

An Analysis on the Significant Challenges of Strategic Management in Organizational Development

Mrs. Sonia*

M. B. A, HR., M. C. A., B. ED., Net Qualified

Abstract – Strategic management is a subject added to business management region amid 1960-1970 with an expectation of supporting best level management of business organizations to propose a method to fulfill the objectives, reason, and activities of the organization. This additionally incorporates the formulation and implementation of the targets of the organization by methods for ideal usage of different resources and by investigating interior and outer environment of the organization including its rivals.

This paper presents strategic management as a critical business management idea. It characterizes strategy and clarifies the key ideas in strategic management; strategic vision, goals, strategy formulation, strategy implementation, evaluation and starting restorative activity. The examination additionally centers around the corporate administration part of strategic management; job of the top managerial staff in creating and executing strategy. The diverse levels of contributing strategy are additionally talked about this paper; corporate, business, functional and operational. Every one of these ideas are analyzed so as to feature their importance in the viable and proficient management of business organizations. In a working environment that is To decide the mission and the destinations of an organization it is essential to comprehend what are its present circumstance and the sorts of obstructions the firm would need to be looked from the current environment. Through effectively sending methodologies an organization can understand its main goal and the targets. So the firms should think about strategic planning and strategic management. Strategic planning which requires a lot of strategic reasoning is a standout amongst the most essential management tool which encourages managers to perceive the needs and decide the principle activities important to understand the mission and destinations of the organization.

-----X-----

INTRODUCTION

Business Management as a field of study has many center subjects. In advanced education level, Business management course incorporate center subjects like Principles of management, Organizational conduct, Micro and Macroeconomics, National and International business environment, Business law, Operations look into, Business examine methodologies, Production and Operation management, Marketing management, Financial management and accounting, Human resource management, Information systems, Strategic management, Small business and enterprise and so on. Among them, Strategic management is a subject added to business management region amid 1960-1970 and valuable to the managers at the official level to settle on right choices at ideal time. This subject is developed with the goal of supporting best level management of business organizations to recommend a method to fulfill the objectives, reason, and activities of the organization. This

likewise incorporates the formulation and implementation of the goals of the organization by methods for ideal usage of different resources and by breaking down inside and outside environment of the organization including its rivals. Number of strategic management models and structures are developed by numerous scientists and specialists amid most recent 50 years to which underpins organizations to recognize and confront the challenges both inside and remotely to the organizations by methods for viable usage of every single conceivable resource in a systematic and keen way to guarantee winning in any circumstances. Different conventional procedures at the operational level, business level, and corporate level are recognized/developed by numerous scientists and their adequacy are tried by methods for model development, observational investigations, and furthermore through case examination. Numerous foundations of business management are begun strategic management

division in their resources and focussed on strategic management explore.

Strategic change is characterized as "changes in the substance of a firm's strategy as characterized by its degree, resource arrangements, upper hands, and collaboration". In basic shape strategic change is away of changing the goals and vision of the organization so as to get more noteworthy achievement. There is no sure enchantment equation to carry out the responsibility and obviously it isn't continually prompting achievement. Numerous organizations neglect to actualize the plan effectively and totally, while the others neglect to pass on this change among employees and organization. It doesn't make a difference how extraordinary your hypothesis is or how helpful you change might be for the organization, as long as you can't influence it to comprehend by individuals it's useless.

There are a few issues that managers who are in charge of strategic change should remember. As a matter of first importance they need to think about the way of life and practices of employees. It clear that changing something that individuals accustomed to it for quite a while isn't anything but difficult to change. Another point is that when discussing a strategic change there must be great thought about setting similarity between the change and organization.

The standard error for this situation is to pull effective arrangements from other circumstance to attempt in current one, which won't work. The last issue is to think about that change is tied in with evolving individuals. Organization will change by changing the disposition of managers and employees of the manner in which them do their business.

Financial environment is changing quickly and this change is described by such wonders as the globalization, changing client and speculator requests, regularly expanding item showcase rivalry. To finish effectively in this environment, organizations constantly need to enhance their execution by lessening cost, developing items and processes and enhancing quality, efficiency and speed to showcase. "Strategic management is a progressing process that assesses and controls the business and the enterprises in which the organization is included, evaluates its rivals and set objectives and methodologies to meet all current and potential contenders, and afterward reassess every strategy yearly or quarterly (ie consistently) to decide how it has been executed and whether it has succeeded or needs substitution by another strategy to meet charged conditions, new innovation, new contenders, another monetary environment, or another social, financial or political environment". Accomplishing an upper hand position and upgrading firm execution in respect to their rivals are the principle goals that business organizations specifically ought to endeavor to achieve.

