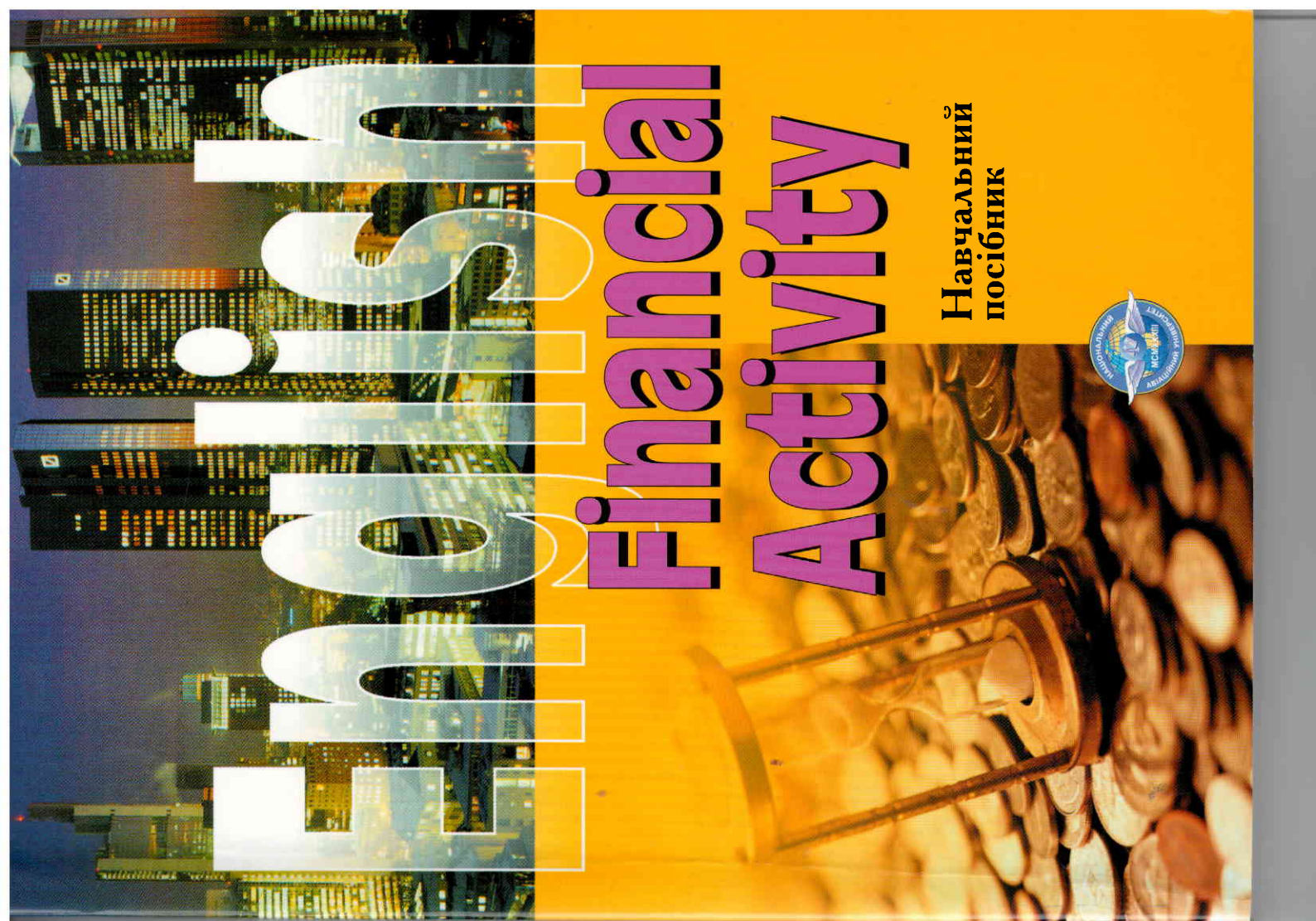


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Навчальний
посібник



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Автори:

О.М. Акмалдінова, Я.В. Абсаямова, Н.І. Балацька,
З.Ю. Сидоренко, Т.О. Вакулєнко

Рецензенти:

Є.С. Спіцин, канд. пед. наук, проф.,
(Київський національний лінгвістичний університет)
Т.О. Мизин, канд. філол. наук,
(Київський міжнародний університет)

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Передмова

Навчальний посібник з англійської мови «Financial Acіvіty», призначений для студентів II курсу спеціальностей 6.050.200, 6.100.400, 6.100.403 факультету менеджменту та логістики, а також для всіх тих, хто вивчає економіку та бажає поглибити знання з англійської мови за темами, поданими у посібнику.

