Impact Factor:

ISRA (India)	= **6.317**	**SIS** (USA)	= **0.912**	**ICV** (Poland)	= **6.630**
ISI (Dubai, UAE)	= **1.582**	**РИНЦ** (Russia)	= **3.939**	**PIF** (India)	= **1.940**
GIF (Australia)	= **0.564**	**ESJI** (KZ)	= **9.035**	**IBI** (India)	= **4.260**
JIF	= **1.500**	**SJIF** (Morocco)	= **7.184**	**OAJI** (USA)	= **0.350**

SOI: 1.1/TAS DOI: 10.15863/TAS
International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) **e-ISSN:** 2409-0085 (online)

Year: 2021 **Issue:** 09 **Volume:** 101

Published: 19.09.2021 **http://T-Science.org**

QR – Issue QR – Article

Dilshoda Mahmudovna Rahmonova
Westminster International University in Tashkent
Associate Lecturer

MANAGEMENT STRATEGIES IN CHANGING ENVIRONMENTS

***Abstract**: Whether the business is small or giant, continuous and unexpected changes in external environment does not let them to stay unchanged or irresponsive. In other words, businesses cannot ignore the external turbulences, if they want to survive and succeed in their market. Here, businesses will be required to quickly moderate, edit or sometimes even completely transform the business strategy that they had established before changes occurred. These strategies which will be created or crafted in the process , defined as emerging strategies in strategic management world. One example for such unexpected turbulences in environment is recent COVID-19, which has proved that businesses should be flexible and fast enough in adapting to changes and coming up with new innovations or at least applicable moderations in their existing strategies. By his in depth research in this field Mintzberg (1987) compares the work of strategist to craftsman, where both are required to create the product by standing in the middle of their past experiences and expected future. That is where sometimes, new market opportunities are opened.*

***Key words**: Management, Emerging Strategies, Change, Innovation, turbulence.*
***Language**: English*
***Citation**: Rahmonova, D. M. (2021). Management strategies in changing environments. *ISJ Theoretical & Applied Science, 09 (101),* 384-386.
***Soi**: http://s-o-i.org/1.1/TAS-09-101-39 ***Doi**: crossref https://dx.doi.org/10.15863/TAS.2021.09.101.39
***Scopus ASCC**: 2000.*

Introduction

The purpose of the research is to dig deep inside the topic of emerging strategies and how well firms use their strategic capabilities in analyzing their industry, evaluating current situation and presenting moderated or transformed strategy [1,2,3,4,5,6,7,8,9,10,11].

Additionally, how welcoming the businesses are to emerging strategies , their response and reactions to changes.

Change is common in high performing firms, they always try to commit and hold on to continuous improvement.

Seeking the ways to improve the strategies they have, instead of creating new ones from scratch can help organizations to keep stability and change in balance.

However, in real business world, change is always there, either slowly or dramatically.

Literature review.

In his early research from 1978, Mintzberg defined two types of strategies which are intended and realized strategies [9].

For intended strategies he gave the definition that is planned and already with the end in mind, while emerging strategies are the ones which can be altered/adopted throughout the way according to environmental changes.

Usually deliberate or intended strategies are common in big organizations because giant companies are highly resistant to change. That is why; they feel unable to undertake the transition.

Choice of strategy in changing world gives hardest options to managers to choose from and they are afraid of trade-offs. It is another reason why giant organizations cannot choose the path of emergent strategies (Gary Pisano, 2015). Kotler and Schelesinger (2008) identified / explained emergent strategies similarly, when the resistance is high for change in organization, it is much likely that organizational growth also suffer [5].

In such cases, slow change and implementing emerging strategies step by step can be the most applicable tactic to reduce the resistance and adapt to external environment.

Mintzberg (1987) tried to explain the difference and more clearly the difficulty of implementing new strategy in large organizations compared to small businesses [6].

In small businesses, salesman or lower level managers have contact with customer and idea of what the customer really wants, after gathering information, the approaches appropriate managers.

From this point they can work out and create the needed product or service that customer wishes to have.

In Mintzberg's words, he is the lucky salesman, however , not all salesmen are such lucky, they are ten layers far from managers and cannot express ideas as freely as they would do in smaller businesses [9].

It is the responsibility of upper level managers to teach others to say "no". As Porter (1996) restates that what not to do is as much important as what to do. Setting healthy boundaries and limits is the important function of leadership [10].

