طرح سوالات درس زبان تخصصی کد 11514

تهیه کنندگان

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SWOT AnalysisThe next component of strategic thinking requires the generation of a series of strategic alternatives, or choices of future strategies to pursue, given the company’s internal strengths and weaknesses and its external opportunities and threats.

جزء(مولفه) بعدي تفكر استراتژيك مستلزم ساخت مجموعه اي از استراتژيهاي ديگر (متناوب )ويا انتخاب استراتژيهاي بعدي (آينده ) ، براي پيگيري نقاط قوت و ضعف داخلي وفرصتها وتهديدات خارجي شركتها ميباشد

The comparison of strengths, weaknesses, opportunities, and threats is nor-mally referred to as a SWOT analysis .

مقایسه نقاط قوت، ضعف، فرصت ها و تهدیدات معمولاًبه تجزیه وتحلیل اس دبليو او تي اشاره دارد

Its central purpose is to identify the strategies that will create a company- specific business model that will best align, it , or match a company’s resources and capabilities to the demands of the environment in which it operates.

هدف اصلي شناسائي(تعيين) استراتژهاي است كه مدل كسب وكار خاص را كه بهترين نظم ،تناسب ويا انطباق منابع وقابليتهاي شركت را با تقاضاهاي محيطي كه در آن عمل ميكند براي شركت فراهم مي آورد.

 Managers compare and contrast the various alternative possible strategies against each other with respect to their ability to achieve competitive advantage.

مديران مقايسه و مقابله ميكنند استراتژيهاي محتمل متناوب وجایگزین را در ازاء يكديگر با احترام به قابليتها يشان براي رسيدن به يك مزيت رقابتي

Thinking strategically requires managers to identify the set of strategies that will cre-ate and sustain a competitive advantage:

تفكر استراتژيكي نيازمند به مديراني است كه شناسائي ميكنند مجموعه اي از استراتژيهاي كه يك مزيت رقابتي را ميسازند و از آن حمايت ميكنند.

• Functional- level strategy, directed at improving the effectiveness of operations within a company, such as manufacturing, marketing, materials management, product development, and customer service.

استراتژی سطح وظيفه اي ،هدايت ميكند. در جهت بهبود اثربخشی عملیات در یک شرکت، مانند تولید، بازاریابی، مدیریت مواد، توسعه محصول، و خدمات به مشتریان

 We consider functional- level strategies in Chapter 4.

ما استراتژي سطح كاربردي را در بخش 4 مطرح ميكنيم .

• Business- level strategy, which encompasses the business’s overall competitive theme, the way it positions itself in the marketplace to gain a competitive advantage, and the different positioning strategies that can be used in differen industry settings— for example, cost leadership, differentiation, focusing on a particular niche or segment of the industry, or some combination of these.

استراتژي سطح كسب و كار ،كه تمامي موضوع كلي رقابتي كسب و كار را در بر ميگيرد،روش آن قرار گرفتنش در بازار براي حصول يك مزيت رقابتي و استراتژي هاي موقعيت مختلفي كه ميتوانند استفاده شوند در زمينه صنايع مختلف ،براي مثال رهبري هزينه تفكيك ميكند و متمركز است بروي طبقه خاص يا بخشي از صنعت يا برخي تركيبات اينها

We consider business- level strategies in Chapter 5.

ما استراتژي سطح كسب و كار را دربخش5 مطرح ميكنيم 5

• Global strategy, addressing how to expand operations outside the home country to grow and prosper in a world where competitive advantage is determined at a global level.

استراتژي جهاني اشاره دارد(نشان ميدهد)چگونگي توسعه عمليات خارج از كشور را براي توسعه ورونق در جهاني كه مزيت رقابت تعريف شده در سطح جهاني.

We consider global strategies in Chapter 6.

ما استراتژيهاي جهاني را در بخش 6 مطرح ميكنيم

• Corporate- level strategy, which answers the primary questions: What business or businesses should we be in to maximize the long- run profitability and profit growth of the organization, and how should we enter and increase our presence in these businesses to gain a competitive advantage? We consider corporate- level strategies in Chapters 7 and 8.

استراتژيهاي سطح شركتي (موسسه) كه پاسخ ميدهد به سوالات اوليه :جه كسب و وكار يا كسب و كارهايي بايد براي به حد اعلاءرساندن سود دهي دراز مدت و رشد سود در سازمان انجام دهيم،و براي رسيدن به مزيت رقابتي چگونه بايد در اين كسب وكارها وارد شويم و حضورمان را توسعه دهيم ؟

ما استراتژيهاي سطح موسسه را در بخش 7 و8 مطرح ميكنيم.

