

**ЎЗБЕКИСТОН АЛОҚА ВА АХБОРОТЛАШТИРИШ АГЕНТЛИГИ
ТОШКЕНТ АХБОРОТ ТЕХНОЛОГИЯЛАРИ УНИВЕРСИТЕТИ**

Чет тиллар кафедраси

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СЎЗ БОШИ

Ушбу ўқув – услубий қўлланма магистратура талабалари билан амалий машғулот ўтказиш учун мўлжалланган. Ушбу ўқув – услубий қўлланма 13 та дарсни ўз ичига олган бўлиб, ҳар бир дарс ўз ичига мутахассислиги бўйича асл адабиётлардан олинган матнлар ва лексик, грамматик машқларни ўз ичига олган. Машқлар матн материалларига асосланган, саволларга жавоб беришдан иборат ҳамда берилган вазифалар талабаларни оғзаки монологик ва диалогик нутқ кўникмаларини ривожлантиришга ёрдам беради. Бу услубий қўлланма ҳозирги замон талабларига мос, долзарб матнлар киритилган. Бу услубий кўрсатма талабалар билан ишлашга қулай, талабаларнинг ўз йўналишлари бўйича малакаларини оширишга, сўз бойлигини кенгайтиришга, фан бўйича мустақил ишни бажаришга ёрдам беради. Қуйидаги услубий қўлланма талабаларни инновацион ўқитиш усулларидадан фойдаланган ҳолда ўқитиш турлари билан таништиради.

Ушбу ўқув – услубий қўлланманинг электрон вариантини масофадан ўқитишда ҳам фойдаланиш мумкин.

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UNIT 1 MANAGEMENT/LEADERSHIP STYLES

Lesson 1 MANAGEMENT VS. LEADERSHIP

Leading should not be considered the same as managing. Business leaders who do not understand the difference between the functions/roles of leading and managing are quite likely to misinterpret how they should carry out their duties to meet organizational goals. While some managers are high-quality leaders, others only manage resources and don't lead their subordinates. Leadership is one of the four primary activities that are used to influence others. As such, it is a subcategory of the management concept that focuses mainly on behavioral issues and opportunities. Managing is more comprehensive than leading. It involves dealing with resource issues as well as behavioral factors. Generally speaking, not all managers are necessarily leaders, yet the most effective managers, over the long term, are leaders. Leadership is the process of guiding the behavior of others toward an organization's goals. According to this context, it means causing individuals to behave in a particular manner or to follow a specific set of instructions. Ideally, the behavior exhibited is perfectly aligned with such factors as organizational goals, culture, policies, procedures, and job specifications. The main goal of leadership is to get things done through other people, making it one of the main activities that can enhance the management system. It is accomplished to a great degree through the use of effective communication. Because leadership is a prerequisite for business success, to be a successful business manager one must have a solid understanding of what leadership includes. Indeed, such issues as the increased capabilities afforded by enhanced communication technology and the rise of international business have made leadership even more important in today's business environment. The following sections describe the major theories underlying the most commonly accepted management/leadership practices and the concepts they are based on. In today's business environment, possessing management skills is no longer sufficient to be successful. Contemporary business practices require that managers have knowledge and experience regarding the differences between management and leading and how both activities must be integrated for business success. Commonly, businesspeople believe that a manager makes sure tasks and duties are completed, while a leader is sensitive to the needs of people and what they need to be exceptional employees. Integrating these concepts allow business managers to apply

logic and analytical skills to business activities and tactics while being sensitive to and working with workers as individuals with needs and desires related to their work and careers.

Do the following tasks:

1. Read and translate the text.
2. Learn the following words:

to align- бир чизикка тизиш, бир қатор қўйиш, тўғирлаш,
contemporary - замондош

comprehensive –ҳар тарафлама, тўла, тўлиқ қамраб олган.

to exhibit - кўрсатиш, кўргазмада намойиш этиш

to enhance – катталаштирмоқ, кучайтирмоқ, яхшиламоқ

issue – ишлаб чиқариш (тақдим этиш) prerequisite - дастлабки шартлар

subordinate – кимгадир (нимагадир) боғлиқлик,тобе бўлмоқ

3. Translate the following word combinations and make up sentences:

business leaders

effective communication

business environment

possessing management skills

behavioral factors

to lead one's subordinates

solid understanding

4. Find the equivalents

1) goal

2) opportunity

3) communication

4) integrate

5) capability

a) chance

b) unite

c) aim

d) ability

e) relationship

5. Answer the following questions

Who is leader?

What qualities do leaders have to obtain?

What is the difference between a leader and manager?
Are all managers necessarily leaders?
What is the main goal of leadership?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to lead, to manage, to involve, to align, to enhance, to accomplish, to practice, to integrate, to allow, to apply, to relate

8. Write a summary to the given text.

LESSON 2 LEADERSHIP BASED ON TRAITS

The trait theory of leadership is based on research which implies that the abilities and dispositions necessary to make a good leader are inborn, not capable of being developed over time. The central thrust of this research is to describe leadership as accurately and analytically as possible. The reasoning is that a description of the full spectrum of managerial leadership traits would make it possible to easily identify individuals who possess them. An organization could then hire only those individuals who possess these traits and thus be assured of always having high-quality leaders. Current management thoughts, however, suggests that leadership ability cannot be explained by an individual's inherited characteristics.

To the contrary, business analysts believe that individuals can learn to be good or even exceptional leaders. Thousands of employees each year complete training to improve their leadership skills. Corporations and non-profit organizations continue to do this as an investment, which pays dividends.

Since trait theory proved not to be aligned with leadership skill, researchers have analyzed other angles to explain leadership success or failure. Rather than looking at the traits successful leaders supposedly should possess, researchers began to investigate what good leaders really do. This behavioral approach was concerned with analyzing how a manager completed a task and whether the manager focused on such interpersonal skills as providing moral support and recognizing employees for their successes. Based on these research efforts, leaders can be accurately described by either their job-centered behavior or their employee-centered behavior, since this research indicated two primary dimensions of leader behavior: a work dimension (structure behavior/job-centered behavior) and people dimension (consideration behavior/employee-centered behavior).

Do the following tasks:

1 Read and translate the text.

2 Learn the following words:

dimension - ўлчов

to hire – ишга ёллаш, иш бериш.

disposition – жойлашув, бирор бир тартибда жойлаштириш

interpersonal - шахслараро

non-profit - нотижорат, фойда олиш учун мўлжалланмаган

possess – эгалик килмоқ, эга бўлмоқ.

success - омад, хайрли ниҳоя.

to support – қўллаб куватлаш ,ёрдам бериш

3 Translate the following word combinations and make up sentences:

trait theory of leadership

employee-centered behavior

managerial leadership traits

inherited characteristics

behavioral approach

interpersonal skills

work dimension

4. Find the equivalents

1) inborn

2) investigate

3) improve

4) skill

5) dimension

a) hereditary

b) mastery

c) magnitude

d) ameliorate

e) examine

5. Answer the following questions

What is the trait theory of leadership?

What was behavioral approach concerned with?

What are the 2 behaviors leaders can be described?

What is the trait theory of leadership based on?

How can leaders be described?

6. Discuss this text with classmates.

7. Make up sentences in Active and Passive Voices using each of the following verbs: to imply, to develop, to describe, to identify, to hire, to assure, to prove, to improve.

8. Write a summary to the given text.

LESSON 3 WHICH LEADERSHIP STYLES ARE MOST EFFECTIVE CONTINGENCY THEORY

Caution should be exercised when considering what style of leadership is best. Research suggests that no single leadership style can be generalized as being most effective. Organizational situations are so complex that one particular leadership style may be successful in one situation but totally ineffective in another.

Contingency theory, as applied to management/leadership, focuses on what managers do in practice. Because this theory suggests that how a manager operates and makes decisions depends upon, or is contingent upon, a set of circumstances, it is centered on situational analysis. Using contingency theory, managers read situations with an “if-then” mentality: If this situational attribute is present, then there is an appropriate response that a manager should make. This theory takes into consideration human resources and their interaction with business operations. Managers may take different courses of action to get the same result based on differences in situational characteristics. In general, contingency theory suggests that a business leader needs to outline the conditions or situations in which various management methods have the best chance of success. This theory thus runs directly counter to trait theory, discussed earlier. Some of the challenges to successfully using contingency theory are the need to accurately analyze an actual situation, then to choose the appropriate strategies and tactics, and finally to implement these strategies and tactics.

