1 Job satisfaction

A My work is so rewarding

'I work in advertising. I love my work! It's really **rewarding** and **stimulating** – satisfying and interesting. **Originality** and **creativity** are very important in this industry, of course; we have to **come up with** – produce – lots of new ideas.

'**No two days are the same.** I could be contacting film companies for new advertising campaigns one day and giving client presentations the next. I like the **client contact** and I am very much **hands-on** – involved with the productive work of the agency rather than managing it.

'When I joined the agency, I **hit it off with** my colleagues immediately. I still **get on well with** them and there's a very good **rapport** between us. This is all part of my **job satisfaction**.'

B I like the teamwork

'I'm an aircraft engineer. I work on research and development of new aircraft. I love **putting ideas into practice**. I like **working on my own**, but it's also great being part of a team. I like the **teamwork** (see Unit 9) and the **sense of achievement** when we do something new. And of course, the planes we produce are very beautiful.

'Is there anything I don't like? I dislike days when I'm **chained to a desk**. I don't like **admin** and **paperwork**. Sometimes I feel I'm **snowed under** – there's so much to do I don't know how to deal with it. And in a large organization like ours, there can be a lot of **bureaucracy** or red tape – rigid procedures – that can slow things down.'

C I want to make a contribution

'I'm a secondary school teacher. It's a low-paid job but I want to help people and **make a contribution to society**. That's what gives me **motivation**. My job gives me a lot of satisfaction. The work can be **stretching**, taking me to the limits of my skills and knowledge. But it's great to see kids developing and learning. Of course, they can be very difficult and demanding, but sometimes we even get **recognition** from parents that we are doing a good job! But I don't like unnecessary interference – I don't like people **breathing down my neck**.'

2 Management styles 1

A Motivation 1

Yolanda is a senior manager of a car rental firm:

'I believe that all our employees can find **satisfaction** in what they do. We give them **responsibility** – the idea that the decisions they take have a direct impact on our success – and encourage them to **use their initiative** – they don't have to ask me about every decision they make. My style of management is **participative** – employees take part in the **decision-making process**. They are given a sense of **empowerment** (see Unit 3).

'We hope this feeling of empowerment gives employees the feeling that they are **valued** – with management knowing the effort they make. We believe that all this leads to a higher sense of **motivation** – interest, enthusiasm and energy – among employees. When everyone feels motivated, **morale** is good and there is a general feeling of **well-being** in the organization. This leads to improved **job satisfaction**.'

B Motivation 2

Xavier is a factory manager:

'I don't believe in all this talk about motivation. My **subordinates** – the people **working under me** – are basically lazy. They need constant **supervision** – we have to check what they are doing all the time. Some people think this is **authoritarian**, but I think it's the only way of managing. There have to be clear rules of **discipline** – you have to be able to tell subordinates what is right and wrong, with a consistent set of **disciplinary procedures**.

'Decisions must be **imposed** from above without **consultation** – we don't discuss decisions with workers, we just tell them what to do.'
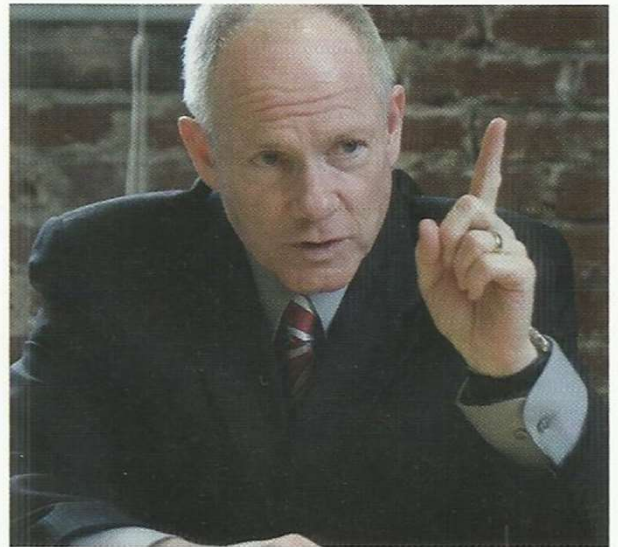
C Theory X and Theory Y

Xavier has **conservative** views and believes in what the US management thinker Douglas McGregor[1] called **Theory X**, the idea that people dislike work and will do everything they can to avoid it.

Yolanda is more **humanitarian** and believes in **Theory Y**, the more advanced view that, given the right conditions, everyone has the potential to find satisfaction in work.

Others have suggested **Theory W** (for 'whiplash'), the idea that most work since the beginning of human society has been done under systems of slavery.

[1] *The Human Side of Enterprise* (McGraw Hill 1985)

3 Management styles 2

A Hygiene factors

Yolanda, the car rental manager we met in the previous unit, went on a management course. She looked at the work of Frederick Herzberg*, who studied what motivates employees. Here are the notes she took:

Some aspects of work can lead to **dissatisfaction** if they are not at a high enough standard. These are what Herzberg calls the **hygiene factors**:

supervision – the way employees are managed

policy – the overall purpose and goals of the organization

working conditions – the place where you work, hours worked, etc.

salary

peer relationships – how you relate to and work with others on the same level of the organization

security – level of confidence about the future of your job

B Motivator factors

Other aspects of work can give positive satisfaction. These are the **motivator factors**:

achievement – the feeling that you have been successful in reaching your goals

recognition – the feeling that your employers understand and value what you do by giving **positive feedback**, which means telling you what a good job you are doing

the work itself – the nature and interest of the job

responsibility – when you are in charge of something and its success or failure

advancement – how far you will be promoted in the organization and/or how far you will go up the career ladder

personal growth – how you develop personally in your work, and your opportunities to do this

> **Note**
> Note the spelling of **career**.

C Empowerment

Now look at the more recent idea of **empowerment** (see Unit 2).

Empowerment is the idea that decisions, where possible, should be made by employees who are close to the issues or problems to be solved, without having to **consult** their managers further up the **hierarchy**. In other words, managers have to **delegate** as much as possible. **Delegation** is one of the keys to employees being **empowered** in this way. Also, organizations become less **hierarchical**, with fewer management levels.

*Work and the Nature of Man, 'One More Time: How Do You Motivate Employees?' Harvard Business Review, 2008.

16 Strategic thinking

A Strategy

A **strategy** (countable) is a plan or series of plans for achieving success. **Strategy** (uncountable) is the study of the skills, knowledge, etc. required to make such plans. **Strategic success** in a commercial organization is often measured in terms of **profitability** – the amount of money it makes in relation to the amount invested.

An important part of **planning** is **resource allocation**. This is the way that **resources** such as finance, people and **assets** – equipment, buildings, know-how, etc. – are used to achieve a particular **objective**.

A company's senior executives decide or **formulate strategy**. Many organizations state their main overall objective or **vision** in a **mission statement**.

A strategy requires **commitment**. Everyone in the organization must work towards the **implementation** of the strategy – putting it into practice – and its success.

B Word combinations with 'strategic'

Here are some frequent combinations with 'strategic':

strategic	move	an action with a particular purpose in relation to objectives
	partnership	when two companies work together towards a specific goal
	decision	when a company decides something important for its long-term future
	acquisition	when one company buys another for strategic purposes
	goal	an objective the company wants to reach
	vision	when someone has clear ideas about actions to take for future success

C Companies and markets

When a company:		
a defends	a market,	it tries to prevent competitors from being successful there.
b attacks		it starts selling there for the first time.
c establishes a foothold/ toehold in		it occupies a small part of the market in preparation for gaining a larger part.
d invades		it starts to be very successful there.
e dominates		it is the biggest competitor there.
f withdraws from		it stops selling there.

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A Competition

Very strong **competition** in an industry can also be described as:

- **cut-throat**
- **ferocious**
- **intense**
- **fierce**
- **stiff**

Actions that increase competition are said to **encourage, intensify** or **sharpen** it. Actions that limit competition are said to **harm, inhibit** or **stifle** it.

The main **competitors** in a particular industry are its **key players** (see Unit 19). Smaller competitors may be referred to as **minor players**.

Situations where there is only one supplier and no competition are **monopolies**.

B 'Competing' and 'competitive'

Competing and **competitive** are adjectives related to 'competition'. Two companies may produce **competing products** – products that compete with each other. A **competitive product** is one that has real and specific benefits in relation to others of the same type.

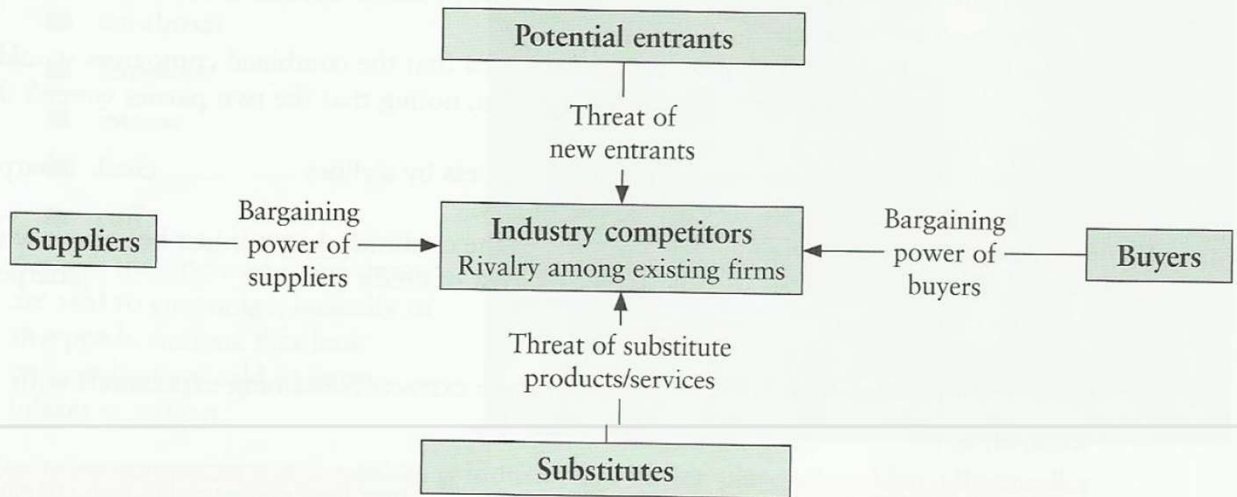Here are some frequent combinations with 'competing':

competing	bids	price offers for a company in a takeover
	offerings	products from different companies
	suppliers	companies offering similar products or services
	technologies	technical ways of doing something