Метою навчального посібника є збагачення лексичного запасу студентів, ознайомлення з економічною термінологією. Структура та зміст навчального посібника відповідають принципам кредитно-модульної системи навчання у вищих навчальних закладах. Він складається з двох модулів, які поділяються на дві частини, кожна з яких містить тексти, термінологічний глосарій та різні типи передтекстових і післятекстових вправ. Така професійно орієнтована й чітка організація навчального посібника дає можливість розподілу та використання корпусу навчального матеріалу тематичних блоків за модулями згідно з навчальними робочими програмами, що допомагає студентам засвоїти та закріпити навчальний матеріал за темами модулів, підготуватися до складання заліків та іспиту з англійської мови.

Система лексико-граматичних і комунікативних вправ, які вимагають від студента вживання активної лексики з матеріалу, що вивчався, спрямована на закріплення лексичного матеріалу за темами та відпрацювання мовленнєвих навичок і вмінь.

Посібник може бути використаний як підручник у навчальному процесі і як довідник для студентів і фахівців у сфері економіки.

Module 1

AIR TRANSPORT FINANCING

1.1. AIR TRAFFIC SERVICES PLANNING

Text 1

Warm-up

1. What is business activity?
2. What do you think is a purpose of a business plan?

Vocabulary

to push aside — відсторонити, відштовхнути
to encapsulate — заклачати, охоплювати
to emerge — з'являтися

to clarify — робити зрозумілим
to reveal — викривати, виявляти

outsider — зовнішня інстанція; стороння особа; підприємство, що не входить до монополістичного об'єднання

counselor — консультант

divert — відвертати увагу

estimate — 1) приблизний підрахунок, оцінка; 2) оцінювати

forecast — 1) прогноз; 2) прогнозувати

to alert — попереджувати

to pay back — сплачувати на інвестиції

to get return — отримувати прибуток від інвестування

to beware — остерігатися

worthwhile — вартий

time-consuming — трудомісткий; такий що вимагає багато часу

to consign to the bin — відправити на сміття

to fail — зазнавати поразки

to pitch — надавати певної висоти (значення)

shareholding — володіння акціями

to persuade — переконувати

to immit — ввезляти

confidence — довіра

prospect — перспектива; потенційний клієнт

back-up — підтверджуючий; запасний, резервний; дублюючий

urgid — нишомовний

to grab — захоплювати

to erode — зменшувати, послаблювати

to mislead — створювати хибне уявлення

venture capital — ризиковий капітал, венчурний капітал

to highlight — виділяти, висувати на перший план; висвітлювати

to launch — допускати, припускати

folder — папка

to start — занадто переполювати (упихати)

The Business Plan

Life can be very chaotic when you are starting or running a small business. The telephone calls to make, the letters to write, the decisions to take — all the day-to-day emergencies can push aside the sort of long-term strategic planning which is essential to keep your enterprise on the right track. Do not let short-term problems divert you from your longer-term objectives.

Writing a business plan is merely encapsulating your longer-term objectives, estimates and forecasts on paper. Once you have put down your plan, do not accept that it is set in concrete. Forecasts and objectives change as new bits of information and your better experience emerge. The important point is to incorporate your best estimate, given your current state of information. There is nothing like writing something down to help clarify your mind and reveal your uncertainties and weaknesses.

The objectives of the plan

The two most important reasons for producing a written plan are: to show to outsiders to help raise money and to use within the business to keep yourself on your planned course or to alert you to things which are not going according to your strategy.