Strategic management can rely on the extent of an organization, and the proclivity to change of its business environment. Along these lines, a worldwide transnational organization may utilize an increasingly organized strategic management display, because of its size, extent of operations, and need to include partner perspectives and necessity.

As of late, all around the globe savage challenge has developed on account of a few ideas, for example, globalization, quick innovative changes, new comprised markets and changing client anticipations and the challenge has turned out to be increasingly overpowering. So businesses are compelled to think strategically and settling on choices by utilizing strategic planning more.

For sure, while strategic management was known and utilized in private parts, some transnational organizations, huge organizations and possessions during the 1980s, today numerous businesses use it as a methods for accomplishing their targets.

Today, the principle objective of businesses is developing strategy and strategies which present the best administration and generation in a most profitable and compelling way thus it is planned to achieve objectives and points in an ideal and beneficial way. That is conceivable with having a long haul mission to have the capacity to adjust their business in the quickly evolving world. In this way, they have to recognize vital systems and move them into training.

By normal assent, businesses ought to recognize their points and objectives and the conceivable techniques which can make progress in the present wild challenge environment. This process ought to be acknowledged with a prudential and long-lasting point of view. That part incorporates readiness of since quite a while ago named points, objectives and needs of strategic management working spending plan, making resource designation as indicated by these needs and, at last, responsibility. In this sense, strategic management is a prudential exertion. The way in which is seen later on is referenced with vision and prudential endeavors are generalized with the mission. Other than monitoring openings and dangers which can emerge out of the outside, businesses ought to know about their potential or their shortcomings, too.

These days, the point of methodologies, regarding businesses, is distinguished as giving planned outcomes to the establishment in the vulnerability climate since strategy gives a chance to the business to be go getter as indicated by its point. Being shark gives favorable position to the businesses in a furious challenge environment.

On this note, the strategy is about continued decisions. Plans which do strategic reasoning by

and by, include degree, point, sources and time of control in the business. It indicates formulation of point, objectives, and tools to be utilized systemically. This nearby connection among strategy and plan causes the multiplication of strategic habits of principle in the present current management rehearses.

The 'strategy' idea in management which includes predicting the future by planning through prudential, since a long time ago named periods is beginning to be talked about oftentimes in business management writing. Because of following management rehearses with procedures, businesses have begun a systematic readiness for what's to come. This circumstance makes ready for becoming a force to be reckoned with of strategy idea all around the globe, particularly for worldwide businesses.

Prior to assist investigation, it merits referencing that strategy is a planning process that collaborates with the aggressive environment to accomplish organizational points. The plans, which are the essential part of that process, are commonly formal, clear and since quite a while ago named tools which influence how the business is going to act in its environment.

Strategic management which is straightforwardly connected to the functionality of those plans is a management procedure which empowers the assurance of prudential points and objectives and recognizing an important process to accomplish those proposed objectives. Here, the most broad, expansive and the most broad points are created with the assistance of vision. A future photo of the business is portrayed to express the important tools and hotspots for making planned points genuine.

Key actualities of strategic management procedures incorporate the plan of making activities, methods, strategies, vision and points genuine in transit of moves to be made. Techniques in businesses point the acknowledgment of obtained, exchanged and utilized learning in activities in ideal level.

Strategic management is a management method which empowers distinguishing prudential points and objectives in businesses, regardless of whether this businesses are private, open and not-for-profit third segment, and deciding the vital processes to accomplishing these objectives. In this setting vision implies prudential plausible point and objectives.

As such, vision is the expected future image of the business. The mission is the announcement of objective arranged obligation and steadiness which is proposed to be come to in future. For the business, it is the appropriate response of "Why do we exist?". Strategic management makes the future planning of the business by utilizing both of these ideas also.

In a general sense, we can say that strategic management is a management practice which speaks to the exceptional work field of best managers. Thinking about this viewpoint, we are examining the inner and outside environment, as per these dissects recognize organizational angle with since quite a while ago named point of view, for accomplishing expressed points we detail important works and methods. It is a procedure that we assess the application and to what degree acknowledgment of systems called ventures, frame of mind, and activities.