Here are some frequent combinations with 'competitive':

competitive	position	where a company is in relation to its competitors in terms of size, growth, etc.
	pressure	the force that one competitor can bring to bear in relation to another
	price	one that is similar to or lower than those for similar products
	threat	something that one competitor may do to weaken another's position
	advantage / edge	superior products, performance, etc. that a competitor can offer in relation to others and which give it a lead over its rivals
	strategy	a plan or plans for success in relation to competitors, and the study of this in business schools

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18 Companies and their industries

A Competitive forces

An important strategic thinker is Michael Porter[1]. He defines the five **competitive forces** at work in any **industry**.

```
                        ┌─────────────────────┐
                        │  Potential entrants │
                        └─────────────────────┘
                                  │
                             Threat of
                            new entrants
                                  ▼
┌───────────┐  Bargaining    ┌─────────────────────────────┐   Bargaining   ┌────────┐
│ Suppliers │  power of  ──▶ │    Industry competitors     │ ◀─ power of ── │ Buyers │
└───────────┘  suppliers     │ Rivalry among existing firms│    buyers      └────────┘
                             └─────────────────────────────┘
                                  ▲
                             Threat of substitute
                             products/services
                                  │
                        ┌─────────────────────┐
                        │     Substitutes     │
                        └─────────────────────┘
```

These are the factors that a firm needs to consider in developing its **competitive strategy** (see Unit 17). A successful firm has to **build** and **maintain** – keep – its **competitive advantage** in relation to these forces.

B SWOT analysis

SWOT stands for **strengths, weaknesses, opportunities, threats**.

In formulating strategy, a company should look at its strengths and weaknesses in relation to its competitors. For example, a good sales team is a strength, and poor internal communication is a weakness.

The company should also look at opportunities and threats in its **environment** – the strength of competitors, government regulation, the way that society is changing, etc. These are **external factors**. For example, a change in a country's legislation on broadcasting might represent an opportunity for a group that wants to buy a television company there. The change would probably also pose a threat to existing broadcasters.

The particular ways that a company organizes and combines its human resources, know-how, equipment and other assets are what Hamel and Prahalad[2] call its **core competencies**. These are **internal factors**.

C Be good at something

Porter says that competitive advantage can be based on:

- **cost leadership** – offering products or services at the lowest cost; this is one strategy to adopt in **volume industries** with competitors producing large numbers of similar products
- **differentiation** – offering products or services that give **added-value** in terms of quality or service compared to competitors
- **focus** – combining elements of the above two strategies to concentrate on a **niche** – a specific part of the market with particular needs

The danger, says Porter, is when a company does not follow any of these particular strategies and is **stuck in the middle**.

[1] *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press, 2nd edition, 2004.
[2] *Competing for the Future*, Harvard Business School Press, 1996.

19 Key strategic issues

A Industries and their players

In some industries, like steel or tyres, there are few companies: these industries are **concentrated**. These are industries with just a few **key players** (see Unit 17). Other industries are **fragmented**; for example, there are millions of restaurants worldwide, and even the largest chain, McDonald's, only has a **market share** of less than 1 per cent in terms of all restaurant meals served worldwide.

Some industries have **low entry barriers** – anyone with a small amount of capital can open a restaurant.

If an industry has low entry barriers and is **attractive** because of its high potential **profitability**, there may be new **entrants**. This was the case for internet service providers a few years ago; a lot of companies offered this service at first.

Other industries, like steel, require massive investment in equipment, know-how, etc. Such investments are **high entry barriers**, and new entrants to the industry are rare.

B Mergers and acquisitions (M&A)

Some companies are very **acquisitive** – buying competitors in their industry or companies in other industries in a series of **acquisitions** or **takeovers**, which they may refer to as **strategic acquisitions**. Or a company may **merge** – combine as an equal – with another company of similar size.

A company may also own or buy its suppliers and customer companies in a situation or process of **vertical integration**.

The result of this may be an **unwieldy conglomerate** – a holding company with a large number of **subsidiaries** which may not be easy to manage profitably as a group.
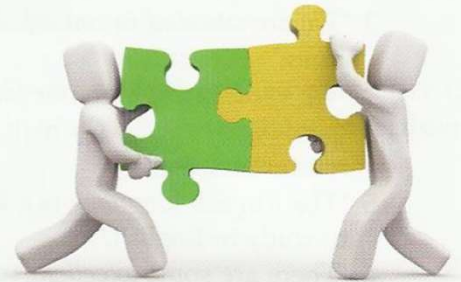
C Make or buy?

Supporters of conglomerates pointed to **portfolio theory** – the idea that when demand for goods or services of one of the companies in the group was weak, it would be compensated by stronger demand for those of other companies in the group. This meant that overall profitability would be regular despite variations in profit from the different companies.

Recent strategic thinking, especially in the West, holds that conglomerates are not good. Many conglomerates have **disposed of** or **divested** their **non-core businesses**, selling them off in order to **concentrate on** their **core business**. This is related to the **make or buy decision** where companies decide whether to produce particular components or perform particular functions **in-house** or, on the other hand, to buy them in from an outside supplier (see Unit 31).

However, many conglomerates continue to exist. For example, in South Korea, there are **chaebols**. They were often started as **family(-owned) businesses**, where different members of the same family each owned and managed companies dealing with different parts of the industrial process in a situation of vertical integration (see above).

> **Note**
> The nouns relating to **dispose** and **divest** are **disposal** and **divestment**. They can be both countable and uncountable nouns. Compare **divestment** with **investment**.

20 Innovation

## A Innovation and the development process

Enrique Sanchez is head of new product development at a large consumer products company:

'We want to **foster creativity** and **innovation** – the development of new ideas. Ours is a large company, but we want to avoid becoming **bureaucratic**, with slow decision making.

'We encourage employees to be **creative** within the organization and to work on their own projects outside the usual frameworks; we allow them to spend 15 per cent of their time on this. We set up **skunk works** – a place away from the main company sites and outside the usual structures, to work on innovations. This is the way we do our **new product development**. The most famous example of this was IBM, when it developed its PC away from the company's main **research and development (R&D)** sites.

'We firmly believe that companies have only two basic functions: innovation and marketing. Our marketing people are heavily involved in new product development. They get the reactions of **focus groups** – groups of consumers who say what they think of the product – at a very early stage in the **development process**.'
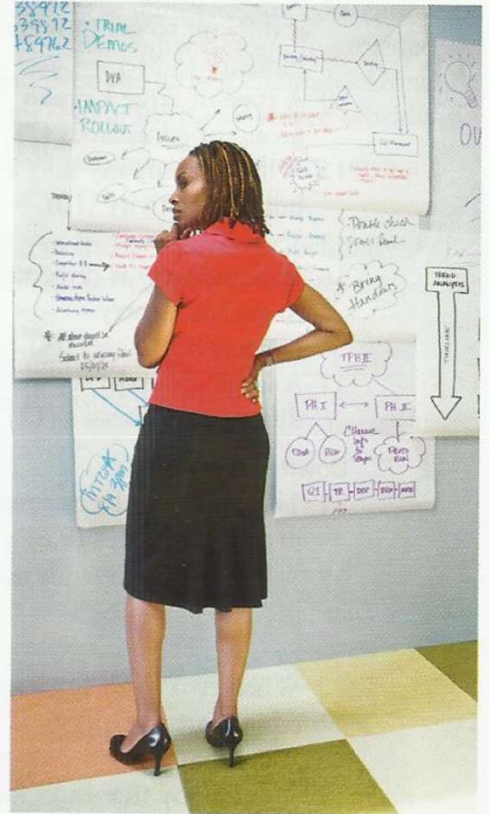
B Pioneers and followers

'One problem is to know whether to introduce a product or service before anyone else or to wait for others to introduce similar products. Some say that if you **bring a product to market** first, you have **first mover advantage** – you can influence the way the market develops. These companies or their products are **trendsetters** or **innovators**. Others say that it's better to be **followers** and learn from the mistakes of the **pioneers**.'

> **Note**
> Pioneer is also a verb but is more frequent as a noun. ◉

C Shakeout and consolidation

A new or **emerging industry**, perhaps one based on a new **technology**, can be **attractive**; the future **structure** of the industry is not yet **established** and there is room for many competitors. But as growth in the new market slows, smaller competitors with higher costs can no longer compete. They **drop out** or are bought by the larger companies in a process of **shakeout and consolidation**, leaving the larger companies with the resources to **dominate** the industry, which is now **mature**.

21 Preparing for the future

A Scenario planning

Manuel Ricardo works on long-term strategy in a large oil company:

'My job is to contribute to long-term plans for our future activities. We have to **anticipate** – judge and estimate – what competitors' behaviour and activities will be. We also have to look at trends in the general **social and economic environment**, and be ready to **respond to changes** in society and changes in the economy as a whole. This is called **scenario planning**. In our organization, we imagine ways in which the energy industry might change and **evolve** – how the industry might develop – and what the place of oil will be in relation to alternative fuels in 20, 50 or 100 years from now.'

