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MIDDLE MANAGEMENT INVOLVEMENT IN THE PROCESS OF STRATEGIC DECISION MAKING IN MIDDLE ENTERPRISES IN FEDERATION OF BOSNIA AND HERZEGOVINA

ABSTRACT

Strategic decisions are of crucial importance for any company since they determine direction of its development and growth. Strategic decisions determine the direction of the company and are made by high-ranking managers in the organization. From the point of view of the importance and complexity, these decisions are crucial for the success of the organization. Although strategic decisions are generally associated with top management, middle management plays serious role in some phases of strategic decision making. Therefore, adequate cooperation between the middle and top management in strategic decision-making process becomes very important in order to make the right decisions. Purpose of this paper is to test theoretical model of strategic decision making which defines and involves middle management roles in the process of decision making in emerging markets such as Federation of Bosnia and Herzegovina. The goal is to research in which extent middle managers participate in different phases of strategic decision making. We used "management science" method of decision making which has seven phases among which three are considered as strategic role of middle management. Those phases are implementation of decisions, synthesizing information from environment and adoption of alternatives for decision making. For the purpose of empirical model testing, we surveyed 135 middle and top managers from 30 middle enterprises in Federation of Bosnia and Herzegovina. Correlation and regression are used as statistical methods. Based on the model, research revealed that middle managers only participate in phases of defining the problem, implementation of de-

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cisions and analysis of results while other four phases are generally associated with top management. Analysis of results confirmed that characteristics of middle managers do not correlate with the degree of their involvement in the process of decision making.

Keywords: *strategic decision making, middle management, middle enterprises*

JEL: *D70 - Analysis of Collective Decision-Making - General*

1. INTRODUCTION

Strategic decisions are made by highly positioned leaders of organization and determine the direction of the company. Based on many definitions of strategic decision making it follows that it is a process of making important and complex decisions which takes a high degree of uncertainty and a critical impact on success and the survival of organizations. Mintzberg, Raisinghani and Theoret (1976) defined strategic decisions as important from the standpoint of the undertaken actions and allocated resources. A question that is often related to strategic decisions is which level of management and to what extent they participate in their making. Although strategic decisions are usually related to top management, in a number of international companies middle managers play a strategic role in this process. Therefore, adequate cooperation between the middle and top management in strategic decision-making process becomes very important to make the right decisions. According to Bower (1970), middle managers are the only people in the organization who are in position to judge whether the strategic issues are discussed in proper context.

Many authors in the past few years dealt with roles of middle managers in the strategic decision-making process. Middle managers act directly below top management and above supervisors both in the formulation and implementation of strategies (Dutton and Ashford, 1993; Wooldridge, 2008). Raes, Heijltjes, Glunk and Roe (2011) defined the basic functions of joint action of top and middle management as: *detecting discrepancies in the environment and managing the forces of stability and change.*

2. Middle Management

Middle managers play a coordinating role in which they mediate, negotiate and interpret the links between organizational strategic and operational levels. In the other words, middle managers connect vertically related groups (Pugh, 1968). Middle managers used to be exclusively managers who exercise supervision of lower hierarchical levels, but today a lot of literature highlights the great importance of middle

management in the strategic decision-making process.

Table below depicts (Floyd and Wooldridge, 1992) influence that middle managers exercise at higher and lower levels of the organization. When it comes to “upward” influence, middle managers have the potential to change the strategic course of organization interpreting changes that occur in the environment and proposing new initiatives for changes. Synthesis of information is the second “upward” influence which is defined as the interpretation and evaluation of information and it affects the perceptions of top management (Dutton and Jackson, 1987). In the battle for new initiatives, middle managers are in a position to redefine the strategic context (Bower, 1970). When we talk about “downward” influences, middle managers become agent of changes, encourage adaptability and implement strategies (Floyd and Wooldridge, 1997).

