантажу

tare weight – власна маса, вага тари (контейнера, в якому перевозиться товар, без урахування ваги самого товару)

gross weight – вага (маса) брутто, повна вага (маса товару з урахуванням пакування внутрішнього та зовнішнього)

heavy-duty – надміцний

waterproof cloth – непромока тканина

to accommodate – розміщувати

*Exercise 30. Fill in the blanks with numerals giving the details of the size, weight and dimensions of the consignment to be shipped and translate the sentences.*

1. Our consignment is ... by ... by ... metres. 2. This box measures ... by ... by ... metres. 3. Its measurements are ... by ... by ... centimetres. 4. The empty container weighs ... kg. 5. The net/tare weight of the container is ... kg / tons. Its gross weight is ... kilos. 6. The container's maximum payload is ... . 7. The box is ... cm high (long, wide, deep). 8. Its height (length, width, depth) is ... cm.

*Exercise 31. Speak on:*

1. Container terminals of the world.
2. Terminal operations.
3. Container handling equipment.
4. Standard configurations of ISO containers.
5. Optional extras for transporting cargo.
6. Advantages and disadvantages of containers.

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