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Garchuk I. M.

STRATEGIC MANAGEMENT OF THE ORGANIZATION: CONCEPTS AND APPROACHES

Garchuk I. M.

Abstract.

The strategic management system in modern conditions acts as one of the most important factors in the activities of organizations. Modern concepts of strategic management take into account the results and conclusions of the original concepts, the differences between corporate, business and functional strategies, developed methods of their creation and analytical interpretation of their impact on the results of organizations. In the works of scientists, the conceptual foundations of strategic management and its functions, the relevance of strategic management and planning, their features, approaches, methods and technologies for the development and implementation of the organization's strategy are determined. The modern theory of strategic management is very extensive, it has many directions, mutually exclusive views and concepts. The article discusses some of them.

Key words: strategic management, concepts, theories, organization, strategy, approaches, concept, processes.

Introduction.

A strategic approach to the company development was the case back in the 20-30s of the last century, the terms "strategic management" and "strategic planning" were widely introduced into the practice of Western management in the 60s of the last century and were evolving over the first thirty years of their history. The passion for strategic planning methods in the 60s and 70s was later replaced by some refraining from it followed by the revitalization of methods and theories of strategic management and planning already in the 90s. American and European scientists, representatives of managerial consulting structures persuaded managers to use a various strategic theories. During the period of economic growth or recession, many of the management tools were effective for some time, but sooner or later, when applied as a "universal approach", they did not give results. In the end, each approach was replaced by the next more promising methodology [1].

There are hundreds of models in which an attempt was made to formalize the processes of strategic management and planning, their diversity, numerous theories, schools and trends were described in monographs, articles and textbooks. All this makes it difficult to build a logical chain of concepts and categories of all numerous opinions. Some focus on the process itself, during which the company develops and implements its strategies, while other approaches provide arguments in favor of specific methods for strategy identification. All approaches have at least one common point – the focus is made on strategy.

Large contribution to the formation and development of strategic management was made by representatives of various Western schools I.Ansoff, P.Doyle, P.Drucker, B.Karlof, J.Quinn, H.Mintzberg, T.Peters, M.Porter, K.Prahalad, G.Simon, A.Strickland, A.Thompson, G.Hamel, D.Hussey, A.Chandler, K.Andrews, and others.

For domestic companies, the methods of strategic management are new one side, and well known on the other side. Long-term planning in the economy and five-year plans were the basis of the economic activity of Soviet enterprises. At the same time, modern methods of strategic management and planning, adequate to market conditions and a rapidly changing external environment, were less known to heads of enterprises. But since the mid-90s of the 20th century and in the first years of the 21st century, methods and technologies of strategic management and planning have been used in domestic practice.

The works of many Russian scientists address the issues of strategic management and planning. Studies of O.S. Vihansky, A.L. Gaponenko, V.V. Glukhov, V.I. Goncharov, L.G. Zaitsev, A.I. Ilyin, Yu.A. Malenkov, A.P. Pankruchin, A.N. Petrov, A.A. Petrosov, M.I. Sokolov, R.A. Fatkhutdinov, define the conceptual foundations of strategic management and its functions, the relevance of strategic management and planning, reveal the essence and content of strategy concept and its types.

Various aspects of strategic management with reference to Belarusian economy sectors are considered researches of N.P. Belyatsky, A.A. Brass, A.A. Bykov, E.I. Velesko, O.A. Vysotsky, V.F. Medvedev, A.A. Nepravsky, L.N. Nekhorosheva, R.S. Sedegov and others. The authors described theoretical, methodological and applied aspects of strategic management, its features, approaches, methods and technology for the formulation of an enterprise development strategy.

Theoretical approaches to the definition of strategic management.

