

Отже, підприємство функціонує на взаємодії зовнішнього і внутрішнього середовищ, заснованих на використанні матеріальних, фінансових, інформаційних, людських, інтелектуальних ресурсів. Але є ще одне середовище, яке опосередковано впливає на процес і результати діяльності корпорації і засновано на етичних, духовних, культурних, поведінкових цінностях і нормах, що складаються в процесі еволюції загальнолюдського, національного, корпоративного і особистісного розвитку. Це середовище історично складається особистостями і колективами людей і має назву корпоративної культури. Корпоративна культура прийнята в кожній організації, вона значно впливає на різні сторони діяльності членів організації і, зокрема, на владні відносини і відносини контролю; ставлення до трудової діяльності; міжособистісні стосунки усередині груп; міжгрупові відносини та відносини із зовнішнім оточенням.

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*Essence of corporate culture and personnel policy is considered. Impact of corporate culture on the system of personnel policy of the company is scientifically substantiated. Elements of corporate culture, their practical value in the enterprise are defined. It is found that there is a direct link between the value system of the enterprise and its corporate culture. International experience of forming corporate standards is considered and their impact on personnel policy of the enterprise is found.*

**Keywords:** active personnel policy, corporate culture, labor collective, values.

*Рассмотрена сущность корпоративной культуры и кадровой политики . Научно обосновано влияние корпоративной культуры на систему кадровой политики предприятия. Определены элементы корпоративной культуры, их практическое значение в деятельности предприятия. Установлено, что существует непосредственная связь между системой ценностей предприятия и его корпоративной культурой. Рассмотрены зарубежный опыт формирования корпоративных стандартов и выявлены их влияние на кадровую политику предприятия.*

**Ключевые слова:** активная кадровая политика, корпоративная культура, трудовой коллектив, ценности.

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#### **RESOURCE CONCEPT IN STRATEGIC MANAGEMENT SYSTEMS**

*The paper presents the concept of strategic management as an objective reality of post-industrial economy. It is proved that this is due to short maturity of strategic management as an independent science or applied field. Different views on the scientific classification of types and models of strategic management in Ukraine and abroad. The analysis of the strategic management concluded that, given the uncertainty and time constraints management should be much more flexible and maneuverable. The main drawback of the traditional system of strategic management lies in a relatively stable market environment, which significantly affects the performance of the staff of the company. The attention that the use of the resource concept in*

*strategic management is limited and mostly relates to natural resource management.*

**Keywords:** *typology of strategic management, strategic resources, the possibility of a dynamic, competitive advantage, sustainable development, resources management.*

One of the main reasons for a low competitiveness of Ukrainian companies is the absence of dynamic capabilities, as well as their creation and development programs. The companies aiming at their market segment leadership should ensure high innovative potential in manufacturing, marketing, logistics and other fields. Nowadays, the problem of creation and development of dynamic capabilities is the most pressing and top-priority one among other theoretical tasks of the strategic management.

The dynamic capabilities concept, or «Dynamic Capabilities View» (hereinafter referred to as DCV), is a relatively new paradigm that is capable of turning into the advanced theory in the system of the theoretical views on the strategic management, aiming at finding the sources of new competitive advantages.

This scientific concept is based on the theoretical studies of J. Schumpeter, E. Penrose, O. Williamson, J. Barney, S. Winter [4], D.J. Teece [1], G.P. Pisano and A. Shuen, etc. The most significant study on the dynamic capabilities essence, theoretical basis, terminology and creation mechanism is the article of Teece, Pisano and Shuen that considers this problem as one of the most important theoretical insights in the field of contemporary strategic management [1]. In fact, this article marked the beginning of the introduction of «dynamic capabilities» term into strategic management vocabulary.

Before we switch to the key terms of the dynamic capabilities conception, let's consider the problems of the typology of the strategic management systems that are not always considered unequivocally by the management theory, and do not reflect objective reality of the postindustrial economy. It is caused by many reasons, such as short effective period of the strategic management as independent science or applied field; variety of views and scientific classifications of types, models and kinds of strategic management both in Ukraine and abroad; absence of the unified objective core features that form the basis of the system typology.

Economic studies contain various classifications of types and models of the strategic management. In 1985, the study carried by H. Mintzberg and J. Waters analyzed changing world, and its authors decided that the time had come to review the strategic management. They analyzed the strategic management process to conclude that, given the uncertainty and temporary limitations, management should be much more flexible and maneuverable. It allowed to justify the existence of two types of the strategy [2, 258].

The first type – sophisticated strategy (deliberate strategy), based on the results of the strategic analysis, and being the result of the implementation of rational company theories, which, in turn, form the basis for anticipated strategy (intended strategy) that can remain un-implemented;

The second type – urgent strategy (emergent strategy), resulting from the uncertainty of the external environment, and being the result of unforeseen circumstances.