B Futurology

'I'm a kind of **futurologist** or **futurist**. Of course, **futurology** is not an exact science, but there are ways of **forecasting** or **predicting** the future in a structured manner. There is the **Delphi method**, where a **panel of experts make forecasts** about a subject independently, and the forecasts are circulated to the other members of the group. Each member then comments on the others' observations. The process is **iterative** – repeated several times. Opinions **converge** – become more similar – and experts **reach a consensus** – an agreement about what is likely to happen. The method can be used to make **predictions** in a number of different **applications** – uses.
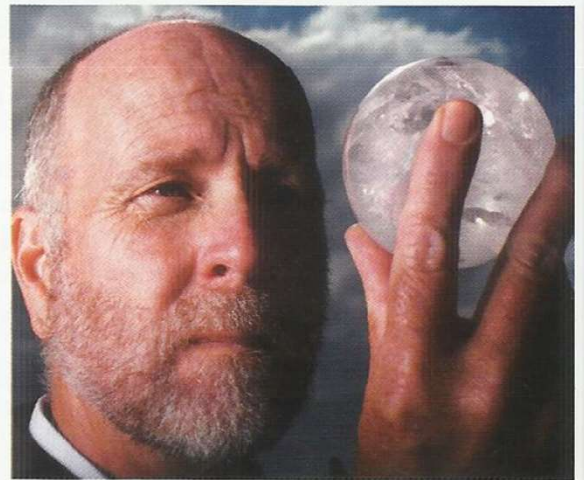
'The technique is based on the idea that a **structured group** will produce more accurate results than an unstructured one or from individuals working on their own. It can be adapted for use in face-to-face meetings, and is then called **mini-Delphi** or **Estimate–Talk–Estimate (ETE)**.'

C Risk management

'A related area is **risk management**. Operating in politically unstable countries is one of the most extreme examples of where we have to manage risk. The dangers there may include **nationalization of assets** by the government.

'Elsewhere, we may be accused of working with governments that people do not approve of. We have to think about the impact of this in terms of our reputation for **social responsibility** (see Unit 48).

'There is the danger of oil spills from ships transporting our oil, with the resulting pollution and associated costs of fines, cleaning up, etc. In addition, there is the much greater long-term cost of the negative effect this has on our **image** – the way the company is perceived. A badly handled oil spill is a **public relations** disaster.

'These are some of the potential **crises** we face. We try to have **contingency plans** or **crisis management plans** for all the risks we can think of.

'If our computer systems are damaged, for example in a fire, we have **business continuity plans**, involving back-up machines on another site so that we can carry on working normally.'

Note
singular: **crisis**
plural: **crises**

29 Supply chain management

Manufacturing

Here are some frequent combinations with 'manufacturing':

manufacturing	sector	the sector that makes things, rather than other sectors of the economy
	plant	a factory
	jobs	work making things, rather than in other sectors
	productivity	the amount produced by each worker, or group of workers – their **output**
	capacity	the amount that can be made at a particular plant, or at plants as a whole
	operations	activities related to making things
	process	all the stages involved in making something

Manufacturing plant sounds more modern than **factory** or **works**. **Fab plant** is used to talk about one where hi-tech manufacturing of **silicon chips** – the main components of computers – takes place. An **assembly plant** is one where products such as cars are put together on **assembly lines**.

A new plant is built and production is **ramped up** – progressively increased. Perhaps the plant will **operate at full capacity** – produce as much as it is able to – or **below capacity**. A plant that is not operating at all is **idle**.

Manufacturing plant

Manufacturing operations depend on networks of **suppliers** of **raw materials**, **components**, etc. that have to be ordered and delivered at the right time. These suppliers make up the **supply chain**, and organizing and managing it efficiently is **supply chain management** (see Unit 30).

B Vertical integration

When Ford started making cars, it raised its own sheep to provide wool for the seat covers! This is an example of **vertical integration** – when a company produces everything internally that it needs, owning all the stages of the supply chain itself.

Many organizations **outsource** some of their requirements and **buy** them **in** from outside This is an example of **vertical integration** – when a company produces everything internally that it needs, owning all the stages of the supply chain itself.

Many organizations **outsource** some of their requirements and **buy** them **in** from outside (see Unit 31). The buying-in process is known formally as **procurement**.

In advanced manufacturing, suppliers are **integrated into** a manufacturer's information systems. They often deliver required parts **just-in-time**, eliminating the need for **warehousing** – **handling** and **storage** in expensive **warehouses**. Managers from the manufacturer often supervise the supplier's own **production lines**. This leads to **clusters** – groups – of suppliers located very near the manufacturer, their main or only customer. Plants such as these that provide components to only one nearby manufacturer are **captive plants**.

C Retailing

Services such as **retail** that involve the movement of physical goods also depend, of course, on managing the supply chain efficiently. The efficient **transport** or **distribution** of goods, and their storage, especially in **automated warehouses** managed by sophisticated computer programs, is known as **logistics** (see Unit 30).

30 Logistics

A Logistics

The Council of Supply Chain Management Professionals (CSCMP) in the US has defined **logistics** as '… that part of **supply chain management** (see Unit 29) that plans, implements, and controls the efficient, cost-effective **forward** and **reverse flow** and **storage** of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements'.

Another definition by CSCMP is 'the management of **inventory – stocks –** at rest or in motion'. The inventory referred to here can be of **raw materials** or **components**:

- **work-in-progress** – for example, some cars are transported between quite distant plants for different parts of the manufacturing process
- **finished goods**

A manager who works in logistics, or an academic who studies the subject, is, formally, a **logistician**.

> **Note**
> BrE: **stocks** (countable) **stock** (uncountable),
> AmE: **inventory**
> BrE: **work-in-progress**,
> AmE: **work-in-process** or **inventory-in-process**
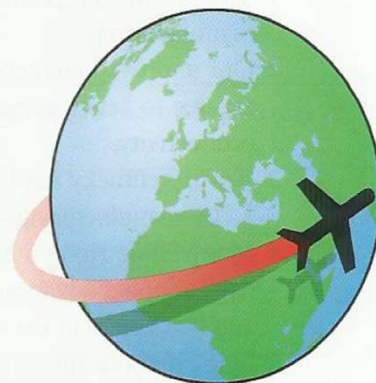
B Word combinations with 'logistical'

The related adjective is **logistical**, or much more rarely, **logistic**. Here are some frequent combinations with 'logistical'. It's interesting to note the negative nature of some of the most frequent words following 'logistical'.

logistical	nightmare
	problem
	difficulty
	challenge
	hurdle
	obstacle

C Reverse logistics

Reverse logistics 'involves the flow of materials back to the distribution, production or supply stages where **valuable outcomes** result from their return'*.

Sustainable development requires manufacturers to be responsible for their products **from cradle to grave** – from their production to their **disposal** or **recycling**.

One initiative in this area is the European Union **directive** – set of rules – on **waste electrical and electronic equipment** (**WEEE**). The directive gives guidance on:

Waste disc drives for recycling

- **Reuse** involves using the product again without going through one of the steps below.
- **Repair** involves fixing or replacing broken or non-functioning parts or components for use by the original or another buyer.
- **Refurbishment** involves restoring the product back to the original specifications. **Refurbished** products often have reduced capabilities and limited additional service life.
- **Remanufacturing** aims to **upgrade** the product – improve its quality and performance, for example with additional **functions** and **features**.
- **Recycling** aims to **salvage** – save for future use – as much value as possible from **retired** – no longer used – products. This involves reusing parts and components from products that have been **dismantled** – taken apart – and by recovering materials.

*David L. Rainey: *Sustainable Business Development*, CUP, 2006.

31 Outsourcing and offshoring

A Outsourcing

Outsourcing is when organizations pay **subcontractors** – outside suppliers – to do work that was previously carried out **in-house** (see, for example, the first three combinations below). These activities may be described as **non-core** – not a part of the organization's **core competences** or **competencies** – the skills that allow it to maintain its **competitive edge** (see Unit 17). For example, Kodak considers that its core competence is electronic imaging and has kept this in-house; it **subcontracts** or **farms out** many other activities.
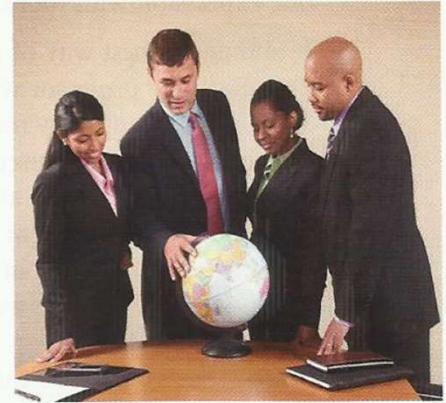
A key problem is identifying what is core and non-core. A company must undertake **transaction cost analysis** of each activity to see whether it would be cheaper to outsource and benefit from a supplier's **expertise** – skills and knowledge – because it does not have this expertise and is unwilling or unable to develop it strategically. The company has to decide which **capabilities** – skills – are central to its particular **corporate culture** – the way it does things, how its employees think, etc.

Here are some frequent combinations with 'outsourcing':

business process		administrative tasks
information technology (IT)		computer-based tasks
logistics	outsourcing	transport and warehousing
strategic		outsourcing that is important for the company's long-term goals
offshore		offshoring (see below)

B Business process outsourcing

Business process outsourcing (BPO) includes:

- **back office outsourcing** which involves **business functions** such as:
  a **purchasing** – buying in materials, etc.
  b **payroll** – payment of employees' salaries
  c **billing** or **invoicing** – preparing invoices and sending them to customers
- **front office outsourcing** which involves **customer-facing services**, such as:
  d **technical support** – maintaining products bought by customers, training customers, etc.
  e **marketing**

C Offshoring

Outsourcing to companies abroad is **offshoring**. Financial institutions were among the first to **offshore** their back office operations, with call centres and IT services moving to countries such as India and the Philippines.

Knowledge process outsourcing (KPO) relates to tasks such as research and development in pharmaceuticals, design and development in the car and aircraft industries, medical services, and legal support services. This work requires highly qualified employees, sometimes referred to as **knowledge workers**. There are, of course, **cost savings** when using workers in these areas in developing countries.

