



ORGANIZATIONAL ENVIRONMENT AND THE ROLE OF STRATEGIC MANAGEMENT

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Summary

The research shows that strategic planning is one of the fundamental concepts in Administration theory for companies today. Through it, you can define goals, establish objectives and outline actions to achieve them. Such planning is characterized by its scope and flexibility, capable of guiding organizations towards better decision-making. A good execution of this planning is guided by Management, which is why it becomes essential for a company or organization to take off. In this work we learn about how organizations use these theories and concepts from General Administration to adopt efficient practices that guarantee their survival within the market. Thus, the objective of the research is to discuss the challenges faced by organizations, especially in times of crisis, and the importance of Strategic Planning (SP) within Strategic Management to overcome difficulties and maximize results. Prepared from a bibliographic review, the research methodology is qualitative and the approach is descriptive.

Key words: Strategic planning. Strategic management. Organizational environment.

Abstract

The research shows that strategic planning is one of the fundamental concepts in administration theory for companies today. Through it, it is possible to set goals, establish objectives and outline actions to achieve them. Such planning is characterized by its scope and flexibility, capable of guiding organizations towards the best decision-making. A good execution of this planning is guided by Management, so it becomes essential for a company or organization to take off. In this work, we learn about how organizations use these theories and concepts of General Administration to adopt efficient practices that guarantee their survival within the market. Thus, the objective of the research is to discuss the challenges of organizations, especially in times of crisis, and the importance of Strategic Planning (SP) within Strategic Management to overcome difficulties and maximize results. Elaborated from a literature review, the research methodology is qualitative and the approach is descriptive.

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Introduction

Companies, organizations and institutions are not isolated only in the macroeconomic field, but they are connected and impacted by politics, culture and society in general. A very illustrative example of how the broader social situation influences organizational structuring is the current pandemic period, in which many organizations had to close their doors due to the Covid-19 crisis, and many others were forced to lay off employees, reduce its working hours and workers' salaries, among other measures that directly affected the structure of the institutions and the lives of the people associated with them.

Any company or institution is subject to being impacted by a set of forces external and internal to its organization that directly affect its progress and the achievement of its goals, this is what is called the organizational environment, and is also due to the plurality of collaborating individuals, administrators, habits, policies, technologies and knowledge that make up the organizational universe and connect the company with the world on the move (Xerpay, 2018).

The pandemic, of course, imposed a series of new challenges on the market and organizations, showing

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once again the importance of companies developing adaptive capacity and preparing themselves for the changes that occur in different areas of society, seeking alternatives in the face of various difficulties, whether to optimize costs or to guarantee their productivity, competitive capacity and profitability in the market (Santos; Nassif, 2021).

In these crisis contexts, like the one we are currently experiencing, the implementation of Strategic Planning (SP) within the Strategic Management process can prove to be an effective key to business continuity (Martins; Ribeiro; Damasceno, 2021), this because this type of planning is not limited to the budget alone, nor does it concern exclusively long- and short-term measures, but involves the critical study of reality and an expanded vision of the future, whose focus is on rationality and strategic actions adapted to environmental contingencies (Laimer; Nunes, 2013).

The objective of this literature review is to describe the challenges faced by organizations, especially in times of crisis, and the importance of Strategic Planning (SP) within Strategic Management to overcome difficulties and maximize results. The methodology is qualitative and the approach is descriptive.

Conceptual Aspects for Strategic Planning

The good results and success of a company or institution are associated with that organization's ability to adapt to different social, political, technological and economic situations. To adapt - if, companies need to plan appropriately and this planning must occur intelligently. From this need arises the concept of Strategic Planning (PE), coined in the second half of the 1960s (Alday, 2000), and which refers to the "definition of objectives and programs to be executed to set goals and achieve success" of organizations (Elias; Ruiz, 2016, p. 2).

In addition to strategic planning, there are two other levels of planning: tactical and operational, with strategic being the broadest, to which all others are subordinate. It is distinguished by its long term, by involving the company as a whole and not just by sectors, focusing on achieving objectives at a comprehensive organizational level, and defined by the organizational core of the company or institution (CHIAVENATO, 2003).

