

PROBLEMS OF THE FORMATION OF STRATEGIC MANAGEMENT IN ORGANIZATIONS

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This article discusses the problems of strategic management that are encountered in an organization at the time of development and implementation.

The organization's strategy determines the priorities of the strategic objectives, the allocation of resources and the sequence of steps to achieve the strategic goals. The main point of the strategy is to transfer the organization from its present position into the desired and predictable future state.

Strategy provides answers to key questions about the essence of the organization.

What is our business today?

What is our market position?

What should our business be like tomorrow?

What do we need to do to achieve our aims?

Currently, there are many organizations that provide the same services or sell similar products. Organizations need to plan for strategic management over the long term in order to survive, grow and become better. The firm must control not only the state of affairs within the organization, but also develop a long-term strategy allowing to notice the changes that are occurring in the sphere of their activity.

In the American Business Encyclopedia in the «Mission» section, there is a link to the «Strategy formulation» section. In the «Strategy formulation» section it is said that «this concept is vital for the well-being of a company or organization. It allows us to develop a plan through which the goals of the company are achieved». Thus, the definition of strategy begins with the establishment of the mission of an enterprise, expressing the philosophy and meaning of its existence. In the American company *Federal Express*, delivering parcels, it is recognized: «Everything that we do must be done no later than tomorrow». Clear and intelligible. And the official philosophy of General Electric is the statement: «Progress is our main product». General Electric produces the most modern type of equipment. As soon as a new product appears on the market, General Electric ceases production of the existing one, but more obsolete, and tries to develop an even better one.

Strategic management is a type of management, based on human potential. It orients production work to customer needs, responds flexibly and implements timely changes in the company that meet the challenge of the environment and allow you to achieve competitive advantages, thanks to which the organization survives in the long term and achieves its goals [1, p. 124]. However, strategic management has certain drawbacks and limitations, since it does not have universal application in all situations when solving any tasks.

Problems that may arise during the development of strategic management:

1. Large time and resources for the implementation of the organization of strategic management. It requires the development of a system and the implementation of a process of strategic planning, public relations and marketing research, which are costly but extremely important.

2. Organizations in the implementation of strategic management are placing significant emphasis on strategic planning. In fact, it is important to implement a strategic plan, and this requires the development of an organizational culture (strategy implementation), a certain flexibility in the firm.

3. Strategic management does not provide an absolute picture of the future. Strategic management shows what state the organization should be in, what position it will take in the market, but will not be able to give a detailed description of the internal and external position in the future.

4. Strategic management cannot be reduced only to a set of routine procedures and schemes, as it also includes the professionalism of employees, the art of leading employees to achieve strategic goals, the active involvement of all staff in the implementation of the objectives of the organization.

5. The negative consequences of strategic planning mistakes are heightened. [2, p.12]

In modern Russian society the mechanism of strategic management is in its infancy, while without the developed strategy, the organization will not be able to function effectively in the market.

At the second stage, when creating a strategic management system, an organization faces a problem, like the lack of technology for developing an organization's strategy based on the results of a strategic analysis.

The strategy, being developed, must be addressed to execution. To do this, the company must create a mechanism for its implementation. This mechanism provides for appropriate personnel, legal, organizational,

informational, technical and methodological support. The complexity of the mechanism depends on the depth and scale of the changes that should be made in the organization. Naturally, this mechanism does not exist in isolation of the current enterprise management system; it seems to «dissolve» in this system, giving special features to the latter. Therefore, identifying the state and features of the control system, you can get an indirect description of this mechanism.

At this stage, the organization takes the following steps:

- development of strategic analysis technologies;
- transition from analysis to solution. If the organization solves the first problem, it proceeds to the next stage;

- lack of a mechanism for implementing the strategy. You can develop a good strategy, but there is no guarantee that it will be implemented. The organization has the task to build a development mechanism that will allow implementing the developed strategy. At this stage it is necessary to;

- gain skills in the implementation of the strategy;
- create a development mechanism;
- create a motivation system for the implementation of the strategy [3, p. 48].

Strategic management as a type of management does not exist in its pure form, it is closely associated with other types, and mainly with such as creative, innovative management, project management and crisis management. Of course, it is impossible to imagine strategic management without marketing analysis and without marketing as a type of management.

Thus, strategic management for the organization plays an important role. Managers need to build a policy for the implementation and use of strategic management. Do not forget about the problems that may be on the way to effective strategic management, direct employees to develop an effective strategy for the development of the organization.

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