Tabela 1: Forms of middle management’s strategic impact

Upward influence	<p style="text-align: center;">SYNTHESIS OF INFORMATION</p> <ul style="list-style-type: none"> • Gathering information on feasibility of new programs • Communicating on the activities of competitors, suppliers, etc. • Rating changes in the external environment
	<p style="text-align: center;">PROPOSING NEW INITIATIVES</p> <ul style="list-style-type: none"> • Justification and defining new programs • Evaluation of new proposals • Searching for new opportunities • Proposing new programs or projects to higher levels of management
Downward influence	<p style="text-align: center;">FACILITATING ADAPTABILITY</p> <ul style="list-style-type: none"> • Relaxation of regulations for starting new projects • “Buying time” for experimental programs • Locating and providing resources for pilot projects • Encouragement of informal discussion and sharing of information
	<p style="text-align: center;">IMPLEMENTATION OF STRATEGY</p> <ul style="list-style-type: none"> • Monitoring activities to support the goals of top management • Translating goals into action plans • Translating goals into individual goals • “Selling” of top management’s initiatives to lower levels

Source: Floyd and Wooldridge, 1997

Wooldridge and Floyd presented a typology of four strategic roles of middle management and connected them to the strategy (1992). Typology is based on view that was posted by Mintzberg and Waters (1985), who claim that the strategy is pattern in a series of undertaken actions. It is previously mentioned that middle managers in-

fluence strategic decision-making process at higher and lower levels of management. When it comes to “upward” influence, top management has possibility to see the situation in the entire organization and to perceive alternative strategies. On the other hand, middle managers are the ones who ensure that organizational arrangements are in line with the strategy. In this context, synthesis of information and proposing new initiatives represent the role of middle management on higher levels of management, while facilitating adaptability and implementation of strategy are roles that create impact on lower levels. (Wooldridge and Floyd, 1990)

3. Definition of Small and Medium Enterprises in Federation of Bosnia and Herzegovina

Small and medium enterprises in FBiH are defined by Act on the Promotion of Small Business. (Official Gazette FBiH, 2006)

Below are tables of classification of small and medium enterprises in FBiH as well as a comparison with the criteria for the definition of small and medium enterprises in EU:

Tabela 2: Classification of small and medium enterprises in FBiH

Category of enterprise	Number of employees	Annual Turnover (KM)	Annual balance sheet (KM)
Micro	<10	≤ 400.000	≤400.000
Small	<50	≤ 4.000.000	≤4.000.000
Medium	<250	≤40.000.000	≤30.000.000

Source: Official Gazette FBiH, 2006

Tabela 3: Comparison of the classification criteria of small business enterprises in EU and FBiH, Exchange rate 1 EUR = 1,95 KM

Category of enterprise	Number of employees		Annual Turnover (EUR)		Balance sheet/Assets (EUR)	
	EU	FBiH	EU	FBiH	EU	FBiH
Micro	0-9	0-9	2.000.000	205.128	2.000.000	205.128
Small	10-49	10-49	10.000.000	2.051.282	10.000.000	2.051.282
Medium	50-249	50-249	50.000.000	20.512.820	43.000.000	15.384.615

4. Role of Middle Management in Strategic Decision Making

For a long time it was thought that the role of middle management in the strategic decision-making process is providing basic information and implementation of decisions. However, significant number of the world’s authors recently emphasized their importance in the creation of strategies (Mintzberg and Waters, 1985). Altho-

ugh there are no developed theories about the strategic role of middle management, contemporary authors emphasize that their role goes beyond just implementation.

Wooldridge and Floyd presented a typology of four strategic roles of middle management and connected them to strategy (1992). It is previously mentioned that middle managers have influence in strategic decision-making process at higher and lower levels of management.

Synthesis of information

With regard to their position, middle managers are able to combine strategic and operational information and present them to the top management. Synthesis of information involves interpretation and evaluation of information which are usually presented in the form of opportunities and threats, as well as the strengths and weaknesses of the organization.

Proposing a new initiatives

Unlike proposing new products, proposing new initiatives focuses on influencing changes or adjustments of existing strategies. Bower (1970) points out that middle managers choose specific projects, test them, and when successful, present them as new business opportunities. Proposing new initiatives as convincing way of communication with the top management about strategically important issues is a very important role of middle management in strategic decision making.

Facilitating adaptability

Bower (1970) in his research indicated that middle managers influence flexibility of an organization. Their position within the organization enables them to encourage employees to understand changes that are happening and to experiment with new approaches. Middle managers have a duty to clarify strategies that come from top management and ensure they are accepted by all employees. (Chakravarthy, 1982).

Implementation of strategy

Implementation of strategy is most commonly associated with middle management and is their most important role. Implementation of strategy is related to interventions carried out by managers to align actions to strategic goals set by top management.