This is all part of the trend of companies to **globalize** (see Unit 54).

32 The evolving Web 1
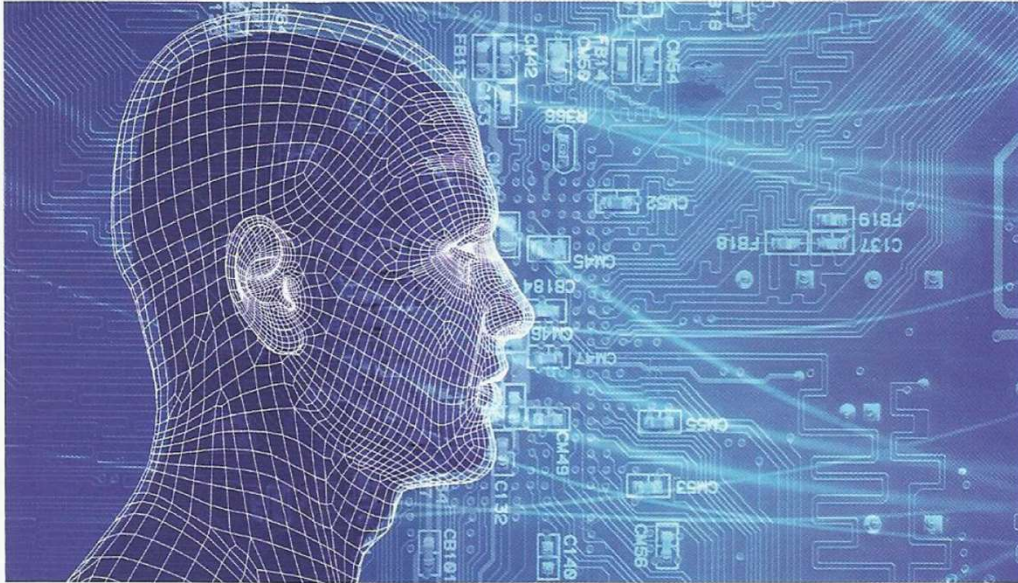
A Broadband Internet

High-speed **broadband access** to the Internet, making it easier to **download** text, pictures and video, etc. has now become well-established.

Higher **bandwidth** – connection speed – allows better use of some **applications** such as **webcams**, for two-way video communication, and **video-conferencing**, where people in two or more locations can see and talk to each other.

Internet TV is also emerging, with users able to watch television as it is **streamed** over the Internet, and with **video-on-demand (VOD)** services such as the BBC's iPlayer to watch programmes later.

Internet access is increasingly available on **wireless LAN (local area network)** systems, also known as **Wi-Fi**. To access the Internet in this way, you have to be in a particular **hotspot** – a place such as a café, airport terminal, etc. equipped with the network.

B Mobile Internet

This relates to accessing the Internet via **mobile devices** such as mobile phones and **personal digital assistants (PDAs)**, also referred to as **handhelds**. In this area, a new category of computer has emerged: the **netbook**, a small, portable laptop computer with no moving parts, specifically designed to **browse** or **surf the Internet**. The standard mobile communications technology for doing this is **3G**.

Mobile devices increasingly come **loaded** – equipped – with different applications or **apps** – programs for different uses, for example **email**, a **music player** such as Apple's iPod, etc. Another of these applications is **SatNav** – **satellite navigation** using **GPS (Global Positioning System)** – with **mapping** to see where you are and to **navigate** – plan and follow routes.

C Moore's law

As ever, **Moore's law** is playing its part in bringing down the price of different devices. This is the principle that the **computing power** of a particular size of **computer chip** – the basic component of computers – will roughly double every 18 months. This means that the cost of a particular unit of computing power will continue to halve every 18 months for the foreseeable future. The law is named after Gordon Moore, co-founder of the chip company Intel, who made the prediction in 1965.

33 The evolving Web 2

A Web 2.0

The Internet is evolving. Many internet companies went out of business when the **dotcom bubble burst** in 2000–1.

What has emerged is **Web 2.0**. 'Web 2.0 is the business revolution in the computer industry caused by the move to the Internet as a **platform**, and an attempt to understand the rules for success on that new platform.'[*] It emphasizes:

- **communication**
- **information sharing**
- **interoperability** – the ability of different computers and computer systems to work together
- **collaboration** – users working together, for example on **wikis** – websites that anyone can **edit** – contribute to and change; the most famous wiki is the online encyclopedia Wikipedia

B Keeping in touch

Instant messaging allows internet users to send short messages to each other that are received immediately.

Social networking sites allow users to **post** – make available – details and pictures about themselves in their **profiles**, say who their friends are, etc.

Some are **external social networking sites** open to everyone. There are also **internal social networking sites** open only to particular groups, for example medical workers in a particular speciality, who exchange information and advice with each other in a **specialized forum**. Here, users may be **vetted** – checked – to see if they are properly qualified.

Video-sharing sites such as Youtube have created another **online community** – internet users seen as a group. Users **upload** videos they have made to the site for all to view. (When users upload material copied from elsewhere, there are problems – see Unit 37.)

Other online communities make up the **blogosphere** and include:

- **blogs** – online diaries written by **bloggers**, with readers able to react and comment
- **chat rooms** – users conversing with each other in written form to **socialize**
- **forums** – where people discuss a particular subject

C Website attractiveness

Websites are judged by their **attractiveness** – how nice they are to look at – and their **user-friendliness** – how easy they are to use. By their nature, some applications are more **interactive** than others, requiring more activity on the part of the user.

Many websites are free to use and they **generate revenue** – make money – with advertising. Advertisers, like site owners, want to know how many **hits** they are getting – how often the site is **visited** – or in other words, the amount of **traffic** they have, as well as the number of **unique users** – different **visitors** to the site. There is also the number of **page views** – the total number of times that people look at the site's pages. Another factor is whether a site is **sticky** – whether users stay on the site for some time. The related noun is **stickiness**.

There are specialized **internet ratings agencies** that measure user numbers, stickiness, etc. One task of **website management companies** is to ensure that when people enter particular words in a **search engine** like Google, a site is near the top of the **rankings** – the list of sites that appear first.
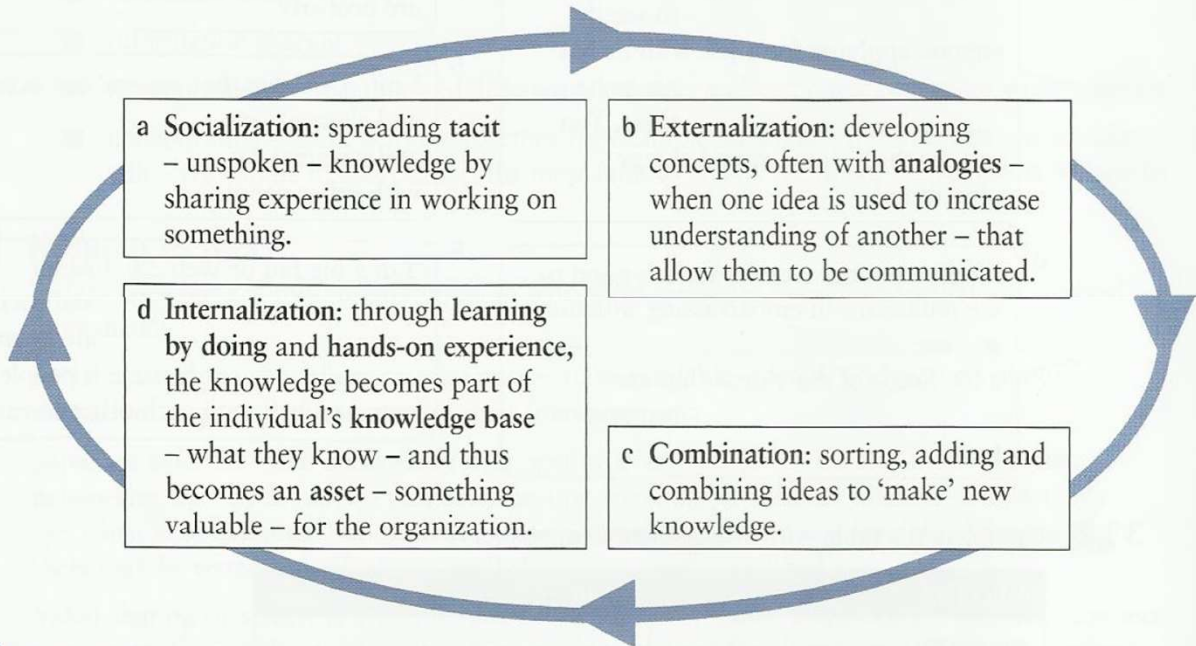
Website developers are always looking for the next **killer app** – the next very popular and profitable application.

[*] Tim O'Reilly's definition of a term first used by Dale Dougherty and Craig Cline.

34 Knowledge and the Internet

A Knowledge creation

Ikujiro Nonaka and Hirotaka Takeuchi suggest a model of **knowledge creation** – the way that knowledge in a company is built up. They see this as a process that is continually growing and developing. To understand and manage it effectively, they suggest **the SECI model**. They see this as a repeated process that will build up an organization's knowledge over time.

These steps are to be found in a **learning organization,** one that is able to produce **innovation** – new ideas and products (see Unit 20). Knowledge is a company's **intellectual capital**.

a **Socialization**: spreading **tacit** – unspoken – knowledge by sharing experience in working on something.

b **Externalization**: developing concepts, often with **analogies** – when one idea is used to increase understanding of another – that allow them to be communicated.

d **Internalization**: through **learning by doing** and **hands-on experience**, the knowledge becomes part of the individual's **knowledge base** – what they know – and thus becomes an **asset** – something valuable – for the organization.

c **Combination**: sorting, adding and combining ideas to 'make' new knowledge.

