



BASIC CONCEPTS AND ESSENCE OF STRATEGIC MANAGEMENT

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The concept of "strategic management" appeared approximately in the sixties, seventies as management, which is carried out at the highest level and differs from the level of current management in production. Changes in the current business situation have led to the separation of strategic management. The main idea of such management was to highlight the company's environment as the center of attention in order to quickly and efficiently respond to changes in it and respond to the set problems from the external environment.

Features of strategic and operational management are in the following table 1.

Table 1. - Distinctive characteristics of strategic and operational management

Characteristic	Operationalmanagement	Strategicmanagement
Purpose of existence, purpose, formed mission	Creation and development of services and goods for profit and income.	Prospective development of the organization in the long term through harmonious work with the external environment, environment and solving the problems of managers.
Centerofattention	Focuses on the internal component of the organization, internal problems.	Focuses on the discovery of new opportunities, the use of competition as a source of improvement, quick response to changes in the environment and environmental factors.
Statementof a question	How should you do it?	What needs to be achieved?
Solutionmethod	Forbusinessactivities.	Bystrategielements.



Operatingenvironment	Stable, predictable.	Dynamicandunpredictable.
Timefactor	Shortandmediumterm.	Long-termerspective.
Formationofmanagement	Combines organizational functions, structures and procedures, technology and techniques.	Focuses on information support systems, skills market.
Attitudetowardslaborresources	Considers employees as executors of certain functions and works, as one of the types of resources of the organization.	Considers employees as human capital, as the basis of the organization, which is the main value.
Performanceandmanagementcriteria	He is guided by the indicators of rationalization of the use of labor resources and the profitability of activities.	Assesses the parameters of the accuracy of actions, the timeliness of decision-making. Management's response to new challenges from changes in the environment, in the requirements of the market and consumers.
Marketingposition	Aims at using effective marketing tools and sales techniques to minimize all costs. The goal is to achieve high performance indicators for the operational plan, such as profitability for all types of goods and services, sales	Focused on drawing up a global development plan for the company. Maintaining and expanding market positions, retaining customers, as well as attracting new ones.



	level and coverage of territories. (markets).	
Attitudetoprofit	Turning potential into real profit.	Providesconsistentprofitpotential.
Relationshipwithstakeholders	Relations with the external environment are built without a clear plan, reactively.	The goal of the interaction is determined and only then the tools are selected for it, proactively.
Relationshiptoreputation	Give the best possible brand image, targeting the short term.	Strengthening the brand and its image, focusing on the long term.
Attitudetowardsplanning	Operationalandproduction.	Strategic planning, scenario, integrated, target planning.
Managertype	Productionmanager.	An entrepreneur is a leader.
Powerinmanagement	Focused in production and marketing.	Focused on general management, R&D, production development, strategic planning.
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Consider some theoretical definitions of strategic management, formulated by the authors.

The concept of "strategic management", in the opinion of many authors, is reduced to the process of determining and using strategic decisions, in which strategic choice is



considered the main link, where the interaction of one's own resources with the opportunities and threats that characterize the external environment is noted.

The term "strategy" can be defined "as the main link between what the organization wants to achieve - its goals and the line of conduct chosen to achieve these goals" [1].

O.S.Vikhansky notes the concept of "strategic management" as the management of an organization, based on which the leading role is assigned to human potential. The functions of human potential are to carry out flexible regulation and quick response to changes in the organization, orientation at the requests of consumers of production activities in response to challenges from the external environment, the development of competitive advantages for the survival of the organization and achievement of long-term goals [2].

I. Ansoff associates with the concept of strategic management a combination of strategic planning, analysis and selection of strategic positions, as well as management in real time [3].

H.Wissema characterizes the concept as a "management style". He believes that consumers motivate and orientate to the future, develop competition. According to the author, strategic management orients all employees and unites all plans of departments, methods and forms of interaction, synchronizes information for decision-making and planning to achieve long-term goals [4].

Having considered the definitions of strategic management, we will pay attention to the concept of "strategy".

In many formulations, the concept of "strategy" combines the following elements as a detailed long-term plan for the long term, with flexibility and targeting, taking into account the reorientation in case of contingencies for the implementation of strategic maneuver.

The study of the development of the term "strategy" in the time period will make it possible to determine the course of thought of the authors and will allow an explanation of its structure table 2.