The key concept in the theory of strategic management is strategy. The study of theoretical approaches to strategy concept testifies its multiple and ambiguous interpretation, its versatility. According to one approach, strategy is considered as a long-term planning at the enterprise level in a market economy. This approach is based on transferring the enterprise development trends to the future, and especially effective outcomes are achieved at the stage of economic recovery, when growth trends were predicted for the future [2]. Another approach considers the development of numerous planning processes and procedures provided by various new methods of analysis and methodologies such as the matrix of market share growth, the profit impact on market share. At the same time, the plan was a set of possible alternatives in compliance with the projected changes in the business environment [3]. Another approach speaks about the attitude to strategy as a search method – to focus on certain areas or opportunities of activity, to discard all other opportunities as incompatible with strategies. Strategy is also considered as a very complex phenomenon that cannot be controlled on the basis of a single simple formula, as a clever technique, a special "maneuver" undertaken in order to outwit an opponent or competitor [4].

Most often, strategy is understood as long-term plans of the top management to achieve the long-standing goals of the enterprise. The concept of strategy changed along with changes in business conditions. Some scientists say that this is a set of means by which an organization approaches achieving its long-term goals [5]. Others believe the strategy is a set of rules for decision-making, which the organization is guided by in its activities [6]; others – long-term (sustainable) value [7]. Another opinion: a strategy is a plan of firm management aimed at strengthening its position [8].

The concept of strategy as applied to business began to be used with the publication in 1962 of A. Chandler's "Strategy and Structure: Chapters in the History of the American Industrial Enterprise", the Harvard Business School collective book "Business Policy" published in 1965, with C. Andrews being the author of the analytical text, and publication "Corporate Strategy" by I. Ansoff. They described definitions and concepts that have become classic today.

A. Chandler for the first time in historical analysis studied the company genesis through the relationship of the external environment, development strategy and organizational management structure. This approach is a classic view of the strategy essence which requires to determine the long-term development of the company development. These goals should be permanent and not change until external conditions or internal changes force management to reconsider long-term development plans [9].

K. Andrews focused his attention on senior management in the process of developing and implementing the company's development strategy. The Harvard Group model guided by K. Andrews is based on a well-known SWOT analysis. Formulation of the strategy, its evaluation and the choice of the best option are much affected by the values of senior management and ethical norms of society, which are expressed in the form of social responsibility [6].

I. Ansoff contrasted strategic management with operational (tactical), and the entrepreneurial type of conduct with incremental. At the same time, this type of company conduct was characterized as incremental, when its development involves minimal changes relative to traditional behavior, and as an entrepreneurial type – a purposeful desire for changes that ensure victory in competition and maximum profit. He formulated several definitions of the strategy concept and highlighted its distinctive features [10].

Thanks to these concepts, theory and practice formulated long-term planning at the enterprise level in a market economy. The leading statement was about the transfer of the enterprise development trends to the future. Action based on rational analysis or actions based on intuition, inspiration and insights is a continuation of disputes between the schools of I. Ansoff and H. Mintzberg on the fundamental nature of strategic planning [3; 4].

Based on the analysis of the initial concepts of strategic management, it can be concluded that, like any theories, they had typical disadvantages for the initial stage of any field of scientific research. These developments were mostly of an expressed applied nature, and they also lacked statistical and econometric methods of analysis. However, subsequent and any modern concepts of strategies in their attempts to develop the theory of strategic management take into account the results and conclusions of original concepts, their interpretation of the strategy concept, differences between corporate, business and functional strategies, developed methods of their creation and analytical interpretations of their impact on results of enterprises. There are ten different schools in the scientific literature, most of which are reflected in practical management (Table 1) [4].

School that H. Mintzberg and other authors called "configuration school", combined objectives of all previous schools – the process of strategy development, its content, organizational structure and environment [4].

Foreign and domestic theoretical developments say that a strategy is a logically consistent integrated decision-making scheme. One authors such as A. Chandler, A. Thompson, A. Strickland and others consider the need to define long-term goals and objectives for the development of the enterprise, approving a course of action based on allocation of resources required to achieve these goals to be the main strategic guideline [6; 11]. O.S. Vihansky, M. Porter and others consider the main characteristic of the strategy to be the finding of competitive advantages, the orientation of which should mean the position of the enterprise in the market [12; 13].

According to I. Ansoff, H. Mintzberg, D. Aaker, emphasis is more on maintaining a system of relationships between the company and the environment that allow it to achieve its goals, correspond to its internal capabilities, and allow it to remain receptive to external challenges [3; 4; 14].