The analysis of possible combinations of the sophisticated and urgent strategies lets the authors distinguish eight styles (models) of strategic management that can be used both in strategic planning and management: planned; entrepreneurial; ideological; umbrella; process-related; isolated (independent); agreed; en-forced by environment. Despite the variety of the approaches to the problems, related to the theory and classification of the strategic management systems, all of them reflect G. Mintzberg's theoretical views.

Based on the most significant studies, the article reflects an attempt to make the system typology that differs from existing classifications by being based on company's economic theories, not occasional features. The author argues that it will allow to strengthen the theoretical component of the strategic management and its further operationalization.

Therefore, neoclassical, institutional and behavioral theories were considered as primary of as the basic theoretical platforms that can provide basis for new strategic theory. It allowed to consider the whole variety of kinds, models and types of strategic management from three points:

The first point – traditional system, based on strategic planning and a market competition (Traditional view – TV);

The second point – resource system, using the standard theory within the framework of the institutional approach (Resource theory – RBV);

The third point – the entrepreneurial system (Entrepreneurial Orientation – EO), based on the most promising concept DCV, which can play a role of the new strategic management theory.

According to the author, those of the largest interest are resource and entrepreneurial systems that allow to switch from the management of organizational routines management to that of dynamic capabilities, underlying competitive advantages.

The definition, given in the article of Teece and other authors, considers dynamic capabilities as possibility of integration, creation and reconfiguration of internal and external competences to meet the requirements of the fast– changing business environment. Company's dynamic capabilities differ from other ones by the fact that they promote achievement of competitive advantages in innovative forms [1].

The earlier study of Collis contains the classification of capabilities, where the author distinguishes three levels [3]:

- ❖ the functional level that allows to sustain key business processes in «operational» condition with organizational routines. S. Winter describes these capabilities as those of in «a working» condition zero growth» (zero-level) that allow company to «exist» in the offing [4]. Functional capabilities may also include processes and procedures related to such functional fields, as logistics, packing, quality control and the like;

- ❖ the level of dynamic capabilities that allows to continually improve active organizational processes and implement new innovative ones into company structure. D. Collis described dynamic capabilities as the highest level of the hierarchy of capabilities. The point of view of M. Zollo and S. Winter, who con-sider mentioned-above capabilities as high-order routines («higher order routines»), is also interesting. According to them, the dynamic capabilities are routinized actions, aimed at the development and adaptation of organizational routines that includes experience accumulation, obtaining knowledge and process codifications. They consider research and development processes, restructuring, reengineering and integration as the basic dynamic capabilities [5]:

The entrepreneurial level oriented to the achievement of the maximum efficiency and development of sustainable competitive advantages, with both of them being faster than other makers.

One of the ultimate reasons for the low competitiveness of Ukrainian companies is the absence of dynamic capabilities, while those that aim at the leadership should ensure high innovative potential in manufacture, marketing, logistics, etc. We consider that the use of DCV concept allow to analyze management processes as dynamic combinations of resources and competences, promoting the development of the competitive advantages.

Thus, dynamic capabilities can be considered as new integrated approach to tool for understanding the sources of the competitive advantages.

Given the analysis of numerous scientific fields and concepts conducted, we consider that the company theory should become a basis for erection of its own ground for the strategic management theory, including the scientific typology of its systems. From this point, the company theory, effectively combined with the strategic management ones, can act as the effective tool of mutual use of actual results of the strategic management.

Therefore, there is a bilateral dependence between the company theory and relatively new strategic management one, aimed at creation of management basis that embodies the most effective approaches and concepts. Symbiosis of these theories can be considered as synergetic approach of the strategic management that allows to use theoretical variety of the concepts.

We suppose it is appropriate to distinguish three systems or models of the strategic management:

*The first system, traditional one*, is based on the assumption that the beginning of the strategy development should include to study economy, business technologies, models and methods of consulting companies that began emerging in the late 1970ies, to meet the client demands. However, most studies in this system are concentrated on the field as a whole, as well as the analysis of current situations, in particular – on revealing of deviations from the actions planned.

This model is based on strategic paradigms of the competitive forces and conflict theory. The action mechanism of the traditional strategic management system was developed mostly by such authors, as R. Coase (1937), E. Mason (1949), J. Bain (1959), C. Shapiro (1989), M. Porter (1980), E. Brandenburger and Nalebuff (1995) and the like.

We argue that the main demerit the traditional strategic management system is functioning in relatively stable market environment, which constitutes the crucial factor affecting its productivity. It is a so-called environmental determinism or external environment determinism.

*Resource-Based View-RBV*. As a theory, RBV emerged in 1980ies, with its main precondition being the opportunity for the company to possess a unique, valuable and unique resource. RBV concept is based on the of the economic rent theory and view of the company as a set of resources, competences, skills and capabilities.