Managers encounter a variety of leadership situations during the course of their daily activities, each of which may require them to use leadership styles that vary considerably, depending on the situation. In using the contingency model, factors of major concern are leader-member relations, task structure, and the position power of the leader. The leader has to analyze these factors to determine the most appropriate style of response for meeting overall work-unit and organizational goals. Leader-member relations refer to the ongoing degree to which subordinates accept an individual leader or group of leaders. Task structure refers to the degree to which

tasks are clearly or poorly defined. Position power is the extent to which a leader or group of leaders has control over the work process, rewards, and punishment. Taking these factors into consideration, leaders can adjust their style to best match the context of their decision making and leadership. For those leaders who have a breadth of leadership styles, knowing when to change styles gives them the tools to successfully deal with the varying nature of business decision making. For those leaders who have a limited repertoire of leadership styles, they and their superiors can use this information to better match work situations with the styles that a specific leader possesses.

Within this continuum, or range, of leadership behaviors, each type of behavior also relates to the degree of authority the manager can display, and inversely, to the level of freedom that is made available to workers. On one end of this continuum, business leaders exert a high level of control and allow little employee autonomy; on the opposite end, leaders exert very little control, instead allowing workers considerable autonomy and self-direction. Thus leadership behavior as it progresses across the continuum reflects a gradual change from autocratic to democratic leadership.

In today's business environment there are more complicated contexts and relationships within which managers and subordinates must work than existed in previous eras. And as contexts and relationships become increasingly complicated, it becomes significantly more difficult for leaders to determine how to lead. In addition, there are major societal and organizational forces that cause confusion about how to lead.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

articulate - аниқ, қисмларга бўлинган

autonomy - мустақиллик

avoid – эҳтиёт бўлмоқ, ўзини четга олмоқ

contingency - тасодиф, тасодиф ҳол, кутилмаган ҳолат

circumstance - шарт шароит; ҳолат; талаб, шарт

gradual – босқичма- босқич; тартиб билан.

prominent – буртиб турган, туртиб чиққан.

significant - муҳим , аҳамиятга эга. керакли .

3. Translate the following word combinations and make up sentences:

situational characteristics
directly counter
task structure
limited repertoire of leadership styles
complicated contexts

4. Find the equivalents

- | | |
|-------------------|---------------|
| 1) caution | a) wanted |
| 2) organizational | b) warning |
| 3) desirable | c) diversity |
| 4) establish | d) set up |
| 5) variety | e) managerial |

5. Answer the following questions

Why no single leadership style can be generalized as being most effective?

What is contingency theory?

What does this theory take into consideration?

What is contingency theory focused on?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to determine , to lead, to describe, to adjust, to hire, to require, to analyze, to choose,
to cause.

8. Write a summary to the given text.

LESSON 4 THEORY X AND THEORY Y

Based on the work of psychologists, organizational theorists, and human relations specialists in the 1960s and 1970s, two distinct assumptions, called Theory X and Theory Y, evolved about why and how people work for others. Theory X posits that people do not like to work and will avoid doing so if the opportunity presents itself. Because of this, most people need to be coerced into completing their required job duties and punished if they don't complete the quantity of work assigned at the level of quality required. Again, because of their dislike for work, most people do not

want responsibility, prefer to be directed by others, and have little ambition; all they want is job security.

With an almost completely opposite perspective, Theory Y posits that people like to work and see it as a natural event in their lives. Therefore, punishment and threats are not the only means of motivating them to complete work assignments. People are willing to work hard for an organization; indeed, they will use self-direction and control to work toward goals that are understandable and communicated clearly. In this theory of human behavior and motivation, people are seen as seekers of learning and responsibility who are capable of and willing to be engaged with creative problem-solving activities that will help the organization reach its goals. According to Theory Y, leaders need to develop ways to expand the capabilities of their workers so that the organization can benefit from this significant potential resource. Although Theory Y has much to offer and is widely followed, many organizations still use a variety of policies and practices that are based on Theory X principles. A further development in explaining human work behavior and then adjusting management/leadership practices to it is Theory Z.

Do the following tasks:

1. Read and translate the text.
2. Learn the following words:

to accomplish - бажармоқ бирор бир нарсага эришмоқ,
punishment – жазо,

to reinforce – мустахкамламоқ кучайтирмоқ

to encourage - тетиклаштирмоқ, рағбатлантирмоқ, куллаб кувватламоқ

threat - хавф- хатар

3. Translate the following word combinations and make up sentences:

human relation

organizational forces

comprehensive system

opportunity presents itself

4. Find the equivalents

1) punishment

2) assignment

3) motivation

4) perspective

a) penalty

b) inspiration

c) task

d) imaginative

5) creative

e) viewpoint

5. Answer the following questions

Why can no single leadership style be generalized as being the most effective?

What is theory X and theory Y?

What is the difference between theory X and theory Y?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to accomplish , to encourage , to reinforce , to generalize, to engage,
to require, to explain, to adjust ,to analyze, to , to cause.

8. Write a summary to the given text.

LESSON 5 THEORY Z

Probably the most prominent of the theories and practices coming from Japan is the Theory Z approach, which combines typical practices from the United States and Japan into a comprehensive system of management/leadership. This system includes the following principles of best management/leadership practice:

- Seek to establish a long-term employment culture within the organization.
- Use collective decision making as much as possible.
- Increase and reinforce the importance of individual responsibility.
- Establish a slow and long-term process for evaluation and promotion.
- Employ implicit, informal control that utilizes explicit, formal measures/tools of performance.
- Institute and use moderately specialized job descriptions and career paths.
- Develop policies and practices, that support a holistic concern of the individual both at work and at home.

Theory Z has had a marked impact on the manner in which companies are led today. Theory Z strategies have been instrumental in building stronger working relationships between subordinates and their leaders because of the increased level of worker participation in decision making as well as leaders' higher level of concern for their subordinates.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

manner - йўл, ҳаракат шакли,

to seek – қидирмоқ, излаб топмоқ; топишга ҳаракат қилмоқ

moderately – меъёр, вазмин, совуққонлик билан

informal - норасмий; расмиятчиликка риоя қилмасдан

to combine - бирлаштирмоқ, мослашмоқ

concern - муносабат, боғлиқлик

evaluation - баҳо, тариф

3. Translate the following word combinations and make up sentences:

working relationships

marked impact

moderately specialized job

comprehensive system

long-term employment

4. Find the equivalents

1) moderate

2) prominent

3) support

4) possible

5) employ

6) participation

a) famous

b) maintain

c) reasonable

d) probable

e) involvement

f) utilize

5. Answer the following questions:

What is theory Z?

Where is the origin of the theory Z?

What are principles of best management/leadership practice:

What is the strategy of the theory Z

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:
to seek , to combine, to concern, to include.

8. Write a summary to the given text.

LESSON 6 CONFLICT MANAGEMENT

Of all the skills that a manager/leader needs, none is more important than managing the conflicts that inevitably arise in any organization. Conflicts can arise between members in the same work unit, between the work group and its leader, between group leaders, and between different work groups. Some of the most common causes of conflict are communications breakdowns, personality clashes, power and status differences, goal discrepancies, disputed authority boundaries, and allocation of resources.

The following processes are among those usually suggested to eliminate, reduce, and prevent conflict:

- Focus on the facts of the matter; avoid unsupported assertions and issues of personality.
- Develop a list of all possible resolutions of the conflict that will allow the adversarial parties to view the issue from a different perspective.
- Maintain a balance of power and accessibility while addressing the conflict.
- Seek a realistic resolution; never force a consensus, but don't get bogged down in a never ending debate to achieve one.
- Focus on the larger goals/mission of the organization.
- Engage in bargaining/negotiating to identify options to address the conflict.
- If needed, use a third party to mediate the differences. Bringing in an outside person can add objectivity and reduce personality issues.
- Facilitate accurate communications to reduce rumors and to increase the common understanding of the facts and issues.