Table 1 – Comparative analysis of strategic management schools

School	Shaping strategy as a process	Representatives	Description
Design	Understanding	F. Selznick, A. Chandler, K. Andrews	The strategy reflects fundamental correspondence between external capabilities and internal potential of the company
Planning	Formal	I. Ansoff, P. Lorange, D. Steiner	Strategy is the result of a conscious process of formal planning broken into separate steps, schematically shown as tables and supported by methods
Positionings	Analytical	M. Porter, B. Henderson	The strategy represents generic, specifically general, market positions of companies that can be identified.
Entrepreneurship	Serendipity	J. Schumpeter, K. Levin, T. Peters	The strategy exists in the mind of the manager as a perspective, in particular, an intuitive choice of destination and foreseeing the company's future
Cognitive	Mental	J. Simon, S. Makridakis, A. Dugame, K. Schwenk	Strategy is born as a perspective (in the form of concepts, maps, diagrams, frames) prescribing ways to obtain information from the environment
Training	Developing	Ch. Lindblom, J. Quinn, K. Prahalad, J. Hamel	Building a strategy should, first of all, take the form of a learning process - at least at the moment when formulation and implementation become inseparable
Power	Holding negotiations	J. Allison, J. Salansik, J. Pfeffer	Shaping the strategy is determined by the power and political forces, whether they are processes inside the company or its actions in the external environment. Strategies that emerge in this way are spontaneous and take the form of a position or a trick, not a perspective
Culture	Collective	E. Pettigrew, S. Feldman, J. Barney	Shaping the strategy is a process of social interaction based on the beliefs and understanding shared by the company members
External environment	Reactive	M. Hannan, J. Freeman	The main element of the strategy building is the external environment, which displays itself as a set of forces of a general nature. The company must either respond adequately to these forces or leave
Configuration	Transformation	A. Chandler, H. Mintzberg, D. Miller, R. Miles, K. Snow	The process of building a strategy is reduced to the development of concepts and formal planning, to systematic analysis, to cooperative learning or competitive policy, to focus on individual learning, collective socialization, or is limited to reactions to environmental influences

Note: The table is compiled by the author based on [4]

Other approaches to defining the strategy concept are also known:

- research of the future, analysis of possible "scenarios";
- an idea that gives an advantage in competition;
- a system of methods of management activities;
- a comprehensive plan designed to implement the main purpose of the enterprise and achieve its goals;
- a science-based way to achieve and maintain high market positions and profit growth in the long term;
- a set of means by which the company approaches to achieving its long-term goals [15].

According to the International standard ISO 9004 series (2008 –07 –31) "Managing for the sustained success of an organization. A quality management approach" strategy means a plan or method to achieve something, especially over a long period of time. From the standpoint of managerial decision-making, defining a strategy requires the use of the well-known management cycle "Plan - Do - Check - Act (PDCA)", which can be equally applied in all processes from high-level to simple activities [16].

In addition, N. Plaskova points to the fact that, on one side, the strategy is deterministic, i.e. clearly planned, and on the other side, stochastic, i.e. its building is affected by random factors. Predominance of the first or second component depends on the level of variability in the company's functioning. The higher it is, the more random creative approach of managers to assessing the situation is in the strategy [17].

One of the approaches is characterized by the so-called "portfolio thinking", in which the strategy in theory and practice is considered through a personal understanding of the contribution, values and parameters of the manager's responsibility for strategy development and implementation [18].

Another approach is based on synergetic thinking, in which the formation and study of the strategy is performed through the analysis and planning of joint actions of all its developers [19].

The conducted analysis of the "strategy" concept interpretations helps to identify conceptual approaches to the definition of strategies (Figure 1).

Summarizing various approaches to the definition of the essential characteristics of the strategy, we can talk about the strategy as a model of managerial decision-making, which determines the long-term goals of the organization, sets its policy and plans for goals implementation.

Diversity of types and definitions of strategy applied in strategic management makes their classification difficult. A complicating factor is that most strategies cannot be uniquely determined by one of the features. The company's development strategies are classified according to many criteria, the correct choice of which contributes to the concretization of goals and ways to achieve them [20].