5. Proceses of Strategic Decision Making

Decision making is a key focus of many researches on strategic management in the last several decades. Strategic decisions determine the direction of the company and are made by highly positioned managers in the organization. A large number of researchers and scientists defined the strategic decision-making, but certainly one of the most notable definitions was given by Mintzberg, Raisinghani and Theoret (1976). In their opinion, strategic decisions are important from two aspects - actions selected and taken in order to ensure the success of the organization, and the resources allocated for their execution.

There are several different models and methods for decision making in the world. Similarly, Loewenstein (2001) created concept of decision making in accordance with the paradigms that dictate the orientation of decision-makers. Thus, decision making models represent a unique set of assumptions that affect the analytical and executive orientation of decision-makers.

The following table shows the relationship between models and methods of strategic decision-making in relation to the complexity and time pressure (Rahman, De Feis, 2009).

Table 4. Analytical platform for models and methods of strategic decision making

Model and method	Complexity (number of variables included)	Time pressure
Rational model and "Management Science" method	Low	Low
Limited rational model and method of nominal group	Low	High
Incremental model and Delp-hi method	High	Low
"Trash can" model and method of scanning the environment	High	High

Source: Rahman, De Feis, 2009

Complexity affects the decision-making because of cases with a large number of outstanding issues with uncertain outcomes that lead to complex and precarious conclusions (Siggelkow and Rivkin, 2005). Theorists who deal with the complexity, claim that the correlation between multiple inputs for decision-making increases the level of complexity (Mischen and Jackson, 2008).

Strategic decision making methods

Parallel to the research that was done for the last decade in strategic decision-making

models, strategic decision-making methods have been developed. Methods for strategic decision making, such as Delphi technique, nominal group technique, scanning environments and management science attracted considerable attention from academics and practitioners (Dean and Sharfman, 1996).

Delphi method

Delphi method is an iterative decision-making process in which each decision was made under the influence of earlier decisions. In this method, the decision-making process is channeled through a certain point, which may be the person who suggests changes that are placed in the next round of decision making process. The procedure is structured to obtain information from a group of experts through a specific set of well-controlled questionnaires and interviews (Adler and Ziglio, 1996). However, problem with this approach is that it may take long time for the group to reach consensus. This method is most commonly used for technological forecasting and education (Cornish, 1977). In cases of high complexity and loose time limitations, this method is considered appropriate for decision-making (Rahman, De Feis, 2009).

Nominal group method

Nominal group method is often used by groups of different sizes. In these cases it is important to make a quick decision, often through the voting process, while taking into consideration all opinions (DeSanctis and Gallupe, 1987). What makes this process different from the classical voting is the fact that it takes into consideration not only the largest group, but opinion of each group. The process begins with listening to the opinions of each member of the group for a possible solution to the problem. Duplicate solutions are eliminated from the list of all solutions, and then duplicated solutions are ranked by eligibility. All numbers are added, and the solution with the largest sum is selected as the final decision (Rahman, De Feis, 2009).

Method of scanning environments

The method of scanning environments is basically collecting and using information about events and trends in the external environment. Information from the external environment of the organization is used by the management to plan future actions (Aguilar, 1967). Environmental scanning is conducted in order to understand the changes that occur in the environment and to make timely decisions on future actions. By scanning environment, the company receives information about the opportunities and threats in the market, thus creating a strategy for future development and gaining competitive advantage (Sutton, 1988).

Management Science Method

Management Science is a method of decision-making (Simon, 1959, 1977), which uses precise sequence of steps in the decision-making process:

- Defining the problem,
- Identification of alternatives,
- Developing criteria,
- Evaluation of alternatives,
- Selection of alternatives,
- Implementation of decision,
- Analysis of results.

6. The Method

The research deals with the degree of involvement of middle management in strategic decision making phases in medium-sized enterprises in FBiH. In order to obtain more accurate and relevant results, the research has combined several scientific and research methods of collecting and presenting data.

In order to test “management science” decision-making method, we have conducted a survey, as the primary source of research, on the sample of 135 middle and top managers in 30 medium enterprises in FBiH. Sample included both private and public companies coming from different industries. Questionnaire had 19 questions and it was sending to companies through e-mail. In cases without response, phone call was made. Finally, if previous two approaches were unsuccessful, interview was arranged.