There is a widely accepted model for understanding how individuals approach situations involving conflict resolution. This model is two dimensional. On one axis is the dimension of cooperativeness; on the other, the dimension of assertiveness. As discussed earlier, effective leaders vary their style to meet the needs of a specific situation. Hence, during a conflict situation in which time is a critical concern, an assertive style is needed to resolve the conflict so that time is not lost during a drawn-out negotiation process. Oppositely, when harmony is critical, especially when relationships are new or in their early stages, a collaborative and cooperative approach to conflict resolution is needed. This model for conflict resolution fits well with and supports the notion of contingency and situational leadership.

John Kotter (1988) distinguishes leadership from management. Effective management carefully plans the goal of an organization, recruits the necessary staff, organizes them, and closely supervises them to make sure that the initial plan is executed properly. Successful leadership goes beyond management of plans and tasks. It envisions the future and sets a new direction for the organization. Successful leaders mobilize all possible means and human resources; they inspire all members of the organization to support the new mission and execute it with enthusiasm. When an organization faces an uncertain environment, it demands strong leadership. On the

other hand, when an organization faces internal operational complexity, it demands strong management. If an organization faces both an uncertain environment and internal operational complexity, it requires both strong leadership and strong management.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

conflict – келишмовчилик, тўқнашув, можаро;

bargain - битим, тижоратдаги келишув,

inevitably – албатта содир бўладиган, муқаррар.

assertiveness – ўзига ишонч

to arise – келиб чикмоқ, пайдо бўлмоқ,

unit – бирлик, бирлашма, иттифоқ.

negotiation - музокаралар; талабларни, шартларни муҳокама қилмоқ

3. Translate the following word combinations and make up sentences :

managing the conflicts

mediate the differences

reduce personality issues

goal discrepancies

force a consensus

4. Find the equivalents

1) accessibility

2) resolution

3) dispute

4) status

5) bargain

6) cooperative

a) decree

b) rank

c) haggle

d) supportive

e) openness

f) argument

5. Answer the following questions:

What are the most common conflict types in company?

What are the processes that usually suggested eliminating, reducing and preventing conflicts?

What is the model for conflict resolution?

What is conflict management?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to arise , to reduce , to facilitate , to need, to distinguish

8. Write a summary to the given text.

Lesson 7 THE STRATEGY MARKETING

Entering

“Marketing is the production of that what we can sell,
but no realization of that what we can produce”

A. Hosking

Marketing is the inseparable part of economy science and practice in terms of market relations. But in terms of transitional period the functioning and development of marketing complex in enterprises are connected with a lot of problems. A part of them is caused by manager’s lack of knowledge and

qualification. Some is caused by limitation of material and financial resource. At last, some problems must be decided by development of state regulation’s system of enterprises’ activity. In order to make marketing as really in force element of business management system, it’s necessary to discover the main problems and to show the possible ways of their decisions.

Today a lot of native enterprises have to reckon with this that before producing anything it’s necessary to know who will buy it. That’s why knowledge about market and ability to use marketing methods become all more important for them.

The strategy marketing lets to firm to define its purposes and that, for what it’s necessary to strive, by what to develop its business or simple to bear in intensive competed struggle.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

inseparable – ажралмас

limitation – етишмовчилик , камчилик.

in force – фаолият юритаётган

to reckon – кўникиш

to define – аниқламоқ

purpose – мақсад;

to strive – интилмоқ

to bear – харажат қилмоқ.

transitional – ўзгарувчан, ўтувчи.

resource – манба

3. Translate the following word combinations and make up sentences:

market relations;

transitional period;

material and financial resource;

state regulation's system;

marketing methods;

intensive competed struggle.

4. Find equivalents:

1) term

2) relation

3) lack

4) decision

a) limitation

b) counsel

c) condition

d) attitude

5. Answer the following questions:

What role does marketing play in modern economy?

What kind of problems does marketing complex have in our enterprises?

Why do knowledge about market and ability to use marketing methods become all more important for our native enterprises?

What is the purpose of strategy marketing?

6. Discuss the text with your group mates.

- How do you understand the speech of A. Hosking “Marketing is the production of that what we can sell, but no realization of that what we can produce”?
- What problems in marketing activity of our enterprises do you know?
- What ways of decisions of these problems can you suggest?

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to connect, to decide, to know, to bear, to strive, to become, to complete.

8. Write a summary to the given text.

LESSON 8 The concept of strategy marketing.

Modern strategic marketing has the following features:

1. Globalization;
2. Activity;
3. Innovation;
4. Integration;
5. Preference of structural researches of the market;
6. Active use of public relations;
7. Target orientation of marketing to equation, harmonization of interests of firm, consumers and societies as a whole;
8. Partnership of all participants of attitudes of a market exchange and noncommercial distribution of the public blessings.

Marketing strategy concerns as to corporate questions, and questions of a problematic of marketing. Though there is no precise differentiation between some aspects of strategic management and marketing strategy, last all the same concerns to studying needs of consumers, the adaptation to them and influence on them with the purpose of achievement of the organizational success.

Marketing strategies are developed with the purpose of expansion of sales and division of the market for increase in long-term profits. But thus development of a complex of the marketing, including development of the goods, its positioning with application of various measures on stimulation of selling, is rigidly connected with strategic management. Before to enter into a market with the certain marketing strategy, the firm should represent clearly positions of competitors, the opportunities, and also lead a line on which will struggle with the competitors.

At formation of marketing strategy of firm it is necessary to consider 4 groups of factors:

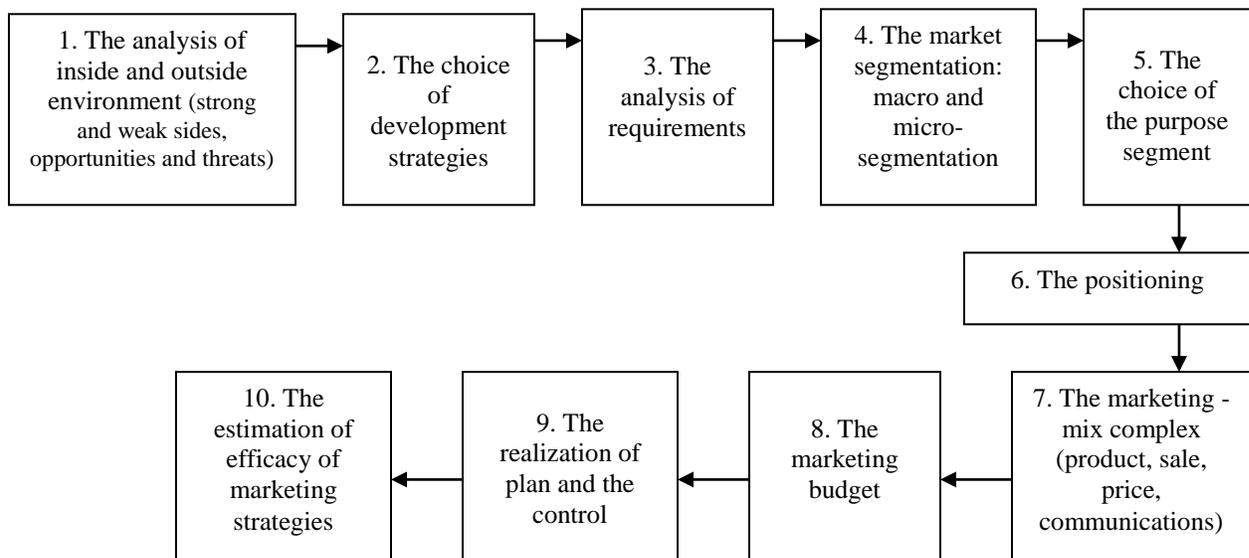
1. Tendencies of development of demand and the external marketing environment (a market demand, inquiries of consumers, systems of product moving, legal regulation, tendencies in business circles, etc.);

2. A condition and features of competitive struggle in the market, the basic firms-competitors and a strategic direction of their activity;

3. Administrative resources and opportunities of firm, its strengths in competitive struggle;

4. The basic concept of development of firm, its global purposes and enterprise problems in the basic strategic zones.

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The drawing 1 – The stages of exploitation of marketing strategy

Starting point of formation of administrative and marketing strategy is the analysis of dynamically developing market environment and the forecast of the further development of the market which includes: macro-and micro segmentation, an estimation of appeal of the chosen commodity markets and their segments, an estimation of competitiveness and competitive advantages of firm and its goods in the market.