To persuade someone to lend or invest enough money in your business enabling you to achieve your strategy, you will need to show that the lender or investor stands a good chance of being paid back or getting a good return on the investment, to instil confidence about your abilities to manage the business and, if capable, show that you already have the beginnings of an experienced management team, and to demonstrate that there is a good market for your product or service.

To achieve these objectives you must bring out what is exciting about the prospects of your business, combined with a thoroughly prepared presentation of the back-up figures and research.

Beware of filling your plan with nothing but a turgid series of facts and figures; you must allow the reader of your plan to be able to identify instantly what is so interesting about your business. You need to do this to persuade your reader that it is worthwhile studying the detailed forecasts, which can be very time-consuming. Lenders and investors can be presented with so many plans for consideration that unless your grabs the reader's attention it could be consigned to the bin before your carefully prepared figures are looked at.

How many plans?

As there are two reasons for having a written plan, will one plan suffice? The answer to this depends on who is advising you. A bank manager, or other person who may be providing finance, may say there should be only one plan, as they would like to know the absolute truth about what is happening in your business. But some small businesses adopt a different strategy and have two plans. One plan is for outsiders; this plan must be one which will not fail and so it will be fairly conservative about projected sales and costs. The reason for adopting a conservative approach with outsiders is that you must not be seen to fail as this can erode confidence in you and your judgement. This could make it difficult to keep the support of your bank manager when you need it later. Of course, if your plan is being used to raise money, your figures must achieve a balance between optimism and realism if you are to persuade banks and others that business will be successful and so worthy of a loan or an investment. You must always remain confident that the figures are really achievable; if you are misleading the lenders and investors, you are also misleading yourself.

The second plan is for your own use and will set higher targets, although you must believe you can do that level of business. If you pitch the figures too low, you might not achieve as much as possible.

Who should do the plan?

It is your job. You will know the product and the market better than anyone else. You have to be prepared to present the plan to banks or other sources of finance, so you need to be fully confident about all statements and forecasts. You will have that confidence if you have provided the data.

However, as it is so important for your plan to look professional, you may consider seeking advice and help on its production. This is available

from enterprise agencies and training courses. Many of the counsellors will be prepared to help you put your plan together. This help is often free.

Accountants can help you to prepare the figures. Some of the bigger firms of accountants will have specialists departments to do just this. Corporate finance specialists are mainly interested in helping you raise substantial sums of money from venture capital sources.

What should be in the plan?

1. Summary of your plan, highlighting the attractions of your business;
2. When business started, brief summary of past performance, indication of how relevant or not past performance is to future progress.
3. Management:
 - Your past employment and business record;
 - The record of other people working with you;
 - If there are obvious weaknesses in your management, how you propose to deal with them;
4. The product or service:
 - A simple description of what it does;
 - Why the product is unique or distinct;
 - Brief survey of competition;
 - How the products will be developed, any patents applied for;
5. Marketing:
 - The market — its size, its past and future growth; analysis of sectors; your competitors;
 - Selling — promotion, advertising, who will sell, how you will price;
6. Operational details:
 - Where you will be based — location, premises;
 - Suppliers;
 - Manufacturing facilities;
 - Equipment needed;
7. Financial analysis:
 - Summary of the forecasts
 - Monthly profit and loss forecast for two years;
 - What are the principal risks which could affect figures;
8. The prospects:
 - Your objectives — short-term, long-term;
 - The finance needed and what it is needed for;
 - Shareholdings suggested;
 - Prospects for the investor.

Presenting your plan

Financiers will assume that if your presentation to them is unsatisfactory, your presentation to customers is equally unsatisfactory. So while it may seem obvious, your plan will look better if it is neatly typed and presented in a smart folder. The information will also be more understandable if you do not try to cram too much on one page.

Assignments

I. Answer the questions.

1. Why does a businessman usually write a business plan?
2. What are the main objectives of the plan?
3. How many business plans is it necessary to write?
4. Who should write the plan?
5. What should be written in the plan?
6. What is the best way to present your plan?

II. Translate into Ukrainian words and word combinations:

to run a small business, to keep the enterprise on the right track, to incorporate your best estimate, to give current state of information, to reveal uncertainties and weaknesses, to get a good return on the investment, to instil confidence, back-up figures, a turgid series of facts, to be very time-consuming, to adopt a different strategy, to pitch the figures, to be fully confident about all statements and forecasts.

