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СТРАТЕГІЧНЕ УПРАВЛІННЯ ЯК УМОВА ЕКОНОМІЧНОГО РОЗВИТКУ РЕСПУБЛІКИ СЕРБІЯ

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STRATEGIC MANAGEMENT AS A CONDITION OF ECONOMIC DEVELOPMENT OF THE REPUBLIC OF SERBIA

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Анотація. Стратегічне планування економічного та соціального розвитку території сприймається керівними владними структурами як дієвий спосіб реагування на виклики ринку в умовах динамічних змін ринкового середовища. Як елемент системи державного регулювання національної економіки воно дозволяє підвищити конкурентоспроможність територій з огляду на можливість виявлення найважливіших проблем та визначення таких напрямків їх перспективного розвитку, для яких є найсприятливіші умови та наявні ресурси. Стратегічне планування наперед враховує можливості та загрози зовнішнього оточення й допускає розроблення декількох варіантів сценаріїв і моделей розвитку, які, за потреби, корегуються та адаптуються до змін, що відбуваються в економіці та суспільстві. Від того наскільки правильно визначені та структуровані стратегічні завдання, наскільки послідовні заплановані заходи, залежить успіх економічного розвитку соціально-економічної системи та добробут її мешканців. Стратегічне управління, є основою стабільного розвитку й забезпечення стійкості економічної системи й уже більш двох десятиліть є одним із загальновизнаних напрямків розвитку економічної науки в промислово розвинутих країнах. За цей період по даній проблематиці випущений не один десяток монографій і підручників, видаються спеціалізовані журнали, сформувалися наукові школи й напрямки. Успіх у бізнесі - результат ділової стратегії, яку компанія визначила та впливає. Реалізація стратегії є ключовим важелем сталого розвитку бізнесу та виживання. Хороше стратегічне управління - це відмінність успішних компаній від тих, кому цього не вистачає. Ця стаття розглядає стратегію як цілісний погляд на підприємство, потім розглядає стратегічне управління як взаємодію підприємства з навколишнім середовищем та аналізує стратегічне управління як послідовне поведінку підприємства, все з урахуванням стратегічного управління як способу формування майбутнього підприємства. Для стратегічного управління ми читасмо модель стратегічного управління Уїлена-Гюнтера як послідовну поведінку.

Ключові слова: стратегія, стратегічне управління, взаємодія з навколишнім середовищем, формування майбутнього.

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Annotation. Strategic planning of economic and social development of territories is perceived by the governing authorities as an effective way to respond to market challenges in a changing market environment. As an element of the system of state regulation of the national economy, it allows to increase the competitiveness of territories, given the possibility of identifying the most important problems and identifying such areas of their long-term development, for which there are the most favorable conditions and available resources. Strategic planning in advance takes into account the opportunities and threats of the external environment and allows the development of several scenarios and models of development, which, if necessary, are adjusted and adapted to changes in the economy and society. The success of economic development of the socio-economic system and the well-being of its inhabitants depend on how well the strategic tasks are defined and structured, how consistently the planned measures are. Strategic management is

the basis for stable development and ensuring the stability of the economic system and for more than two decades has been one of the generally recognized areas of economic science development in industrialized countries. During this period, more than a dozen monographs and textbooks have been published on this issue, specialized journals have been published, and scientific schools and fields have been formed. Business success is the result of a business strategy that the company has defined and follows. The implementation of the strategy is a key lever for sustainable business development and survival. Good strategic management is the difference between successful companies and those who lack that success. This paper views strategy as a holistic view of the enterprise, then deals with strategic management as an interaction of the enterprise with the environment and analyzes strategic management as consistent behavior of the enterprise, all in the light of strategic management as a way to shape the future of the enterprise. For strategic management, we cite Wheelen-Hunger's model of strategic management as consistent behavior.