Further strategies are directly developed depending on an organizational level of development.

- At a level of the enterprise as a whole the general strategy which reflects the general strategic line of development and a combination of its possible directions in view of available market conditions and opportunities of firm is formed. Plans are based on it and programs of marketing activity.
- At a level of separate directions of activity or commodity blocks of the enterprises strategy of development of the given direction, connected with development of commodity offers and distribution of resources on the separate goods is developed.

At a level of the separate goods the functional strategy based on definition of a target segment and positioning of the concrete goods in the market, with use of

- various marketing means (the price, communications) are formed

Do the following tasks:

1. Read and translate the text

2. Learn the following words:

expansion – кенгайиш
 division – бўлинма
 profit – фойда;
 success – омад, муваффақият;
 competitor – рақобатчи, рақиб;
 to consider – ажратмок; ҳисобламок
 tendency – анъана;
 demand – талаб;
 inquiries – эҳтиёж;
 concept – тушунча.

3. Translate the following word combinations and make up sentences:

external marketing environment;
 market demand;
 inquiries of consumers;
 system of product moving;
 marketing budget;
 marketing means.

4. Find equivalents:

- | | |
|----------------|-------------|
| 1) activity | a. alliance |
| 2) target | b. novelty |
| 3) integration | c. intent |
| 4) innovation | d. agency |

5. Answer the following questions:

What differentiation is there between strategic management and marketing strategy?

What elements does external marketing environment include?

Recite the main stages of exploitation of marketing strategy.

What are organizational levels of marketing strategy development?

6. Discuss this text with your group mates:

- Describe the meanings of each features of modern strategic marketing.
- What kinds of opportunities for marketing strategies development are there in our country?
- May our enterprises use the stages of exploitation of marketing strategy, which is given in this text?

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to integrate, to incorporate, to innovate ,to separate , to achieve

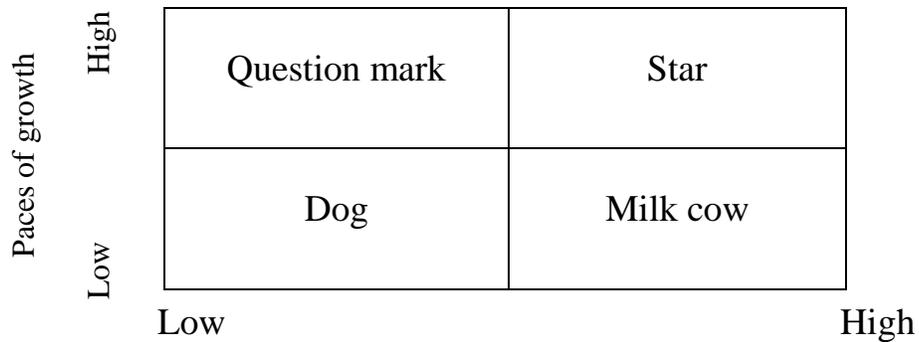
8. Write a summary to the given text.

LESSON 9 Methodical bases of strategy marketing

The central element of BCG model is money flow, which is directed on the definite business operations. The level of income or expenses of money is in strong functional dependence from paces of market growth and relative share of firm on this market.

While using BCG model the enterprise is analyzed as combination of strategy economy units. The strategy position of each SEU is estimated with using two factors:

- Pace of market growth as indicator of attractiveness;
- Market share as indicator of compete positions.
- The size of market share



The drawing 2 – The BCG model

“Stars” – new business – branches occupying concerning large share of stormily developing market, where operations bring high profits. It’s necessary to invest to them for holding the chief position. The main problem is connected with definition the right balance between incomes and investments into this branch in order to guarantee the returning of investments in future. By this it’s necessary to try to survive or to increase share of own business on the market.

“Milk cows” – “stars” in past, which in present provides sufficient profit to firm in order to hold own compete positions on the market. They are spring of means with minimum investments. The money flow is well balanced. It’s necessary to try to survive or to increase share of own business on the market.

“Dogs” – the money flow is insignificant, and more often even negative. “Dogs” must be banished from business ruthlessly. They give neither money nor any share on the market. They are only spring of constantly increasing expenses. It’s necessary either to reduce it or to liquidate the given variety of business in own firm (to lead out resource from “dogs”).

“Wild cats”, “Question marks” or “Difficult children” – apparently, goods or services, to which the company begin to attend today. It’s more risk object for investments in purpose of maximum widening the company’s market share. These business – branches compete in developing branches, but occupy concerning small share of market. That’s why it’s necessary to increase investments with purpose of defense own market share and guarantee of bearing on the market. Actions – or to increase the market share of business, or to reduce the given business.

Method tool in named “benchmarking” is used for estimation the compete positions of the company. Benchmarking is a skill of discovering that, what others do better us, and study, development and use their methods of work. Under this term it’s implied comparative analysis of key successful factors of company with its main competes. In a different way it’s the procedure of management with compete position of firm.

As a rule, the comparative analysis is carried out by the next indexes:

- Market share;

- Quality and price of production;
- Technology of production;
- Cost price and profitableness of output;
- Level of labor productivity;
- Volume of sale;
- Sale canals of production and proximity to springs of raw material;
- Quality of management team;
- New products;
- Correlation of inside and world prices;
- Reputation of firm;
- Strategies of competes and plans;
- Research of viability of products and efficacy of marketing activity.

The given comparison is necessary for definition that, for what firm is necessary to strive and what needs of changing.

Benchmarking can't be onetime analysis. Due to efficacy from use this process it's necessary to do it an integral part of innovation process and development in your business.

The base of benchmarking is an idea of comparison of activity of not only enterprises – competes, but also the chief firms of others branches. The practice shows that literate use of competes' and success companies' experience lets to reduce expenses, to increase profit and optimize the choice of your company's activity strategy.

Under conducting of benchmarking it can pick out several stages:

1. The definition object of benchmarking

On this stage it's defined requirements of enterprise in changing and improving; it's estimated efficacy of enterprise's activity; it's picked out the main operations, influencing on result of enterprise's activity, and also the method of quantity measuring of characteristics; it's defined depth of benchmarking.

2. The choice of benchmarking partner

It's necessary to define a type of benchmarking: external or inside; to search standard enterprises; to establish contacts with these enterprises; to define the signs of estimation and analysis.

3. The search for information

It's necessary to gather an information about own enterprise and benchmarking partners. For this the first and the second facts are used. The received information needs to be checked all-roundly.

4. The analysis

The received information is classified and systemized. The method of analysis is chosen. It's estimated the degree of achievement of purpose and factors, defining the result.

The inculcation

The plan of inculcation and control procedures are exploited. The process of inculcation is estimated and analyzed. The changed processes must achieve the highest efficacy.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

flow – оқим;

relative – нисбатан;

share – улуш ;

to estimate – баҳоламоқ;

attractiveness – кўркамлик; ўзига тортиш

to banish – ҳайдамоқ

ruthlessly – бераҳмларча. шафқатсизларча;

skill – санъат;

profitableness – рентабеллилик;

proximity – яқинлашув, тахминан.

3. Translate the following word combinations and make up sentences:

paces of growth;

the size of market share;

money flow;

cost price;

labor productivity;

springs of raw material.

4. Find equivalents:

1) income

2) expense

3) share

4) spring

a) quantum

b) progenitor

c) expenditure

d) revenue

5. Answer the following questions:

What is the central element of BCG model?

Why do the enterprises use BCG model?

What advantages does benchmarking have in comparing with other methods?

Which stages does benchmarking process have?

Describe the meanings of each features of modern strategic marketing.

What kinds of opportunities for marketing strategies development are there in our country?

6. Discuss this text with your group mates:

-What kind of strategy marketing methods do you know?

- May BCG model be used in our sphere?

- Give an example of using benchmarking.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to estimate, to balance, to compete, to gather, to use , to receive

8. Write a summary to the given text.

LESSON 10 The kinds of marketing strategies

It is possible to allocate some kinds of strategy:

- Strategies of growth,
- Competitive strategies.

The most widespread strategy are **strategy of growth** which reflect four various approaches to growth of firm and are connected with change of a condition of one or several following elements: a product, the market, branch, position of firm inside of branch, technology. Each of these elements can be in one of two conditions - existing or new.