STRATEGIC MANAGEMENT

Strategic Management is a more extensive term than strategy. And furthermore it is a process which incorporates environmental examination of the organization by the best managers with the end goal of strategy formulation and the plan of strategy implementation and controlling.

Strategic management is an accumulation of continuous exercises of strategic examination, strategy creation, implementation and checking. It systematically sorts out the resources in line up with vision, mission and strategy all through the organization. Strategic management doesn't foresee the future, yet readies the organization for it by realizing the correct strides to execute strategic plan.

At first strategic management was a piece of strategic planning which is presently a principle instrument of it. Strategic planning is incorporated with strategic management which joins both planning and management in a similar process (Porth, 2002)

Presently strategic management has turned out to be a standout amongst the most conspicuous zones of management. It comprise a far reaching accumulation of management activities which underpins organization managers to keep the organization steady with the environment and demonstrates the right way of development.

Strategic management in an organization centers around the issues of making and supporting upper hand (bowman et al. 2002). It is a process and a way managing activities everywhere throughout the organization (Dess et al. 2007). It is an accumulation of activities comprises of organizational examination, choices and activities to make and continue upper hands. These upper hands bolster an organization to investigate openings and limit dangers from the environment.

Hence more by and large strategic management is an extensive progressing process which includes deciding the mission and the destinations of the

organization inside the interior and outer environment.

Benefits of Strategic Management - Strategic Management makes an organization to be increasingly proactive, instead of responsive to start and impact exercises to control by its very own in embellishment its own future. Today the greater part of the organizations has perceived and understood the benefits of strategic management. Back ever, planning sound procedures by utilizing systematic, coherent and objective way to deal with strategic decision was the primary benefit of the strategic management (Fred, 2011).

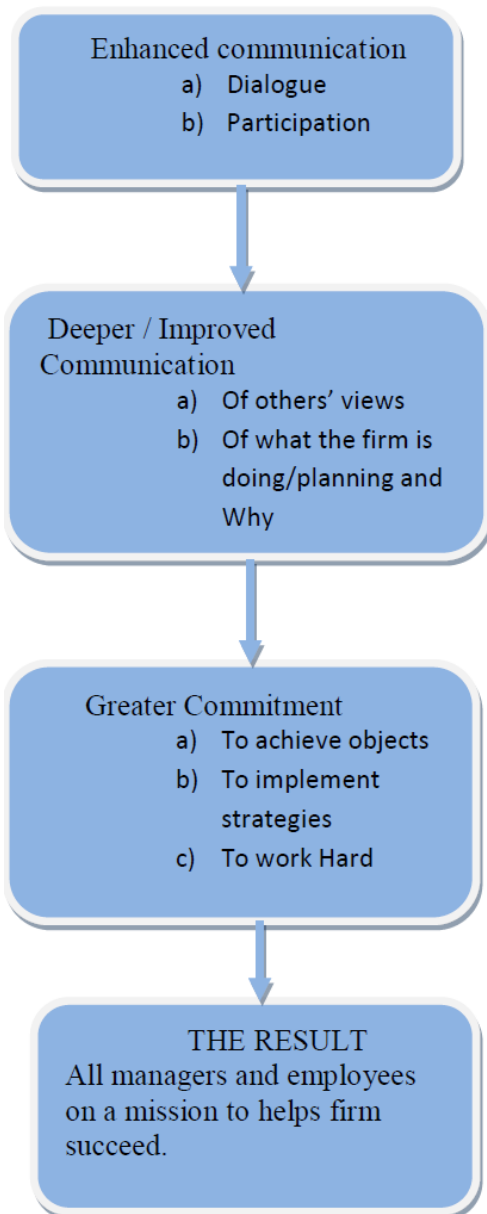


Figure 1: Benefits of Strategic Management

Figure 1 outlines the benefits which can be picked up by participating in strategic planning and management. Despite the fact that upgraded correspondence or through exchange and cooperation, managers and employees can bolster

the organization to effective strategic management. Every one of the firms should be caused by employees to effectively decide the mission (Fred, 2011). Strategic management process inspires all managers and employees to be devoted to the organization.

Absolute first the correspondence inside the organization ought to be developed. In this manner the employees can have the capacity to recognize what the organization is doing, how the objectives can be accomplished and after that they can make a more noteworthy duty for the organization achievement. At that point the managers and employees can see one another and turn out to be all the more persevering and inventive. With the endeavors of the all employees the organization can be progressively effective (Fred, 2011).

