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TÍTULO: Aspectos estratégicos de la gestión empresarial.

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RESUMEN: En nuestra investigación, describimos la naturaleza científica de la gestión estratégica. No existe una operación a largo plazo y efectiva sin una gestión estratégica. La gestión estratégica es un sistema de actividad económica que permite el logro de objetivos estratégicos. La gestión estratégica requiere un gran esfuerzo y costos financieros, ya que está en el corazón de los programas de acción estratégica; es decir, los planes estratégicos. Los planes estratégicos se han elaborado durante mucho tiempo, y las inversiones de capital, los proyectos de innovación y los proyectos de inversión son típicos de esos planes estratégicos. El artículo aborda estos aspectos.

PALABRAS CLAVES: economía, gestión, acción estratégica, inversiones de capital.

TITLE: Strategic aspects of enterprise management.

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ABSTRACT: In our research, we describe the scientific nature of strategic management. There is no long-term and effective operation without strategic management. Strategic management is a system of economic activity that allows the achievement of strategic objectives. Strategic management requires great effort and financial costs, as it is at the heart of strategic action programs; that is, strategic plans. Strategic plans have been developed for a long time, and capital investments, innovation projects and investment projects are typical of those strategic plans. The article addresses these aspects.

KEY WORDS: economy, management, strategic action, capital investments.

INTRODUCTION.

Development of theoretical, practical bases of strategic management is one of the most important conditions for comprehensive management of newly created and existing industrial enterprises. The first is that new industrial enterprises need to identify strategic goals and develop scientific and methodological basis for socio-economic management. Secondly, in the current era when emerging or emerging industrial enterprises tend to enter foreign markets, as well as in international competition, there is a need for strategic management of enterprises, their future development, and economic efficiency increase.

The global financial crisis has paralyzed the macro and micro-economic environment of a number of countries in the global space. However, proper strategic action programs can insure organizations' performance in crisis situations on international and domestic markets. On the other hand, we must say that enhancing the competitiveness of industrial enterprises in a competitive environment and the competitiveness of their products requires effective strategic management. These are the most important conditions that justify the relevance of research. In this regard, we set a number of goals and tried to achieve them.

DEVELOPMENT.

The purpose and objectives of the study.

The aim of the study was to study theoretical and methodological and practical issues of strategic management in industrial enterprises in a market economy. The goal is to solve the problem by expressing the content of the research, and has served to achieve the establishment, modernization and development of strategic management in organizations with different organizational and legal forms, in the form of industrial companies. To this end, we can describe the purpose of the study as follows:

- Determine the strategic aspects of management.
- Determine the direction of optimization of strategic management systems in industrial enterprises in an optimal and efficient manner.
- To study the subsystems of the strategy of sustainable and developmental activity and to determine the mechanism of its implementation.
- To study the strategic aspects of the effective use of material, labor and financial resources in the model organization and implementation of strategic management in industrial enterprises.

For this purpose, it is important to comprehensively work on the scientific basis of the effective organization and development of strategic management and implementation of its sub-systems in various organizations with various organizational and legal forms and to prepare concrete proposals and valuable recommendations. In order to achieve this goal, a number of tasks have been put into place in the article. These tasks are:

- Identified the key factors that dictate the need for strategic management.
- The nature, main features and application of strategic management are defined.
- The impact of globalization on the development of macro and microeconomic management systems in the global economy has been studied.

- The basic principles and methodology for the organization and implementation of strategic management are defined.

In addition to the factors that necessitate the study of strategic management, there are factors that make the need for such a form of governance possible. The factors that dictate the need for strategic management can be divided into two groups.

1. Objective factors of strategic management.
2. Subjective factors of strategic management.

The objective factors of strategic management are also divided into several places:

- Factors related to macroeconomic issues.
- Factors related to microeconomic issues.

Such factors act as elements of strategic management technology and participate in management decisions. It is important to study and analyze all the factors that influence its perception of the strategic objectives. One of the most important and important of these factors is environmental factors.

In our research, the strategy is based on the analysis of environmental factors and requires their impact to be considered. In this context, the study and study of both internal and external factors, as motivations, is seen as an integral element of the strategy.

As the succession stages of the strategy are adopted, the analysis of external factors is evaluated prior to the coordination of internal factors. This is because the determination of internal factors depends on the degree and form of the external environment. For example, the creation of fixed assets of the organization, the application of production technology depends on the level of innovation and scientific and technological progress in the field. If an organization creates its internal environment without taking into account environmental changes, it may jeopardize its future activity as a retarded and unproductive product manufacturer that can be defeated in competition.