Key words: strategy, strategic management, interaction with the environment, shaping the future.
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Introduction. New economic opportunities have forced researchers and practitioners in their work to look for adequate forms, methods and tools of strategic management in production, trying to use the necessary trusted companies that develop principles and methods of strategic management that really take into account the regional systems. We consider what we analyze between the regional socio-economic system, which operates in the economic system, and which the corporation is complex, but uses general theory and methodology of strategic management and plans to use to develop virtual strategic management, adapting methods of methodological work in different regions.

Globalization processes of the world economy contribute to the role of competition between states and their territories. Modern strategic management becomes an impetus in the formation, implementation and reality the development strategy of the region on a continuous basis monitoring and analysis of environmental changes higher, used to support the region and providing it with support at the state level. All the search for new regional ways is becoming more relevant development and competitiveness regions in terms of food security.

Literature review. Regionalization forces scientists to look for fundamentally new areas of strategic planning for regional development and increase their competitiveness. Research on strategic management of regional development was conducted by both domestic and foreign scientists: V.I. Vidyapin, V.M. Osipov, T.Yu. Koritko, S.B. Timofieva, O.P. Romanko and others. But the problems of strategic management and its role in

shaping the region's competitive advantages remain unclear.

Aims. The main objectives of the study are the analysis of existing ones areas of strategic management, determine the impact strategic planning for the formation of competitive advantages of the region.

Results. *Strategy as a coherent context of a company.* Only companies that meet the following conditions survive in the long run: - have patterns of action best adapted to the pressures and demands of a changing environment; - those whose behavior is congruent with market expectations; - they are innovative and flexible enough; - well networked and well connected with strategic partners; - have dynamic capabilities and resource accumulation that provides an advantage over competitors and other participants in creating economic value [1].

Business success is the result of the overriding strategy the company follows. The implementation of the strategy is a key lever for sustainable business development and survival.

Good strategic management makes the difference between successful and unsuccessful, efficient and inefficient, prosperous and non-prosperous economic entities. A quality strategy is a guarantee of a better position in the relentless market selection, as well as a pledge of survival in the exhausting competition of companies, strategic alliances, business models and entire industries. Furthermore, good strategic management means rejection of inherent mediocrity and is an instrument of hope that the fate of the organizational unit can be monitored [2].

We begin the study of strategy [3] with Sun Tzu's book *The Art of War*, written in the

fifth century AD. Originally, strategy is a military conception that we also see in its etymology: it is a compound derived from the ancient Greek terms *stratos* (army) and *agein* (lead). The original literal meaning of the term strategy is military command and has long been used exclusively in military terminology. It should be noted that in his book, Sun Tzu "is not the pinnacle of the ability to record a hundred victories out of a hundred battles. The ultimate skill is to defeat the enemy without a fight."

Strategic management as interaction with the environment.

As a term, strategic management is transnative, and these are concepts present in different segments of human action. Their understanding cannot be determined unambiguously. The definition of strategic management differs from discipline to discipline, from the field in which it is used (industry, healthcare, education, culture) so that it is not possible to indiscriminately and automatically map its meaning from one area to another. Strategic management is widespread and practically unavoidable. The meaning and content of the strategy does not match in every situation, but depends on the time, space and area in which it is implemented [4].

In an attempt to define strategic management more closely, we can say that this is determining the basic long-term intentions and goals of the company, and then adopting the direction of action and allocation of resources needed to achieve those goals. Even shorter, strategic management, in the broadest sense, means the means by which individuals and organizations achieve their goals.

The strategy is actually a pattern of goals, purposes and intentions, major policies and plans to achieve those goals. They must be set up to determine: in which business the business is or in which business it should be; what kind of business it is or what kind it should be. Strategy is the rule for making decisions related to the harmonization of businesses with the environment.

Strategic management is expected to provide answers to three related questions: -

who our target customers will be; - what products and services we should offer; - how we should offer these products and services to our target customers in an efficient and innovative way.

We could say that strategy is a force that interacts with business and the environment and increases the prospect of a business for long-term survival. The strategy can also be seen as a search for success, or as finding ways for a business to survive in the long run, depending on the degree of competitiveness.

