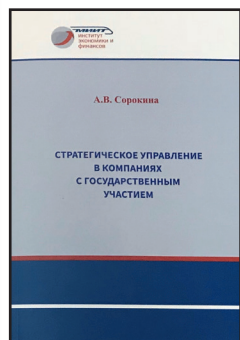


PRIORITIES OF STRATEGIC PROJECTIONS

Sorokina, A. V. Strategic planning in companies with state participation: Monograph. Moscow, Izvestia publ., 2018, 264 p.



ABSTRACT

The monographic study details the theoretical and practical issues of development of a strategic management system: economic essence and content, structure, principles and methods, key threats and development risks. Considerable attention is paid to the experience of implementation of the management strategy in JSC Russian Railways, largest transport holding company of the country, the forms of state participation in which have undergone serious organizational and legal changes during restructuring of the transport sector.

Keywords: railway, holding, strategic management, state participation, long-term programs, development risks, methodology, horizons of planning.

The development strategy makes corporate governance consolidated almost a priori. Many people prefer to even consider it to be single one, because it inevitably interleaves the goals of different planning horizons, brings into correspondence the operational, current state of production with medium-term and longer-term calculation values, thus creating a kind of intermediate balance for present real and future predictable achievements.

Such interpretations are understandable, not canonical, but they are by no means far from the adopted model schemes, they simply have a different task – to clearly say about the complex phenomenon, but not to impose an excessive (and often far-fetched!) significance on what really should be perceived as twice four.

A funny story, for example, occurs in this sense with the word «macroeconomics». After all, it is used, as if embarrassed to admit that in reality it is a matter of abstractions, categories-mock-ups that nobody can use in real life. It turns out, that either real life simply does not matter for macroeconomists, or the theory has left to walk on the vast expanses of digital infinities, from which they do not usually return voluntarily.

Is it worth the same fear when the theory operates with strategic categories? For some situations, perhaps, such a threat cannot be ruled out. But the field of strategy is far removed from complete abstractions. It has its own frontiers and lines of offensive, zones of

responsibility, types of actions, counteractions and interactions, rules of the game.

In any case, the strategy implies an organized channel, in the bosom of which everything flows in right direction, back flows sometimes responding to external impacts, or changes, remaining within outlined shores. But necessarily the movement in the banks intensifies the already achieved actions, the ability to look ahead of others prevails. At a long distance, those win who master the art to calculate the future better than the opponent (competitor), to be able to overcome the temptations of momentary benefits.

When you become acquainted with the monograph by A. V. Sorokina, you get the confidence that the position of the researcher is close to this perception of the scientific meaning and predetermination of the topic, since in the text there are just realism, absence of pseudo complexity, demonstration (and I want to say: conscious) of reasonable proportions in logic and compatibility of theoretical justifications and practical needs, when the author projects the tasks of strategic management on today's problems of such giant companies as the holding company RZD.

Not always, I confess, we have to observe in scientific works sufficiently clear and concise formulations in application (program) theses, claiming to be logically accurate, conceptual and, at the same time, to have demonstrative alignment. To manage timely

and relevantly to place accents in an aphoristic phrase, regardless of to whom it belongs – to the researcher or his quoted colleague, it means a lot. This is all the more impressive, if such a reception is not an end in itself, but an entirely organic part of scientific stylistics.

Here are some of those «aphorisms», first focusing on the basic concepts:

«A strategy is a single concept linking and guiding the growth of a complex organization» (p. 11).

«A strategy is always a certain balance between strategic intentions and strategic resources» (p. 12).

«A strategy is a view from the future to the present allowing ... to develop an action plan to achieve the desired future of the company» (p. 12).

«A development strategy is an approach to addressing the problem of underdevelopment» (p. 10).

«A development strategy ... is a targeted program that includes setting priorities for the tasks to be accomplished (projects), attracting resources, the sequence of actions necessary to preserve the business and strengthen its competitive positions» (p. 13).

«A strategy is a principle of organizing goals and tasks, as well as policies and plans for achieving these goals and solving tasks» (p. 20).

Then the center of attention shifts to the specifics of strategic management in companies with state participation:

«The peculiarity of managing companies with state participation is combination of business goals and state objectives in justifying the initiation of certain strategic decisions» (p. 56).

«The successful functioning and development of the holding RZD, the largest state-owned company, requires a clear alignment of strategic prospects ... Strategic goals must take into account, above all, the interests of the state» (p. 69).

It is clear that development of the main theme in the monograph presupposes not only theoretical and methodological approaches to strategic management. Separate

chapters are devoted to the essential characteristics and specificity of strategic planning at the enterprises of the transport complex of the country, organizational and methodological aspects, trends and prospects for development of the strategic management system in companies with state participation.

In particular, the relationships of business processes typical for most transport companies with strategic development management processes are examined in detail and comprehensively. Particularly shown from a practical point of view is the relationship of the implemented strategy, operational planning and the system of key performance indicators and success factors.

One of the directions that the author of the monograph rightly points out is the coordination of goals and decisions in the implementation of strategies. To increase the effectiveness of strategic management in the holding company, in the opinion of A. V. Sorokina, the model developed by P. Lorange and R. F. Vancil may also be used (see Pic. on p. 99). It provides for three levels of decision-making: 1) level of «enterprise» (corporate) – the board of directors of a separate company, the strategy committee of the board of directors; 2) level of «business scope» (business level) – executive bodies of a company (general director, board); 3) level of «functional areas of activity» (functional level) – executive bodies of a company and heads of business units. As in the holding corporate system, all this is interfaced and works, it is revealed quite clearly, but the main thing is that this model example shows the principle of consideration of any projections projected in the research: strategy is a way to achieve a goal.

In conclusion, it should also be noted that, for all its relative compactness, the book has a full-scale and balanced content, has drawing and tabular material, and is equipped with the necessary background information. That is, in the aggregate it meets the standard requirements for a scientific publication and thus fulfills the task announced in the annotation.

If we avoid mentioning formalities, then the monograph is worthy of its mission and deserves the attention of readers.

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