B Intranets

One way of making knowledge available to everyone in a company is through a **company** or **corporate intranet** – a website specifically for a company's employees. For example, in project development, they can look at how past projects were organized, how much they cost, etc. They can see new ideas that were proposed but that were never taken up. Employees can **tap into a** vast amount of information. There can be **chat rooms** and **forums** (see Unit 33) for discussion of ideas and the spreading of knowledge.

A possible problem is managing this knowledge and making it available in usable ways. The information has to be well-organized, otherwise there is a danger that people will be overwhelmed by **information overload**. There has to be **metadata** – information about where the **content** is to be found.

C Global communities

Rob McEwen is the CEO of Goldcorp Inc, a gold mining company:

'We completely changed our approach to knowledge. We were having trouble finding gold in a particular place, so we made all the information we had accessible on a **collaborative site** on the Internet. Until then, a lot of this information had been **proprietary** – we owned it and didn't share it.

'This is **mass collaboration, collective intelligence, crowd intelligence** or **crowdsourcing,** call it what you will; anyone who wants to can **collaborate on** an online project. We gave prize money for successful suggestions about where to find gold, but there are cases, such as the online encyclopaedia Wikipedia, where **networks** of people do this for enjoyment, recognition by others, or opportunities to socialize with others. They may be referred to as **prosumers** – contributors to the "products" that result.'

35 Internet security

A Attack and defence

Melissa Vorster is a consultant on **internet security**:

'I work with companies to try to prevent **hackers** from **infiltrating** – illegally penetrating – the companies' computer systems in order to steal or destroy the information on them. Hackers may write programs designed to **overload** an organization's system with requests for information so that users cannot access it. This is a **denial of service attack**, and it causes huge inconvenience for customers and lost business for companies.

'Another problem is **viruses**. A virus is a small program designed to make computers malfunction, despite the **firewalls** and **anti-virus programs** that we **install** as the technical defences to prevent computers being **infected**. Computers may also be **hijacked** – used to send viruses on to other computers. Virus programs designed to do this are **Trojan horses**. These are just some examples of **malicious software** or **malware**.'

B Cybercrime

'**Cybercrime** is criminal activity on the Internet. Companies that sell goods and services over the Internet need to reassure customers that their credit card details will not be stolen by **cybercriminals**. Confidential information is **encrypted** or **coded** so that it cannot be read by others. Companies that sell on the Internet will display the level of **encryption** that users of their site benefit from.

'Internet bank accounts are protected by **passwords**. **Phishing** is when criminals try to obtain this information by sending emails that pretend to be from someone's bank, telling them to reconfirm their **security details** – passwords, etc. – and allowing criminals access to the account. Or they may manage to put **spyware** on your computer that records passwords, etc. as you type them. This is **identity theft**.

'You might get an email telling you that you have won a lottery or that someone's uncle has died and left money that you can claim. These, of course, are **scams**.'

C Privacy and confidentiality

'When someone uses the Internet, they leave an **electronic trail** – a record of the sites they visit – and if they buy something, their personal details. This raises issues of **privacy** and **confidentiality**. Who should have the right to access and analyze this information?

'This is all part of the debate about the powers of **surveillance** – the powers to watch and examine the activities of private individuals – that **law enforcement agencies**, such as the police, should have. Critics say that the authorities should not **snoop into** people's private lives; they say that there are big issues of **civil liberties** at stake. These are freedoms that ordinary people should have without being watched by **Big Brother** – a term from George Orwell's novel *1984* describing a society that was under constant surveillance.'

36 Internet selling

A   E-commerce

E-commerce sites are used to sell over the Internet. Sites specialize in either **business-to-consumer (B2C)** transactions or **business-to-business (B2B)** ones. **E-procurement** is when businesses, government organizations, etc. obtain supplies and services using the Internet.

Here are some frequent combinations with 'e-commerce':

	portal	a 'gateway'	
e-commerce	platform	a computer system used	for selling on the Internet
	site	a website	
	application	a particular type of site	
	solution	a technical means used	
	software	programs used	

B   B2C

Business-to-consumer e-commerce has come to be dominated by a few big companies like Amazon, which used its initial strength in selling books to extend to all sorts of other products. Amazon is a **pure-play** – exclusively – **online seller**; it has no **bricks-and-mortar outlets** – no traditional shops. This is **pure e-tailing**.

Other retail organizations are **clicks-and-mortar outlets**, combining e-commerce with sales through traditional outlets. The Tesco supermarket chain uses e-commerce in conjunction with its existing operations; it did not have to invest in a whole new expensive **infrastructure** of new computer systems, warehouses, etc. to take care of **e-fulfilment** – the processing and delivery of orders.

Price comparison sites allow you to **shop around** and compare prices of different sellers without having to go to each site individually. **Screenscrapers** go to different sites and compare prices for the same products or services, for example flights or insurance, and allow you to buy through the screenscraper site.

> **Note**
> BrE: e-fulfilment
> AmE: e-fulfillment

C   B2B

In business-to-business e-commerce, groups of companies can set up **e-marketplaces**, **trading hubs** or **trading platforms**. These are sometimes used to organize **reverse auctions** on the Internet – the supplier offering the lowest price gets the contract. But this can go against a wide range of close, long-term **supplier relationships** (see Unit 29).

There are **private e-marketplaces** where a single company deals with suppliers in this way. Some companies prefer to use this form of e-commerce because they do not want to indicate their requirements to their competitors, thus revealing their current activities. There are also **consortium e-marketplaces** where **key buyers** in an industry get together to organize buying and selling on a collective basis.

37 Intellectual property

A Downloading

Joe Reggiano is a music industry executive:

'We don't sell as many compact discs these days. Internet users can **download** music from **online music stores** such as iTunes for very reasonable amounts. We **license** the stores to do this. We even organize downloads of concerts just after they have happened. So the whole **business model** in our industry is changing. This is the new way to **generate revenue** – make money – with our **content**, in other words our music, pay **royalties** to its **creators** – the performers – and make a profit and stay in business.

'Of course, **illegal downloading** and **file sharing**, when people make copies for their friends on **peer-to-peer (P2P) sites,** is still going on. But we think that legal downloading is a better alternative for consumers.'

B Copyright infringement

Julia Kaprisky is a film industry executive:

'We have problems with films appearing on the Internet even before their **release** – before they come out in cinemas. And when they do come out, there are people who **pirate** our films by using cameras in cinemas. This **piracy** is **infringing our copyright**. **Content providers** like film companies face a big challenge through **copyright theft** such as this. Our **assets** – our films – are our **intellectual property**. The companies can only be profitable if these assets are **copyrighted** and **protected**.

'Everything on the Internet is in **digitized** form – the language of computers and the Internet. People can make perfect copies of music or films without any loss of quality. We have technical means of **encryption** so that records and films cannot be copied. We also use a system of **electronic** or **digital watermarks** – technical means to identify the source of all material. But of course, there will always be people who find ways of breaking this encryption; our defences will have to become more and more technically advanced.'

> **Note**
> Another form of digitized is digitalized.

C Digital rights management

Julia Kaprisky continues:

'There is a lot of discussion about **digital rights management (DRM)**. Some people say that films and music should not be **copy-protected**, but we argue that films need to make money and be profitable if we are going to be able to pay film makers, actors, etc. and to invest in new films.

'We want a system of digital rights management to make sure that people pay for the films that they watch. We want total **copyright protection** for all our products whereby we receive payment for all use of our property. We want to fight any idea that a record or film can be "free".'
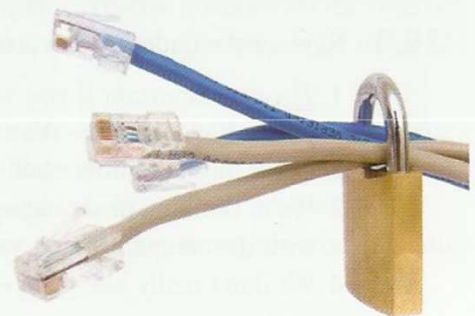
Important words translation

Business Vocabulary in use advanced (second edition)

Units
(1,2,3,16,17,18,19,20,21,29,30,31,32,33,34,35,36,37)

1394

Babak Ashofteh Yazdi

Business Vocabulary in use advanced (second edition)

Bay

Ⓐ *My work is so rewarding*

Rewarding	باارزش
Stimulating	انگیزشی
Originality	ابتکار،اصالت
Creativity	خلاقیت
Presentation	ارائه
Client Contact	تماس با مشتری
Hands-On	آچار به دست ، پای کاربودن
Productive	تولیدی
Hit it off somebody	با کسی گرم گرفتن
Get on well	ادامه داشتن
Rapport	توافق، تعامل
Between	بین دو چیز

Ⓑ *I like the team work*

Putting ideas into practice	ایده ها را عملی کردن
Working on my own	برای خود کارکردن
Achivement	موفقیت همراه با تلاش
Chain to desk	چسبیده به میز – کار پشت میزی
Admin and paperwork	کار اداری و کاغذ بازی
Snowed under	در گیر کاری شدن،پوشیده شدن با
Red tape and bureaucracy	خطوط قرمز و سلسله مراتب اداری
Rigid procedures	مقررات(رویه) خشک و دست و پاگیر
Slow things down	سرعت کار را کند کردن
Get on well	ادامه داشتن
Rapport	توافق، تعامل
Among	بین چند چیز

Ⓒ *I want to make a contribution*

Contribution	سهم کسی در چیزی، آورده ،مقدار مشارکت
Motivation	عامل محرک ، انگیزه
Satisfaction	رضایت بخش
Stretching work	کار با تنش
Limits of skill	مرزهای مهارت
Difficult and demanding	سخت و طاقت فرسا
Get recognition	مورد قدر دانی قرار گرفتن
Unnecessary interference	دخالتهای بی مورد
breathing down my neck	تو کارکسی سرک کشیدن ،موی دماغ شدن

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② *Management styles 1*

Ⓐ *Motivation 1*

Senior manager	مدیر ارشد
Car rental firm	شرکت اجاره خودرو
Find satisfaction	احساس رضایت کردن
Responsibility	مسئولیت
Direct impact	تاثیر مستقیم
Use their initiative	استفاده از قریحه (ابتکار)
Moral	روحیه
Leads	چیزی منجر یا منتهی شدن به چیز دیگر
Feeling of well-being	احساس خوب بودن

Ⓑ *Motivation 2*

Subordinates	زیردستان،زیرمجموعه
Working under me	زیر نظر من کار میکنند
Constant supervision	نظارت یا سرپرستی مستمر
Authoritarian	سلطه جویانه ، مستبدانه
Consultation	مشورت

Theory X: the idea that pepole dislike work and will do everything they can to avoid it.