III. Translate the sentences into English.

1. Не дозволяйте короткочасним проблемам відволікати вас від ваших більш довгострокових цілей.
2. Прогнози та цілі змінюються, коли надходить нова інформація та у вас з'являється кращий досвід.
3. Для того, щоб переконати когось інвестувати достатню кількість грошей у ваш бізнес, що дасть вам змогу досягти вашої мети, треба вселити довіру щодо вашої спроможності керувати справою.
4. Управляючий банком може зажадати тільки одного бізнес плану, оскільки його цікавить абсолютна правда про те, що відбувається у вашому бізнесі.
5. Якщо ви встановите цифри надто низькими, ви можете не отримати так багато, як могли б.
6. Вам доводиться представляти банкам бізнес план, тому ви повинні бути цілком впевненим щодо всіх звітів та прогнозів.

IV. Match the terms and definitions.

Terms	Definitions
1) business plan	a) a potential customer;
2) financial analysis	b) the use of specific techniques to study a firm's financial documents and to control the flow of funds, products, and services, both inside and outside the firm;
3) prospect	c) the use of money for the purpose of making more money, to gain income or to increase capital, or both.
4) investment	d) a concise, written document prepared by an entrepreneur, describing the present venture and market situation, future directions, and implementation strategies;

V. Define the following terms:

current liabilities, depreciation, current assets, creditor, debtor, liabilities, capital, accrual.

VI. Make up and write your own business plan.

Text 2

Warm-up

1. What facilities and services are provided for aircraft operators?
2. How to analyze economic results?

Vocabulary

indicator — показник
to review — оглядати, переглядати
fleet — парк (повітряних суден)
personnel — персонал, кадри
traffic — перевезення, рух
make up — склад
data correlation — співвідношення даних
percentage — процентне відношення
aircraft registration — реєстрація повітряного судна
to vary — варіювати, змінюватися
to embrace — охоплювати
to reflect — відображати
to raise — 1) зростання; 2) зростати

decline — 1) спад, занепад; 2) знижуватися, погіршуватися
 average cost — 1) середні витрати 2) середня вартість
 significant — значний, істотний
 impact — вплив
 to predict — передбачити, прогнозувати
 attrition — зношування
 to arise — виникати 3, бути наслідком чогось
 assumption — припущення
 transaction — угода
 consequently — отже, тому, в результаті
 to experience — зазнавати, знати з досвіду
 to acquire — набувати, здобувати
 shortfall — збій
 allocation — асигнування
 surveillance — нагляд, спостереження
 foregoing — попередній
 adequate — відповідний
 operator — оператор, диспетчер
 turbo-prop — турбогазовий
 piston — поршневий
 wide-body jet — широко фюзеляжні реактивні літаки
 in numerical terms — численними термінами
 capacity — вантажопідіймність
 air carrier — авіакомпанія, перевізник
 tonne-kilometres performed — виконані тоно-кілометри
 through month — протягом місяця
 unit expenses — витрати на одиницю
 assumption — припущення
 competition — конкуренція
 air traffic management — управління авіаперевезеннями

The Economic Situation on Air Transport and Financing

Air transport development is related to some general economic indicators, reflecting the most significant aspects of air transport trends and developments within some time period.
 They are usually reviewed and analyzed under the headings: fleet, operators, personnel; traffic; financial trends.
 1. Fleet, operators and personnel.
 Here usually attention is focused on the development, make-up, and distribution of commercial transport fleet. All necessary data are given in tables and figures, which show all considerable changes in the make-up

of the world fleet by categories of aircraft within some time period, usually a decade. Here the correlation of wide-body jets, narrow-body jets and turbo-prop and piston types is analyzed in numerical terms and their percentage in the total fleet and the capacity offered. Regional distribution, i.e. the distribution of the world fleet according to the region of aircraft registration, should also be studied, as the numbers registered vary widely from region to region, as the regions vary in size, population and economic development. Under the heading «air transport operators» a review of services according to the type of operator is made, which concerns the number of international air carriers, mixed and all cargo operators, both scheduled and non-scheduled.