All the more Precisely the benefits of strategic management are in two different ways; financial benefits and non-financial benefits. Every one of the upgrades in the business, gainfulness and efficiency incorporate into financial benefits. A sound strategic management can lead an organization to understand its central goal and targets of the organization (Fred, 2011).

THE IMPORTANCE OF STRATEGY IN BUSINESS ORGANIZATIONS

Thompson, Strickland and Gamble (2007) recognize two essential reasons why strategy is critical in business organization. The primary critical perspective about strategy is that management needs to proactively make how the organization's business will be directed. They further state that a get and well thoroughly considered strategy is management's solution for working together, its guide to upper hand, its course of action for satisfying clients and enhancing financial execution. Besides, they state that a strategy-centered venture is bound to be a solid primary concern entertainer that an organization whose management sees strategy as auxiliary and puts its needs somewhere else. Successful strategy formulation and execution have an essentially positive effect on income growth, profit, and degree of profitability.

Dyson etal (2007) incline toward naming the strategic management process a 'strategic development process.' They attest that the strategic development process grasps the management process that advise, shape and bolster the strategic choices standing up to an organization. Their tendency towards the term strategic development process is introduced on three key issues which they feature. Right off the bat these creators contend that strategy formulation and implementation are indistinguishable business exercises in which

organizations connect consistently; henceforth the possibility of progressing development is fundamental to their reasoning. Their second purpose behind their methodology is that the generally utilized term 'strategic planning' has turned out to be corrupted by relationship with the production of deterministic, one-shot 5-and 10-year plans, which recommends unbending nature in considering what's to come. Their third contention is that 'strategic management' is too free a term to depict the accentuation that must be set upon intelligent commitment and diagnostic scrutinizing that describes their suggested methodology.

In spite of their slight diversion from the regular way to deal with strategic management, they share a typical view with Thompson, Strickland and Gamble (2007) who affirm that making and executing strategy are center management functions; phenomenal execution of a great strategy is the best trial of administrative experience – and the most solid formula for transforming organizations into champion entertainers. It is the last creators' conflict that how well an organization's management group diagrams the organization's bearing, develops intensely powerful strategic moves and business methodologies, and seeks after what should be done inside to deliver great day-in, day-out strategy execution and working brilliance, decides an organization's definitive achievement or disappointment.

STRATEGIC MANAGEMENT CONTRIBUTIONS TO BUSINESSES

For the most part, strategic management can utilize information innovation in land, social and organizational limits. They depend on moving information into informatics, informatics to information and information to activity in their client encourage capacities. They likewise can display informatics administration and items to individuals by agglomerative and secretly.

In that process, strategic reasoning capacity requires looking actualities, issues, environmental changes in an alternate level and reacting them. When it is expected that there is a connection between chiefs' elective reasoning levels and their react styles, it very well may be guaranteed that strategic reasoning requires managing occasions, issues and changes in a standard and way.

Ordinarily, strategists see the businesses as a black box and see as a structure that needs to adjust developments on their constitutions by assessing new open doors in the market. That great view requires understanding the market power, for example, strategic works and rivalry factors while developing a strategy display.

Strategy makes ready indicating choices that will be impact long haul execution and arrangement. In this sense, strategy is under the interior and outside conditions normally vision refreshing. Additionally strategy, to accomplish the abnormal state and the most gainful organizational execution, is the fullest degree of choices and strategies that their duties are taken by managers.

Inside that period, strategic management, which will be connected, for all time gives the course of action of three unique focuses which are embraced by upper layer managers, related and indicates coherence. Those are top management esteems, environment, and sources. Strategic management particularly underscores the need of making utilization of and following environmental open doors cautiously and looking at circumstances and dangers that emerge from incredible and powerless purposes of organization,

STRATEGIC MANAGEMENT PROCESS

The strategic management process implies characterizing the organization's strategy. It is likewise characterized as the process by which managers settle on a decision of a lot of methodologies for the organization that will empower it to accomplish better execution. Strategic management is a persistent process that assesses the business and ventures in which the organization is included; evaluates its rivals; and fixes objectives to meet all the present and future contender's and afterward reassesses every strategy.

Strategic management process has following four stages: Environmental Scanning-Environmental examining alludes to a process of gathering, investigating and giving information to strategic purposes. It helps in investigating the interior and outside variables impacting an organization. In the wake of executing the environmental investigation process, management ought to assess it consistently and endeavor to enhance it.