Theory Y: the more advanced view that , given the right conditions everyone has the potential to find satisfaction in work.

Theory W: (for 'whiplash'), the idea that most work since the beginning of human society has been done under systems of slavery.

Ⓒ *Theory X and Theory Y*

Conservative views	نگاه محافظه کارانه
US Thinker	متفکر (اندیشمند) امریکایی
Whiplash	شلاقی، زور گویی
Humanitarian	بشردوستانه ، انسان دوستانه
Given the right conditions	در صورت شرایط درست

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③ *Management styles 2*

Ⓐ *Hvgiene Factors* عوامل روان فردی (بهداشت) کار

Hvgiene Factors: *(Supervision,Policy,Working Conditions, Salary,Peer relationship,Security)*

Supervision	نظارت ،سرپرستی
Policy	خط مشی،سیاست گذاری
Working Conditions	شرایط کاری
Peer relationship	روابط هم رده ها ،هم رسته
Security	امنیت شغلی

Ⓑ *Motivator Factors* عوامل انگیزشی

Motivator Factors: *(Achivement,Recognition,Positive feedback,the work itself,Responsibility,Advancement,Personal growth)*

Recognition	حس تشخیص ارزشمند بودن
Responsibility	حس مسئولیت ، پاسخگویی
You are in charge	شما مسئول هستید
Promote	ترقی

Ⓒ *Empowerment* توانمند سازی-چایک سازی-بعلت داشتن اختیار کافی سرعت عمل در سازمان بالا میرود

Delegate	محول کردن،تفیض اختیار

A *Strategy*

Profitability	سوددهی،سود آوری	Strategic Success	موفقیت استراتژیک	Commitment	التزام ، تعهد
Asset	دارایی	Formulate Sterategy	فرموله کردن استراتژی	Implementation of strategy	پیاده سازی استراتژی
Particular objective	هدف خاص	Organizations State....	سازمانها بیان میکنند		
Peer relationship	روابط هم رده	Overall objective	هدف غائی		
know-how	the (technical) knowledge and skill required to do something	Vision Statement	چشم انداز ماموریت		
Senior Executive	مدیر اجرایی ارشد	Mission Statement	بیانیه ماموریت		

B *Word Combination with strategic*

Strategic + راهبردی

Success	موفقیت استراتژیک
Move	اقدام استراتژیک
Partnership	همکاری یا مشارکت استراتژیک
Decision	تصمیم استراتژیک
Acqusition	خرید شرکتی دیگر برای اهداف استراتژیک(اکتساب مالکیت)
Goal	هدف استراتژیک
Vision	چشم انداز استراتژیک

C *Companies and markets*

foothold/toehold	پاگذاشتن ، تک پا زدن
Invade	هجوم بردن
Withdraw	حذف کردن

	When a Company +		+ a Market
تلاش جهت جلوگیری از موفقیت رقبا در بازار	Defends		
شروع به فروش یک محصول برای اولین بار در بازار	Attacks		
اشغال بخش کوچکی از بازار برای آماده سازی دستیابی به بازار بزرگتر	Stablishes a foothold/toehold in		
شروع کسب موفقیت بالا در بازار در ادامه Attack	Invades		
بزرگترین رقیب در بازار-حرف اول در بازار	Dominates		
ترک بازار از بابت فروش محصول	Withdraws from		

B *Competing and Competetive* هر دو قید به معنای رقابتی

محصولاتی با یکدیگر در رقابت هستند = Competing

A *Competition*

Cut-throat	گلو بر – نفس گیر
Ferocious	وحشیانه ، سبوعانه
Intense	شدید ، پرتنش ، جوشی
Fierce	درنده خو ، لجام گسیخته، هار
Stiff	سفت ، سرسخت ، لجوج، سماجت شدید
Encourage	تشویق ، ترغیب ، دلگرمی
Intensify	بر شدت چیزی افزودن
Sharpen	تند و تیز کردن
Harm	صدمه
Inhibit	مهار،بازدارنده
Stifle	خفه کردن ، سرکوب کردن، فرو نشاندن
Key-Players	بازیگران کلیدی (اصلی)
Minor-Players	بازیگران فرعی

	bids	رقابت در مزایده	bids	غالب شدن و بدست آوردن چیزی
Competing +	offerings			رقابت در عرضه محصول
	Suppliers			رقابت در تامین کنندگان خدمات یا محصولات یکسان
	Technologies			فناوری های رقابتی

رقابت در یک نوع محصول = Competing

تحمل یا تحمیل کردن Bring to bear

Competetive +	Position	جایگاه رقابتی
	Pressure	توان (فشار)رقابتی ، زور یک شرکت در بازار در مقابل دیگران
	Price	قیمت رقابتی
	Threat	تهدید رقابتی ، برای تضعیف جایگاه دیگر رقبا
	Advantage/Edge	مزیت رقابتی ، برتری رقابتی
	Superior Product	برتری محصولات
	Give it a lead over its rivals	برتری دادن در برابر رقبا
	Strategy	راهبرد رقابتی

18 Companies and their industries

A Competetive forces — نیروهای رقابتی

English	فارسی
Thinker	متفکر
Industries competitors	رقبای صنعت
Rivalry	رقابت
Potential entrance	تازه واردهای بلقوه
Substitutes	جایشینان،جایگزینان
Bargaining of supliiers	چانه زنی تامین کنندگان

B SWOT) Strengths,Weaknesses,Opportunities,Threats(— تحلیل نقاط قدرت ، ضعف ،فرصت ، تهدید

English	فارسی
Government Regulation	مقررات (آیین نامه ها)دولتی
Legislation on broadcating	قانون گذاری انتشارات صوتی و تصویری(ماهواره ای)
Represent	بیانگر ، نشانگر
Pose	فراهم کردن ، منجر شدن
Know-how	داشته ها، دانسته ها ، فوت و فن کار
Core Competencies	صلاحیت یا شایستگیهای محوری (کلیدی)
In term of	در مقایسه با
Focus	تمرکز
Nich	حفره ،قسمت خاصی از بازار با نیاز مشخص
Stuck in middle	وسط چیزی گیر کردن،لاینحل شدن

C Be good at something

English	فارسی
Cost leadership	رهبری هزینه ها
Volume industries	صنایع حجیم (مبتنی بر تولید انبوه)
Differentiation	تمایز
Added-Value	ارزش افزوده

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19 Key Strategic issues — مباحث کلیدی راهبردی

A Industries and their players

English	فارسی
Industries fragmented	صنایع تجزیه شده(غیرمتمرکز)
Market share	سهم بازار
Meal	غذا ، خوراکی
Low entry barriers	عوامل بازدارنده پایین
Capital	سرمایه
Attractive	جذاب
Profitability	سود دهی ، سود مندی

B Mergers and Acquisitions — ادغام و در برگرفتن (سهم خود کردن)

English	فارسی
Acquisitive	حریص، طماع ، زیاده طلب
Take over	بلعیدن (خرید کل سهام)
Strategic acquisision	تملک استراتژیک
Vertical integration	خرید کل چرخه تامین کنندگان
conglomerate	توده ، مخلوط
Unwieldly	بدقواره
Subsidaries	شرکت های زیر مجموعه

C Make or Buy — نظریه مدیریتی (خودمان بسازیم یا بخریم)در فرایندهای مختلف

English	فارسی
Supporters	حامیان
Portfolio theory	تئوری سبد(بورس ،کالا،...)
Compensate	جبران کردن
Holds that	بر این تکیه دارد
Dispose	ترتیب کارها رامعین کردن،مرتب کردن

English	فارسی
Divest	عاری کردن ،محروم کردن ،بی بهره کردن
In order to	به منظور
Particular components	اجزاء خاص
In-House	درون سازمانی
Chaebols	کسب و کار خانوادگی در کره جنوبی

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20 Innovation — ابداع و نوآوری

A Innovation and the Devlopement Process — ابداع و نوآوری و فرایند توسعه

English	فارسی
Foster creativity	(ترویج)پرورش خلاقیت
Usual framworks	چهارچوب های معمول
Skunk	راسو ،تندخو ،بدرفتار
Skunk works	کارهایی که کثیف کاری توش دارد
Firmly	با صراحت، با جدیت، با عظم راسخ
Heavily involved	بشدت درگیر بودن
Focus groups	گروه های متمرکز ، گروه های هدف
Very large state	دید کلان
Very early stage	اولین مراحل ،مراحل اولیه

B Pioneers and followers — پیشگامان و پیروان (دنباله روان،گروندگان)

English	فارسی
Bring a product to market	اولین ارائه دهنده محصول به بازار
First mover advantage	مزیت اولین عرضه کننده
Influence	تحت تاثیر قرار دادن
Trendsetters	رواج دهنده
Innovator	درمورد فرد:ابداع کننده ،و در مورد شرکت:رواج دهنده
Follower	دنباله رو ، تعقیب کننده