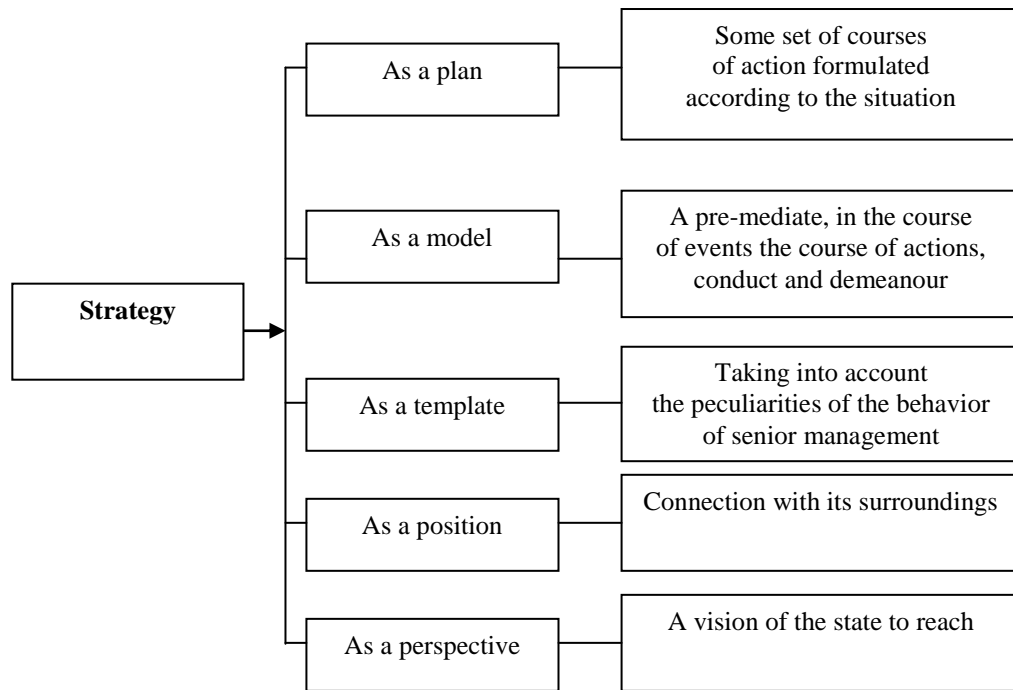


Figure 1 – Conceptual approaches to defining the "strategy" concept

Note: Developed by the author.

Among the classification features, the following can be considered as most important: the stage of the life cycle of the industry; the scale of strategy development; the stage of the life cycle of the enterprise; the relative strength of the industry position of the organization; the level of decision-making at the enterprise; the basic concept of achieving competitive advantages; the behavior of the organization in competition; implementation deadlines, etc.

B. Karloff considers a functional strategy, which is such orientation of a functional unit (department) in accordance with the general business strategy, which every related employee perceives as a logical continuation of his activity [21].

P.Holland, K. Bartol define and group reference or basic strategies depending on their impact on the company's growth and on its behavior in the market: growth strategies, which include strategies of concentration, vertical integration, diversification; stabilization strategies; protection strategies, including strategies of harvesting, turning, divestition, bankruptcy, liquidation [21].

Liam Fahey and Robert M. Randall proposed a classification of strategies to the company's activities: product strategy, strategy for technology selection and development, resource strategy, innovation, logistics, marketing strategy, company sales strategy, R&D strategy, financial strategy, investment strategy, company's social responsibility strategy, PR strategy - to create and maintain the company's image [2].

M. Porter divided all strategies into three generic types depending on whether they cover the entire market or a separate narrow segment: cost leadership strategy; broad differentiation strategy; focused low cost strategy and focused differentiation strategy [22].

O. Vysotsky supplements the classification with strategies based on special management functions: politics, marketing, sales, procurement, finance, QM system, human resource management, production [23].

Some authors consider a strategy based on the concept of process management, the relationship of the business model, strategy and tactics of the enterprise using strategic approaches based on the formation of competitive advantage; analysis using management and marketing tools [24; 25; 26; 27].