The set of strategies identified through a SWOT analysis should be congruent with each other.

مجموعه اي از استراتژيهاي مشخص شده توسط(از طريق )آناليز اس دبليو او تي بايد با يكديگر متجانس (موافق ) باشند.

 Thus, functional- level strategies should be consistent with, or support, the business- level strategy and global strategy of the company.

بنابراين استراتژيهاي سطح وظيفه اي بايستي سازگار باشند يا از استراتژي سطح كسب و كار و استراتژي سطح جهاني شركت پشتباني كنند .

 Moreover, as we explain later in this book, corporate- level strategies should support business- level strategies.

علاوه بر اين همچنين در اين كتاب بيان ميشود استراتژي سطح شركت ميبايد از استراتژي سطح كسب و كار حمايت نمايد.

Strategy Implementation Having chosen a set of congruent strategies to achieve a competitive advantage and increase performance, managers must put those strategies into action: strategy has to be implemented.

استراتژی عملیاتی پس از انتخاب مجموعه ای از استراتژی های متناسب با دستیابی به مزیت رقابتی و افزایش عملکرد، مدیران بایداین استراتژی را وارد عمل کنند . استراتژی باید عملیاتی شود.

 Strategy implementation involves taking actions at the functional, business and corporate level to execute a strategic plan.

استراتژی عملیاتی شامل اقدامات کاربردی، کسب و کار و سطح شرکت برای اجرای یک طرح استراتژیک میباشد..

 Thus implementation can include, for example, putting quality improvement programs into place, changing the way a product is designed, posi-tioning the product differently in the marketplace, segmenting the marketing and offering different versions of the product to different consumer groups, implement-ing price increases, or decreases, expanding through mergers and acquisitions, or

downsizing the company by closing down or selling off parts of the company. All of this and much more is discussed in detail in Chapters 4–8.

بنابراین عملیات می تواند برای مثال شامل: قرار دادن برنامه های بهبود کیفیت در محل ، تغییر روش یک محصول طراحی شده ، موقعیت محصول متفاوت در بازار، گروه ها، اجرای افزایش ها یا کاهشهای قیمت و یااز طریق گسترش مالکیت و ادغام، بخش بندی بازاریابی و ارائه نسخه های مختلف این محصول به مصرف کننده های مختلف و یا کوچک سازی شرکت با بستن و یا فروش قسمتهای شرکت می باشد . همه این موارد وجزییات بیشتراز ان درفصل های 4-8 بحث میشود.

SWOT Analysis

The comparison of

strengths, weaknesses

opportunities, and

threats

Strategy implementation also entails designing the best organization structure,

culture, and control systems to put a chosen strategy into action.

استراتژی عملیاتی همچنین مستلزم طراحی بهترین ساختار سازمان، فرهنگ، و سیستم های کنترل برای قرار دادن یک استراتژی انتخاب شده درعملیات است .

 We discuss the organization structure, culture, and controls required to implement strategy in Chapters 8 and 9.

ما به بحث درباره ساختار سازمانی، فرهنگ، و کنترل مورد نیاز برای پیاده سازی استراتژی در فصل 8و9 می پردازیم .

The Feedback Loop

حلقه بازخورد

The feedback loop in Figure  1.2 indicates that strategic planning is ongoing: it

never ends.

حلقه بازخورد در شکل2\_ 1نشان میدهد که برنامه ریزی استراتژیک در حال انجام بوده وهرگز پایان نمی پذیرد .

 Once a strategy has been implemented, its execution must be monitored to determine the extent to which strategic goals and objectives are actually being achieved and to what degree competitive advantage is being created and sustained.

هنگامی که یک استراتژی اجرا شده است، اجرای آن باید بررسی شود برای تعیین میزان نیل به اهداف استراتژیک و اهدافی که در واقع به دست می آورد و تا چه حد مزیت رقابتی است که ایجاد شده و پایدارمی ماند .

This information and knowledge is passed back up to the corporate level through feedback loops and become the input for the next round of strategy formulation and implementation.

این اطلا عات ودانش سطو ح شرکت رادر حلقه بازخورد بالامی برند و تبدیل به ورودی برای دور بعد استراتژی فرمولاسیون وعملیاتی میشوند .

 Top managers can then decide whether to reafi rm existing strate-gies, and goals, or suggest changes for the future.