C *Shakeout and Consolidation*   نوسانات بازار

Emerging industry	صنعت نوظهور	*Drop out*	از دور خارج شدن ،کنار کشیدن
Attractive	جذاب	*Dominate*	چیره شدن ، تسلط یافتن
Future structure	ساختار آتی (آینده)	*Mature*	در مورد انسان :بالغ –در مورد شرکت :تکامل یافته ،تثبیت شده
Stablish	تثبیت ،برقراری		

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21 *Preparing for the future*   آماده شدن برای آینده

A *Scenario planning*   طراحی (برنامه ریزی)سناریو

Long-term strategy	استراتژی درازمدت
Oil company	کمپانی نفتی
Contribute	نقش ، سهم در کار
Anticipate	پیشدستی یا پیشگیری کردن
Judge and estimate	تصمیم گیری و تخمین
Behaviour and activities	رفتار و اقدامات(فعالیتها)
Trends	گرایش ها ، تمایلات ،روندها
Social and economic	اجتماعی و اقتصادی
Environment	محیط
As a whole	بصورت کلان ، کامل
Evolve	تکامل یافتن
Fuel	سوخت

B *Futurology*   آینده پژوهی (شناسی)

Futurologist-futurist	آینده شناس
Forecasting	پیشگویی
Predicting	تخمین زدن ،براورد کردن
Manner	به شکل ،به گونه
Panel of experts	هیات نخبگان (خبرگان)
Iterative	تکراری
Opinion converge	عقاید همگرا شدن
Consensus	به اجماع رسیدن
Applications	کاربردها
Structured group	گروه ساختاریافته
Adapted	اتخاذ شده
Individual	منفردا، بصورت مجزا

C *Risk Management*   مدیریت ریسک

Nationalization	ملی سازی
Assets	منابع
Elsewhere	در جاهای دیگر
Accused of	متهم شدن
Don't approve	به رسمیت شناختن
Impact	تاثیر
Reputation	اعتبار ، وجهه
Social Responsibility	مسئولیتهای اجتماعی
Oil spills	نشت نفت
Pollution	آلودگی
Associated	متحمل شدن ، مرتبط شدن
fines	جریمه ها
Long-term cost	هزینه بلند مدت
Perceived	حفظ کردن و نگهداری آبرو و وجهه
Badly handled	بد اداره کردن چیزی
Public relation disaster	بحران روابط عمومی
Crises	بحران ها
Contingency plans	برنامه های پیش گیرانه)جایگزین(

Crisis management plans	برنامه های مدیریت بحران
Business continuity plans	برنامه های مستمر تجاری
Carry on	ادامه دادن
Crisis(singular)	بحران
Crises(Plural)	بحران ها

A — Manufacturing — بخش تولیدی

English	Persian
Manufacturing + Sector	بخش تولید
Plant	کارخانه تولیدی
Jobs	مشاغل تولیدی
Productivity	بهره وری تولید
Capacity	ظرفیت تولید
Operations	عملیات یا فعالیت تولیدی
Process	فرایند تولید
Fab=Fabricate	
Fab plant	کارخانه پیشرفته تولید قطعات الکترونیک
Assembly plant	کارخانه ای با خط مونتاژ
Ramped up	بشدت افزایش پیدا کردن
Progressively	به شدت بالا
Operate full capacity	فعالیت با حداکثر ظرفیت
suppliers	تامین کنندگان
Component	اجزاء و قطعات
Order and deliver	سفارش و تحویل
Right time	به موقع
Make up	تشکیل دهنده ، آرایش کردن
Efficiently	کارامد ، موثر

B — Vertical Integration — ادغام عمودی

English	Persian
Outsource	برون سپاری
Procurement	تدارکات
Integrated into	تجمیع شدن
Just-in-time	درجا،در لحظه
Eliminate	حذف کردن
Warehousing	انبار کردن
Warehousing- Handling	مدیریت انبارداری
Supervise	نظارت کردن
Cluster - Group	دسته های ، خوشه های تامین کنندگان
Captive	اسیر
Captive plants	کارخانه تولید انحصاری محصول
Retail	خرده فروشی

C — Retailing — فروش آزاد محصولات (خرده فروشی)(-فروش خرده فروشی)

English	Persian
Transport	جابجایی محصول
Distribution	توزیع محصول
Automated warehouse	انبارهای مکانیزه شده
Logistics	آماد و پشتیبانی

A — Logistics

English	Persian
(CSCMP) Council of Supply Chain Management Professional	گروه متخصصین مدیریت زنجیره ای تامین
Implements	پیاده سازی و اجرا
Cost-Effective	مقرون به صرفه
Forward and Reverse	روبه جلو و معکوس
Origin and Consumption	مبدا و مصرف
In order to	به منظور
Requirements	احتیاجات ، نیازهای مشتری
Inventory -Stocks	انبارگردانی و کالاهای ذخیره شده
At rest or Motion	در حالت سکون یا جابجایی
Referred to	مربوط به
Raw materials	مواد خام
Work-In-progress	فرایند تولید در حال انجام
Finished goods	محصول ساخته شده
Logistician	تحصیل کرده مدیریت آماد و پشتیبانی

B — Logistical combination — ترکیبهای لجستیک

English	Persian
Logistical + (لجستیکی)(صفت) Nightmare	کابوس لجستیکی
Problem	مشکل لجستیکی
Difficulty	دشواری لجستیکی
Challenge	چالش لجستیکی
Hurdle / Obstacle	مانع لجستیکی

C — Reverse Logistics — لجستیک معکوس (برگشت محصول جهت تصحیح)

English	Persian
Valuable outcomes	خروجی(محصول) ارزشمند
Sustainable Development	توسعه پایدار
Cradle to Grave	گهواره تا گور
Disposal or Recycle	بازیافت
Initiative	حوزه پیشگام
(WEEE) Waste Electrical and Electronic Equipment	پسماند تجهیزات الکتریکی یا الکترونیکی
European Union	اتحادیه اروپا
Directive -set of rules	دستورات مقرراتی
Reuse	استفاده مجدد
Repair	تعمیر
Refurbishment	برگرداندن محصول به شرایط اولیه در کارخانه
Refurbished	کاهش قابلیت محصول و خدمات آن بعلت برگشتی بودن
Remanufacturing	بهینه سازی یک محصول
Salvage	ذخیره برای استفاده آینده
Retired product	محصول از رده خارج شده
Dismantled	اوراق شده
Recovering materials	مصرف مجدد مواد

برون سپاری درون مرزی و برون مرزی

A **Outsourcin**   برون سپاری

Subcontractors	پیمانکاران-قراردادهای پیمانکاری
In-house	داخل شرکت
Non-core	فعالیتهای غیر مرکزی -غیر اصلی
Or Core Competences Core Competencies	مهارتهای اصلی یا محوری
Non-core	فعالیتهای غیر مرکزی -غیر اصلی
Competitive/edge	مزیت رقابتی
Farms-out	کاری را به دیگران سپردن
Undertake	تقبل کردن ، به عهده گرفتن
Cost transaction analysis	تحلیل هزینه های تراکنش (مالی)
Undertake	تقبل کردن ، به عهده گرفتن
Supplier's expertise	تامین کنندگان متخصص
Expertise	مهارت و دانش
Unwilling	نمیخواهد ، تمایل ندارد
Corporate culture	فرهنگ سازمانی

Business process	برون سپاری فرایند کسب و کار
IT	برون سپاری حوزه فناوری اطلاعات
Logistics	برون سپاری آماد وپشتیبانی
Strategic	اهمیت برون سپاری در اهداف بلند مدت یک شرکت
Offshore	برون سپاری برون مرزی

+ Outsourcing

Offshore	فرا دریایی

B **Business process outsourcing (BPO)**

Offshore	فرا دریایی
Back-office outsourcing	برون سپاری فعالیتهای ستادی
Purchasing	خرید مواد اولیه
Payroll	بخش پرداخت حقوق کارکنان
Billing-Invoicing	پیش فاکتور-صدور فاکتور -قبض
Front-office outsourcing	برون سپاری فعالیتهای عملیاتی
Customer-facing	در مواجهه مستقیم با مشتری
Technical support	پشتیبانی فنی
Marketing	بازاریابی

C **offshoing**

Abroad company	شرکتهای خارج از کشور
Knowledge Process Outsourcing (KPG)	برون سپاری فعالیتهای دانشی
Pharmaceutical	وابسته به داروسازی
Knowledge workers	کارکنان دانش (متخصص)
Cost saving	صرفه جویی در هزینه
Developing countries	کشورهای درحال توسعه
Trend	گرایش
Globalize	جهانی کردن

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32 **Evolving web 1**

A **Broadband internet**   اینترنت پرسرعت

Broadband access	دسترسی سریع
VOD(video on demand)	تماشای انتخابی ویدئو توسط کاربران
Stream	جریان اطلاعات (ویدئو یا صدا)
WLAN	شبکه محلی وایرلس
WIFI	امواج وایرلس
Hotspot	اشتراک گذاری بصورت بیسیم

B **Mobile internet**   اینترنت تلفن همراه

PDA(Personal Digital Assistance)	دستگاه همراه دیجیتالی
Handheld	سری جدید دستگاه های PDA – دستی
GPS (Global Positioning System)	سیستم موقعیت یاب جهانی
Navigate	راهبری
Mapping	نقشه نگاری ، جانمایی بر روی نقشه

C **Moore's law**   قانون مور

Principle	سرمنشاء ، سر آغاز
Component	جزء ، بخش ، سازنده
Roughly	بطور تقریبی
Halve	به نصف تقلیل پیدا کردن
Forseeable	قابل پیش بینی بودن
Co-founder	بنیانگذار
Prediction	پیشگویی ، پیش بینی

