

## ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

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### STRATEGIC MANAGEMENT SYSTEM: ANALYSIS OF ENTERPRISE MANAGEMENT REQUIREMENTS

### СИСТЕМА СТРАТЕГІЧНОГО УПРАВЛІННЯ: АНАЛІЗ ВИМОГ ДО УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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*Modern theorists and practitioners of strategic management believe that there is no single science of strategic planning and business management as such. There are separate approaches, methods and tools with the help of which strategic decision makers build their vision of the organization's development prospects. Therefore, the process of integrating various management theories and concepts is becoming more and more relevant. Strategic analysis is a certain way of thinking that allows you to ensure the dynamic development of the business, which involves building promising, namely strategic plans. In the conditions of local and global fierce competition for the buyer's money, for a strong place in the market, the main thing is to improve the quality of strategic marketing as strategic planning based on forecasting the market infrastructure. At the core of the entire strategic process is strategy. Its correct choice and implementation characterize the effectiveness of strategic management, since it mobilizes the use of scientific and technical, production, financial, social and organizational potential of the organization in certain areas that promise success.*

**Key words:** enterprise, management, stakeholders, strategy, trends, development.

*Сучасні теоретики та практики стратегічного управління вважають, що єдиної науки про стратегічне планування та управління бізнесом як такої не існує. Є окремі підходи, методи та інструменти, за допомогою яких особи, які приймають стратегічні рішення, що вибудовують своє бачення перспектив розвитку організації. Тому все більш актуальним стає процес інтеграції різних управлінських теорій та концепцій.*

Стратегічний аналіз є певним образом мислення, що дозволяє забезпечити динамічний розвиток бізнесу, що передбачає вибудовування перспективних, саме стратегічних планів. В умовах локальної та глобальної жорсткої конкурентної боротьби за гроші покупця, за міцне місце на ринку головним є підвищення якості стратегічного маркетингу як стратегічного планування з урахуванням прогнозування інфраструктури ринку. Фундаментом всього стратегічного процесу є стратегія. Її правильний вибір та реалізація характеризують ефективність стратегічного менеджменту, оскільки вона і мобілізує використання науково-технічного, виробничого, фінансового, соціального та організаційного потенціалів організації у певних напрямках, що обіцяють досягнення успіху. У сучасних умовах кожному підприємству особливо важливо правильно оцінити ринкову обстановку, що склалася, і тенденції її розвитку з тим, щоб поставити вірні цілі та запропонувати ефективні шляхи їх досягнення з огляду на особливості виробничого процесу конкретного підприємства. На ринку відсутні універсальні схеми конкурентної поведінки через унікальність кожного підприємства, динаміки конкурентного середовища та стану зовнішнього макросередовища фірми. Тим не менш, в арсеналі стратегічного менеджменту існує низка практичних алгоритмів та ідей, що широко використовуються в стратегічному управлінні сучасними підприємствами.

**Ключові слова:** підприємство, управління, зацікавлені сторони, стратегія, тенденції, розвиток.

Современные теоретики и практики стратегического управления считают, что единой науки о стратегическом планировании и управлении бизнесом как таковой не существует. Есть отдельные подходы, методы и инструменты, с помощью которых лица, принимающие стратегические решения, выстраивают свое видение перспектив развития организации. Поэтому все более актуальным становится процесс интеграции различных управленческих теорий и концепций. Стратегический анализ представляет собой определенный образ мышления, позволяющий обеспечить динамичное развитие бизнеса, что предполагает выстраивание перспективных, а именно стратегических планов. В условиях локальной и глобальной жестко конкурентной борьбы за деньги покупателя, за прочное место на рынке главным является повышение качества стратегического маркетинга как стратегического планирования на основе прогнозирования инфраструктуры рынка. Стержнем всего стратегического процесса является стратегия. Ее правильный выбор и реализация характеризуют эффективность стратегического менеджмента, поскольку она и мобилизует использование научно-технического, производственного, финансового, социального и организационного потенциалов организации в определенных направлениях, обещающих достижение успеха.

**Ключевые слова:** предприятие, управление, заинтересованные стороны, стратегия, тенденции, развитие.

**Problem statement.** Strategic management is the most modern modification corporate planning, characteristic primarily of the American practice of the 80's years. The essence of integrated strategic management systems is that on enterprises, on the one hand, there is a clearly defined and organized so-called "Formal" strategic planning, on the other – an adequate management structure corporation, systems and mechanisms of interaction of its individual parts, built so that ensure the development of a long-term strategy to win the competition and create management tools to prevent the transformation of these strategies in the current production and economic plans that must be implemented in practice.

Management, as a specific type of social activity, based on financial, raw materials and other material resources, includes three main components or three areas:

- 1) planning, if defining the goals and objectives of the enterprise and any other organization, as well as ways to implement them;
- 2) an organization that organizes and regulates the activities of people;
- 3) personnel management.