2. Traffic.

Here many data on scheduled and non-scheduled traffic are analyzed in tables and figures presenting different trends in the world traffic development. For example, the distribution of scheduled traffic between passenger, freight and mail loads, between international and domestic services, is shown in terms of percentages of tonne-kilometres performed. Of great importance are also regional distributions of internal traffic. There are significant differences between the regions, so they show the different growth rates for passengers, freight and total traffic being achieved by the airlines of the world. Monthly traffic variation is also studied among other valuable information on air traffic as it shows the monthly variations for traffic and spread between peak and through month.

3. Financial trends.

The analysis of financial data is based on the available information on statistics embracing many sides of financial activity of airlines. Thus, they reflect the levels of total expenses, revenues, rates of increase or decline in operating results, measured, as a percentage of revenues, figures for unit expenses and revenues, all showing the average cost of air transport to the user.

A review of trends in air transport activity is made in the light of socio-economic, technological and other operating conditions, in order to present world, and regional traffic forecasts.

On a macro level, there are five major factors that will likely have significant impact on the size, composition and financial structure, of the civil aviation fleets of the future.

Firstly, there is the predicted growth of civil aviation travel. Secondly, there will be a significant impact caused by the attrition of aircraft due to noise, environmental and safety regulations.

Thirdly, there will be the impact on the financial markets arising from changes to the parameters and assumptions on which aircraft financing will be based.

Fourthly, there will be increased competition for whatever funding is available at any given time.

And finally, there will be the continuing trend, to internationalization of already complex transactions which can only make the transactions more complex.

On the aviation side, it is predicted, by most people who study aviation planning, that civil aviation travel will double in the beginning of the century — although not necessarily on a straight line projection.

Consequently, the civil aviation industry will experience a large and growing need for the financial resources to acquire not only additional aircraft, but also the ground equipment and other assets essential to support an expanding airline infrastructure. The expected shortfall in available funding for new aircraft alone is expected to be 55 percent of the planned allocations.

Add to this the enormous cost of communications, navigation and surveillance and air traffic management (CNS/ATM) systems, and it is easy to see that they will be available for air space.

There are several good reasons to believe that the foregoing predictions are realistic. In the Developing World, there is a trend towards the use of aviation as a means of transporting population that are becoming increasingly mobile in the absence of adequate road or rail infrastructure.

Assignments

I. Answer the questions.

1. What economic indicators reflect the most significant aspects of air transport development?
2. What data concerning fleet are given attention to?
3. What does the distribution of the world fleet according to the region of aircraft registration show?
4. What does the heading «Air transport operators» mean?
5. In what terms are the traffic data given?
6. What kinds of traffic are to be analysed?
7. How often is the traffic variation studied?
8. What does the analysis of financial data reflect?
9. How are expenses, revenues, rates of increase or decline in operating results measured?
10. What is the aim of reviewing of trends in air transport activity?
11. What are five major factors influencing the prospects of airline activities?
12. What are the predictions about the future of civil aviation? Do you consider them realistic?

II Translate into Ukrainian words and word combinations:

operator, financial trend, distribution, capacity, region, scheduled traffic, non-scheduled traffic, rate, to achieve, level, expenses, revenue, to observe, user, forecast, environmental and safety regulations, expanding online infrastructure, expected shortfall, funding, enormous cost of communications, finite amount of capital, intense competition.

III Translate the sentences into English.

1. Висхідні економічні показники зазвичай переглядаються та інтерпретуються під заголовками: парк, оператори, персонал; перевезення, фінансові тенденції.

2. Необхідні дані подаються в таблицях та цифрах, які показують всі основні зміни у складі світового парку за категоріями літаків в рамках певного часового періоду.

3. Багато даних з регулярних перевезень і перевезень поза розкладом аналізуються у таблицях та цифрах, що представляють різні основні розгляди світового руху.

4. Авіаційні фінансових даних базується на доступній інформації з статистики, яка охоплює різні аспекти фінансової діяльності авіакомпаній.