We conclude, that when predicting environmental factors, these factors must be studied in relation to each other, and that they must be coordinated with the internal world. Because of the recent financial crises, it has shown that this problem, by influencing other factors, creates problems for the enterprise in a systematic way, ie in the form of a network. Preliminary systematic study of the factors to exclude it from other difficulties, if any. It allows you to block; that means businesses and organizations build their internal production, labor and financial relationships by learning about environmental factors, ie feeding on the environment, obtaining the necessary information, and evaluating such factors, and developing extensive reproduction activities and, as a consequence, insuring themselves against problems.

However, successful implementation of the activity in the future requires the implementation of the next important process after the analysis of the environmental factors of the strategy, which is the stage of decision-making.

The subjective factors of strategic management are also divided into several parts:

- Factors stimulating strategic management.
- Strategic management factors related to investment.
- Factors related to human resources.
- Factors related to the application of innovations.

Strategic management is a system of process activities that combines a number of stages; that is, strategic planning, organizational strategy, production strategy, marketing strategy, strategic control, and so on. It incorporates such processes. In order to implement high-level strategic management, the organization's leaders must know its theoretical and practical bases and apply it in their practical activities.

There are a number of aspects that dictate the need for strategic management, because they focus on the successful operation of businesses and organizations in the future, owing to the importance of self-improvement and its implementation as a form of productive activity. (Abbasov A.B., 2011). The basic requirements for implementing strategic management in an organization are:

- Determine the strategic objectives.
- Determine the principles, opportunities, forms and ways of strategic management.
- Ensuring dynamic and proportional development of public production in industrial enterprises.
- Ensuring the effectiveness of the economic effects of production.
- Accelerate scientific and technological progress of strategic management and increase labor productivity.

It provides a clear definition of the economic strategy as well as the tools and ways to achieve the goals set. This means dynamic and proportional development of public production, increased efficiency, accelerated scientific and technical progress, increased labor productivity, and comprehensive improvement of the quality of work in all sectors of the national economy (Abbasov A.B.2011).

In addition, it is necessary to provide detailed information on both economic and technical or technological aspects of strategic management. In addition, it is important to consider environmental factors that contribute to the qualitative improvement of strategic management. It is also important to consider economic, legal, political, social and technological factors.

Strategic management is not limited. This means that strategic management is not universal for all situations, issues and problems. Even strategic management has no effect on the future. There may also be some deviations, strategic management and its systems, structure, methods, principles, functions, implementation, impact on economic efficiency, etc., we have systematically investigated the problem in the next half-year.

The subject of the dissertation is the sub-systems of strategic management in industrial enterprises and the theoretical conceptual basis for their research and application. Therefore, the study of this problem requires the establishment of scientific and practical methodology for the development of strategic management activities. For this purpose, it is necessary to systematize the principles and methods of work that follow from this methodology in a set of concrete concepts. We have briefly summarized some of these conceptual bases during the study.

The need for strategic management in the industry requires us to clarify the nature of the problem, explain its main features, and make scientific comments. In view of all this, the researchers considered it expedient to study the essence of the social, economic and technical issues of industrial enterprises (Humbatov S.I. 2015).

In all of our studies, we consisted of a number of subsystems, such as strategic management systems, that reflected their interrelationships. Improvement and successful implementation of strategic management in the image of industrial enterprises has played an important role in the development of the country's economy.

These issues are also reflected in the microfinance sector of the country, in the development of industrial enterprises, individual firms and organizations. Achievement of economic development in micro-economic, meso-economic, macro-and mega-economic sectors are the main directions of development of national economy.

In general, for the existence and survival of every country, people, it needs an economy that meets national requirements. Studies show that the independence-driven economies have not achieved the strategy and tactics of rapid economic growth, and the mechanisms for the development of industrial enterprises have not observed the mechanisms of progressive government regulation.

The policy on the formation and development of the market economy, on the one hand, provides for the creation and development of various forms of ownership and economic activity. This policy also requires the implementation of an “open door” policy based on mutually beneficial cooperation, attraction of foreign investments, their protection, ensuring free functioning, and the creation of conditions for the development of free enterprise.

The state's role in the creation of new industrial enterprises and further expansion of the infrastructure is of great importance. Modernization of the industry, efficient mobilization of material resources, and efficient use of labor resources are among the priority functions of the state in this area. To this end, the country's industrial potential, restructuring of industrial enterprises, and the creation of new manufacturing industries may play a role in stimulating the development of strategic management in the macro and microeconomic environment.