Quantitative research was conducted in order to test the following research hypothesis:

Middle managers are significantly involved in all phases of strategic decision making process in the medium-sized enterprises in FBiH.

Research was conducted in three phases:

- *Sampling* – implies evaluation and selection of companies which satisfy criteria of medium-sized companies (number of employees, revenues) from different cantons in FBiH.
- *Preparation of questionnaire* – includes preparation of survey questions, and sending them to all companies chosen for sample.

- *Initial data processing* – presentation of collected data through descriptive statistics.

The study examined a group of independent variables which describe characteristics of middle and top managers (age, gender, level of education, managerial function, nationality and years of experience).

Dependent variables are different phases in the strategic decision-making process - defining the problem (Y1), identification of alternatives (Y2), development of criteria for evaluation (Y3), evaluation of alternatives (Y4), selection of alternative (Y5), implementation of decision (Y6) and analysis of results (Y7). Level of involvement of middle managers in strategic decision making phases is researched based on comparison of the independent variable called number of superior managers (X1) and each of previously mentioned dependent variables.

The survey sample was 135 managers (at = 135) of different levels from 30 medium-sized enterprises in FBiH.

7. Data and Results Analysis

To obtain the final results, the following statistical tests were used:

- Descriptive statistics, which is the basis for the selection of future methods and means which will be used to describe dependent and independent variables,
- Correlation between the dependent and the independent variables,
- Linear regression to determine the influence of independent variables on the variance of the dependent variable.

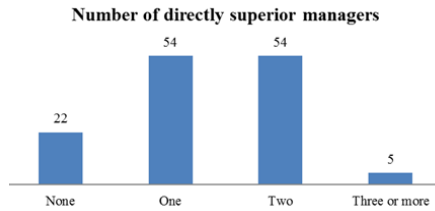
Medium-sized enterprises which are used as a sample are operating in different industries and cantons in FBiH, and have a different ownership structure. Survey form was sent to 30 medium-sized enterprises in the FBiH and percentage of responses reached 100% (Re = 100%). As a precautionary measure, the survey form was sent to additional five companies and the results are stored as a backup.

In 30 selected companies, the survey form was filled by total of 135 middle and top managers. The survey comprises various sections of middle and top managers such as CEOs, directors of sales, regional sales managers, finance directors, heads of accounting, production managers, supervisors and heads of shifts in production, etc.

The largest number of respondents top managers are CEOs (22), followed by sales managers (19) and executive directors (16). Among middle managers who participated in the survey, most of them were directors of branches (20) and regional sales directors (8). Most of surveyed managers were 30 years and older.

Finally, the most important information for the subject research is the number of middle managers who participated in the study. This group of managers is working directly under the top management, but above supervisors in both the formulation and implementation of strategy. Middle managers are two or three levels below the general manager. (Wooldridge, Schmidt and Floyd, 2008) In this regard, it is easy to conclude that the study included 60 middle managers, of which 55 had two direct superior managers, while only 5 of them have three or more direct superior managers.

Picture 1: Number of direct superior managers

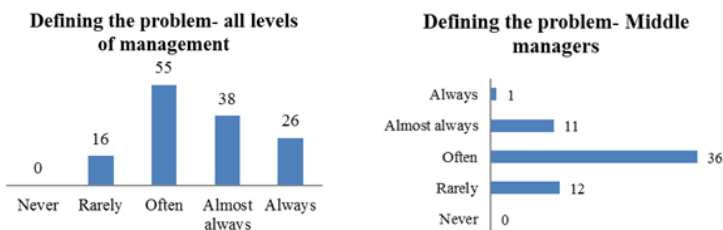


Of the total of 135 surveyed top and middle managers, 123 of them or 91% believe that the key role of middle management is *implementation of adopted strategies*, 54% think it is *facilitating adaptability of organizations*, and 42% believe that it is *integration of information from the environment*.

In order to show the degree of involvement of middle managers in different stages of decision-making, rational model of management science and strategic decision-making method were chosen. In the rational model, decisions are made based on incomplete information. Managers who make decisions are doing so through identification of goals, defining possible alternatives, evaluating alternatives and selecting the best alternative (Guth, MacMillan, 1986).