Following groups concern to the given type of strategy:

1) **Strategies concentrated growth** - are connected with change of a product and the market when the firm tries to improve the product or to start to make new, not

changing thus branch, or search of opportunities conducts to improve the position in the existing market or to pass to the new market. Here concern:

- The strategy growth positions in the market at which the firm does everything that with the given product to win the best positions on the given market.
- Strategy of development of the market consists in search of the new markets for already made product due to development of new segments, penetration on the new geographical markets and development of trade channels.
- Strategy of development of a product is directed on growth of sales due to development of the improved or new goods focused on those markets on which the firm operates. It is possible due to addition of characteristics (to increase number of functions), improvements of quality, expansion of scale of the let out goods, rationalization of scale of the goods, updating of
- homogeneous group of the goods. The main tool of the given group of strategy of growth is the commodity policy and the analysis of segmentation.

2) Strategy integrated growth - are connected with expansion of the company by addition of new structures. Two basic types of strategy of the integrated growth are allocated:

- Strategy of return vertical integration - is directed on growth of firm due to purchase or strengthening of the control over suppliers, or expansions from within.
- Strategy forward - is expressed going vertical integration in growth of firm due to purchase or strengthening of the control over the structures which are being between firm and the end user - systems of distribution and sale.

3) Strategy diversification growth - are realized in the event that firms cannot develop in the given market with the given product within the limits of the given branch further. Here concern:

- Strategy concentric diversification - is based on search and use of additional opportunities of manufacture of new products which are concluded in the mastered market, used technology or in other strengths of functioning of firm, thus existing manufacture remains in the center of business.
- Strategy horizontal diversification assumes search of opportunities of growth in the existing market due to the new production demanding new technology, distinct from used.

- Strategy conglomerate diversification consists that the firm extends due to manufacture of the new products which technologically have been not connected with already made, which are realized in the new markets. It is one of the most complicated for realization of strategy of development.

4) *Strategy of purposeful reduction* - are realized, when the firm requires a regrouping of forces after the long period of growth or in connection with necessity of increase of efficiency when recessions and cardinal changes in economy are observed, for example, structural reorganization, etc. Under the certain circumstances, its applications cannot be avoided, and, sometimes it is the unique strategy of updating of business.

- Strategy of liquidation represents a limiting case of strategy of reduction and is carried out when the firm cannot conduct the further business.
- Strategy “Harvesting” assumes refusal of a long-term sight at business in favor of the maximal reception of incomes in short-term prospect and it is applied in relation to unpromising business.
- Strategy of reduction consists that the firm closes or sells one of the divisions or business to carry out long-term change of borders of business dealing. This strategy can be carried out by diversification firms when one of manufactures is badly combined with others; or when it is necessary to receive means for development of more perspective or the beginnings of the new business, more corresponding long-term objectives of firm.
- Strategy of reduction of charges is close enough to strategy of reduction since its basic idea is search of opportunities of reduction of costs and carrying out of corresponding actions on reduction of expenses.

The important criterion on which strategy can be classified is the share of the market. And so it's allocated four types of **competitive strategy**:

1) *Strategy of the leader*. The firm-leader of the market of the goods takes of a dominating position, and it is recognized also by its competitors. The firm-leader has a following set of strategy at the order:

- The expansion of primary demand. The purpose is to find out new consumers of the goods, to propagandize new applications of the existing goods or to increase single consumption of the goods.
- Defensive strategy. The purpose is to protect the share of the market, counteracting the most dangerous competitors. It often is accepted by firm

- innovator which after it has opened the new market, competitors-simulators attack.
- Offensive strategy. The purpose is to raise profitability due to as much as possible wide use of effect of experience. Communication between profitability and a share of the market is observed basically in sphere of mass production when competitive advantage is connected with economy on costs.
- Strategy of ant marketing assumes reduction of the share of the market to avoid charges in monopolize.

2) Strategy of “Challenging” - are characteristic for the firms which were not taking the dominating position. This strategy gives those greater effect, than a greater share of the market the leader as for it acceptance of the lowered price means very much greater losses owns; firm “Challenging”, will lose much less, especially if it is insignificant. Two variants are possible:

- Face-to-face attack. Assumes use against the competitor of the same means which that applies, not troubling itself search of its weak places. To be successful, face-to-face attack demands the significant superiority of forces at attacking (as a rule, 3:1).
- Flank attack provides struggle against the leader on that strategic direction where it is weak or badly protected. Spending direct analogy to military strategy, it can accept various forms: strategy of detour, an environment, guerrilla war, mobile protection, etc.

3) Strategy “Following the leader”. “Following the leader” is the competitor with small market share which chooses adaptive behavior, according the decisions with decisions of competitors. Such firms pursue the purpose “Peaceful co-existence” and the realized section of the market. The similar behavior takes place more often, when opportunities of differentiation are small, and cross elasticity under the prices is very high, so each competitor aspires to avoid struggle which can damage to all firms. Such behavior at all does not mean that the firm cannot have a competitive strategy. There are four main features of strategy of effectively operating companies with a small share of the market: creative segmentation of the market, an effective utilization of research and development, to remain small, and the strong head.

4) Strategy of the expert. The expert is interested only in one or several segments, instead of the market as a whole. Its purpose is to become a large fish in the

small river. That the niche on which the expert is focused, was profitable, it should possess sufficient potential of profit; to have potential of growth; to be unattractive for competitors; to correspond to specific opportunities of firm; to have a steady barrier of an input. The characteristic and the analysis of various types of strategy of marketing allow doing a conclusion, that they in many respects supplement and repeat each other. And in a real practice, as a rule, the enterprises develop and apply the certain combination of strategy from the big set possible. The choice of most comprehensible of them is carried out by means of various methods on the basis of the factors affecting functioning and development of firm.

Conclusions

Today at the market of Uzbekistan the large companies applying strategic planning both the having well developed and transparent strategy of development have become successful in the activity. But also at achievement of successes, for the sake of the further existence the firm should resort to strategic planning. It should be not single process, and a constant, current activity of top-managers. Use of strategy as tool of management in daily activity of firm is a necessary condition and means not only survivals, but also maintenance of prosperity of the company.

Without dependence from scales of business use of strategic management by the company allows a management to be guided freely in a crisis situation, installs confidence of reliability of business in the personnel.

The competent and weighed strategy of development of business is not the purpose, and means of realization of the planned future of the company, means of self-expression and a way to maintenance of the stable income for management and shareholders of the company.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

widespread – кенг тарқалган;

scale – кўлам;

commodity – маҳсулот мол;

recession – пасайиш;

primary – бирламчи;

defensive – мудофаа қилувчи;

offensive – ҳужум қилувчи;

to assume – тахмин қилмоқ;
to avoid – қочмоқ;
behavior – ҳулқ атвор.

3. Translate the following word combinations and make up sentences:

strategies concentrated growth;
strategy integrated growth;
strategy diversification growth;
strategy of purposeful reduction;
face-to-face attack;
flank attack;
strategy “Following the leader”.

4. Find equivalents:

- | | |
|----------------|------------|
| 1) growth | a) sector |
| 2) branch | b) needs |
| 3) price | c) advance |
| 4) requirement | d) cost |

5. Answer the following questions:

Which two groups of strategies may be allotted in strategy marketing?
How many approaches does the strategy of growth have?
What does the strategy of development market mean?
Describe the main strategies of the firm-leader.

6. Discuss this text with your group mates:

- How do you understand the difference between strategies of growth and competitive strategies?
- What kinds of marketing strategies are often used in our enterprises?
- Write an example of application the strategy of a leader.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to damage, to allow, to repeat, to observe, to protect, to find out

8. Write a summary to the given text.

LESSON 11 MANAGEMENT. KINDS OF PURPOSES.