Such strategic programs cannot affect the activities of existing and emerging enterprises. Positive self-reflecting effects tend to guide economic entities to development, to upgrade, and to improve their structure and activities. The basis for modernization and improvement of enterprises and organizations is new strategic development programs at the organization level. Such programs plan the sub-systems of action by defining the strategic goals of the organization. According to our research, the strategic development program requires fundamental research on perspective development in enterprises, systematization of activities by the sectors, and determination of their development directions (Tagiyev A.2013).

From this point of view, strategic management can influence the long-term, sustainable, and multifaceted activities of the organization, and can be combined into several subclasses. The following classification schedules are presented as action plans for executives engaged in strategic management activities; that is, this system can guide the leaders themselves in such strategic management activities and show them which areas of the issue should be addressed.

Table 1. Classification of strategic management at the organizational level by sub-systems.

Speaking about the definition and implementation of strategic management in an organization, first of all, it is necessary to know the technological basis of the activity. The technology of strategic management application reflects the theoretical and practical basis for its successful implementation. But what is meant by strategic management technology?

Technology is generally a Greek word and it combines a set of methods and means of doing business. In fact, technology is the culture of doing business. This is due to the improvement, development and application of the experience gained in this field. Wherever there is activity, there are technology and technological methods available. Such methods facilitate the implementation of activities, save time, and create the conditions for the efficient use of material and labor resources. As in all areas, there are technological techniques and tools available to management. While the ultimate goal of these methods and tools is to improve production, sales and profit, its immediate impact is to improve its management activities. As management activities comprise start-up management systems and their

infrastructures, these technological methods and tools are particularly relevant in the field of strategic activities.

The technology of organizing and implementing strategic management requires that strategy be understood as a concept and system. As mentioned, if the strategy is a generalized model of long-term actions to achieve the long-term goals, it should explore the weaknesses and strengths of the enterprise and organization, their business opportunities, and the environment. Identify the expected hazards.

Strategy is the subject of the environment and internal environment for the organization; that is, they are formed in the internal environment, aiming at expanding their internal capacities, forcing them to adapt to the external environment and react to change. Because in today's market economy, the source of development is not just the internal environment. It is also important to be able to see, understand and evaluate the factors of development in the external environment, which is one of the main factors that impede the existence of strategic management (Huseynli A.T., 2016).

The strategy reflects the objectives of the industrial enterprises, the business activities of the company, and the objectives it will pursue. All of this is determined by the strategic planning process within the business unit, and the existence of its subsystems is dictated by the organization and implementation of marketing, finance, investment, innovation, information, and oversight processes.

In summarizing the above, we can state that the strategy starts and continues with the following strategic goals:

1. Selection of activities.
2. Choosing the type of product to be produced.
3. Implementation of capital investment.
4. Improvement of existing production.
5. Defining perspectives.

6. Strengthening the organization's competitiveness.

If the strategy incorporates long-term activities and reflects the present-day existence and future prospects of the organization, as we have just mentioned, identifying it is one of the most important issues for the organization.

The aforementioned issues are a priority for the overall strategy. The general strategy is systematically organized and subdivided into areas to achieve the stated general and sub-objectives of the strategy in an organized manner. In other words, as each area consists of sub-fields, the management system also has its own sub-fields. Also, the core business area of the organization consists of separate functional and ancillary areas. Therefore, strategic management can include the management of subdomains as a process that reflects the basics of managing an organization's activities. To this end, our study of sub-management as a strategic classification group suggests that the strategy can penetrate all levels of organization management with a broad system of action.

Based on this view, we have divided the following general strategies at the level of the organization into the following infrastructures: In the next half chapters, we will talk about the strategic directions mentioned above, their essence, scientific basis, organization, implementation and development. There are also a number of factors that contribute to the strategic technical advancement of strategic management in industry, to keep pace with new innovations and integrate into economic development, one of which is the proper definition and implementation of strategic management technology.

Strategic management affects the performance of the organization in terms of system performance and results in terms of economic efficiency. In this regard, strategic management has its own subsystems in another classification. In this case, strategic management can act as a successor to the organization's future.

One of the key components of a successful strategy is a clearly defined and well-defined mission of the organization. The mission of the organization includes the socio-economic aspects of its future prospects, longevity, and market demand. The mission of the organization is to achieve its ultimate goal and to enrich it. The missions require the formation and implementation of a strategic program of social and public interest. In other words, what can be done to produce income, what kind of activity can be employed and, ultimately, what benefits to the community? In other words, all the material gains are driven by social benefits, which stem from the material and moral interests of the community (Huseynli A. 2016).

Marketers claim that the mission is primarily social. However, we think that in this case, we can reduce the scope of the mission. The mission seeks to take into account the social benefits of the community, as well as the socio-economic interests of the organization, by identifying the organization's highest goals and what goals it wants to achieve.

