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STRATEGIC APPROACH TO MANAGING THE MODERN ORGANIZATION

ENFOQUE ESTRATÉGICO PARA GESTIONAR LA ORGANIZACIÓN MODERNA

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Abstract

In the context of the globalization of the economy, the development of a modern organization strategy is a complex and multifaceted process, which should not be placed in routine schemes and algorithms. Therefore, the strategic management - these are not just as many types of activities, than a synthesis of in-depth knowledge and skills in order to anticipate the evolution of events, to be adapted to the changes in the environment, to ensure a decent development of the organization.

Keywords

Organization – Strategic management – Competitive advantages – Strategies

Resumen

En el contexto de la globalización de la economía, el desarrollo de una estrategia de organización moderna es un proceso complejo y multifacético, que no debe incluirse en esquemas y algoritmos rutinarios. Por lo tanto, la gestión estratégica - estos no son tantos tipos de actividades, sino una síntesis de profundos conocimientos y habilidades para anticipar la evolución de los eventos, para adaptarse a los cambios en el entorno, para asegurar un desarrollo digno de la organización.

Palabras Claves

Organización – Gestión estratégica – Ventajas competitivas – Estrategias

1.- Introduction

The organizations in terms of the evolution have a sufficiently old history and, depending on the degree of the development of the society, the importance and the significance of some or other organizations, have been changing. Over the last century, the role of the commercial organizations has grown considerably. It can be said that the development of commercial organizations is related with the development of the science of management of the economic objects. The changed situation in the twentieth-century economy allowed the formation of various management schools that exist today. At the same time, some or other widely known approaches to the management, is impossible to be used in a pure form. A synthesis of the different approaches has allowed a new direction in the management of the organizations - the strategic management - to be formed in the second half of the 20th century.¹

An important moment in conducting the strategic changes is the understanding of what the external and internal environment of the organization is and what influences this environment. The elements forming the external and internal environment of the organization are various, the impact is often multidimensional and hidden, so one of the stages of the strategic management is related to the manifestation and the study of these elements.²

One unambiguous definition of the strategic management does not exist, but there are three strands of the concept under discussion:

- as a sphere of work;
- as a process;
- as an area of scientific knowledge.

The strategic management (we should note that "strategic management" and "management" in this case are seen as synonyms) is fundamentally different from multi-directional operational management. Therefore, strategic management - these are not just as many types of activities than a synthesis of in-depth knowledge and skills to anticipate the evolution of events, adapt to changes in the environment, ensure a decent development of the organization.³

Strategic management does not appear in a deserted place: nothing arises from nothing and does not disappear without a trace, but only passes from one state to another.

The strategic management is based on sciences such as cybernetics, systems theory, the organization theory. Each of these sciences is not a monolithic one, but consists of a number of strands which in turn are embedded in the methodology of the strategic management. It is impossible to use only one area of knowledge, for example, the information theory, and to successfully implement strategic transformations. Only the systemic and the complex approach to the changes can give a positive result.

¹ Donally; Gibson y Ivanchevich. Fundamentals of Management. 1997.

² K. George K. Chacko, The Systems Approach (New York: Praeger, 2003).

³ C. John Anderson and Thomas Hoffman, A Perspective on the implementation of management Science, Academy of Management Review, July (1978), 564.

The strategic management is related to maintaining a constant balance between the states of the strategic areas of work, the availability of strategic resources, and the intensive impact on the strategic influence groups. Maintaining such a balance is only possible at the expense of adopting management decisions, both strategic and operational. However, the manager must understand that solving one-minute problems to the detriment of the strategic ones, may disrupt the long-term sustainability of the organization and weaken its competitive positions.⁴

The strategic sustainability of the organization is determined by the three main components of the strategy that characterize its activity. Three main points of the organization's activity - an economic, political and organizational component - form the basis on which the company's management is built. Revealing the meaning of each of them, it should be born in mind that for the stable state of the company, the good situation of one or two positions is not sufficient: a balance of development of all aspects is necessary. The process of the strategic management begins with the formulation of a mission of the organization. The broad understanding of the mission - this is the philosophy and purpose, the meaning of the existence of the organization. In the narrow sense of mission understanding - this is affirming relative to what, for what reason the organization exists, what is it that distinguishes it from the other organizations. Forming the mission of the organization is of great importance for the company's operations so that would be the basis for defining the financial and strategic goals of the company. It is hard enough to assess the direct economic impact of the mission, but at the same time the importance of this stage is that the mission helps to formulate and maintain a unified corporate spirit, to serve as the basis for effective management of the organization, by adopting unjustified solutions and reducing the likelihood of mistaken shortcomings. The mission of the company is put down in a document that has a definite structure and is very important to the organization. The organization's overall mission can be expressed in short presentations, suggestions. The mission of the company is developed, as a whole, for itself, in the individual enterprises, in functional and operational subdivisions. The mission is developed by the senior management and the company's associates.