Management is an independent kind of professionally carried out activity directed on achievement during any economic activities of firm, working in the market conditions, the certain planned purposes by rational use material and a manpower. Here the firm is guided by demand and needs of the market; constantly aspires to increase of a production efficiency, i.e. to reception of optimum results with smaller expenses, aspires to the economic independence providing freedom of decision-making by that who bears the responsibility for an end result of activity of firm. The concept of management as includes constant updating of the purposes and programs depending on a condition of the market (and results of this activity are shown already in the market during an exchange) and necessity of use of modern information system with computer techniques. Management - as assumes an independent kind of professional work that the manager is independent of the property on the capital of firm in which it works. Work of the manager is the productive work arising in conditions of a combination of hi-tech manufacture with a high level of specialization of workers, providing communication and unity of all production. Any situation arising in managerial process is a problem for the manager and demands from him decision-making and, in particular, concerning change of the purposes and the program of actions. It concerns both intrafirm manufacture, and production management and management of the personnel. Any administrative decision grows out a feedback with the market and other elements of an environment.

Administrative decisions are accepted on the basis of the information received and process able during preparation of decisions. The administrative decision is subject to realization and the control over his execution. The manager should not only choose measures of influence and means of the control, but also to consider variants of decisions concerning their practical practicability in given concrete conditions. Process of functioning of a control system includes work on its perfection and rationalization as modern management is based on rational ways of decision-making.

To the problems decided in management, concern: 1) definition of specific goals of development of firm; 2) revealing of a priority of the purposes, their sequences and sequence of the decision; that is development of strategy of development of firm: economic problems and ways of their decision; 3) development of system of actions for the decision of planned problems for the various time periods; definition of necessary resources and sources of their maintenance; 4) an establishment of the control over performance of problems. Management depending on kinds and can be divided sequences of activity into 3 stages: 1) strategic management (includes development of the purpose of management, forecasting as a prediction of results of development, forward planning as system of the measures necessary for overcoming of a deviation of predicted results from the established purpose); 2) operative management (activity on realization of the above-stated measures);

3) the control (includes the analysis of the achieved results - a feedback - and acts as a starting point of a new cycle of management). Development of economic policy of firm assumes definition of the purposes of activity of firm and strategy of its development on the nearest and distant prospect, preceding from potential opportunities of firm and security its corresponding resources. By development of strategic positions of firm usually use the certain parameters, as qualitative - reference points - more remote purpose, and quantitative - tasks.

Between these parameters there is an interrelation: strategy, developed top-level, becomes the purpose and a reference point in local control links. In this connection it is necessary to distinguish. * The **PURPOSES the GENERAL**. Reflect the concept of development of firm and are developed on long prospect and define the basic directions of the program of development of firm. Here there is a ranging by a principle of a priority under the following scheme: a) Maintenance of the maximal profitability at an available set of kinds of the activity, determined by the following parameters: a sales volume, a level and rate of return, rates of an annual gain of a sales volume and the profit, the income on one action, a share in the market, structure of the capital, a level of the dividend, the sum of the paid salary, a degree of quality of production; b) Maintenance of stability of position of firm as the purposes of a global policy on the following directions: charges on research and development of new products; potential of competitiveness; an investment policy; personnel selection; the decision of social questions; c) Development of new directions of the development, new kinds of activity of firm that assumes development of a structural policy, vertical integration, purchases and merges; development of information systems; definition of concrete firms which actions are subject to purchase; development of new kinds of products. * The **SPECIFIC PURPOSES**. Are developed within the framework of overall aims by the basic kinds of activity in each industrial branch of firm and can be expressed in quantitative and quality indicators: a) Definition of profitability on each separate division acting as the center of the profit. The profit level can be established in absolute parameters (usually in currency of the country of basing) and as planned targets on every year or on the end of the scheduled period. Paramount value is given to rate of return. At calculation of this parameter on the invested capital last is defined differently: 1) own capital minus obligations; 2) own means plus long-term a duty; 3) the basic means minus amortization. b) Other specific purposes. Are characterized under the purposes and are usually established not only in absolute planned targets, but also by definition of directions of development in functional areas (on marketing, in the field of scientific researches and development, on manufacture, in the field of the finance; c) The purposes of branches and the affiliated companies, formed by usually parent company, are reduced to the following: increase in sales and rates of growth of the company; increase of a share of the company in the market; growth of the profit ,

the contribution of branch to development of economy of a host country (growth of export, growth of a share of the local market in supply of branch by raw material and

semi finished items). At the present stage of development growing value gets perfection of economic methods of management. In this connection the increasing value is given to development of global strategy of the firm based on long-term and stable orientation of manufacture of concrete kinds of production on the certain markets, i.e. strategic planning.

Do the following tasks:

1. Read and translate the text

2. Learn the following words:

Simultaneously - бир вақтда.

Failure -инкироз, омадсизлик, тўлаш имконига эга эмас.

correspond(with/to),- мутаносиблик, тенглашмоқ.

speed up- кўпайтириш ,

to testify- гувоҳ бўлмоқ

yield- ҳосил, кирим, даромад.

to carry out- бажармоқ, амалга оширмоқ, ниҳоясига етказмоқ.

aspire-интилмоқ,

deviation- ўзгариш,. оғиш.

item- модда, , предмет, масала.

advantage-1) устунлик; афзаллик 2) фойда 3) қулай шароит, вазият

3. Learn the following word combinations and make sentences using them:

economic advantage-иқтисодий фойда

condition of the market- бозор шароити

managerial process- администрлик, бошқарув жараёни,

revealing of a priority- устунликни аниқламоқ , белгиламоқ

personnel selection- ходимларни танлаш

paramount value- биринчи даражали ,олий мақом.

4. Find the equivalents:

1) purpose a) list

2) profit b) price

3) value c) goal

4) schedule d) gain

5. Answer the following questions:

What must owner do if the enterprise works badly?

What is the role of strategic management in the organization's activity?

What does the concept of management include?

What kinds of the purposes of management do you know?

What problems does strategic management decide?

6. Discuss this text with your group mates

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to organize, to accept, to count, to attach, to carried out, to guide, to arise, to forecast,
to determine, to reduce

7. Make conclusions on the given text.

LESSON 12 STRATEGIC PLANNING

The concept "planning" includes definition of the purposes and ways of their achievement. In the West planning of activity of the enterprises is carried out on such important directions, as selling, the finance, manufacture and purchases. Thus, certainly, all private plans are interconnected among themselves. Process of planning passes four stages: * development of overall aims; * definition of the concrete, detailed purposes for set, rather short period of time (2,5,10 years); * definition of ways and means of their achievement; * the control over achievement of objects in view by comparison of planned targets with actual. Planning always is guided by the data of the past, but aspires to define and supervise development of the enterprise in the long term. Therefore reliability of planning depends on accuracy and correctness of accounting calculations of the past. Any planning of the enterprise is based on the incomplete data. Quality of planning in the greater degree depends on an intellectual level of competent employees, managers. All plans should be made so that it was possible to make changes to them, and plans were interconnected with available conditions. Therefore plans comprise the so-called reserves differently called "extra charges of safety", however too big reserves do plans inexact, and small entail often changes of the plan. In a basis of scheduling on concrete directions of industrial sites of the enterprise separate problems which are defined both in monetary, and in quantity indicators are put. Thus planning should make a start from so-called bottlenecks: recently it is selling, the finance or a labor. Strategic planning represents a set of actions and the decisions undertaken by a management which conduct to development of specific strategy. These strategies are intended to help the

organizations to reach the purposes. Process of strategic planning is the tool, assisting to provide a basis for operation of business. His problem will be that in a sufficient measure to provide innovations and changes in the organization of the enterprise. So, allocate four basic kinds of administrative activity within the framework of process of strategic planning: * distribution of resources, basically limited, such as funds, administrative talents, technological experience; * adaptation to an environment (all actions of strategic character which improve attitudes of the company with its environment. Here it is necessary to reveal possible variants and to provide the effective adaptation of strategy to surrounding conditions. Such activity can pass by perfection of industrial systems, interaction with the government and a society as a whole, etc.); * internal coordination (coordination of strategic activity for display strong and weaknesses of firm with the purpose of achievement of effective integration of internal operations); * comprehension of organizational strategy (realization of regular development of thinking of managers by formation of the organization which can study on the last strategic mistakes, i.e. ability to study on experience).