All variety of development strategies that commercial and non-profit organizations demonstrate in reality are various modifications of several basic strategies, each being effective under certain conditions and the state of the internal and external environment, so it is important to consider the reasons why the company chooses one strategy and not another [24].

According to R. Grant, questions regarding the "choice of an area", which is the company's competitive field affect all decisions that determine its corporate strategy [29]. G. Balabanis asserts that diversity is the dominant concept in the entire strategic management literature, which indicates its being an important principle of modern strategy [30].

Thus, there is a great similarity between activities dedicated to choosing the strategies and classification of strategies: whatever approach the authors would not adhere to, they all equally assess the functional and geographical differences between companies as the basis for the global differentiation of companies as a whole, and strategies they implement [28].

There is no single scheme to solve all strategic issues. At the same time, this process is performed within a specific framework and depends on a large number of factors of the external and internal environment. The company's strategy development is influenced by many factors. Interaction of these factors is specific to each branch of the enterprise and always changes over time. It should be kept in mind that, on one side, the strategy is deterministic, i.e. clearly planned, and on the other side, stochastic, i.e. its building is affected by random factors. The predominance of the first or the second component in the company's final strategy depends on the level of variability of the company's business environment. The higher it is, the more random creative approach of managers to assessing the situation is in the strategy.

Conclusion.

With the change of views on strategic management, the definition of this category, principles, functions and methods of management also change. There are ten different schools of strategic theory development, most being reflected in practical management. The substantial difference between strategic management and operational, current management is not only in details of the plan, goals or the choice of the management horizon, but first of all, in the direction of the development vector. Traditionally, the development vector is directed from the past to the future, whereas strategic management builds analysis and managerial decision-making vectors in the opposite way: from the future to the present.

Initially, the strategy was considered as a result of planning, something fixed and well-established. Today's perception of strategy is a combination of a rationally developed strategy and an emergency strategy, which is determined primarily by models in the flow of decisions and actions and is the result of the interaction of planned and unplanned actions.

The performed analysis of various types of strategies has shown that the development and selection of a strategy is a complex and creative process that cannot be put inside ready-made templates and sets of recommendations. This process cannot be standardized. These classifications are currently widely used in strategic management training systems. Strategy establishes links between the current state of the company and its future through goals, activities, strategic changes, plans and resources. The strength of strategy lies in its ability to combine extremes: goals, techniques and actions, and make them work together. The studies of business practitioners who considered these issues supplemented the theory of strategic management, and the generalization of this experience has formed numerous schools of strategies that in various degree affected strategic management aspects.

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Zazerskaya V.V.

METHODOLOGICAL FOUNDATIONS FOR THE DEVELOPMENT OF SOCIO-ECONOMIC SYSTEMS ON THE BASIS OF INTEGRATION

Zazerskaya V.V.

Abstract

Integration processes, state, problems and prospects of development of socio-economic systems are analyzed. The development of directions for the implementation of interregional interaction is based on a critical analysis of theories of regional integration. The principles of effective integration of regions are determined, and individual provisions for the development of economic integration of each of the theories are used to determine approaches to the integration mechanism and instruments of state regulation of these processes. It is revealed that in economic science two conceptual approaches to regional economic integration have been formed, which are used in practice as a theoretical justification of integration policy: market and evolutionary concepts. Regional integration is the use of the spatial factor as an element of economic cooperation between countries. Models of cross-border communications are considered. Cross-border cooperation as a form of interstate integration with the help of intensification of ties between border regions contributes to the free movement of goods, services, resources.

Key words: socio-economic system, region, integration, transnational cooperation, theory of regional integration

Introduction

The modern conditions of the society and economy development require understanding ongoing socio-economic processes, which poses new challenges to science for the further development of theoretical research and the elaboration of practical recommendations based on them. Transformation of relations within society, transition to the knowledge economy and digitalization, the innovative nature of the processes caused by the convergence of knowledge and technology bring to the fore the solution of the issues of the territorial organization of socio-economic systems. The dynamics and pace of changes occurring in them as a result of the impact of these factors complicate the socio-economic reality.

The constant influence of internal and external factors on socio-economic systems causes the dynamic nature of the processes occurring in them. Management is aimed at preserving the stability of the socio-economic system from