The second stage of strategic management is the formulation of objectives. The effectiveness of the organization's work depends on how well the goals are set. The art of formulating goals determines the art of managing. The incorrect goal formation can cause great harm, can cause the bankruptcy of the organization, so it is very important to know what the goals are and how they are formulated. The classification of the objectives, according to typological features, helps to make better-justified management decisions, but the co-workers should not be required to achieve one-day goals as well as the maximum steps are required to achieve the interim goals. Developing the objectives of the organization, it should be born in mind that they must be concrete, measurable, time-limited and achievable. By fulfilling the requirements for goal setting, we can perform more effective control to implement the strategy. Goal assignment is a process stemming from the top, down to the management hierarchy. It should be remembered that the goal must be understandable, understood by the subordinates, so as not knowing where they are going, the collaborators will hardly be able to choose the right path.⁵

⁴ T. Karolova, Strategic Management. The Need to Conduct Modern Business, University Press "N.Rilski" (2005) 85-86.

⁵ T. Karolova, Strategic Management. The Need to Conduct Modern...139.

The strategy in business by analogy with the military strategy - a high form of entrepreneurial art. Strategy - this is a combination of planned actions and quick decisions on the company's adaptation to the new situation. Strategy - this is a means of achieving the set goals. The strategy is implemented through rules and procedures. The rules define the boundaries of the organization's activities and behavior, directing its work on the way to realizing the strategy. The procedures, unlike the rules, describe actions to be taken in the specific situation.

Many factors that reflect on both the internal and external environment of the organization are influenced by the formation of the strategy. The strategy can be classified under different signs. From the point of view of the management hierarchy, the strategy is divided into corporate, business, functional and operational strategies. M. Porter sets out two main strategies that help strengthen the competitive position; cost leadership and broad differentiation.⁶

As it concerns the functional direction, the strategy can be subdivided into strategies focused on the internal sphere of the company's business and appearing in the external environment.

The strategic solutions in the areas of planning, control, coordination, motivation, organizational structure, information provision, etc. are referred to the first type. The second type refers to the investment resource, political, economic, technological, marketing strategies.

The variety of approaches to classifying the strategies highlights the complexity and versatility of the very notion of the "strategy". The rules and the procedures for developing strategies can only be proposed in the form of rules, as each company approaches on its own way for choosing the strategic alternatives.

In the conditions of increasing the degree of ambiguity of the external environment, the formulated strategy becomes aging from the moment of its adoption and publication, so it is very important that the correcting of the strategic course is not accidental but planned, which will would allow large losses improving the strategy. The ideal but unrealized strategy is worse than the average but realized. The strategy is aimed at strengthening the competitive advantages of the company. The competitive advantages can be characterized as high competence in any field. Sources of competitive advantage are the resources of the enterprise, as well as the individual functional guidelines (production, sales, research, marketing, finance, personnel management, etc.). The competitive advantages have different forms of occurrence that can be classified according to certain criteria.

The strategic guidelines of the organization should, to a certain extent, take account of competitive advantages, strategic flexibility, and the possibility of synergy effect. The development of a strategy, as the principal responsibility of the manager, relates to the receipt, generation, processing and transmission of information. Therefore, when defining the strategy, account should be taken of the information requirement, knowledge of how to obtain and analyze it. In the 90s of the 20th century, a new approach to collecting the analysis of the information needed to develop an adequate strategy of the company - the benchmarking. The purpose of this approach is to explore others and learn

⁶ M. Porter, International Competition, 1993.

from them, taking everything valuable to their work. At the same time, others will learn from us. So the process is mutually beneficial.

Developing the strategy of today's organization in the context of globalization of the economy, is a complex and multifaceted process, it should not be put into routine schemes and algorithms. Just as every person chooses their way of life, the strategist in formulating the strategy relies on its intuition and professionalism.⁷ The assessing an effective strategy requires constant control over its implementation. The strategic control is a mandatory element of the strategic management, on the basis of which changes are being made to the current strategy.

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⁷ T. Karolova, Strategic Management. The Need to Conduct Modern Business, University Press "N.Rilski" (2005), 204.