Table 2 - Comparison of the author's approaches to the concept of "strategy"

Defining a strategy	Author	Basic approach
1. The concept of "strategy" is noted as a set long-term course of goals and objectives, the definition of precise actions and the allocation of resources aimed at these goals.	A. Chandler, K. Andrews. 1962.	The goals are long-term oriented and do not change. Reorientation of goals is allowed when environmental conditions change.
2. Form the concept of strategy as a result of a controlled process.	Harvard Business School. 1965 g.	According to the principles, it should be laconic, simple, unique and complete.
3. Strategy as a set of positions of the organization focuses on indicators.	M. Porter, B. Henderson, D. Schendel. 1970-1985	They take into account a large number of competitive strategies and are justified by the number of strategic positions for the organization in the market.
4. Strategy - the formation of a development plan, characterized by the continuity of its implementation.	I. Ansoff. 1965 g.	Differs in a set of rules and tools, flowcharts, a formalized process taking into account a list of factors.
5. Identifies the concept of strategy as long-term tactical planning.	D. Steiner. 1977 year P. Lorangi other authors. 1977 year	It is distinguished by strict adherence to the sequence of the execution of stages, clear detailing of actions and a complete description of the planning process.
6. Applies the definition of "effective formal strategy" as a sequence of actions aimed at achieving goals within a defined policy.	D. Quinn. 1980 g.	Includes three components: 1) Goals, objectives; 2) Elements of policy in limits of activity; 3) Actions within the adopted



		policy.
7. Strategy as a set of plans, positions, prospects, actions and techniques.	G. Mintzberg. 1987 year	Notes the independence of each component, but at the same time takes into account the relationship of elements with each other.
8. The strategy is noted as a way of generating advantages of an economic and non-economic nature.	B. Alstrand, J. Lampel.	It focuses on the social direction and takes into account the corporate culture of the organization.
9. Strategy-process of development according to the stages, schemes of actions.	G. Hamel. 1989 year	Основа заключается в коллективной выработке плана действий, в форме образа и схем, с учетом ресурсов и способностей.
10. Strategy-plan aimed at strengthening the captured positions and achieving goals.	A. Thompson. 1995 year	Unity of actions, approaches, well-thought-out vision of business positions and long-term directions of development.
11. Strategy is a set of management decisions related to the future direction of activities.	P. Doyle, V.A. Vinokurov. 1996 year	The mechanism for allocating resources, note the change in strategy in the face of a crisis.
12. Strategy - the direction of development of the organization, taking into account special techniques and changes in the external environment.	O.S. Vikhansky, A. I. Naumov.	Differs in a logically structured process, feedback, between how the process is conducted and how goals are achieved, control of strategic goals.



13. Presentation of the strategy as an alternative option for the development of the enterprise, taking into account the external and internal environment.	S.A. Kuznetsova, V.D. Markova, 1998	Formation and implementation consists in drawing up detailed plans and processes based on them.
14. A strategy is a set of its main goals and the main ways to achieve them.	E.A. Utkin. 2003.	It focuses on the totality of enterprise development ideas. Forms ways of promotion and is a reaction to changes in internal and external factors of the enterprise.
15. Strategy is a council of a set of specific guidelines, contained in a program, plan or a certain course of direction.	M.K. Starovoitov, R.A. Fatkhutdinov. 2005	Specification, generalization and sequence of actions in the formulation of plans.
16. Strategy is the formation of main goals and common directions of movement.	VC. Potemkin. 2010 r.	Notes the identification of priority issues and resources to achieve the main goal.
17. Strategy is defined approaches and actions to set performance indicators.	A. J. Strickland, A.A. Thompson. 2012	Celebrate long-term competitive advantages.

Thus, we can conclude that the concept of "strategy" was considered from different angles, and each author offers his own interpretation and approach. But in all definitions, the idea is caught that a strategy is a way to achieve a set goal with the help of various strategic management tools, which is aimed at developing an organization, taking into account changes in the external environment and competition.

The study showed that all strategic goals and objectives are formed and carried out by the top management of the organization. It is important to consider and take into account the environmental factors of the external and internal environment when making management decisions, since they can have a direct impact on the results of activities.



To implement strategic goals, it is necessary to develop operational goals that are implemented in the middle and lower levels of the organization's management. Operational goals are aimed at internal activities and are developed for a short-term period, but allow solving strategic tasks.

Literature review helps to shape the stages of static control table 3.