مدیران ارشد می توانند تصمیم بگیرند که ایا برای تاکید دوباره بر

 For example, a strategic goal may prove to be too optimistic, and so the next time a more conservative goal is set.

برای مثال یک هدف استراتژیک ممکن است بیش از حد خوش بینانه باشد و تا زمان بعدی یک هدف محافظه کارانه تر است .

 Or feedback may reveal that the strategy is not working, so managers may seek ways to change it.

و یا بازخورد ممکن است نشان دهد که استراتژی کار نمی کند، بنابراین مدیران ممکن است به دنبال راه هایی برای تغییر آن باشند .

Strategy as an Emergent process

استراتژی بعنوان یک فرآیند ضروری

The basic planning model suggests (offer) that a company’s strategies are the result of a plan, that the strategic planning process itself is rational (logical) and highly structured, and that the process is orchestrated (to coordinate) by top management.

اساس مدل برنامه ریزی اشاره می کند که استراتژی شرکت ها یک فرآیند منطقی و عالی و ساختارمند است که توسط یک مدیر عالی هماهنگ شده است .

 Several scholars have criticized (demanded) ( the formal planning model for three main reasons: the unpredictability (unstable) of the real world, the role that lower- level managers can play in the strategic management process, and the fact that many successful strategies are often the result of serendipity (accident), not rational strategizing.

برخی محققین ازمدل برنامه ریزی رسمی به سه دلیل انتقاد کردند . در دنیای ناپایدار ، نقشی که مدیران سطوح پایین درفرآیند مدیریت استراتژیک می توانند بازی می کنند در حقیقت خیلی موفق آمیز است ، استراتژی ها اغلب نتیجه یک اتفاق است نه استراتژی منطقی .

They have advocated (participated) an alternative view of strategy making.

آنها ازنگاه دیگری ازاستراتژی تدوین شده پیروی می کنند .

Strategy Making in an Unpredictable World

تدوین استراتژی در دنیای ناپایدار

 Critics of formal planning systems argue (to discuss) that we live in a world in which uncertainty (doubt), complexity, and ambiguity (vagueness) dominate, and in which small chance events can have a large and unpredictable impact (effect) on outcomes.

انتقاد از سیستم برنامه ریزی رسمی بحث می کند که ما در دنیایی زندگی می کنیم که تردید و پیچیده گی و ابهام برآن حکم فرماست و اینکه حوادث و اتفاقات کوچک می تواند نتایج و اثرات غیرقابل پیش بینی و بزرگ داشته باشد .

In such circumstances, they claim(maintain) , even the most carefully thought- out strategic plans are prone to being rendered(planning) useless(vain) by rapid and unforeseen change.

در چنین اوضاعی آنها اعتقاد دارند حتی برنامه ریزی های استراتژیکی که با دقت فکری زیاد طراحی می شوند به واسطه تغییرات غیر قابل پیش بینی و سریع بی فایده باشند .

In an unpredictable world, there is a premium(profits) on being able to respond quickly to changing circumstances, altering the strategies of the organization accordingly.

در دنیای درحال تغییر منافعی وجود دارد که باعث می شود به سرعت پاسخ داده شود به تغییرات اوضاع، بطوریکه استراتژی های سازمانی براساس آن تغییر می یابد .

A dramatic example of this occurred in 1994 and 1995 when Microsoft’s CEO

Bill Gates shifted the company strategy after the unanticipated emergence (appearance) of the World Wide Web (see the Strategy in Action feature).

یک مثال عینی در بین سالهای 1994 تا 1995 رخ داد . هنگامی که بیل گیتز مدیر عامل مایکروسافت استراتژی های شرکت را با ظهور غیر قابل پیش بینی دنیای وب تغییر داد .

 According to critics of for-mal systems, such a flexible approach (advance) to strategy making is not possible within the framework of a traditional (conventional) strategic planning process, with its implicit (to denote) assumption that an organization’s strategies need to be reviewed(to control) only during the annual strategic planning exercise.

بر اساس انتقاد از سیستم رسمی تدوین استراتژی، حرکت به سمت انعطاف پذیری در چارچوب فرآیند برنامه ریزی استراتژی سنتی غیر ممکن نیست . این فرض دلالت می کند بر اینکه استراتژی های سازمانی نیازاست فقط در طول اجرای برنامه ریزی استراتژیک سالیانه بازبینی شوند .