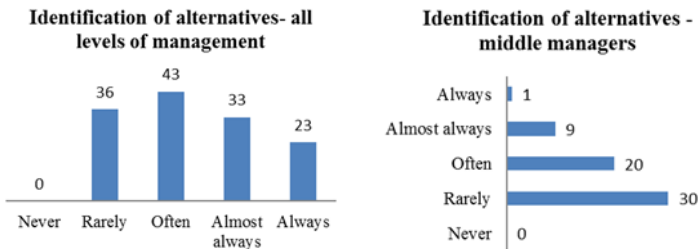
Following graphs show the overall view of the participation of middle and top managers at different stages of adoption and implementation of decisions. Frequency of participation of all managers is given for each phase of the decision-making process, and frequency for middle managers is given separately as they are the subject of this study. Results are derived from statistical analysis of the responses that were obtained from the questionnaire.

Picture 2. The degree of involvement of middle and top managers in phase - Defining the problem



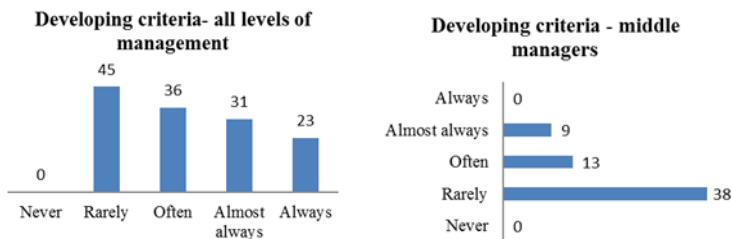
Results show that managers at all levels of the organization often or almost always participate in defining the problem that occurs within the organization or in the environment. Out of 135 executives surveyed, 119 of them often or always participate in defining the problem. A similar situation is with middle-level managers. Out of 60 surveyed middle managers, 48 of them often or always participate in defining the problem.

Picture 3. The degree of involvement of middle and top managers in phase - Identification of alternatives for decision



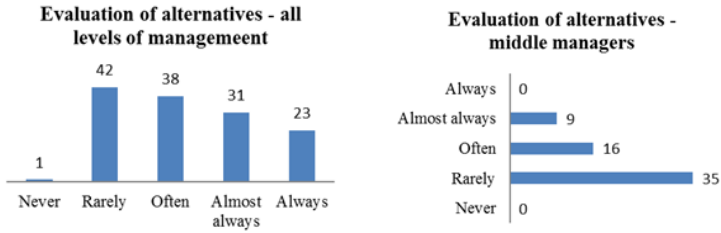
The second stage in the decision-making process is identification of alternatives. In comparison with the previous phase, a slight decline of participation of managers is noticeable in this phase at all levels of the organization. 36 out of 135 surveyed managers rarely participate in this phase. However, what is very important is the fact that only 6 out of 36 managers belong to the top management, while the other 30 come from the middle levels of the organization. Thus, 50% of the middle managers rarely participate in this phase of strategic decision-making process.

Picture 4. The degree of involvement of middle and top managers in phase - Developing criteria for decision



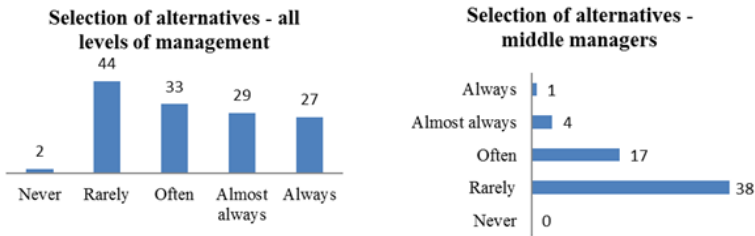
Developing criteria for decision-making is the third phase of the strategic decision-making process. At this phase, the decline in the participation of managers at all levels of the organization continues. 45 out of 135 managers at all levels of the organization are rarely involved in the development of criteria for the decision. For this research purposes, it is important to note that of a total of 60 middle managers surveyed, 38 are rarely involved in this stage of decision making.

Picture 5. The degree of involvement of middle and top managers in phase - Evaluation of alternatives



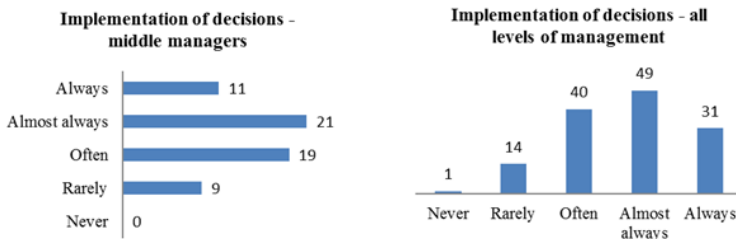
The situation does not change significantly in the evaluation of alternatives phase. Total of 43 managers at all levels of the organization, rarely or never participate in this phase of decision making process. Out of these 43 managers, 35 comes from a middle-level management, and that proves that middle managers rarely participate in the evaluation of alternatives.