Although the main purpose of industrial enterprises is to produce products, these products ultimately meet consumer demand; for example, the goods that are manufactured by heavy or lightweight industrial products differ from each other by the consumption characteristics and the classification of consumers who pay their needs; for example, enterprises engaged in the production of light industry products meet the needs of the people individually, but the companies engaged in the production of the means pay indirectly. In other words, weaving equipment or other machine tools for the textile industry is produced in heavy industry; this means that the activity is not always directed towards the social goal; that is, the result can be summarized by the payment of economic interests.

A number of literatures indicates that missions must be dynamic and dynamic. This is because missions must represent the profitability and profitability of the organization. But we associate this dynamic with the fact that the mission of any organization is to achieve the strategic goal of another enterprise. That is, the goals are a system of higher and lower goals. The highest goals are the system

of strategic activities the organization has set before itself. Achieving the highest goal requires the creation of a hierarchy of goals. Because it calls for the creation of such a system of goals to achieve any broad-based goal.

In the current era of global financial crises and strong competition, the issue of enhancing the competitiveness of businesses is one of the most important and strategic priorities. Undoubtedly, to achieve this goal it is necessary to have a strong material and technical base, to apply innovations in production, to use new technologies and so on. It is necessary to carry out the measures. Such sub-goals are also strategic goals. Achieving such goals requires a considerable amount of labor, financial capital, and long-term sustainability, which is one of the key factors in the strategy's existence (Aliyev I .2016).

Such goals should serve to achieve a higher purpose as a system. However, the system should consist of the interrelationship and unity of the sub-goals. These goals are a component of the management process. Because such goals form the strategy, the structure of strategic decision-making. Because goals are the product of human thinking and human thinking. So strategic management also has to do with management psychology. What can we do about it?

Not all ideas that are created in the human brain, which they think of, can be turned into goals or form. These ideas and ideas are analyzed, evaluated, and accepted as goals if needed. In other words, such goals, which are the product of human thinking, can be more beneficial to an organization than the filter of thinking and thinking, in a wider and detailed form, with skill and responsibility. We can even note that strategic decisions are a willful act that will be implemented indirectly in the future. The role of human consciousness, thinking, imagination, and cognitive process as a whole is important in the implementation of this act.

It is known that is the only material for decision making. The source of strategic decisions is also information that is strategically important. Such information is involved, systematized and used as a raw material in the process of strategic decisions processing. The process of systematized information processing is itself a complex process. This process goes through 4 stages:

- 1) Investigation of information.
- 2) Information analysis.
- 3) Comparison of alternative information.
- 4) Assessment of information.

These stages confirm that strategic management is a research system of action. It has an alternative Latin word and is used in different ways and in other ways. These information systems provide an opportunity to evaluate how effective or useful they are for an enterprise by evaluating alternative ways, methods, and options to achieve the organization's objectives.

Alternatives in strategic management mean not only alternative environmental factors but alternative resources. The sub-strategic goals that serve to achieve the overall strategic goal are also a system of alternative options. At the same time, the goals themselves and their content may also be different. Both of these alternatives can be selected for you in the selection process, or some of them can be applied at the same time, or they can be interchangeable (Hakverdiyev B.Y.2008).

Identifying alternatives provides opportunities for research. The greater the number of alternatives, the greater the challenge to the formation of the research environment. That is, the more the alternatives are created, the more likely they are to evaluate the optimal options. Thus, the value of the alternatives plays an important role in the optimization of the selected option.

Analyzing information is a critical step in making strategic decisions. Because data analysis is important to assess whether new decisions to be processed are useful. The analysis relates to the details of the structure, content, and content of the information. Analyzes are important for exploring

the nature and character of alternative information in a more basic way. This process is considered acceptable for optimal decision making in strategic management.

Comparison is a method of confrontation, reconciliation, reconciliation to determine the superiority or difference of individual parties and aspects, one or the other. This method is very important for deciding which of the alternatives are preferred. As a result of the comparison, rather than a systematic approach to alternatives, the elements of the process approach draw attention to it. This is because comparisons of individual systems require that these systems be incorporated into the structure and differentiate their individual elements. In this case, the alternatives are studied not as a system for comparison, but as a useful or useful option for other parties in the form of a process or point of view by comparing them to the individual processes they are composed of. At this stage, the strategy is being evaluated. The comparison method results in an assessment of which option is superior to the other (Shahbazov K. 2005).