5. Багато тих, хто вивчає авіаційне планування, прогнозують, що перевезення літаками цивільної авіації подвоїться на початку століття.

6. Є п'ять основних факторів, які, ймовірно, значною мірою впливатимуть на розмір, склад та фінансову структуру майбутніх операцій цивільної авіації.

IV Match the terms and definitions.

Terms	Definitions
1) average cost	a) anything owned by an individual or business that has commercial or exchange value;
2) assets	b) gathering together of outstanding debts of a business, leading to a reissuing of new bonds or obligations for the purpose of paying off debts;
3) distribution	c) the sum of money of all output costs divided by the quantity of production;
4) funding	d) division of something among several people or entities.

V Write a short report on financial analysis of a company's

performance

Warm-up

1. What is planning?
2. What spheres of air transport activity have to be planned first of all?

Vocabulary

to affect — впливати
 essential — суттєвий, важливий
 to equate — порівнювати, дорівнювати
 rail and maritime services — залізничні і морські послуги
 circumstances — обставини
 inevitably — неминуче
 to resist temptation — протистояти спокусі
 requirement — вимога
 to devise — придумувати, винаходити
 to implement — реалізувати, здійснювати
 ramification — розгалуження
 consideration — міркування
 to cover — покривати, стосуватися
 matter — питання, проблема для вирішення
 accommodation — житло, помешкання
 technical furnishings — технічне обладнання
 to resolve problems — вирішувати проблеми
 to encounter — зустрічатися, стикатися
 layout — план, схема
 apart from — окрім
 evaluation — оцінювання
 target date встановлений термін
 discipline — тут: правила, порядок
 staffing — укомплектування персоналом
 actual — фактичний
 orderly — регулярний
 cost-effectiveness — рентабельність, прибутковість
 aerodrome traffic — рух в зоні аеродрому
 en-route — на маршруті
 approach — 1) підхід до зони аеродрому; 2) захід на посадку

Factors Affecting Planning

Economic studies are an essential element of planning. From this and benefits can be analysed and equated in monetary terms and planning budgets prepared. The air transport services (ATS) priorities within the total civil aviation development programme can then be established.

Aviation has developed at a remarkable speed and complexity when compared with the rail or maritime services. In ATS planning, local circumstances and conditions will inevitably lead to some differences in the methods, and procedures and systems used between states and even between units, within the same states. However, planners should resist to be original unless there are very convincing arguments in favour of new approaches or change. ICAO provisions have been developed collectively by member states. Therefore, the best platform from which to commence a planning project is to use ICAO provisions and also to profit from collective work already done by other states.

Objectives

The art of planning is to forecast future requirement as accurately as possible, to develop alternative ways of meeting these requirements and to devise the ways and means of implementing the agreed plan to meet the objectives.

To do this it is necessary to define clearly the objectives. In ATS planning objectives will include:

- a) planning the organization and management of the airspace with all the complications and complexities which arise from the conflicting demands of the users;
- b) investigating and recommending the best methods and technical equipment to operate the system;
- c) planning for personnel and their appropriate qualifications;
- d) functional planning and layout of the controller's working environment and changes or additions to operational and technical buildings.

General Considerations

Apart from specific project planning, ATS planning can form the basis for establishing many of the day-to-day requirements of the service. These include such important issues as:

- a) determining the type of airspace required for the most effective system;
- b) developing standardized working methods;
- c) identifying existing shortcomings or potential problems;

- d) developing new and improved facilities to best satisfy the ATS task;
- e) determining future personnel requirements;
- f) investigating and developing improved training techniques.

Types of Activity Involved

Co-ordinated policy. This element covers the need for planning administrations to arrange for the establishment of data collection and evaluation methods, preparation of work programmes, including schedules and target dates, the establishment of co-ordination procedures with associated disciplines, arrangements for staffing programmes and the establishment of an efficient monitoring system.

Physical planning. This element includes the study of such matters as personnel environment, accommodation and technical furnishing, facility location and essential supporting services.

