

# Supply Chain and Logistics English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

**Audience: supply-chain managers, planners, buyers, logistics coordinators, warehouse leaders, procurement teams, customs staff, and operations managers**

Focus: A supply-chain English curriculum for forecasting, shortages, purchasing, inventory, warehouse operations, logistics delays, supplier performance, customs, risk, and crisis communication.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

## How to Use This Workbook

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For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

### Module 1. Demand Planning and Forecast Bias

#### Situation

Sales raises the forecast after a promotion begins.

Stakeholder pressure: Increase production commitments immediately.

Constraint: Forecast bias, lead time, capacity, and inventory exposure need review.

#### Terms to use

- forecast
- forecast bias
- demand signal
- S&OP

#### Evidence, owner, or policy boundary

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#### Pushback sentence

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#### Draft the demand-planning exception note

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### Module 2. Procurement and Supplier Performance

**Situation**

A supplier misses delivery but promises recovery next week.

Stakeholder pressure: Accept the promise and update the plan.

Constraint: Capacity, allocation, purchase order terms, and recovery evidence are unclear.

**Terms to use**

- purchase order
- lead time
- OTIF
- allocation

**Evidence, owner, or policy boundary**

**Pushback sentence**

**Draft the supplier recovery plan**

**Module 3. Inventory, Safety Stock, and Service Levels**

**Situation**

Finance wants to reduce inventory across all SKUs.

Stakeholder pressure: Cut safety stock by the same percentage.

Constraint: Demand variability, lead time, margin, service level, and stockout risk differ by item.

**Terms to use**

- safety stock
- stockout
- service level

- SKU

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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**Draft the inventory segmentation memo**

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## Module 4. Warehousing and Fulfillment

### Situation

Orders are late because pick accuracy is falling.

Stakeholder pressure: Add overtime until backlog clears.

Constraint: Slotting, labor, scanner data, training, and error types need diagnosis.

### Terms to use

- pick rate
- slotting
- cycle count
- backlog

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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## Module 6. Customs, Trade Compliance, and Documentation

### Situation

A shipment is held because the commercial invoice has inconsistent data.

Stakeholder pressure: Ask customs to release it anyway.

Constraint: Classification, country of origin, valuation, and document consistency matter.

### Terms to use

- HS code
- country of origin
- commercial invoice
- broker

### Evidence, owner, or policy boundary

### Pushback sentence

### Draft the customs hold response

## Module 7. Supply Risk and Business Continuity

### Situation

A port strike threatens inbound components.

Stakeholder pressure: Promise no customer impact.

Constraint: Allocation, alternate sources, inventory position, and customer priority need governance.

### Terms to use

- business continuity
- dual sourcing

- allocation
- constraint

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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**Draft the supply risk brief**

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**Module 8. Executive S&OP Decisions**

**Situation**

Sales, finance, and operations disagree on next quarter's plan.

Stakeholder pressure: Use the most optimistic demand view.

Constraint: The executive team must agree on assumptions, risk, upside, and owners.

**Terms to use**

- S&OP
- consensus plan
- scenario
- owner

**Evidence, owner, or policy boundary**

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**Pushback sentence**

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