

**Cite This Article:**

Yevtushenko N. O. Strategic management by balanced development: meaning [Online] // *Economic Processes Management: International Scientific E-Journal*. 2016. 1. Available:  
[http://epm.fem.sumdu.edu.ua/download/2016\\_1/2016\\_1\\_8.pdf](http://epm.fem.sumdu.edu.ua/download/2016_1/2016_1_8.pdf)

---

Received  
December 29, 2015

Accepted  
January 17, 2016

JEL Classification: L10, M10

**STRATEGIC MANAGEMENT BY  
BALANCED DEVELOPMENT: MEANING**

**Yevtushenko Natalya Olexandrivna**  
*PhD in Economics, Associate Professor,  
Academy of Economic Sciences of Ukraine, Ukraine*

*Based on analyzes of references it was found out the meaning of «management», «strategic management», «development of enterprise», «balanced development» and were proved their connections. It was described authorial interpretation of definition "strategic management by balanced development". The next descriptions were separated: presence of quantitative and quality changes, adaptation to influence of internal and external environment factors. It was set that a human capital is the main source of the balanced development. On the basis of generalization and systematization of existent interpretations was offered authorial determination of essence of concept «strategic management by balanced development of enterprise».*

**Keywords:** *management, strategic management, strategic management by balanced development, enterprise, human capital.*

**Introduction.** It is known that development of enterprise is possible only on condition of ability to retain competitive edges. In the conditions of present time development of enterprise as an administrative system is complemented by balanced of functioning of all its subsystems. A management by balanced development from inside of enterprise under environment factors will help enterprises to develop strategically. In connection with it, it is actual the problem of absence of single determination of concept «strategic management by balanced development», that must be base on taking into account manifold and many-sided researches.

**Analysis of recent researches and publications.** Research of aspects in relation to a management by balanced development of enterprises in the conditions of acceleration of scientific and technical progress, activation of human factor, and also the problems of balanced distribution during intensification of production were devoted a lot of scientific works of foreign including Russian scientists such as T.Schulz and B. Becker, R. Nelson, S. Winter, J. Metcalfe, B. Santo, B. Twiss,

H.Bowen, E. Denisson, Lester Carl Thurow, Joseph Alois Schumpeter, S. Ilenkova, P. Zavlin etc.

**Previously unsettled problem constituent.** Under acts of globalizations in Ukraine there are deep economic changes, the new approaches of enterprises management during its development are actively formed, the new market methods of management are inculcated. However remain actual and need further development of theoretical and methodological aspects of consideration meaning of concept «strategic management by balanced development».

**Main purpose of the article.** By the walkthrough of various approaches maintenance of concepts «management», «strategic management», «development of enterprise» was found out and was formed complex definition of «strategic management by balanced development of enterprise» that would be adapted to the changes of dynamic environment of functioning of enterprise.

**Results and discussions.** A management exists since then, when the first organizations appeared i.e. actually since appearance of the world. One of the first theories of management was worked out by Confucius, after that a noble man is formed not by origin, but by education. On the modern stage of community development there are considerable transformations related to the changes of priorities in functioning of enterprises needed for providing of sufficient level of competitiveness. A competition in our time becomes a fight during that enterprises send investments to creation of key competences and providing strategic potential for further development.

For determination of concept «strategic management by balanced development» let's analyze maintenance of such categories as «management», «strategic management», «development of enterprise», «balanced development». Basic maintenance of concepts lets point in table 1.

The above-mentioned interpretation of management grounds to consider that a "management" in general sense characterizes the successive process of management for the achievement of resources of enterprise, including human. The increases of the semantic loading of this concept give strategic descriptions that can be showed up in the following:

- to determine basic directions of enterprise development and ways of achievement of its aims;
- to be basis for development of strategic plans, projects and programs that represent directions of enterprise development as systems;
- specified in the process of activity, which the well adjusted system of analysis and monitoring must promote;
- to be a method of co-operation establishment of enterprise with an environment;

– to be basis for realization of changes in the organizational structure of enterprise.