Mintzberg (1973) viewed strategy as the line of consistent behaviors that organizations establish to mediate the environmental turbulences that change constantly and organizational bureaucracy that tries to stabilize the changes [8].

Here, the strategic change or innovation is the response of leadership to environmental changes.

Sudden turbulence in business environment makes businesses to quickly realize their position and come up with their strategies.

Research methodology.

In this research paper, secondary data collection analyses were used.

Eleven relevant articles published in the field of Management strategies were studied, analyzed and conclusion was drawn in the end. First of all, theory behind emergent strategies explained.

Secondly, three main points from the review compiled in results section. Lastly, analyses and conclusion parts provided with final finding from literature reviewed above.

Results.

1. Innovation strategies. As the changing strategy is response of leadership of company to environmental turbulence, then innovational strategy is opportunity to new market. Innovational strategies can be incremental or radical. Incremental innovation strategies are those that cause smaller degree of departure from existing practices of companies (Katz, Preeze, Schuttle, 2010 [3]).

2. Change and Management. Manager's resistance to change the strategy can be caused by several reasons such as, resistance, intolerance of change, lack of trust or misunderstanding along with different assessments.

In cases of dramatic changes in environment, strategic revolution is needed (Danny Miller and Peter Friesen, 1984 [6, 11]).

3. Size of a firm. Changing the strategic course takes different modes according to the size of firm.

Lower level managers often get stuck or feel confused when it comes to maintaining strategy.

Analyses.

Decisions on trade-offs are required when businesses want to implement innovation / changes and it will cause change in every other aspect of organization.

Therefore, choice of business strategy is crucial for both big and small businesses in identifying their competitive advantage over rivals in processes of competition (G. Johnson, et. el, 2017 [2]).

In formulation of strategy information sharing plays a crucial role, as not having the relevant, up to date data, craftsman of strategy cannot create needed path to success.

When developing strategy making sure to compile as much information as possible on the target group is crucial and fundamental.

So, clear communication along with discipline required in this stage.

Conclusion.

To balance the arguments provided above it is appropriate to point out that according to Mintzberg's (1987) research in the field, there is no such thing as purely deliberate or purely emergent strategy [7,9] .

Organization can succeed in its industry when it chooses to be "learning organization". In such organizations, learning from mistakes, correcting the fault immediately and building upon existing experience is way of crafting strategy.

New innovations and market opportunities open up when there is a flexibility and openness in crafting the strategy. Especially, in crowded industries, it is barely possible to win, from the intensity of competition oceans turn red.

So, when the competition is intense and stakes are high, businesses are advised to build their own blue oceans and enjoy the serenity till imitators follow (Kim and Mauborgne, 2004 [4]).

References:

1. Pisano, G. (2015). *"You need an Innovation Strategy".* Harvard Business Review. (pp.45-64).
2. Johnson, G., Scholes, K., & Whittington, R. (2008). *"Exploring Corporate Strategy".* Prentice Hall, England. (468 p.).
3. Katz, B.R., Schutte, C.S., & Preez, N.D. (2010). *"Definition and Role of an Innovation Strategy"* Conference: SAIIE 24 At: Glenburn Lodge, Gauteng, South Africa , 2010.-376 p.
4. Kim, W.Ch., & Mauborgne, R. (2005). *"Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant.* (389 p.). Harvard Business Press.
5. Kotter, P.J., & Schlesinger, L.A. (2013). *"Choosing Strategies for Change".* (pp.78-98). Harvard Business Review.
6. Miller, D., & Friesen, P.H. (1978). "Archetypes of Strategy Formulation". *Journal of Management Science*, Vol. 24, No. 9 (May, 1978), pp. 921-933.
7. Mintzberg, H. (1978). Patterns in strategy formation. *Management Science*, 24(9), pp.934–948.
8. Mintzberg, H. (1987).The strategy concept I: Five Ps for strategy. *California Management Review*, 30(1), pp.11–24.
9. Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), pp.257–272.
10. Porter, M. E. (1996). What is strategy? *Harvard Business Review*, 74(6), pp.61–78.
11. Porter, M. E. (1985). *"Competitive Advantage: Creating and Sustaining Superior Performance".* (568p.). Maxwell Macmillan Canada, Toronto.