Picture 6. The degree of involvement of middle and top managers in phase - Selection of alternatives



Choosing alternatives is certainly a crucial stage in the decision-making process. The analysis of the questionnaire results shows that 38 of the 60 surveyed middle managers rarely participate in this crucial stage of decision making.

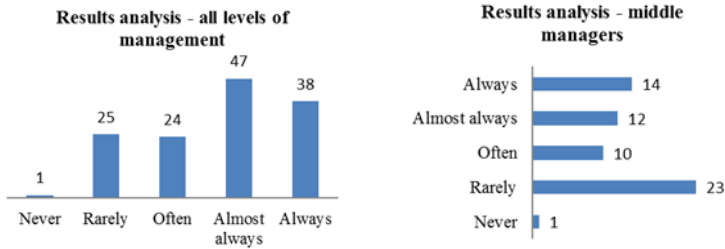
Picture 7. The degree of involvement of middle and top managers in phase - Implementation of decisions



Once the decision was made, and the best alternative is selected, the implementation phase begins. Unlike previous phase, in this phase, middle managers play the most important role. Of the 60 surveyed middle managers, only nine of them are rarely

involved in the implementation of the decision, while for the rest of them, this is standard and daily work. The situation is similar with top managers - only six of them rarely or never participate in the implementation of the decisions.

Picture 8. The degree of involvement of middle and top managers in the stage – Results Analysis



Finally, after the implementation of the decisions, the analysis of results is a last step in the process of adoption and implementation of strategically important decisions. High level of involvement of all managers in this phase is noticeable again. A slight decrease in the number of middle managers who participate in analyzing the results achieved is evident, but still more than 50% of them see this as a standard work activity.

Correlation coefficient shows a strong negative correlation between middle-level managers and different phases of the strategic decision making process. The corresponding coefficients for each of the dependent variables amounts to $R1 = - 12:58$, $R2 = - 0.62$, $R3 = - 0:58$, $R4 = - 0.66$. Based on these indicators, we can assume that the increase in the unit value of the management-level (higher rank means a lower level of management), reduces the unit value that indicates the frequency of involvement of managers in the identification phase of alternatives, developing criteria for decision-making, evaluation of alternatives for decision making and selection of alternatives, or making a final decision.

In order to test the relationship between each of the independent variables with each of the dependent variables, and test the relationship of several independent variables associated to each of the dependent variables we have used simple linear regression and multiple regression, respectively.

Defining the problem. The first dependent variable which is the first phase of the strategic decision-making process is Defining the problem. Simple linear regression was performed between each independent variable with this variable, and the coefficient of determination $R2 = 0.23$ shows that there is only a certain relationship between the number of higher-level managers ($X1$) and defining problems ($Y1$). When it comes to the other independent variables, $R2$ does not exceed 0.1.

Identification of alternatives. The second dependent variable which is the second phase in the strategic decision-making process is to identify alternatives. Similarly to the first phase, based on the coefficient of determination ($R^2 = 0.33$), only noticeable relationship is between the number of higher-level managers (X_1) and the identification of alternative (Y_2). When it comes to the other independent variables, R^2 does not reveal any significant relationship with Y_2 .

Developing criteria. This variable represents the third phase in the strategic decision-making process. Coefficient of determination ($R^2 = 0.37$), shows only apparent connection with number of higher-level managers (X_1). It is important to note that comparing to the first phase, we can see a slight increase in the coefficient of determination between managerial functions (X_2) and dependent variables (stage of decision-making). In this case, $R^2 = 0.18$.

Evaluation of alternatives. The fourth phase in the decision-making process, and also the fourth dependent variable is the evaluation of alternatives for decision making. R^2 (0.33) shows that the number of higher-level manager has the strongest connection with the evaluation of alternatives for decision making (Y_4). When it comes to relationship management functions (X_4) and Y_4 , as in the previous case, R^2 (0.17) reveals that this is the second most significant connection between Y_4 and some of the independent variables.