Table 3 - Characteristics of the stages of strategic management

Stages	Characteristic	Tool
The first stage is the analysis of the environment	The purpose of this stage is to generate information about the external environment, identify positive and negative factors, determine the strengths and weaknesses of the organization itself.	To implement the first stage, analytical tools are used, such as SWOT analysis, PEST analysis, GAP analysis, SNW analysis.
The second stage is the development of a mission and long-term goals	It lies in the purpose of concretizing activities, target distinctive consistency, consistency, comparability of goals and the development of an organization, the content of the definition of benchmarks. this trait and mission.	F.Kotler proposes to define the mission and goals taking into account five factors: the history of the organization; actions and behavior style of leaders; organization resources; internal state and key features of the organization. Phasesettingandgoalhierarchyareapplied.
The third stage is the development of development strategies	The essence of the stage is in the development and development of options, alternatives and ways of development of the organization for the long term.	It is customary to use the I. Ansoff matrix, the Boston Advisory Group (BCG) matrix, the Thompson and Strickland matrix, the D. Abel matrix, the matrixMcKinsey, ADL matrix.



Fourthstagecontrol	The essence of this stage is to check the correctness of the implementation of the development strategy.	Choice of indicators: performance indicators; indicators of the use of human capital; indicators characterizing the internal state of the organization and the external environment. Formation of a measurement and tracking system; systems for monitoring market indicators: prices, produced services and goods, investments. ComparisonandAdjustmentMethods.
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According to the presented table and, taking into account the development of foreign and domestic authors in strategic management, a large number of methods, models and tools are used.

In most literary sources, the strategic model includes economic and mathematical methods that reflect processes and phenomena in the external and internal environment.

Consider the compiled matrix, which makes it possible to see what methods are used at each stage of strategic management, in table 4.

Table 4 - Formation of the matrix of the system of methods for strategic management

Recommendedtoolsand methods	Recommendedtypesofwork								
	Initialsituationinvestigation	Analysis of the	Analysis of potential capabilities and	Formation of goals and	Identifyingstrategicalternatives	Strategy Development	Strategyimplem	Performancea	essment
Methodsofcollectinginformation	+	+	+	+	+	+	+	+	
StatisticalMethods		+			+				+
Expertassessmentmethods	+	+	+	+	+		+	+	
Deskresearch		+	+						



Questionnairesurveys	+							
STEP analysis		+						
SWOT analysis		+	+					
Porter's competitiveforces	5	+						
Ranking and weighting of actors			+	+	+	+		+
Buildinghierarchies				+	+	+		
Goaltreemethod				+	+	+		
Functionalandcostanalysi s			+					+
Multivariateanalysis			+		+			+
Analysisoffinancialrat ios								+
Morphologicalanalysis				+				
Matrix						+	+	+
Cashflowanalysis						+		
Economicandmathemat icalmethods				+	+			+
Scenarioanalysis					+	+		
Simulationmodeling					+	+		
Регрессионный анализ							+	
Sensitivityanalysis						+	+	
Portfolioanalysis				+				
Forecastingmethods				+	+	+		
Riskanalysis					+	+		



Applied Mathematics Methods				+	+			+
Rank correlation coefficient (Spearman coefficient)								+

It is quite obvious that in order to use this toolkit, it is necessary to systematize it and determine which methods are most acceptable when using strategic management.

The article should pay attention to such a concept as "strategic planning" and note its main differences from "strategic management", consider table 5.

Table 5 - Brief description of the concepts of "strategic management" and "strategic planning"

Distinction category	Key features of "strategic management"	Key features of "strategic planning"
The essence	It is a collection of all actions, decisions and methods of creating and implementing a strategy to implement the intended goals of the organization.	It is an activity that defines the priorities and strategies of an organization for the future.
Attention	The focus is on achieving the set strategic results, in terms of reaching new levels of development, expanding coverage areas and developing new products and services.	Emphasizes on the implementation of competent strategic decisions.
Guided by	Results.	Plans.
Investigating the flow of circumstances	Actual.	Analytical.
Functions	Appoints responsible persons, approves the form of actions, time and methods for management.	Defines actions.



Thus, it can be highlighted that "strategic management" is impossible without "strategic planning", there is an interconnection, which consists in determining the management potential for solving the tasks in terms of planning and their implementation. Strategic planning based on analytical procedures sets goals and objectives, and strategic management through a set of methods and actions, as well as taking into account the variability of environmental factors, their real.

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