Economic planning. This element involves the preparation of analyses of applicable ATS data concerning aerodrome, approach and en-route traffic, both actual and forecast, from these analyses planners can determine the limitations affecting the orderly flow of traffic, study alternative methods of resolving problems encountered including detailed cost-effectiveness calculations for each proposal, and prepare economic studies for use not only in determining preferred methods but also for the benefit of associated planners.

Financial planning. This element involves the preparation of estimates and proposals for budgeting after final agreement is reached on a planning proposal.

Assignments

I. Answer the questions.

1. What can cause differences in the methods, procedures and systems of planning ATS?
2. What is the best platform from which to commence a planning project?
3. What is the art of planning?
4. What do objectives of air transport services planning include?
5. What issues of the air transport services planning are the most important?
6. What types of planning can you name? What are their peculiarities?

II. Translate the following words and word-combinations:

впливати; суттєвий, важливий; порівнювати, дорівнювати; залучити; морські перевезення; обставини; неминуче; протистояти

і; вимога; придумувати, винаходити; здійснювати план; розробляти; міркування; покривати, стосуватися; питання, проблема; житло, помешкання; технічне обладнання; вирішення проблеми; стикатися, зустрічатися; оцінки, підрахунки.

III. Give the names to the following definitions:

the process of thinking about and deciding on a plan for achieving or doing something; the money that you must regularly spend in order to run a business; a home, a car etc.; the money that is available to an individual or person, or a plan of how it will be spent; to take action or make changes that you have officially decided should happen; an official result of something you do, which may not have been clear to you; first decided to do it; something you must do because of a law or rule; something that you are trying hard to achieve, especially in politics; a subject or situation that you have to think about or deal with; a calculation of value, size, amount etc. of something.

IV. Translate the following sentences into English.

1. Економічні рішення — це суттєвий елемент процесу планування.
 2. В економіці авіатранспортних послуг місцеві умови і обставини призводять до відмінностей в методах, процедурах і підходах до планування.
 3. Такі фактори, як житло, умови роботи персоналу, технічне оснащення мають безпосередній вплив на процес планування.
 4. Методи планування полягає в тому, щоб спрогнозувати умови і вимоги якомога точніше.
 5. Планування авіаційних послуг може створювати основу для встановлення багатьох щоденних вимог до обслуговування.

Exercise 4. Put nouns to the words:

expenditures, to begin, demand, aim, to determine, staff, scheme, requirement, matter, to control, to meet, to influence, to achieve, offer, evaluation.

V. Define the tense-forms and voice of the predicates in the following sentences:

1. Aviation has developed at a remarkable speed and complexity.
 2. ICAO provisions have been developed collectively by member states.
 3. This element includes the study of some matters.
 4. Analyses of ATS data are being done now.
 5. The plans are to be finished by the end of the week.

VI. You work for a large, profitable airline, prepare the planning process of airline activity for the next month.

Text 4

Warm-up

1. Is the profit the only real motive for a company's existence?
2. What are the dangers to a company of over-planning?

Vocabulary

- fit — відповідність
Goal — ціль
capability — (потенційні) можливості, спроможність, здатність
to rely on — покладатися на
to define the overall purpose — визначати загальні цілі
portfolio — портфель цінних паперів
to drift — бути пасивним, плити за течією
fertilizer — добриво
hunger — голод
productivity — продуктивність
to promise higher yield — обіцяти більший прибуток
to plough back — реінвестувати прибуток до основних фондів
to reduce costs — зменшувати витрати
to enlarge — збільшувати
to cut price — зменшувати ціни
mission — ціль, завдання
to turn into — перетворюватися, обертається
in turn — в свою чергу
in terms of — з точки зору
to avoid — уникати
hierarchy — ієрархія
yield — прибуток
improved profit — підвищений прибуток
market share — доля ринку
availability — наявність, присутність
to call on — звертатися до, апелювати

Strategic Planning

Read the text and complete Tables 1 and 2.
Strategic planning is the process of developing and maintaining strategic fit between the organization's goals and capabilities and changing market opportunities. It relies on developing a clear company

supporting objectives, a sound business portfolio, and coordinated functional strategies.