1. Essence, functions of strategic planning.

Strategy represents a detailed all-round comprehensive plan. It should be developed more likely from the point of view of prospect of all corporations, instead of the concrete individual. The founder of the firm seldom presumes to combine personal plans from strategy of the organization. Strategy assumes development of the proved measures and plans of achievement of the planned purposes in which the scientific and technical potential of firm and its industrial-marketing needs should be taken into account. The strategic plan should be proved by extensive researches and the fact sheet. Therefore it is necessary to be engaged constantly in gathering and the analysis of huge quantity of the information on branches of a national economy, the market, a competition, etc. Besides the strategic plan gives to firm definiteness, individuality which allow it to involve the certain types of workers and help to sell products or services. Strategic plans should be developed so that they remained not only complete during long time, but also kept flexibility. The general strategic plan should be considered as the program directing activity of firm during the long period of time, in view of constant updating in connection with constantly varying business and social conditions.

Strategic planning in itself does not guarantee success, and the organization creating strategic plans, can fail because of mistakes in the organization, motivation and the control. Nevertheless formal planning can create a number of essential favorable factors for the organization of activity of the enterprise. The knowledge of that the organization wants to reach, helps to specify the most suitable ways of action. Making of the proved and systematized scheduled decisions, the management reduces risk of acceptance of the wrong decision because of erroneous or a unreliable information about opportunities of the organization or about an external situation. Planning helps to create unity of an overall aim in organizations. Formation of the

strategic plan represents careful, regular preparation for the future, carried out by the top management: 1.) the Choice of mission. Formation of the purposes (long-term, intermediate term, short-term). 2.) Development of providing plans (strategy, procedures, rules, budgets).

2. The purposes of the organization.

One of the most essential decisions at planning is the choice of the purpose of the organization. The basic overall aim of the organization is designated as mission, and all other purposes are developed for its realization. Value of mission cannot be exaggerated. The produced purposes serve as criteria for all subsequent process of acceptance of administrative decisions. If heads do not know the basic purpose of the organization they will not have a logic reference point for a choice of the best alternative. As a basis only individual values of the head that would lead to disorder of efforts and an illegibility of the purposes could serve. Mission details the status of firm and provides a direction and reference points for definition of the purposes and strategy on various levels of development. Formation of mission includes: * finding-out by what enterprise activity is engaged firm; * definition of working principles of firm under pressure of an environment; * revealing of culture of firm. In mission of firm for creation of clientele the problem of definition of basic needs of consumers and their effective satisfaction also enters into support of firm in the future. Frequently heads of firms consider, that their basic mission - reception of the profit. Really, satisfying any internal need, the firm finally can survive. But, to earn profit, it is necessary for firm to watch Wednesday of the activity, taking into account thus valuable approaches to concept of the market. Mission represents extreme value for the organization, it is impossible to forget about values and the purposes of the top management. The general firm purposes are formed and established on the basis of the general mission of the organization and the certain values and the purposes by which the top management is guided. * The Concrete and measurable purposes (it allows to create precise base of readout for the subsequent decisions and estimations of a course of work). * Orientation of the purposes in time (here it is necessary to understand not only, that the firm wants to carry out but also when the result should be achieved). * Achievement of the purpose (serves increase of efficiency of the organization); the establishment of difficultly achievable purpose can lead to catastrophic results. The supporting mutually purposes (actions and the decisions necessary for achievement of one purpose, should not prevent achievement of other purposes). The purposes will be a significant part of process of strategic management only in the event that the top management correctly will formulate them, is effective institutionalization, will inform on them and stimulates their realization in all organization.

3. An estimation and the analysis of an environment. After an establishment of the mission and the purposes the administration begins a diagnostic stage of process of strategic planning. On this way a first step is research of an environment: * an estimation of the changes influencing various aspects of the current strategy; *

definition of the factors representing threat for the current strategy of firm; the control and the analysis of activity of competitors; * definition of the factors representing more of an opportunity for achievement of the general firm purposes by updating of plans. The analysis of an environment helps to supervise external in relation to firm factors, to receive the important results (time for system engineering the early prevention on a case of possible threats, time for forecasting opportunities, time for scheduling on a case of unforeseen circumstances and time for development of strategy). For this purpose it is necessary to find out, where there is an organization where she should be in the future and that for this purpose should make a management. And opportunities, with which the firm collides, it is possible to allocate threats into seven areas: 1. Economic forces. Some factors in an economic environment should be diagnosed and estimated constantly since the condition of economy influences the purposes of firm. These are rates of inflation, the international balance of payments, occupation levels, etc. Each of them can represent either threat, or a new opportunity for the enterprise. 2. Political factors. Active participation of enterprise firms in political process is the instruction on importance of a state policy for the organization; hence, the state should watch normative documents of local bodies, authorities of subjects of the state and the Federal Government. 3. Market factors. The market environment represents constant danger to firm. To the factors influencing successes and failures of the organization, distribution of incomes of the population, a level of a competition in the branches, changing demographic conditions, ease of penetration on the market concern. 4. Technology factors. The analysis of the technological environment can take into account at least changes in "know-how", application of the COMPUTER in designing and granting of the goods and services or successes in technology of a communication facility. The head of any firm should watch not undergoing to «a shock of the future », destroying the organization. 5. Factors of a competition. Any organization should investigate actions of the competitors: the analysis of the future purposes and an estimation of the current strategy of competitors, the review of preconditions concerning competitors and branches in which the given companies function, the profound studying strong and weaknesses of competitors. 6. Factors of social behavior. These factors include varying attitudes, expectations and customs of a society (a role of business, a role of women and national minorities in a society, movement in protection of interests of consumers). 7. The international factors. The management of the firms working in the international market should estimate and supervise constantly changes in this wide environment.

The analysis of an environment allows the organization to create the list of dangers and opportunities with which she collides this Wednesday. For successful planning the management should have full representation not only about essential external problems, but also about internal potential opportunities and lacks of the organization.

4. Administrative research of internal factors of firm.

The management of the firm should find out, whether the firm possesses internal forces to take advantage of external opportunities, and whether there are at it weaknesses which can complicate the problems connected to external dangers. This process refers to as administrative inspection. It represents a methodical estimation of functional zones of the firm, intended for its revealing strategically strong and weaknesses. Inspection includes such functions, as marketing, book keeping, operations (manufacture), human resources, culture and an image of corporation. At inspection of function of marketing it is necessary to pay attention to seven areas of the analysis: 1) competitiveness and a desirable share of the market in percentage to his general capacity, being the essential purpose for the company; 2) variety and quality of assortment of products which are constantly supervised and estimated by the top management; 3) market demographic statistics, the control over changes in the markets and in interests of consumers; 4) market researches and development of the new goods and services; 5) preselling and after the selling servicing being one weak places in business; 6) effective selling, advertising and promotion of the goods (the aggressive, competent group of people which market the goods, can appear the most valuable condition of firm; creatively directed advertising and promotion of the goods serves as good addition to assortment of products); 7) profit (anything, even the best, does not appear worth if in result there is no profit). The analysis of a financial condition can benefit to firm to reveal already available potential internal weaknesses of the organization in comparison with its competitors. For a long survival of firm the continuous analysis of management of operations is rather important. During inspection strong and weaknesses of function of management of operations it is necessary to pay attention to the following questions: whether 1. The firm can sell the goods or services under lower price, than its competitors? If is not present, why? 2. The firm has what access to new materials? On how many suppliers she is fastened? 3. What equipment in firm? 4. Whether purchases are designed for decrease in size of material stocks and time of realization of the order? Whether there are adequate mechanisms of the control over entering materials and leaving products?

5. Whether production of firm is subject to seasonal fluctuations of demand? If so, is it possible to correct an existing situation? 6. Whether the firm can serve those markets which its competitors cannot serve? 7. Whether the firm possesses the effective and productive monitoring system of quality? As far as, is process of manufacture effectively planned? Sources of the majority of problems in the organization are covered in human resources. Here it is necessary to take into account: type of employees, competence and preparation of a management, system of compensations, continuity of supervising posts, preparation and improvement of professional skill of employees, losses of leading experts and their reasons, quality of products and work of employees. The culture of firm (an atmosphere or a climate in the organization) is used for attraction of workers of separate types and for stimulation of the certain types of behavior. Image of corporation is created with the help of

employees, clients and public opinion. The culture and an image of firm are supported or weakened under action of reputation of the company. Having resulted internal forces and weaknesses in conformity with external threats and opportunities, the management is ready to a choice of corresponding strategic alternative.