Strategy Formulation-Strategy formulation is the process of choosing best game-plan for achieving organizational targets and thus accomplishing organizational reason. In the wake of leading environment filtering, managers plan corporate, business and functional methodologies.

Strategy Implementation-Strategy implementation suggests making the strategy fill in as expected or putting the organization's picked strategy without hesitation. Strategy implementation incorporates planning the organization's structure, circulating resources, developing basic leadership process, and overseeing human resources.

Strategy Evaluation-Strategy evaluation is the last advance of strategy management process. The key

strategy evaluation exercises are: assessing inner and outer variables that are the base of present procedures, estimating execution, and taking medicinal/restorative activities. Evaluation ensures that the organizational strategy just as it's implementation meets the organizational destinations.

These segments are steps that are conveyed, in sequential request, while making another strategic management plan. Present businesses that have just made a strategic management plan will return to these means according to the circumstance's prerequisite, in order to roll out basic improvements

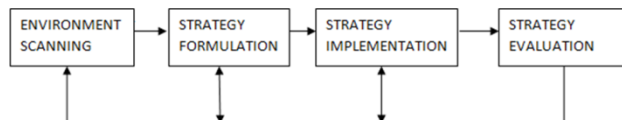


Figure 2 : Components of Strategic Management Process.

Strategic management is a progressing process. In this manner, it must be understood that every segment communicates with alternate segments and that this collaboration regularly occurs in ensemble.

STRATEGIC PLANNING, CHALLENGES

Strategic planning will be planning for the long haul time frame. It is differ between organizations however the plan normally made for up to 5 years. Due to that long haul objective, there are a few challenges to be confronted. Above all else you need to think of something new which changes essential things in current position as they are not adequate any longer. Another activity would persuade partners to be steady amid implementation of the plan, and diminishing process duration in the planning process.

In this day and age, organizations can't bear to confront these challenges. To defeat these issues, they need to make achievement procedures as quickly as time permits and it will push them to consistently meet client prerequisites. In doing as such, they should figure out how to dispense all accessible inner and outside resources around the plan.

Through the general presentation, we realize that strategic management incorporates three viewpoints which are strategic planning, strategic implementation and control of the strategy in an organization. Practically all the advanced organizations have attempted strategic management to ensure that they can achieve the normal level of execution. In any case, there are as yet numerous challenges for strategic management in the cutting edge business society.

1. Introduction for globalization - Now almost every business organizations start to get

globalized, venture in to worldwide operations with the worldwide partnerships or utilize other outside business operations methods. On account of the globalization of operations of in business world there are numerous new introductions turning out, for example, universal human resource management (IHRM) and global back. The process of organization's strategic management must be redesigned all an opportunity to manage these new introductions.

2. Rising web based business and web culture - With the expanding development of web and the innovation, a few organizations have directed concentration toward internet business where they lead business with electronic methods, for example, web based obtaining, web based moving and web based publicizing. Strategic management process of the business ought to prevail to change internet business inspiration into the business process.

3. Merciless challenge - When the globalization, internet business and numerous different changes developed in the business society, business has progressed toward becoming hyper focused. In the event that you are not utilizing legitimate aggressive strategy, the organization can't endure any more. The process of strategic management can create focused insight, anticipate the following moves of opponents and construct the aggressive strategy to vanquish rivals in the extreme fight.

4. Broadening - With expanded vulnerability and the quick changes in business environment, the business hazard has grown up considerably. Organizations currently take part in broadened operations must differentiate the business hazard where they center around more than one business territory or industry as opposed to represent considerable authority in one zone. The strategic management ought to be fit for distinguishing broadening of business openings and oversee them well.

5. Dynamic weight gathering - Under the cutting edge society, there are dynamic weight bunches working, for example, environmental activism and customer protectionism. In this way strategic management must recognize these outer weight gatherings and comprehend their worries.

6. Thought process in Corporate Social Responsibility (CSR) and morals - Also, the advanced business organizations need to have corporate social obligation and morals to achieve their corporate notoriety with the goal that it tends to be progressively focused in the environment. Strategic management ought to do inquires about for conceivable corporate social duty exercises and actualize those to be in venture with desires for the general public.