The steps in the strategic planning process are shown in Table 1. At the corporate level, the company first defines its overall purpose and mission. This mission is turned into detailed supporting objectives that guide the whole company. Next, top management decides what portfolio of businesses and products is best for the company, and how much support to give each one. Each business and product unit must in turn develop detailed marketing and other functional plans that support the company-wide plan.

Table 1

Defining the company mission	a. _____	b. _____	c. _____
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Management senses that the organization is drifting, it must search for purpose. It is time to ask: What is our business? Who is our customer? What is value to the customer? What will our business should our business be?

Companies traditionally define their business in product terms such as «manufacture video games», or in technological terms such as, «We are a chemical-processing firm». But some years ago, Theodore Levitt pointed out that market definitions stated in terms of particular customer groups or needs were better.

Management should avoid making its mission too narrow or too broad. Mission statements should be specific, realistic, and motivating. As an illustration, the International Minerals and Chemical Corporation is a fertilizer division including the fertilizer business. As you can see in Table 2, the fertilizer division does not say that its mission is to produce fertilizer. Instead, it says that its mission is «to fight world hunger». This mission leads to a hierarchy of business objectives, marketing objectives and finally, marketing strategy.

The mission of fighting world hunger leads to the company's prime business objective of «increasing agricultural productivity». This in turn leads to increasing new fertilizers which promise higher yields. But research is expensive and requires improved profits to plough back into research programs. So a major objective becomes «to improve profit». Profit can be improved by increasing sales or reducing costs. Sales can be increased by enlarging the company's share of the US market and

by entering foreign markets. These became the company's current marketing objectives.

Marketing strategies must be developed to support these marketing objectives. To raise its US market share, the company will increase its product's availability and promotion. To enter new foreign markets, the company will cut prices and call on large farms abroad. These are the broad marketing strategies.

Table

Business mission	a. _____
Business Objectives	Increase agricultural productivity
	b. _____
	c. _____
Marketing Objectives	Reduce costs
	d. _____
	e. _____
	f. _____
Marketing strategy	g. _____
	h. _____

Assignments

I. Answer the following questions.

1. What is wrong with defining a company's mission in terms of products or technology?
2. Do you think the following mission statement of a penicillin manufacturing is too broad or too narrow? «We are in the communication equipment business».
3. Why is improving profits a necessary objective for the fertilization division?
4. What can be a successful mission statement of international Ukrainian airline?

II. Translate the following words and word-combinations into English.

відповідність; здатність; покладатися на; визначати загальні цілі портфель цінних паперів; бути пасивним, плити за течією; добрий голод; продуктивність; обіцяти більший прибуток; реінвестувати прибуток до основних фондів; зменшувати витрати; збільшувати прибуток; зменшувати ціни.

III. Give the names to the following definitions:

1. **that you want to achieve in the future; the natural ability, or power, especially something difficult; the purpose or the most important aim of an organization; a group of stocks owned by a particular person or company; money that you give a person, group, organization to help pay for their costs; a system of organization in which people things are divided into levels of importance; the rate at which goods are produced, especially the amount produced, especially in relation to the work, time, and money needed to produce them.**

IV. Translate the sentences into English.

1. Стратегічне планування — це процес розвитку і підтримання стратегічної відповідності між цілями і можливостями організації та її ресурсами.
2. Кожен бізнесова структура та виробничий підрозділ повинні, в свою чергу, розробляти детальну маркетингову стратегію та інші відповідні плани на підтримку плану всієї компанії.
3. Керівництво компанії слід уникати занадто широких або стратегічних цілей щодо майбутньої діяльності.
4. Основною метою діяльності будь-якої компанії є збільшення прибутку.
5. Для досягнення маркетингових цілей необхідно розвивати маркетингову стратегію.

V. Look at the following sentences taken from the text.

1. «The company first defines its overall purpose and mission.»
2. «This mission is then turned into detailed...»
3. The following steps describe project management procedure.

Now put the sentences below into the right order.

- a. Following these meetings, progress report must be submitted to the board.
- b. Before final submission of the project report, the project leader should check the findings with original specification.
- c. Having agreed investment, the first step is to see what action steps are needed to implement it.
- d. As the project nears completion, it is important to outline future steps.