1. Which choice will be the best synonym for the underlined word?

A-1: The comparison of strengths, weaknesses, opportunities, and threats is normally referred to as a SWOT analysis.

a:violence \* b :danger c :crime d :against

A-2: Global strategy, addressing how to expand operations outside the home country to grow and prosper in a world where competitive advantage is determined at a global level.

\*a: develop b: search c: return d: talk about

A-3: Managers compare and contrast the various alternative possible strategies against each other with respect to their ability to achieve competitive advantage.

a: shape b: size \*c: several d: formal

B-what is the main idea of the paragraph?

 SWOT Analysis The next component of strategic thinking requires the generation of a series of strategic alternatives, or choices of future strategies to pursue, given the company’s internal strengths and weaknesses and its external opportunities and threats. The comparison of strengths, weaknesses, opportunities, and threats is normally referred to as a SWOT analysis. Its central purpose is to identify the strategies that will create a company- specific business model that will best align, it , or match a company’s resources and capabilities to the demands of the environment in which it operates. Managers compare and contrast the various alternative possible strategies against each other with respect to their ability to achieve competitive advantage.

 B-1:To perform a SWOT analysis what do the managers do in the real environment?

 A: They follow a competitive advantage.

 B: They choose future strategies and weaknesses.

 C: They create a company –specific business model.

\*D: Managers compare and contrast the various alternative possible strategies against each other with respect to their ability to achieve competitive advantage.

C-paragraph conclusion

C-1: what should the companies do for achieving the best competitive advantage?

 A: Identify a strategy that will create the best align.

 B: Identify a strategy that will create the best business model

 C: use a business strategy.

\*D: choose different strategies in a congruent manner.

**D-reading comprehension**

D-1: what is the result of performing SWOT analysis in company?

 A: Determining strengths and weakness in the company

\*B: match a company's resources and capabilities to the demands of environment in the best way.

 C: identify the set of strategies.

 D: respect to abilities of others companies.

D-2: How to gain a competitive advantage against the others companies in your country is mentioned in:

 A: functional level strategy

 B: global strategy

 C: corporate level strategy

\*D: business level strategy and corporate level strategy

D-3: which sentence is true?

 A: companies can choose several different strategies at the same time

\*B: the set of strategies in a SWOT analysis should be congruent with each other

 C: it is not necessary to choose the strategies that can support each other well

 D: just corporate level strategies should support business level strategies

D-4: Studying about how to lead costs is discussed in:

\*A: business level strategy

 B: global strategy

 C: corporate level strategy

 D: functional level strategy

 E: Answer the following questions.

E-1: what is central purpose or main purpose of SWOT analysis?

E-2: what do the managers do to perform SWOT analysis in the real environment?

E-3: what subjects are discussed in functional level strategy?

E-4: what is corporate –level strategy discussed about?

E-5: what is the main important point in choosing a set of different strategies?

E-6: why is formal planning model criticized?

E-7: dose strategy implementation entail designing the best culture and control system or not?

**F: Match each word with its meaning.**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  **Birth place** | **16** | **Chance** | **1** | **=16** | **Home country** | **P** | **7**= | pursue | **A** |
| Beside | 17 | Market place | 2 | 20= | prosper | Q | 3= | sustain | B |
| Match | 18 | Keep | 3 | 21= | theme | R | 5= | identify | C |
| Danger | 19 | Power | 4 | 16= | threat | S | 1= | opportunity | D |
| Be successful | 20 | Recognize | 5 | =18 | align | T | 8= | purpose | E |
| Subject | 21 | superseded | 6 |  |  |  | 24= | overall | F |
| Different | 22 | Achieve | 7 |  |  |  | =12 | external | G |
| Business | 23 | Goal | 8 |  |  |  | 15= | component | H |
| General | 24 | Consistent | 9 |  |  |  | 13= | advantage | I |
| superior | 25 | Request | 10 |  |  |  | 10= | demand | J |
|  |  | Skill | 11 |  |  |  | 14= | contrast | K |
|  |  | Outside | 12 |  |  |  | 4= | strength | L |
|  |  | Benefit | 13 |  |  |  | 11= | resource | M |
|  |  | Compare | 14 |  |  |  | 6= | alternative | N |
|  |  | part | 15 |  |  |  | 22= | various | O |