It is a methodology to define the direction that such an organization will follow. According to Alday (2000, p. 11), "direction encompasses the following items: scope of action, macro policies, functional policies, operating philosophy, macro strategy, functional strategies, macro objectives, functional objectives". For Chiavenato (2003, p. 236) "strategic planning refers to the way in which an organization intends to apply a certain strategy to achieve the proposed objectives".

Strategic Planning, however, does not occur in isolation. In other words, it is not enough to just plan, it is necessary to explore and innovate opportunities, in addition, react to changes, threats and possibilities, paying attention to the concrete movement of reality (Sousa; Dias, 2016). Therefore, Strategic Planning is never a closed or/and static data, but a dynamic tool, which contains decisions regarding the paths to be followed and the steps to be taken by the organization (Silva; Pastor; Stábile, 2015).

Such decisions must take into account not only what is happening in the present, but also project the future. The concept of Future Projection emphasizes how to act in the face of what is happening in the present and in the near future, while planning refers to transforming such proposals into manageable practices, defining results and goals, determining actions, reserving resources and aiming for objectives (Alday, 2000).

Therefore, Strategic Planning differs from a long or short term plan, as it is not limited to a budget and profitability projection, but covers all organizational sectors of a company.

company or institution, without pre-conceived determinisms, but rather exploring the possibilities found in a given environment or situation (Alday, 2000).

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The Challenges of the Organization and the Role of Management

Humanity has always experienced profound transformations, however, in today's society these transformations happen much more quickly, and this is due to several factors, such as technological advances, cultural, legal, demographic, ecological, economic and social changes, in flux more and more

dynamic, which causes greater competitiveness, unpredictability, instability and uncertainty within organizations (CHIAVENATO, 2014).

Aspects such as global crises, international protectionism and shortages in the circulation of products can constitute barriers to the growth of organizations, as well as preventing them from achieving their goals. Especially in the context of social, political, economic and health crises, such as the one the world has been experiencing in the last two years with the Covid-19 pandemic, companies and organizations tend to go through moments of instability.

This process, as a rule, is characterized by the elimination of positions, a reduction in the number of employees and a reconfiguration of functions by the rest of the team, and mainly, a drop in productivity, sales and business. Therefore, it is essential to carefully analyze the external context to adapt the company's organizational behavior (Passaretti, 2016).

The theory called Organizational Ecology invites us to think about organizations in relation to influence and their interaction with this external environment. It uses concepts from Biology to explain that, like the evolution of species, organizational evolution occurs through a process of natural selection, in which environmental conditions impose adaptation on the population. Thus, only the strongest, that is, the strongest companies would survive (Cunha, 1999).

According to Cunha (1999), this theory supports the understanding of an interactionist perspective between organization and environment, but warns of the need for a more comprehensive approach, considering that in Organizational Ecology the role of management is conditioned, and reduced, to environmental factors.

Micro and small companies play a crucial role in economic development, mainly at the local and regional level, however, above all, they tend to suffer greatly from the impacts of the organizational environment (Alday, 2000).

A study carried out by SEBRAE Nacional (2013) revealed that 24.4% of these companies close their doors before even completing two years of operation, and this percentage rises to 50% when referring to those with less than four years. There are many reasons for this to occur, with emphasis on a lack of planning, lack of adequate business training and business management.

It is common for these companies and institutions not to carry out strategic planning, nor to use need knowledge of general Administration theories to guide themselves in their business, with their management model being precarious or even non-existent (Elias; Ruiz, 2016).

In these cases, many entrepreneurs open a company or organization solely for profit, and their expectation is always success. Therefore, they prepare very little for environmental adversities and do not plan to enter the market and remain in it (Ferreira et al., 2005).

On the other side of the arena, many companies also perceive in times of crisis and challenges the opportunity to run your ventures, develop the best solutions to problems and expand the sale of your products. It is through strategic planning that the foundations for the future of an organization are laid (Ferreira et al., 2005).

Within this perspective, these companies continue to adopt actions with a view to maximizing results and minimizing negative impacts. Among the measures, adapting prices according to the new reality and purchasing power of the consumer appears to be a viable alternative for some managers. However, to this end, greater attention and monitoring of what capital enters and leaves within the company becomes crucial, assuming balanced risks (Passaretti, 2016).