The last of these components – personnel management – is key to the success of any business. It is estimated that, on average, a manager

spends up to 80% of his employee's time managing employees – personnel, or personnel.

Ukraine has gone from an almost absolute abandonment of state regulation, with the exception of macroeconomic regulation, and has reached a nationwide understanding of the need to create a system of strategic management. At present, strategic management is an important factor in the successful operation of enterprises in difficult market conditions, but, unfortunately, in the activities of enterprises can often be observed lack of strategy, which leads them to defeat in competition.

#### **Analysis of recent research and publications.**

The greatest contribution to the development of the theory of strategic management was made by such well – known western and domestic specialists in the field of management as I. Ansoff, H. Mintzberg, A. Thompson, A. Strickland, I. Buleev, Z. Shershneva, S. Oborskaya, V. Nemtsov, D. Dvogan and others [7]. However, the essence of the theoretical aspects needs further research.

It should be noted that any model of enterprise management is based on the appropriate concept.

The concept of management is a system of ideas, principles, ideas, determining the purpose of the organization, the mechanism of interaction between the subject and the object of management,

the nature of interaction between individual parts of its internal structure, as well as the necessary degree of consideration of the impact of the external environment on enterprise development [6].

Analysis of the concept of strategic management makes it possible to systematize and highlight the following characteristics: based on a combination of theory, system, situational and targeted approaches to the enterprise, which is interpreted as an open socio-economic system; focuses on the study of the conditions in which the enterprise operates. This allows you to create adequate to these conditions, strategic management systems, which differ from each other depending on the characteristics of the enterprise and the nature of the external environment. That is, the analysis, integration and application of information for strategic decision-making make it possible to determine the content and sequence of actions for change in the enterprise by reducing the uncertainty of the situation [1, p. 537].

**Emphasizing the unresolved parts of the general problem.** Implementation of the concept of strategic management of the enterprise is possible only when the enterprise is strategically oriented. That is, the company in which the staff has strategic thinking, uses a system of strategic planning, which allows you to develop and use a system of strategic plans [2].

The advantages of enterprises with strategic orientation include the following: minimization of the impact of possible negative changes; the ability to take into account objective (external and internal) factors that shape change; simplification of work to ensure long – and short – term efficiency and profitability; the opportunity to make the company more manageable, because in the presence of a system of strategic plans it is possible to compare the achieved results with the goals, specified in the form of planned tasks; the possibility of establishing an incentive system for the development of flexibility and adaptability of the enterprise and its individual subsystems to change; ensuring the dynamics of change through the acceleration of practical actions for the implementation of strategic plans based on an appropriate system of regulation, control and analysis; development of production capacity and system of external relations that are susceptible to change and allow to achieve future goals; it is possible to anticipate possible risks of the enterprise.

**Purpose statement (setting objectives).** And is to summarize trends and methodological approaches to the category of strategic management and their adaptation to domestic enterprises.

**The main research material.** In the 90s of the twentieth century, in the theory of strategic management of the enterprise the general paradigm of management changes. Personnel are beginning to be considered the main resource of the enterprise, which ensures, above all, the success of the entire enterprise. This is due to the fact that in a

post-industrial economy, the main productive force is human resources with accumulated knowledge, experience, abilities and talents.

Well-known Dutch economist Hans Wissema notes that even a perfect strategic plan can only be a bunch of reports, if it is not related to the company's staff involved in the implementation of the strategy [1, p. 28]. The concept of strategic personnel management was first proposed by Forburn [6], who argued that the effective functioning of the company is based on three key points: mission and strategy; the organizational structure; human resource management.

According to him, strategy, on the one hand, is a process in which the company's mission is formulated and its goals are defined, and on the other – a process through which the company uses its resources to achieve its goals. Fombrun and other researchers have come to the important conclusion that human resource management should be linked to business strategy. That is, they emphasized the importance of strategic compliance.

The theoretical approaches of Western experts on strategic personnel management were analyzed in detail by the famous English researcher Michael Armstrong in the scientific publication "Strategic Human Resource Management" [5]. Analyzing the development of the concept of human resource management, he analyzed in detail the contribution to the formation of the theory of strategic personnel management, systematized this process, highlighting the main stages and models, and substantiated in detail the main approaches to strategic personnel management.

However, the British researcher David Guest [2] enriched the concept of human resource management by formulating four goals of personnel management.