5. Studying strategic alternatives and a choice of strategy.

Development of strategy is carried out top-level managements and based on the decision of the above described problems. At this stage of decision-making it is necessary for manager to estimate alternative ways of activity of firm and to choose optimum variants for achievement of objects in view. On the basis of the lead analysis during development of strategy there is a formation of strategic thinking by discussion and coordination with the administrative linear device of the concept of development of firm as a whole, the recommendation of new strategy of development, a formulation of projects of the purposes, preparation of instructions for long-term planning, development of strategic plans and their control. Strategic management assumes, that the firm defines the key positions on prospect depending on priorities the purposes. Before firm four basic strategic alternatives cost: the limited growth, growth, reduction and a combination of these strategies. To the limited growth adhere the majority of the organization in the advanced countries. The establishment of the purposes is typical of him from achieved, the corrected associations of firms in in any way not connected branches. Most less often heads choose strategy of reduction. In it the level of the pursued purposes is established below achieved in the past. For many firms reduction can mean a way of rationalization and reorientation of operations. In this case some variants are possible: * liquidation (full sale of material stocks and actives of the organization); * deduction superfluous (branch firms of some divisions or kinds of activity); * reduction and reorientation (reduction of a part of the activity in attempt to increase the profit). To strategy of reduction resort more often in that case when parameters of activity of the company continue to worsen, at economic recession or it is simple for rescue of the organization. Strategy of a combination of all alternatives will be the large firms actively working in several branches adhere. Having chosen the certain strategic alternative, the management should address to concrete strategy. An overall objective is a choice of strategic alternative which will as much as possible raise long-term efficiency of the organization. For this purpose heads should have the precise concept of firm divided by all and its future. Adherence to a concrete choice frequently limits the future strategy; therefore the decision should be exposed to careful research and estimation. The strategic choice is influenced with various factors: risk (the factor of a life of firm); knowledge of the last strategy; reaction of owners of actions which frequently limit flexibility of managements at a choice of strategy; the factor of time dependent on a choice of the necessary moment. Decision-making on strategic questions can be carried out on different directions: "from below upwards "from top to down ", in interaction of two above-named directions (strategy is developed during interaction between the top management, scheduled service and operative divisions).

Formation of strategy of firm as a whole gets the increasing value. It concerns priorities decided problems, definition of structure of firm, validity of capital investments, coordination and integration of strategy.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

achievement- омад ,муваффақият, ғалаба, амалга ошириш.

interconnect- ўзаро боғлиқлик

supervise- кузатмоқ, назорат қилмоқ

accuracy- аниқлик ,диққат билан, ,тўғрилиқ

entail(a loss)- тортмоқ (муваффақиятсизликка сабаб бўлмоқ).

to schedule- ташкил қилмоқ, ишлсб чикмоқ , режалаштирмоқ

bottleneck- тўсиқ, халақит, етишмовчилик.

allocate- тайинламоқ, ажратмоқ , жойлаштирмоқ, бўлмоқ, кўрсатмоқ

framework- тузилма . асосий қурилма.

to reveal- аниқламоқ, топмоқ, кўрсатмоқ, ошкор қилмоқ.,

comprehension- тушунмоқ, онгига етказмоқ; ўз ичига олмоқ , қамров.

prospect- келажакка интилув, истиқбол, келажакдаги орзулар.

assume- 1) ўзига олмоқ, ўзлаштириб олмоқ, қўлга киритмоқ. 2) тахмин қилмоқ, йўл қўймоқ.

engage- ёлламоқ, банд бўлмоқ.

to involve- жалб қилмоқ, ўзичига олмоқ, ўзи билан судрамоқ

flexibility- ўзгарувчан , мослашувчан, келишувчан, бўйсинувчан,

to specify- махсуслаштириш, тўлиқ баён этмоқ, санаб чикмоқ, шартлашмоқ

erroneous- хато

to designate- тайинламоқ (на пост), белгиламоқ, ўрнатмоқ.

frequently- тез-тез, доимий, кўп мартаба

to find out- топмоқ , аниқламоқ.

mutually- ўзаро, ҳамжиҳат

establishment- 1) асос, кириш, 2) корхона 3) штат (ишчилар)

precondition- дастлабки шароит,

collide- дуч келмоқ, қаршилиқ кўрсатмоқ

essential- 1) муҳим, жуда муҳим 2) ажралмас , керакли

inspection- кўриқдан ўтиш, тафтиш, текширув

capacity- 1) хажм , сиғим 2) куч қудрат, ишлаб чиқариш 3) таъсир

to press- босим ўтказмоқ, қаттиқ турмоқ, мажбур қилмоқ, талаб қилмоқ.

linear- бир чизикли, тўғри чизикли, чизикли.

device- 1) қурилма, 2) восита 3) режа , лойиҳа.

deduction- 1) айириш, чегирма, 2) ён босиш

superfluous- ортикча , хаддан ташқари.

3. Translate the following word combinations and make up sentences:

subsequent process

planned targets

extra charges

sufficient measure

systematized scheduled decisions

essential decisions

forecasting opportunities

occupation level-

international balance

supervising posts

4. Find the equivalents:

1) target

a) mark

2) perfection

b) suppleness (pliability)

3) flexibility

c) investigation

4) estimation

d) aim

5) research

e) improvement

5. Answer the following questions:

What is the essence of strategic planning?

How many stages does process of planning include?

What functions of strategic planning do you know?

How to choose right strategy for organization's development?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:

to compel, to characterize, to correct, to sell, to realize, to remain, to reconstruct,
to estimate, to find out, to control, to represent, to investigate, to include, to find out,
to research, to decrease, to carry out, to base, to describe, to influence

8. Make conclusions on the given text.

ECONOMIC ACTIVITY

For the enterprise of any pattern of ownership and any scales of economic activities management of economic activities, definition of strategy, and as planning is essential. Now heads of the enterprises are compelled to make economic decisions in conditions of uncertainty of consequences of such decisions, besides at lack of economic, commercial knowledge and a practical operational experience of new conditions. Many economic zones in which the enterprises work, are characterized by the raised risk since there is no sufficient knowledge of behavior of consumers, positions of competitors, about a correct choice of partners, there are no reliable sources of reception of commercial and other information. Except for that many managers do not have experience in management of firms in market conditions. In marketing activity of the enterprises there is a set of problems. Heads of the enterprises making final or intermediate production, feel restrictions on the part of solvent demand of the population and enterprises-consumers. The question of selling has come in sphere of the direct control of a management of the enterprises. As a rule, state enterprises had no and have no qualified employees of service of selling. Now almost all the enterprises have realized importance of the marketing program. The majority of them should solve tactical questions since many have already faced a problem of overstocking of warehouses the production and sharp falling of demand for it. Has remained strategy of selling of production in the market is not clear. Trying to change the assortment, many enterprises making products of industrial purpose, start to pass to consumer goods. If production of industrial purpose in some cases of the enterprise develops also the divisions consuming this production is issued. Reconstructing assortment, the enterprises began to predict beforehand selling and to find consumers of production. Heads at a choice of consumers take into account: direct contact, communication with the end user, solvency of the customer. For the enterprise search of new consumers, development of the new markets (the part of heads searches new consumers independently) became rather actual. Also the new phenomenon - mutual relations of the enterprises with new commercial structures which frequently are engaged in realization of a part of production of the enterprise is noticed, and other part comes true on old channels. Besides, the enterprise can address to firm on all complicated questions of maintenance of manufacture. Thus, management and strategic management of activity of the enterprise are necessary in any sphere of economic activities.

Do the following tasks:

1. Read and translate the text.

2. Learn the following words:

restriction-чегара

personnel- ходимлар

paramount-олий мақом, олий тоифа.
division- бўлинма , бўлим.

3. Translate the following word combinations and make up sentences:

mutual relations

patterns of ownership

sufficient knowledge

intermediate production

4. Find the equivalents:

1) ownership

a) store house

2) scale

b) supporting

3) warehouse

c) property

4) maintenance

d) level

5. Answer the following questions:

What problems are there in marketing activity of the enterprise?

Does every enterprise have a strategy of selling?

6. Discuss this text with your group mates.

7. Make up sentences in Active and Passive Voices using each of the following verbs:
to characterize, to correct, to sell, to realize, to remain, to reconstruct

9. Write a summary to the given text.

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