CONCLUSION

Strategy is an exceptionally valuable idea for an organization, since it has numerous varieties. In this paper it has involved a few meanings of strategy utilized by various researchers and creator has proposed another definition for the strategy as "A strategy is a plan of activities that one uses to figure objectives, targets and methods for accomplishing those objectives and goals". Strategic planning is a guide for an organization which deals with the undertaking, particularly if strategic plan can effectively send all through the organization. Strategic reasoning and strategic management are increasingly critical parts of senior management's duties. Strategic planning process is an extremely far reaching process which requires a lot of strategic reasoning. Strategic management encourages an organization to decide its main goal and destinations through making and supporting upper hand.

Strategic management isn't yet a typical business practice among assembling firms in Anambra State. In any case, strategic management has been distinguished has veritable tool for enhancing the aggressiveness, execution levels, and auxiliary development of organization. Strategic management and comparative methods, which have been as of late developed particularly inside the private area, have started to be connected by the endeavors in the general population division after some time. Strategic management is likely the most critical of all. As we managed in our examination in detail, organizations mean to make a dream by developing long haul systems with the strategic management idea. In this manner, choosing how to execute strategic plans best and necessities to accomplish the objectives is the subject of the strategic management.

The importance of strategic management in running business organizations can't be over-underlined. Developing a strategic vision which sets basic course and aides resource assignment inside the organization is vital. Making strategy, powerful implementation, observing, assessing execution and developing remedial intercessions where vital, are a portion of the basic viewpoints that can help organizations in making and keeping up reasonable upper hand. Organizations without a strategy can't utilize their resources adequately and proficiently on the grounds that they can't make a strategic

examination that will empower a successful utilization of financial and human resources. Strategic management gives the organization a chance to make a strategic investigation since it contains adjustment, instinct, and making change both in the organization and in the environment. Strategic management not just empowers organizations to adequately contend in an aggressive environment yet it likewise causes them comprehend what's to come.

REFERENCES

1. Abdulkadir D.S. (2012). Strategic Human Resource Management and Organizational performance in the Nigerian Insurance Industry: The Impact of Organizational Climate, *Business Intelligence Journal*. 5 (1), pp. 8–20. Retrieved from www.saycocorporativo.com/saycoUK/BIJ/journal/Vol5No1/Article1.pdf
2. Aithal, P. S. and Acharya, R. K., (2016). Strategic Management Models & Indian Epics. *International Journal of Management Sciences and Business Research*, 5(4), pp. 180-188. DOI :<http://doi.org/10.5281/zenodo.161093>
3. Akinyele S.T. and Fasogbon O.I. (2007). Impact of Strategic Planning on Organizational Performance and Survival. *Research Journal of Business Management*, pp. 162-71. Retrieved from <http://scialert.net/abstract/?doi=rjbm.2007.6.2.71>.
4. Askarany, D. and Yazdifar, H. (2012). Strategic Management Tools and Organisational Performance, Paper presented at session title, Research Interaction Forum 1 in Washington DC Seed of Innovation, American Accounting Association Annual Meeting and Conference on Teaching and Learning Accounting, Monday August 6, 2012 <http://aaahq.org/AM2012/abstract.cfm?submissionID=576>
5. Bowmal, E., Singh, H. and Thomas, H. (2002). The domain of strategic management: History and evolution, Sage.
6. Dess. G., Lumpkin, G. and Eisher, A. (2007). Strategic management, 3rd ed. New York, Mc Graw- Hill.
7. Fred, R.D. (2011). Strategic management: Concepts and case, 13th ed., Pearson Education, Inc, 2011.

8. Hajara (2011 online) *Challenges to Strategic Management* <http://www.tutebox.com/business/management/challenges-to-strategic-management/> Retrieved 21.3.2011
9. O'Brien F. A. and Dyson R. G. (2007). *Supporting Strategy, Framework, Methods and Models*. West Sussex: John Wiley & Sons Limited.
10. Porth, S. (2002). *Strategic management: A cross-functional approach*. New Jersey: Prentice hall.
11. Rouse, W. B. (2001). *Essential Challenges of Strategic Management*. New York: John Wiley & Sons, Inc.
12. Thompson Jr., A., Strickland III, A. J. and Gamble J. E. (2007). *Crafting & Executing Strategy*. 15th Edition, New York: McGraw-Hill Irwin

Corresponding Author

Mrs. Sonia*

M. B. A, HR., M. C. A., B. ED., Net Qualified

soniangwan1980@gmail.com