**Table 1. Basic maintenance of concepts «management», «strategic management», «development of enterprise»**

«management»	«strategic management»	«development of enterprise»
<i>Management</i> is the special type of activity that converts unorganized crowd into effective purposeful and productive group [1]	<i>Strategic management</i> consists of establishment and support of equilibrium mutual relations and co-operations in the system "environment and organization" [2, c.20]	<i>Development of enterprise</i> is long-term program of perfection of possibilities to settle different problems and capacities for renewal, especially by increasing efficiency culture of management organization[3]
<i>Management</i> is a complex process sent to the decision of problems, which can be presented as watching of tendencies, raising of aims, understanding of problems and possibilities, diagnosis, development and choice of alternatives, drafting of the programs and budgets, direction of realization and determination of measures in relation to implementation [4, c.181]	<i>Strategic management</i> is activity that is sent to providing of strategic position that will provide future viability of organization in changeable terms, an operative management engages in the use of existent strategic position of firm with the aim of achieving the aims of organization [4, c.135]	<i>Development of enterprise</i> is an unique process of transformation of open system in space and time that is characterized by the permanent change of global aims by forming of new deceptive structure and its transferring into new attractor of functioning (one of alternative trajectories of development of enterprise) [5, c.108]
Management is intelligent influence of man on processes, objects and also on people for the grant of necessary orientation to activity and receipt desirable[6]	Strategic management is preparation and realization of general main program directed to gain an aim in any industry [7, c. 322]	Development is as quality transformations that result substantial increase of efficiency enterprise`s activity of [8, c.14]
Management is a process of planning, organization and control and set to attain co-ordination of human and material capitals that are necessary for achieving aims of organization [9, c.21]	Strategic management is unity, co-ordination and internal sequence of strategic decisions of company that determine its location in an environment and provide to firm individuality, possibility to mobilize effort and to achieve success at the market [9, c.29]	Development of enterprise is made based on the effective usage of intellectually-skilled resources and information technologies [10, c.194]

The considered descriptions of management and strategy allow us to determine a strategic management as management process sent for providing of strategic position, for development of strategic plans, projects and programs that represent directions of development of enterprise as systems.

Development as a scientific category is examined as three parties: as a law, as principle and as phenomenon. Development as a law characterizes transition from

one existence to other, thus the next state of existence will be other for previous on quantitative or quality descriptions. Traditionally is considered that the next state of existence will be better than previous one. Development as phenomenon is opposite to existence that is in the unchanging state. Development as principle is the immanent line of existence that predetermines possibility of subsequent changes of existence [11, p. 31].

Development for organization is examined from one side, as such type of changes that promotes the degree of good organization of the system and from other - as the system innovative processes that conduce to the quantitative and quality changes in all functional industries of enterprise, the tasks of strategic and tactical management get in that untied, are incorporated in that, distinguished in composition an enterprise. Based on the model of life cycle of organization, development of enterprise can be interpreted as a life cycle that is characterized by the sentinel stages and has such stages of development of organization: birth, childhood, adolescence, early maturity, bloom of forces, complete maturity, aging, updating [12, p. 100].

Not taking into consideration prevalence of concept "development of enterprise" in science it doesn't exist universal determination of this category. However this category, next to the present to its features of interpretation different authors, has general descriptions with concepts "management" and "strategic management". Such descriptions are: quantitative and quality transformations that result in the substantial increase of efficiency of activity of enterprise and adaptation to influence of factors of internal and external environment.

Creation of own strategy of management on an enterprise during its development is impossible without staff. As strategic management is based on strategic decisions that are oriented on the future and are the base of acceptance operative decisions. Human recourses management acquires a new value as capital. HR management is an effective process of management the workers of enterprise that have productive and common to all mankind skills, knowledge, capabilities and every worker uses all the potential possibilities [13].