As it is known, strategic management refers to the management system as a process and serves to ensure that businesses and organizations achieve its ultimate goal. The process of strategic management is a compilation of all the functions, principles, and methods in this field. The strategic management process encompasses all aspects of the development of the institution. Because the strategy incorporates all the subsystems, tactics, current and operational programs that serve to achieve it. There is no area where it is left out of management and not managed. In this case, the problems in the field are not investigated, learned, analyzed, prevented, flawed, and can have undesirable consequences in the operation of the facility (Sokolova O.N.2012).

Strategic management also incorporates legal, economic, social, social, psychological processes and reflects all stages of the legal process. The combination of such processes aims to make strategic management a comprehensive organization and implementation of strategic activities as a single management system. It is understood as a set of actions, events, and activities that lead to a certain

outcome and outcome, through the processes of planning, organization, motivation and control, to achieve the goal as a management process. Strategic management, as a sub-system of process management activities, consists of strategic planning, organizational strategy and control strategy.

The process of strategic management is a legal process carried out by managers, leaders, managers and managers in relation to the advance identification, organization, and execution of those within their authority. Such a management process requires the implementation of the administrative process, which is a more functional management process for the implementation of the sub-processes we have mentioned (Safarov Q., 2012).

The administrative process, as a legal process, not only governs the organization's operations, but also regulates the main and support areas of the enterprise, its structure and implementation. Generally, the administrative word is used in the sense of regulation and control. The administration reflects the subject's impact on the object and its successful operation. However, the concept is mainly about regulating, providing, obeying. Consequently, administration is based on appropriate rules and regulations, as a process regulated by the entity and its various areas of activity, to the successful execution of managerial activities and the achievement of positive results. the implementation of administrative processes between them (Nuriyev AH.2007).

In general, the process of strategic management reflects the most exemplary behaviors and behaviors between the manager and the employee in the management relationships associated with management activities. The strategic management process also has its features. They are:

1. Strategic management as a process provides the design and implementation of strategic plans.
2. The process of strategic management focuses on the organization of strategic activities.
3. Strategic management consists of mechanisms to control the implementation of activities as a process.

4. The strategic management process includes a mechanism of administrative influence on the formation and implementation of authority in the organization.

5. Strategic management as a process consists of a system of measures to achieve tactical goals.

The main purpose of the strategic management process is to use the workforce and labor force so that it is necessary to ensure the economical use of resources to achieve the ultimate goal of maximizing income. Strategic management as a process consists of sub-processes, which in turn involve intermediate stages (Humbatov I. 2015).

As can be seen from the table, the activities to be implemented for the strategic period are described as sub-systems of implementation, each of which is sequentially reflected in the process. This description provides a functional model of the implementation or provision of strategic activities. As the object of the study is organized by industrial enterprises, the table reflects the strategic system of production facilities. The results of the organization's activities in the manufacturing sector are related to the volume of production. In other words, the greater the volume of production in an enterprise, the more likely it is to influence the economic performance of the organization. However, the establishment of the management apparatus and mechanism before the operation is still an important issue (Andrew M Pettigrew, 2001).

We have noted that the strategic management process is a system of action related to the subject's influence on the object. Such tools are a prerequisite for the effective implementation of the strategic management process. Formation and the possibility of such an impact is a prerequisite for the establishment of a management apparatus and enrichment of its strategic aspects and means of action.

These are the following:

1. Consolidation of power in the leader.
2. Transfer of power to the management structures in the form of authority.
3. Accountability of management for successful performance of activities.

As we know, the influence and power of the strategic management process is the supreme management body with authority. It is the highest level of management apparatus that carries out strategic management activities. At the head of it is the leader. Must have the governing power to run an enterprise. But what is the government, and why it needs the administrative staff. Strategic management activities in enterprises and organizations are carried out by the management apparatus, which is the supreme system of organizational structure. Authority is a legal force that has the power to influence people's behavior. Having the power to use it at the right level and direction is one of the key features of governance (Andrew M. 2001).

As we have mentioned, the government has the right to command, execute, make decisions and spend resources. Impacts are, in fact, the basis of power. Because, without having the capacity to influence, a leader cannot have the power to make changes in the activities and relationships of those working in the organization, that is, any person or group. Having such effects creates the authority to carry out management functions (E.M. Yusifov, 2014).

The styles or forms of management differ from each other in terms of the extent and specific weight of the leader's power in governance, that is, the principles of association with the lower structures. At the same time, the style of governance differs according to the degree of belonging to the government. Governance styles are a form of leadership belonging to and exploited by leaders. That is, the leaders determine how they will use the power that they own in governance. It must be borne in mind that subordinate employees and management personnel also have power. From this point of view we can point out that, in strategic management, we can also involve the lower and lower levels of the governing body of the organization.

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