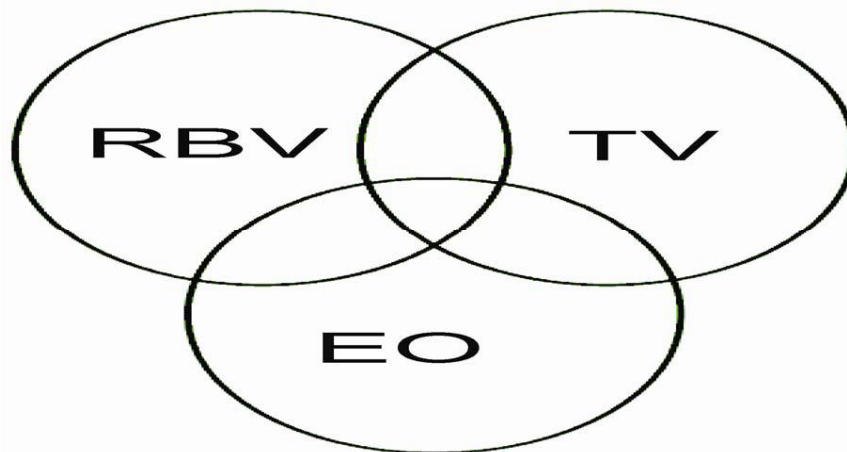
Traditional strategic management theories concentrate on the external competitive environment, while internal reserves are ignored. Contrary to that, the basis of the resource theory provides an opportunity for finding competitive advantages from the internal environment.

*Entrepreneurial system of strategic management (EO)*. This theory should be based on two most

important and, to our point of view, complementary concepts, i.e. entrepreneurial orientation and stakeholders concept. (Stake-holder View). The literal translation of the «stakeholder» means shareholder. However, given the instability of the environment, the structure of stakeholders, or strategic influence groups, changes substantially. It includes not only shareholders, but also rivals, local communities and active groups, buyers and clients, suppliers, financial intermediaries, state and governmental bodies and institutions, mass media. Normally, the relations between numerous groups are bilateral, providing feedback.

Recently, the number of Ukrainian companies drawing up strategies that take into account strategic influence groups tends to increase, since globalization and internationalizations conditions, as well as environmental problems force them to find new forms of relations between participants of the strategic relations.

Noteworthy, the strategic management systems that are distinguished and justified in the dissertation are extremely difficult to find in the pure state. In fact, we usually deal with symbiosis of various systems that, to some degree, affects the stability/instability of system. So-called triad of strategic management fields is formed, and its boundary areas provide room for the new resources, properties, competences, dynamic capabilities, enterprise landmarks and strategic influence groups (figure).



**Figure 1. Triad of strategic management systems**

It is boundary areas that are of the largest interest for development of new theories and strategic management models. A rule of thumb states that companies, using traditional approaches in Ukrainian economy the greatest relative density is made by the companies using traditional or drawing up strategies, constitute the largest proportion in Ukrainian economy. The use of the resource concept in strategic management is limited and mostly relates to the management of natural resources, which, in turn, describes materialoriented nature of many industrial systems. In our opinion, strategic management based on entrepreneurial model is the strategy of preventive action.

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*Обґрунтовано концепцію стратегічного управління підприємством як об'єктивної реальності постіндустріальної економіки. Доведено, що це викликано нетривалим терміном дії стратегічного менеджменту як самостійної науки або прикладного поля. Розглянуто різні погляди на наукову класифікацію видів і моделей стратегічного управління як в Україні, так і за кордоном. За результатами аналізу процесу стратегічного управління зроблено висновок, що з урахуванням невизначеності та тимчасових обмежень управління має бути набагато гнучкішим і маневренішим.*

*Основний недолік традиційної системи стратегічного управління криється у відносно стабільному ринковому середовищі, яке суттєво впливає на продуктивність трудового колективу підприємства. Акцентовано увагу на тому, що використання ресурсу концепції в галузі стратегічного управління обмежене і в основному належить до раціонального використання природних ресурсів.*

**Ключові слова:** *типологія стратегічного менеджменту, стратегічні ресурси, можливості динамічного розвитку, конкурентні переваги, сталий розвиток, ресурси, управління.*

*Обоснована концепция стратегического управления предприятием как объективной реальности постиндустриальной экономики. Доказано, что это вызвано коротким сроком действия стратегического менеджмента как самостоятельной науки или прикладного поля. Рассмотрены различные взгляды на научную классификацию видов и моделей стратегического управления, как в Украине, так и за рубежом. По результатам анализа процесса стратегического управления сделан вывод, что с учетом неопределенности и временных ограничений управления должен быть гораздо более гибким и маневренным. Основной недостаток традиционной системы стратегического управления кроется в относительно стабильной рыночной среде, существенно влияет на производительность трудового коллектива предприятия. Акцентировано внимание на том, что использование ресурса концепции в области стратегического управления ограничено и в основном относится к рациональному использованию природных ресурсов.*

**Ключевые слова:** *типология стратегического менеджмента, стратегические ресурсы, возможности динамического развития, конкурентные преимущества, устойчивое развитие, ресурсы, управление.*