On the modern stage of development of economy which is characterized by high-rate of changes, instability and vagueness for providing of continuous process every enterprise aspires to the rational use resources, increase of profitability of production, improvement of quality of products and satisfaction of social necessities of the workers and population of territory it functions. The world financial crisis showed that old economic laws did not operate with that efficiency with that they were created. They lost the actuality in connection with the change of the economic systems and economic relations between them. The scientists of the whole world work on creation economic model of enterprise in which the main descriptions would be steady or balanced development.

M. Kapteyn and J. Wempe in a book the "Balanced company: theory of corporate integrity" [14] interpreted the balanced organization with some accent aside paradigm of the balanced development of the UN, and also corporate responsibility and corporate ethics. It becomes firmly established thus that development of ethics and loyalty into a company the balanced of it's allows to increase financially-economic activity. Without regard to an absolute utility brought approach over in upgrading of human capital and improvement of processes, he is rather application of psychology to the management a personnel, than economic research. Thus the balanced within the framework of this approach is taken exceptionally to the paradigm of steady development, corporate responsibility, corporate ethics and corporate loyalty of personnel. In other works, for example [15], the balanced development equates with balanced of corporate management.

The balanced development is determined as a system that has optimally correlative (balanced) inter constituents and copulas. The self understanding is under the balanced development of providing of optimal between's by the separate constituents of development but not equilibrium between them distinguishes the offered definition from a concept "the balanced development" [16]. The balanced in this case is not description in relation to achievement of primary purposes and realization of basic tasks of enterprise. However the criteria of balanced must be used together with financially-economic criteria, and also criteria that represent aims and strategies of enterprise.

Thus without regarding to prevalence of concepts "management", "strategic management" "development of enterprise" and "balanced development" in science doesn't exist universal definition of "strategic management by balanced development". However this category, next to present to its features has general descriptions. Such descriptions in opinion of author are: presence of quantitative and quality changes in the system of enterprise, passing from one state in other, adaptation to influence of factors of internal and external environments. A human capital for an enterprise is a main resource that solvent qualitatively to manage all his subsystems and find the ways of increase of quantitative indexes. In the process of strategic management a human capital will simply influence on the increasing of indexes of enterprise but to generate the increase of value according to conception of the cost-oriented management. On such conditions there will be the timely reacting on the changes of environment and realizations strategic switch in relation to the revision of aims and choice of new direction of development of enterprise as balanced system.

All above-mentioned aspects ground to consider that strategic management and balanced development maybe to connected at terms implementation of main principles of management, it is flexibility and adaptivity. Consider that a strategic

management by balanced development of enterprise is flexible and adapted control system in which human capital provides an optimal between's by the separate constituents of the system on condition of generating by it increasing the value of enterprise.

**Conclusions and further researches directions.** So the analysis of the theoretical going to the basic definitions of "management", "strategic management", "development of enterprise" and "balanced development", allowed to form authorial determination of concept "strategic management by balanced development of enterprise". This concept completer in all represents meaning of the balanced development in the system of strategic management and it is adapted to the changes of dynamic environment of functioning of enterprises. Definition "strategic management by balanced development" distinguishes the many-sided role of human capital in this development that is able to provide strategic positions for development of strategic plans, projects and programs that represent directions of development of enterprise.

Taking into account the continuous process of dynamic environment changes it is necessary to find out the new factors of influence on development of enterprise; to develop the effective mechanisms of adaptation of enterprise development to the changes of environment taking into account theoretical positions and applied recommendations of modern researches of scientists.