Selection of alternatives. This is the most important dependent variable, which represents a crucial phase in the decision-making process. Simple linear regression that results in the coefficient of determination ($R^2 = 0.44$) shows us that the strongest relationship exists between the number of higher-level managers (X_1) and selection of alternatives (Y_5). Next important relationship which can be seen from the regression results ($R^2 = 0.23$) is the one between managerial functions (X_2) and Y_5 .

When it comes to the other two dependent variables - two phases of implementation of decisions - the situation is slightly different. Specifically, in the case of testing the relationship between the number of direct superior managers (X_1) and the implementation of decisions (Y_6), R^2 remains very close to zero ($R^2 = 0.01$), which indicates almost no relationship between two variables, at least when it comes to simple linear regression. A similar or almost the same situation is with the other independent variables that were compared with Y_6 .

The last step in the process of decision-making by management science method, and also the last dependent variable is the results analysis (Y_7). Unlike with the previous dependent variable (Y_6), we can notice a weak relationship ($R^2 = 0.12$) between Y_7 and X_1 .

8. CONCLUSION

Although, many researchers have emphasized importance of involving middle managers in the process of decision making, not sufficient research on this topic was done in FBiH (Floyd, Wooldridge, 1997).

We contend that understanding the level of involvement of middle managers in the process of decision making in medium enterprises in FBiH will contribute to better understanding of decisions which are made in medium enterprises in FBiH. Results show that out of seven phases in decision making process defined by “management science” method, middle managers in medium-sized enterprises in FBiH, often or almost always participate in only three of them. Regarding the first five phases of decision making process which are related to steps before decision is made, middle managers often participate only in the first phase which deals with the definition of the problem. Also, results show that the implementation of the decisions is perceived as a basic function of middle management.

Based on the research results, we can conclude that middle managers are not significantly involved in all phases of strategic decision making process. Future research should concentrate on the causes and effects of insignificant involvement of middle managers in the process of decision making in medium enterprises in FBiH.

STEPEN UKLJUČENOSTI SREDNJEG MENADŽMENTA U STRATEŠKO ODLUČIVANJE U SREDNJIM PREDUZEĆIMA U FEDERACIJI BOSNE I HERCEGOVINE

SAŽETAK

Strateške odluke su od krucijalne važnosti za svako preduzeće zbog toga što određuju smjer razvoja i rasta. Strateške odluke određuju smjernice preduzeća i kreirane su od strane visoko pozicioniranih menadžera u organizaciji. S tačke gledišta važnosti i složenosti, ove odluke su od krucijalne važnosti za uspjeh organizacije. Iako se strateške odluke generalno povezuju sa top-menadžmentom, srednji menadžment igra veoma važnu ulogu u nekim fazama strateškog odlučivanja. Zbog toga, adekvatna saradnja između srednjeg i top-menadžmenta u donošenju strateških odluka postaje veoma važna u cilju donošenja pravilnih odluka.

Svrha ovog rada je da se testiraju teorijski modeli strateškog odlučivanja što definiše i uključuje ulogu srednjeg menadžmenta u process odlučivanja na tržištima u nast-

janju, kao što je Federacija Bosne i Hercegovine. Cilj je istraživanje u kojoj mjeri srednji menadžeri participiraju u različitim fazama strateškog odlučivanja. Koristili smo "management science" metodu donošenja odluka koja ima sedam faza od kojih tri imaju stratešku ulogu u srednjem menadžmentu.

Faze implementacije odluka, sinteziranje informacija iz okruženja i prilagodba alternative za donošenje odluka. Za potrebe empirijskog modela testiranja, ispitali smo 135 srednjih i top menadžera iz 30 srednjih preduzeća u Federaciji Bosne i Hercegovine. Korelacija i regresije su korištene kao statističke metode. Bazirano na modelu, istraživanje je otkrilo da srednji menadžeri participiraju samo u fazama koje definišu problem, implementiraju odluke i analiziraju rezultate, dok se ostale četiri faze povezuju sa top menadžmentom. Analize rezultata su potvrdile da karakteristike srednjih menadžera ne koreliraju sa stepenom njihove uključenosti u process odlučivanja.

Ključne riječi: strateško odlučivanje, srednji menadžment, srednje preduzeće

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