**«بسمه تعالی»**

**طرح سوال**  
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**Functional- Level Managers**

Functional- level managers are **responsible** for the specific business functions or operations (human resources, purchasing, product development, customer service, etc.) that **constitute** a company or one of its divisions. Thus, a functional manager’s sphere of responsibility is generally confined to *one* organizational activity, whereas general managers oversee the operation of a ***whole***company or division. Although they are not responsible for the overall performance of the organization, functional managers nevertheless have a major strategic role: to **develop** functional strategies in their area that help fulfill the strategic objectives set by business- and corporate- level general managers.

1. Sphere of responsibility for functional manager is confined to …
   1. An industrial activity
   2. Some organizational affairs
   3. One organizational activity
   4. Handling all activities
2. What is the main idea of this paragraph?
   1. Functional-level managers are very busy
   2. Functional level managers versus general managers
   3. Responsibility of functional level managers
   4. Overall performance of the organization
3. What do you confer from this paragraph?
   1. It is very hard to be functional level manager
   2. Functional level managers constitutes an organization
   3. Functional level managers are strategically important
   4. General managers are superior than functional level managers
4. What does **constitute** means in second line
   1. Structure
   2. Form
   3. Substitute
   4. Formulate
5. What is the meaning of **whole** in line 4
   1. Partly
   2. A section
   3. Total
   4. Comprehensive
6. What is the meaning of **responsible** in line 1
   1. Manager
   2. Director
   3. Liable
   4. Professor
7. What is the meaning of **develop** in line 5
   1. Extraordinary
   2. Extend
   3. Structure
   4. Function
8. Functional level manager are responsible for
   1. Overall performance of company
   2. Providing most resources
   3. have a major strategic role
   4. respond clients
9. General managers
   1. Provide information
   2. Talk with employees about strategy
   3. Look for perspective
   4. Monitor the whole operation
10. Which part set objectives
    1. General managers in business
    2. General managers in corporate
    3. General managers in sales department
    4. A and B

In GE’s aerospace business, for instance, manufacturing managers are …1…. for developing …..2…. strategies consistent with the corporate ….3…. of being first or second in that industry. …4.., functional managers provide most of the information that makes it ….5…. for business- and corporate- level general managers to formulate …6… and attainable strategies. Indeed, because they are closer to the ….7…. than the typical general manager is, functional managers themselves may ….8…. important ideas that subsequently may become major strategies for the company. ..…9….., it is important for general managers to listen closely to the ….10…. of their functional managers. An equally great responsibility for managers at the operational level is strategy implementation: the execution of corporate- and business- level plans.

1. A. manager b. substitution c. responsible d. stockholder
2. A. incorporation b. manufacturing c. stocking d. including
3. A. first b. steering c. objective d. crash
4. A. stability b. moreover c. cure d. funding
5. A. possible b. future c. fortune d. establishment
6. A. in case b. realistic c. function d. stimulation
7. A. customer b. company c. organization d. management
8. A. remove b. generate c. start d. end
9. A. good b. thus c. far d. away
10. A. dormant b. plan c. level d. ideas

**The Strategy- Making Process**

Now that we know something about the strategic roles of managers, we can turn our attention to the process by which managers formulate and implement strategies. Many writers have emphasized that strategy is the outcome of a formal planning process and that top management plays the most important role in this process. Although this view has some basis in reality, it is not the whole story. As we shall see later in the chapter, valuable strategies often emerge from deep within the organization without prior planning. Nevertheless, a consideration of formal, rational planning is a useful starting point for our journey into the world of strategy. Here we consider what might be described as a typical formal strategic planning model for making strategy.

**A Model of the Strategic Planning Process**

The formal strategic planning process has five main steps:

1. Select the corporate mission and major corporate goals.

2. Analyze the organization’s external competitive environment to identify *opportunities* and *threats*.

3. Analyze the organization’s internal operating environment to identify the organization’s *strengths* and *weaknesses*.

4. Select strategies that build on the organization’s strengths and correct its weaknesses in order to take advantage of external opportunities and counter external threats.

These strategies should be consistent with the mission and major goals of the organization. They should be congruent and constitute a viable business model.

5. Implement the strategies.

|  |  |
| --- | --- |
| 1. Formal | 1. Company |
| 1. Strategic | 1. Aim |
| 1. Corporate | 1. Outside |
| 1. Select | 1. Regulate |
| 1. Implement | 1. Official |
| 1. Goal | 1. Stimulate |
| 1. Step | 1. Tactical |
| 1. External 2. Responsible 3. Constitute 4. Develop 5. Whole 6. Organization 7. Manufacturing 8. Management 9. Nevertheless 10. Planning 11. Subsequently 12. *Opportunities* 13. Mission | 1. Stage 2. Carry out 3. In charge of 4. Create 5. Assignment 6. Variety 7. Skill 8. Fortunes 9. governing 10. programming 11. extend 12. as a result 13. total 14. producing 15. corporation 16. however 17. twisting 18. incline |

1. What is responsibility of functional level managers?
2. What does constitute a company?
3. Where do often valuable strategies emerge?
4. Name formal strategic planning process stages?
5. What is responsibility of general manager?
6. Explain how strategies should be?
7. Which one is closer to the customer, general manager or functional manager, why?
8. معنی کلمه functional در پاراگراف اول متن کدام است؟
   1. ماهر
   2. عملیاتی
   3. پرکار
   4. کل
9. معنی کلمه business در پاراگراف اول متن کدام است؟
   1. کسب و کار
   2. فعالیت
   3. سخت کوشی
   4. مدیریت
10. معنی کلمه sphere of responsibility در پاراگراف اول متن کدام است؟
    1. حوزه علمی
    2. حوزه کاری
    3. حوزه تجاری
    4. حوزه مسئولیت
11. از چهار گزینه ذیل معنی manufacturing را انتخاب کنید.
    1. درست‍کاری
    2. صداقت
    3. تولید
    4. امانت
12. معنی کلمه strategy را بیان کنید.
    1. استقبال
    2. سخت
    3. راهبرد
    4. توسعه
13. معنی کلمه planning کدام است؟
    1. تولید کردن
    2. فروختن
    3. برنامه‏ ریزی
    4. استفاده کردن
14. کدام کلمه معنی process است؟
    1. فراگرد
    2. استعمال
    3. برداشت
    4. دستور
15. Corporate mission یعنی چه؟
    1. تولید شرکتی
    2. فروش شرکتی
    3. مسیر شرکتی
    4. ماموریت شرکتی
16. organization’s strengths به چه معنی است؟
    1. سازمان قوی
    2. نیرومندی سازمانی
    3. فعالیت قوی سازمانی
    4. نقاط قوت سازمان
17. Competitive environment به چه معنی است؟
    1. محیط مسموم
    2. محیط کاری
    3. محیط رقابتی
    4. محیط شرکتی
18. Circle T for true and F for false for following sentences regarding above paragraph:
    1. General Manager controls operation of whole company. T F
    2. Functional manager’s sphere of responsibility is generally confined to *one* organizational activity. T F
    3. Many writers have emphasized that strategy is not the result of a formal planning process T F
    4. Valuable strategies often emerge from deep within the organization with prior planning T F
    5. Great responsibility for managers at the operational level is strategy implementation T F
    6. Functional managers are responsible for the overall performance of the organization T F
    7. Rational planning is a useful starting point into the world of strategy T F
    8. Manufacturing managers are responsible for developing incompatible strategies consistent with the corporate T F
    9. Functional managers have a major strategic role T F
    10. The role of functional managers is to develop functional strategies to fulfill the strategic objectives T F