Quality and successful entrepreneurial activity reveals and implements opportunities that others either did not notice or did not take advantage of. A strategy that does not anticipate changes in the environment, be it technological or market developments or changes in industrial structure, is destined to fail.

Strategic management as consistent behavior.

Strategic management is divided into several management approaches. A prescriptive approach to strategic management exposes ways in which a strategy should evolve, while a descriptive approach focuses on how a strategy should be implemented in practice. The two schools of approach differ in whether the strategy is developed through an analytical process listing all the chances and threats, or whether the strategy is understood as a guiding principle that defines the principles to be applied.

That is why we can rightly say that managers are strategists because the strategy is the result of conscious efforts, rational, thoughtful and calculated decisions about how to deal with the basic issues of self-determination, competitiveness and long-term survival of the company [5].

Strategic management is said to be a sequential set of analyzes and decisions that improve the likelihood that a firm will choose and implement a quality strategy.

In fact, strategy is a unifying framework that gives coherence and direction to company actions in order to achieve and maintain competitive advantage. The strategy includes: the main goals, plans, policies, programs and

activities, the allocation of key resources as well as the patterns of behavior of companies interacting with the environment [6].

Strategic management is the management of an organization's resources to achieve its goals. Strategic management includes goal setting, competitive environment analysis, internal business analysis, evaluation of available strategies, and ensuring implementation across the organization. In short, strategic management identifies how an organization can survive and succeed in competition by identifying the opportunities, opportunities and threats it faces, whether they come from the organization itself or from the environment.

Given that the company is at the same time an economic and social entity, strategic management can be said to consist of the following steps: - diagnosis of the situation, - setting guidelines for action; - coherent action. In a strategic context, the conditions surrounding strategic activities are as follows: a) inputs - purpose of organizations and incentives for strategic activities; b) strategic process as a stream of strategic activities; c) outputs - content of strategy and result of strategic activities.

For consistent management, we cite Wheelen-Hunger's model of strategic management as a consistent behavior [7]:

1) Environmental scanning: gathering information

- External: opportunities and threats; a) social environment: general guidelines; b) task environment: industry analysis

- Internal: strengths and weaknesses; a) structure - hierarchical chain; b) culture: beliefs, expectations, values; c) assets: skills, knowledge, competences

2) Strategy formulation: developing long-term plans

- Mission: reason for being
- Objectives: what results to achieve and when

- Strategy: a plan for achieving missions and goals

- Policies: Broad guidelines for decision making

3) Strategy implementation: putting strategy into action

- Programs: activities needed to implement the plan

- Budget: program costs

- Procedures: steps required to complete the task

4) Evaluation and control: monitoring performance

- Execution: current and expected results

Conclusion. In terms of terminology, strategic management is a transnarrative, and these are concepts present in different segments of human action. Their definition cannot be determined unambiguously so that the definition of strategic management differs from discipline to discipline, from the field in which it is used (industry, healthcare, education, culture). For this reason it is not possible to indiscriminately and automatically map its meaning from one area to another. Strategic management is widespread and practically unavoidable. The meaning, content and implementation of the strategy does not match on a case-by-case basis, but depends on the time, space and area in which it is implemented.

To define strategic management more closely, we can say that it is the determination of the basic long-term intentions and goals of the company. Furthermore, strategic management involves adopting the direction of action and allocating the resources needed to achieve these goals. As a general definition, strategic management in the broadest sense means the means by which individuals and organizations achieve their goals.

Given that the company is both an economic and social entity, strategic management can be said to consist of several steps that include diagnosing the situation, setting guidelines, and ultimately having to follow coherent action.

Strategically speaking, the segments that determine strategic management and strategic activities include inputs, which is the purpose of the organization and incentives for strategic activities, followed by the strategic process as a flow of strategic activities, and as a result we get highways, which are the results of strategic activities.

Quality and successful entrepreneurial activity reveals and implements opportunities that others either did not notice or did not take advantage of. We can say that only the strategy that anticipates changes in the environment will be successful, whether it is technological development, market development or changes in industrial structure.

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