G: fill **in the blanks with the best choice(cloze test)**

 **The comparison of strengths, weaknesses, opportunities, and threats is normally -----1----- to as a SWOT analysis.** **Its central -----2----- is to identify the strategies that will create a company specific business model that will best align, it , or match a company’s resources and capabilities to the demands of the environment in which it operates. Managers compare and contrast the various alternative possible strategies -----3----- each other with respect to their ability to ------4----- competitive advantage .Thinking strategically -----5----- managers to identify the set of strategies that will create and -----6----- a competitive advantage. Functional - level strategy -----7-----at improving the effectiveness of operations within a company, such as manufacturing, marketing, materials management, product development, and customer service.** **Business- level strategy, which encompasses the business’s -----8----- competitive theme, the way it -----9---- itself in the marketplace to gain a competitive advantage, and the different positioning strategies that can be used in different industry settings— for example, cost leadership, differentiation, focusing on a particular niche or ------10----- of the industry, or some combination of these.**

G-1: \* a: referred b: explained c: said d: pored

G-2: a: main \*b: purpose c: idea d: difference

G-3 a: reverse b: same c: congruent \*d: against

G-4 a: have b: be \* c: achieve d: use

G-5 \* a: requires b: concerns c: worries d: confirms

G-6 a: produce b: try c:\* sustain d: use

G-7 a: identified b:\*directed c: used d: earned

G-8 a: trade b: whole c:in alld:\* overall

G-9 a: \*positions b: styles c: places d: moods

G10 a: whole b: overall c: **\***segment d: difference

H: check the sentences true or false.

H-1: in SWOT analysis central purpose is to identify the strategic that will create company specific business model. **T/F**

 H-2: In functional strategy, we are talking about how to expand operations outside at home country. T/F

 H-3: how to gain the "competitive advantage "is discussed in both business and corporate strategy. **T/F**

 H-4: "SWOT analysis" includes just how to expend operations inside of your country. T/**F**

 H-5: Central purpose in a SWOT analysis is choosing strategies that will match a company's resources to demands. **T/F**

H-6: The set of strategies shouldn't be congruent with each other. **T/F**

 H-7: functional strategy can help as to improve the effectiveness of operation in a company. **T/F**

 H-8: Marketing, manufacturing, subjects aren't discussed in functional strategy. **T/F**

 H-9: The way that a company positions itself in the marketplace is discussed in corporate strategy. **T/F**

H-10: Functional strategy should be consistent with business strategy but not with global strategy. **T/F**

I: **Choose the best appropriate word for each sentence.**

I-1: The set of strategies identified through a SWOT analysis should be-------------- with each other.

A: profit \*b: congruent c: focusing d: competitive

I-2: Managers compare and ----------------the various alternative possible strategies against each other.

 A: agree b: accept c: match \*d: contrast

I-3: In global strategy we are talking about how to ---------operation outside the home country.

\*A: expand b: business c: gain d: consider

I-4: Businessmen should maximize the long-run -----------and profit growth of organization.

A: primary \* b: profitability c: presence d: outside

I-5: Functional strategy should be ---------with business and global strategy.

A: against b: primary \*c: consistent d: overall

I-6:-----------is talking about how to expand operations outside the home county.

\*A: Global strategy b: corporate c: business d: functional

I-7: The way that a company can enter and increase the presence in business world is talked in ----------.

A: Functional strategy b: business \* c: corporate d: functional &business

I-8: After choosing consistent strategies they have to be ----------.

A: congruent \* b: implemented c: achieve d: profit

I-9: Strategies implementation involves actions at ---------business and corporate level.

A: Designing b: functional c: quality \* d: A&B

I-10: Once a strategy has been implemented its execution must be ----------.

A: Decided b: achieved c: new \* d: monitored

J: Management expressions and their translations

Strategic alternatives **استراتژیهای جایگزین**

Competitive advantage**مزیت رقابتی**

Thinking strategically**تفکر استراتژیکی**

Functional- level strategy **استراتژی سطح کاربردی**

 Manufacturing تولید

 Marketing بازاریابی

 Materials management مدیریت مواد

 Product developmentتوسعه محصول

 Customer service خدمات مشتریان

 Marketplace بازار

Business- level strategy **استراتژی سطح کسب وکار**

Cost leadership **مدیریت هزینه**

Corporate- level strategies **استراتژی سطح شرکتی**

Organization structure **ساختار سازمانی**

Long- run profitabilityسود دهی بلند مدت

Quality improvement**بهبود کیفیت**

Feedback loopحلقه بازخورد

Top managers**مدیران ارشد**

Strategic planning**برنامه ریزی استراتزیک**

Planning systemsسیستمهای برنامه ریزی