### **References**

1. Peter, F. (2004). *Drucker Encyclopedia of managemen.:* Translated from English. Moscow: Publishing House "Williame".
2. Tompson, A. A., Stricklend, J. (1998). *Strategic management Art of developing and implementing strategies.* Translated from English by L. Zaitzeva, M. Sokolova. Moscow: Banks and stocks.
3. Dunda, S. P. (2011). *The theoretical going in determination of concept "development of enterprise".* Retrieved from [http://www.nbuu.gov.ua/portal/soc\\_gum/ppei/2011\\_32/Dunda.pdf](http://www.nbuu.gov.ua/portal/soc_gum/ppei/2011_32/Dunda.pdf).
4. Ansoff, I. (1989). *Strategic management.* Moscow: Economy.
5. Raevneva, O. V. (2006). *Management development of enterprise: methodology, mechanisms, models.* Kharkiv.
6. Shatyn, V. T. (2006). *The essence of management.* Nikolaev: Publishing house of Petro Mogula.
7. Osovska, G. V., Ushkevich, O. O. (2007). *Economic dictionary.* Kyiv. Condor.
8. Basilevich, L. A. (1989). *Automation of organizational design.* Lviv: Engineering.
9. Gerasimchuk, V. G. (2000). *Strategic management of enterprise.* Kyiv, KNEU.
10. Plugina, U. A. (2011). Intellectual development: essence of concept. *Announcer economy of transport and industry.* 36. 193–196.
11. Pogorelov, Y. S. (2012). Category of development and its explaine base. *Theoretical and applied questions of economy.* 27, 30–34.
12. Pashenko, O. P. (2011). Strategic management of enterprise development. *Announcer of Khmelnytsk national university.* 2, 99–103.

13. Yevtyshenko, N. O. (2013). HR management and factors of increasing its efficiency. *Economy, finance and law*. 12/1, 16–18.
14. Kaptein, M. (2002). *The Balanced Company: A Corporate Integrity Theory*. New York: Oxford University Press USA.
15. Dly, I. M. (2007). Corporate management and balanced development of enterprise. *Russian Entrepreneurship*. 4. Iss. 2 (89), 125–129.
16. Yakubiv, V. M. (2012). Economic essence and role of the balanced development in becoming of economy of the country. *Ukrainian scientific and production journal "Steady development of economy"*. 5, 6–8.

**СТРАТЕГІЧНЕ УПРАВЛІННЯ ЗБАЛАНСОВАНИМ РОЗВИТКОМ:  
СУТНІСТЬ ПОНЯТТЯ**

**Євтушенко Наталя Олександрівна**  
*кандидат економічних наук, доцент,*  
*Академія економічних наук України, Україна*

*На основі аналізу літературних джерел вивчено сутність понять «управління», «стратегічне управління», «розвиток підприємства» та «збалансований розвиток» та доведено їх зв'язки. Обґрунтовано авторський підхід до тлумачення дефініції «стратегічне управління збалансованим розвитком». Відокремлено його характеристики: наявність кількісних та якісних змін, адаптація до впливу факторів внутрішнього та зовнішнього середовища. Встановлено, що людський капітал є головним джерелом збалансованого розвитку. На основі узагальнення та систематизації існуючих тлумачень запропоновано авторське визначення сутності поняття «стратегічне управління збалансованим розвитком підприємства».*

**Ключові слова:** *управління, стратегічне управління, стратегічне управління збалансованим розвитком, підприємство, людський капітал.*

**СТРАТЕГИЧЕСКОЕ УПРАВЛЕНИЕ СБАЛАНСИРОВАННЫМ РАЗВИТИЕМ:  
СУЩНОСТЬ ПОНЯТИЯ**

**Євтушенко Наталя Александровна**  
*кандидат экономических наук, доцент,*  
*Академия экономических наук Украины, Украина*

*На основе анализа литературных источников изучено сущность понятий «управление», «стратегическое управление», «развитие предприятия» и «устойчивое развитие» и доказана их взаимосвязь. Обоснованно авторский подход к толкованию дефиниции «стратегическое управление сбалансированным развитием». Выделено его характеристики: наличие количественных и качественных изменений, адаптация к воздействию факторов внешней и внутренней среды. Установлено, что человеческий капитал является главным источником устойчивого развития. На основе обобщения и систематизации существующих толкований предложено авторское определение сущности понятия «стратегическое управление сбалансированным развитием предприятия».*

**Ключевые слова:** *управление, стратегическое управление, стратегическое управление сбалансированным развитием, предприятие, человеческий капитал.*