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82. Theoretical approaches to the definition of “Strategy”

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Introduction: Globalization of the world economy, development of environment, intensifying of competitive activity between the producers of commodities and services are brought to the necessity of determination of the most optimal management of the enterprise’s competitive. On the modern stage of market development relations such approach are strategic business management, establishment and use of various strategies of the enterprise development.

Resources and methods: Theoretical principles in relation to a strategic management of the enterprise were examined by such scientists, as: B.Karlov, A.Chandler, M.Porter, S.Shershneva, S.Oborska and other.

Results: A concept “strategy” is basic in the theory of strategic management, but there is no single definition of it, because there are several approaches to determining the essence of the strategy: classic, conceptual, complex, modern (philosophical, organizationally-administrative).

The basis of the classical approach to the definition of strategy is the position about it’s comparison with the ways of achieving the goals of the company. B. Karlov gave definition of strategy as a summarizing model of the actions, required to achieve the set objectives through the coordination and allocation of company resources [2].

Supporters of the conceptual approach describe the strategy as a set of rules necessary for decision-making. I. Ansov, said that the strategy is one of the several sets of rules of making decisions about the behavior of organization. He described the strategy as a set of rules for decision-making to ensure sustainable growth and development of the enterprise; isolating two groups of rules: the rules of the relationship with the external environment of the enterprise (business strategy) and the rules of the balance between their own internal variables (organizational concept) [1].

M.Porter, using the idea of the value chain, offered to examine the strategy as an analysis of internal processes and the interactions between the various components of the organization in order to determine how and where the added value is [4].

Strategy is a program of the enterprise in the environment, but not just a means of achieving its objectives define in complex approach to the definition of strategy. So , J. Johnson and K. Skuls view the strategy as the direction and scope of activities in the long term, ideally leading company

resources in line with the changing environment of operation (markets, customers and clients) so that the company meets the expectations of the owners of its shares [3].

S. Shershneva and S. Oborska are the representatives of modern approach to definition of strategy. They think that the process of defining the strategy has two main concepts: philosophical and organizationally-administrative. Philosophy - focuses on the determining of the organization's direction, which answers the question: what business does the organization operate and what business it should be? In this case, the business strategy is developed to link the internal capabilities (potential) organization with its environment. The strategy is considered as a philosophy that organization must follow in its strategic activity. According to another concept, strategy is related to the competitive actions, measures and methods of implementation of the strategy of the organization. In this case it answers the question of how the organization operates on its chosen markets. This strategy is called "competitive strategy" and is considered as a long-term idea of the organization, the way to achieve the goals it sets, guided discretion under the terms of providing environment [5].

Conclusions: After analyzing of all the approaches to the definition of "strategy", we conclude that each of them describes a concept from different sides, but also contradict each other. So, the strategy is a multifaceted concept, which includes, on the one hand, set of objectives of the enterprise and means to achieve them with the most efficient use of available resources, and on the other, is a direction of the company, its place in the environment and the level of interaction with them.

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