Another important point is the strategic insertion of technology, as through automation it is possible to guarantee the optimization of processes and, in this way, find new ways to increase production levels and develop strategic plans aimed at adapting the company to the new context of market (Compila Soluções, 2020).

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In addition to facilitating the organization's daily life, the use of technology allows greater interaction with the public, mobility, cost reduction, broad access to the product, adoption of marketing and communication strategies. Furthermore, technology is a tool that can be widely used for monitoring, monitoring results and evaluating performance (Compila Soluções, 2020).

Therefore, it is clear that the biggest challenge for a company is still management, since, faced with a world of intense transformations, it becomes increasingly essential to plan business from a strategic and innovative perspective. In this sense, strategic management occupies a fundamental place in any organization, as it contributes to the company's expansion, establishing the direction to be followed and the decisions to be made (Zingler et al., 2018).

According to Alday (2000, p. 13), strategic management is “defined as a continuous and interactive process that aims to maintain an organization as a whole appropriately integrated into its environment”. According to this author, strategic management encompasses five stages, namely: Carrying out an analysis of the environment, Establishing an organizational guideline, Formulating an organizational strategy, Implementing the organizational strategy and Strategic control.

In this sense, the manager's primary function is to articulate plans and manage business from the most different scenarios and external contexts, focusing on knowledge and answering the main questions that involve the functioning of the company or institution: objectives, mission, purpose, business, external environmental conditions and internal factors (Zingler et al., 2018).

The manager is also responsible for monitoring his team, identifying possible strengths and points to be developed in his employees. For Chiavenato (2014, p. 37), the dimension of People Management is crucial to the organization's processes, because in the words of this author, individuals constitute “the mainspring that moves companies”.

However, it cannot be forgotten that limits are also placed on this role, as the manager is not above the concrete movement of society and the market, he is not an all-powerful God who can alone save all the company's mishaps. This is why, once again, paying attention to external factors, studying the possibilities offered by different contexts is an arduous task, but extremely necessary, as these aspects condition administrative actions, impose obstacles and drive business behavior (Cunha, 1999).

According to Cunha (1999), according to the theory of Organizational Ecology, at least four factors can limit the manager's action, namely: scarcity of resources, organizational format, pattern of competition, consequence of limitations to rationality. However, according to this author, these limitations should not be taken as deterministic, because at the same time that the context reflects the actions of the subjects, such actions may also be capable of modifying it.

An approach that seeks a balance between both perspectives seems the best alternative. In the sense used by Cunha (1999), instead of focusing on the success or failure of a given company or institution as a product of the manager's merit or the natural selection of the environment, one should focus on the “demonstrated ability to articulate in a harmonious way external pressures with internal needs and capabilities” (Cunha, 1999, p. 26).

At times when challenges become more evident, changes become necessary, pushing individuals to react, and it is precisely in the ability of managers to overcome limitations. In this sense, “managers should not be treated as “anti-heroes”: they are organizational actors constrained by the context, but not to the point where their action is determined by the external environment” (Cunha, 1999, p. 25).

Currently, two other issues relevant to strategic management are international operations and social responsibility. In the era of computerized globalization, businesses tend to open up to foreign trade and production. Social responsibility involves actions and decisions by the company that benefit the social environment, promoting the sustainable development of society, and promoting justice and combating social inequality (Alday, 2000).

Conclusion

Prepared from a bibliographical review, the research showed that strategic management is a tool for managing action plans and objectives determined by the company, aiming to achieve the best results and minimize negative impacts caused by external factors, linked to changes in the organizational environment, and factors associated with the company's internal issues.

In other words, strategic management is responsible for executing Strategic Planning, which is characterized by being a dynamic and comprehensive device, which brings together the goals, the main objectives defined by the company or institution and the action plans to achieve them. These are previous decisions based on the present and future of the organization.

Within strategic management, planning ranges from strictly budgetary planning to tary, although obviously this is also extremely important. It encompasses behavior and attitudes that enable the organization to overcome challenges and develop as a whole.

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