Under strategic integration, he understood the ability of the organization to combine the tasks of human resource management with its strategic plans. He saw a high degree of commitment in the appropriate behavior of staff in the implementation of agreed goals. High quality is a goal associated with improving product quality and personnel management. Flexibility, in his opinion, is the presence of an adaptive organizational structure that is able to manage innovation. Handry and Petegre [3] see the significant role of strategic personnel management in this application of planning; a holistic approach to the definition of personnel management systems and management based on labor relations policy and personnel strategy, which is usually based on the company's philosophy; coordination of activities and directions of human resources management policy with the adopted business strategy; attitude to the company's staff as a strategic resource that is necessary to achieve competitive advantage.

The philosophy of the approach of Western researchers to strategic personnel management

is based on the belief that the implementation of a strategic plan depends on people. The staff of the enterprise is considered not just as a resource, but as the most valuable capital – human capital, which ensures the competitiveness of the organization [5].

In the post-Soviet space, with the beginning of market reforms, new directions of strategic management are formed, which are directly related to the personnel of enterprises – the social strategy of enterprises. Substantiation and development of this type of strategy is a kind of tribute to the preservation of strong enough social functions of enterprises, which were inherent in them during the Soviet era.

T. Kleiner, V. Tambovtsev and R. Kachalov interpret social strategy as a system of principles that determine the direction of strategic decisions made by the management of the enterprise, and relate to the composition of the workforce, content and working conditions of its members.

The structure of social strategy, they included: the number of staff; interchangeability of employees and their differentiation; the degree of paternalism of management in relation to the team; choice of social type of team [4, p. 153–158].

Analysis of the definitions, content and principles of social strategy shows that it covers a wider range of social and labor relations than provided by the personnel management strategy. Its main purpose is to provide social protection for workers. The strategy of personnel management is more in line with the modern conditions of the enterprise in the market system, as it is aimed at staff development, increasing its competitiveness and efficiency. There is another approach to strategic management of labor potential of the enterprise – the development of personnel strategy. G. Shchokin believes that its tasks are:

- increasing the prestige of the enterprise;
- study of the atmosphere inside the enterprise;
- analysis of prospects for the development of labor potential;
- prevention of the reasons for dismissal of employees, etc.

The main components he includes: planning the need for staff; training and advanced training; system of regulation of social and labor relations; wages [1, p. 502].

Since the terms "staff", "personnel" are used to describe the whole set of employees of the enterprise,

then personnel strategy and personnel management strategy are identical concepts. This conclusion is confirmed by the fact that other researchers also do not distinguish between the concept of personnel strategy and personnel management strategy [1].

Globalization and internationalization of business, intensification of competition determine the development of strategic personnel management in the post-Soviet space. Thus, I. Mazur,

V. Shapiro [2] note that the attitude to staff as an item of expenditure is inherent in the planned economy, when staff was considered as one of the costs of the entity and, accordingly, personnel management was significantly focused on reducing these costs.

Personnel, as a resource of the enterprise, needs development and effective use. T. Bazarov, B. Eremin [3] also note that the last two decades of management science have passed under the slogan "human resources". They characterize this time as complicated by the influence of the external environment, a sharp increase in its rate of change and increased competition in world markets. All this led to the search for open reserves and new ways to increase efficiency. Among all organizational resources, it is the human resource that becomes the resource that has the greatest reserves for improving the efficiency of a modern enterprise.

Human resources are seen as an object of investment no less, but most likely, more important than equipment, technology, etc.

Domestic scientists Z. Shershneva, S. Oborska [7] argue that in the production potential of human resources – the most active factor that allows the production potential to adapt to change and develop. The staff combines with other resources that it must meet the requirements of those activities that the company has and plans to develop.

It is necessary to move from the current personnel management to strategic management, which will ensure the process of accumulation of human capital, improving its quantitative and qualitative characteristics.

Based on the above, strategic personnel management is a set of purposeful actions of long-term nature, aimed at the formation and development of productive abilities of personnel, their effective use, which ensures the company's achievement of competitive advantages.

Conclusions. Management of the implementation of strategic plans is a dynamic process that requires continuous monitoring of negative causes, risks and development trends in the areas of management, making timely decisions to prevent them or developing measures to eliminate the consequences.

The object of the enterprise personnel management strategy is a set of individuals who have an employment relationship with the enterprise, which is the employer and calls them employees, have certain quantitative and qualitative characteristics that determine their ability to act in the interests of the enterprise. The subject of the strategy of personnel management of the enterprise is a system of management bodies, consisting of personnel management services, structural independent units of the enterprise, united by the principle of functional and methodological subordination, and line managers at all levels [4].

From all the above it follows that in modern conditions, the introduction of strategic personnel

management of the enterprise is an urgent need, which is due to increased competition. The formation of staff with a high level of productive abilities, capable of effective interaction within the workforce, requires considerable time. Therefore, along with the improvement of current personnel

management in enterprises, it is advisable to implement strategic management, able to ensure the formation of high-quality capital of enterprises and combine all human resources to implement a competitive strategy of the enterprise, to achieve competitive advantages.

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