A — Web 2

English	فارسی
Evolving	تکامل یافتن
Went out of	از دور خارج شدن
Dotcom bubble burst	حباب بزرگ داتکام
Emerged	ظهور یافته
Platform	زیر ساخت مناسب ، روی سکو بلند ،عرشه کشتی
Emphasizes	پافشاری کردن ، تاکید کردن
Communication	ارتباطات
Interoperability	درون یک مجموعه باهم کارکردن
Collaboration	تشریک مساعی ، همکاری
Sharing	به اشتراک گذاری
Wikis	دایرة المعارف ها

C — Website Attractiveness   جذابیت سایت

English	فارسی
User firendliness	کاربر پسند
Interactive	تعاملی
Generate revenue	درامدزایی کردن
Hits	تعداد کیلیک یا بازدید از سایت -متره یک سایت
Unique users	کاربر منحصر به فرد

B — Keep in touch   با هم در تماس بودن

English	فارسی
Instant messaging	پیام رسانی فوری
Social networking	شبکه های اجتماعی
Profile	فضای شخصی
Speciality	خاص
Specialize forum	انجمنهای تخصصی
Vetted Backround check	پیش شرط داشتن – چک شدن - ارزیابی
Blogosphere	مجموعه بلاگها
Bloggers	وبلاک نویس
Socialize	معاشرت ، مراوده

English	فارسی
Sticky	رغبت ماندن در یک سایت ،چسبنده،گیرا
Internet rating agencies	آژانسهای رتبه بندی کننده سایتهای اینترنتی
Unique users	رتبه
Killer app	نرم افزار خیلی سرآمد و مورد توجه

A — Knowledge creation   خلق دانش

English	فارسی
Continually	به طور مستمر
SECI(Socialization,Externalization, Combination,Internalization)	
Build up	ساختن ، ایجاد کردن
Learning-organization	سازمان یادگیرنده
Innovation	نوع آوری ، ابداع
Intellectual capital	سرمایه معنوی
Sociaization	اجتماعی سازی کردن
Spread	نشردادن
Tac	ناگفته
Externalization	برونی کردن ، برون سازی
Analogy	قیاس
Analogies	قیاسی
Combination	ترکیب
Sort	مرتب کردن
Internalization	ذاتی کردن ، نهادینه کردن
Hands-on experience	تجربه عملی
Knowledge base	پایه دانش
Asset	دارایی

B — Interanet   شبکه داخلی سازمانی

English	فارسی
Corporate interanet	اینترانت شرکت
Propose	ارائه شدن ، مطرح شدن
Never taken up	هیچ وقت تحقق نیافته است.
Tap in to	وارد شدن به
Chat room	اتاق گفتگو
Forum	انجمن تخصصی
Useable ways	راه های قابل استفاده
Well-organaized	خوب سازماندهی شده
Information overload	غرق در اطلاعات
Metadata	اطلاعات کمکی برای یافتن اطلاعات دیگر –فراداده

C — Global communities   مجامع جهانی

English	فارسی
Collective(crowd) intelligence	خرد جمعی
CEO(Chief Executive Officer)	مدیر ارشد اجرایی
Gold mining	معدن طلا
Collaborative site	سایت تشریک مساعی(سایت اشتراک گذاری)
Proprietary	مالکیت ، اختصاصی
Crowd Sourcing	برون سپاری یک وظیفه به گروه بزرگی از افراد
Prosumers=customers +cunsomer	مشتریان + مصرف کنندگان
Mass collaboration	تشریک مساعی جمعی

A *Attack and Defence*   حمله و دفاع

English	Persian
Consultant	مشاور
Infiltrate	نفوذ کردن، رخنه کردن
Illegally penetrating	نفوذ غیرقانونی
Steal	دزدی
Overload	افزایش بار ، غرقه شدن
DOS(Denial Of Service)	حملات از کارانداختن سرویس
Inconvenience	غیر متعارف
Malfunction	غیر عملیاتی شدن ، خراب شدن
Infected	تحت تاثیر قرار گرفته
Hijack	فرستادن ویروس از یک سیستم میانی به کامپیوتر های دیگر
Trojan horses	برنامه های مخربی که برای Hijackاستفاده میشوند
Malware = malicious software	بدافزار ، نرم افزار مخرب

B *Cybercrime*   جرائم سایبری

English	Persian
Criminal	مجرمانه
Reassure	اطمینان
Confidential	محرمانه
Encrypt	رمزگاری
Benefit	مزیت ، سودمندی
Phishing	نوعی حمله که باجلب اعتماد افراد هویت بانکی آنها را به سرقت میبرد
Pretend	وانمود کردن
Identity theft	سرقت هویت
Spyware	بد افزار سرقت هویت
Claim	مدعی شدن
Scam	دروغ، فریب

A *Privacy and confidentiality*   حریم شخصی و محرمانگی

English	Persian
Electronic trail	ردپای الکترونیکی
Raises issue	بروز پیامد
Debate	بحث ، گفتمان
Serveillance	نظارت
Law enforcement agencies	مراجع ذیصلاح ،آژانس های قانونی نظارت
Critics	منتقدین
Authoroties	مراجع قانونی قدرت
Snoop into	سرک کشیدن
Civil liberties	آزادیهای مدنی
Stake	مخاطره

(A) *E-Commerce*   تجارت الکترونیکی

B2B(Business-to-Business)   تجارت بین شرکتها

B2C(Business-to-Consumer)   تجارت بین شرکت و مصرف کننده(خرده فروشی اینترنتی)

E-Procurement   تدارکات الکترونیکی (عمدتا بین سازمانهای دولتی)

	Portal (Gateway)	درگاه اینترنتی تجارت الکترونیک
	Platform (Computer system)	سیستم کامپیوتری(خط مشی) مورد استفاده تجارت الکترونیکی
E-commerce +	*Site (Website)*	سایت اینترنتی تجارت الکترونیکی
	Application(Site Type)	نوع خاص صفحه اینترنتی تجارت الکترونیکی
	Solution(Technical means)	راه حل تخصصی تجارت الکترونیکی
	Software (Programs used)	نرم افزار خاص تجارت الکترونیکی

(B) *B2C*   *B2C(Business-to-Consumer)*

Initial	شروع چیزی ، اولین ، آغازین
Strength	نیرو ، توانایی ، قدرت
All sorts	همه گونه ، همه جور
Pure -play	بدون واسطه
Exclusively	منحصرا
Online sell	فروش برخط ، فروش اینترنتی
Bricks-and-mortar outlet	عرضه فیزیکی محصول مانند خرید مستقیم و فیزیکی از فروشگاه
Pure etailing	خرده فروشی اینترنتی تمام عیار(خالص)
Clicks-and-mortar outlet	انتخاب اینترنتی محصول و تحویل فیزیکی آن به مشتری
Conjunction	در پیوند با ، پیوستگی
Infrastructure	زیرساخت
Take care of	مراقبت از ، نظارت بر انجام کاری
E-fulfilment	پروسه (فرایند) الکترونیکی سفارش و تحویل کالا
Price comparison site	سایت مقایسه قیمت کالا
Shop around	مشاهده فروشگاه های مختلف برای مقایسه قیمت و محصولات در یک محل
Screenscrape	به تکنیکی گفته میشود که اطلاعات مشخصی را از روی صفحات وب استخراج میکند
Flights & insurance	هزینه بلیط هواپیما یا خدمات بیمه

(C) *B2B*   *B2B(Business-to-Business)*

E-marketplace	فروشگاه بزرگ مجازی
Trading-hubs *Trading-platforms*	زنجیره بازرگانی
Reverse auctions	ارائه پایین ترین قیمت توسط تامین کنندگان جهت مجاب نمودن شرکت ها برای عقد قرارداد
Wide range of close	دامنه وسیع و محدود
Supplier relationships	روابط بین تامین کنندگان
Private e-marketplace	محل فروش الکترونیکی خصوصی بازرگانی الکترونیکی خصوصی
Indicate	خاطرنشان کردن
Reveal	آشکار کردن،فاش شدن
Thus	بدین طریق ، بدین نحو
Concortium	ائتلاف چند شرکت یا بانک برای انجام کار بخصوص
Key buyers	خریداران کلیدی
Collective basis	برپایه دسته جمعی- بنیاد گروهی

A   *Downloading*

Property	ویژه گی،خاصیت مالکیت
Intellectual	ذهنی ، فکری
Intellectual Property	دارائی های معنوی
Music industry executive	مدیر اجرائی شرکت نشر موسیقی
Very reasonable amounts	مبلغ خیلی معقول
License	مجوز
Business model	مدل تجاری
Generate revenue	بدست آوردن منفعت
Content	محتوی کاری،موضوع فعالیت
Royalty	حق امتیاز
Creators	خالقین
Performers	ایفا کنندگان
Illegal downloading	دانلود غیر قانونی
File sharing	به اشتراک گذاری فایل
P2P(peer to peer)	فرایند ارتباطی نظیر به نظیر

B   *Copyright Infringment*   تخلف حق نشر

Copyright	حق نشر
Infringement	تخلف
Film industry executive	مدیر اجرائی در صنعت فیلم سازی
Release	رها کردن ، اکران
Pirate , piracy	سرقت ادبی ،دزد دریایی
Infringing copyright	تخلف حق نشر
Content provider	تولید کنندگان محتوی
Face a big challenge	مواجه شدن با هماوردی(چالش) بزرگ
Copyright theft	سرقت حق نشر ، عدم رعایت حق نشر
Asset	دارائی
Digitized ,Digitalized	دیجیتالی شده
Perfect	کامل
Encryption	رمز نگاری
Digital watermark	فرآیند تشخیص صاحب اثر
Record	موارد ذخیره شده(ضبط دیجیتالی شده)
Argue	استدلال کردن،دلیل آوردن

C   *Digital Rights Management*

Digital rights management(DRM)	مدیریت حقوق دیجیتال
Copy-protected	حفاظت نسخه برداری
Invest	سرمایه گذاری
Wherby	که به موجب آن