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Approach to strategy at public administration organizations in the Czech Republic

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Abstract

The paper is focused on strategy at public administration organizations. Public administration has to improve economic and social environment. From this reason, it is necessary to offer quality services. Strategy can help to improve activities of public administration organizations. The goal is to confirm or disprove two hypotheses, that strategy is significant for public administration organizations. Description, analysis, comparison and synthesis are the methods used to prepare this paper. A part of the questionnaire with 7-point Likert scale constituted by Kopfová (2012) was used for the research. The results from the research show that public administration organizations have some barriers in strategy development and implementation.

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1. Introduction

The paper is focused on strategy at public administration organizations (next PA organizations) in the Czech Republic. It is very important issue because it is still mentioned significance of strategy for companies and the rest of organisations as PA organisations are overshadowed. Authors think that strategy of especially PA organizations is significant for improving economic and social environment in a country.

This paper should to spread knowledge about the approach of strategy at PA organisations. Generally, strategy helps to fulfil goals to companies and PA organisations as well as. The goal is to confirm or disprove two hypotheses. The hypotheses and whole proposal answer to main issue because authors want to find out attitudes

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towards strategy at PA organisations in the Czech Republic. Authors want to continue in solving this problem in the next researches, especially about the quality of strategies. The main result of authors' researches is find out barriers connected with implementation of strategy at PA organizations in the Czech Republic and after then propose eliminations of the barriers.

This research continues on the previous studies in this area and come out from knowledge related to perceiving of strategy and strategic management. At first, it is mentioned short development and new information in this area. Hypotheses are stated with the view on knowledge authors dealing in the research of strategy.

Strategy and whole strategic management itself developed between fifties and sixties years of 20th century. Until today there were written many publications and papers containing various definitions and procedures. Thus it's possible to say that nowadays exist neither unified theory nor practice of strategy and formation and process of strategic management. Nevertheless, all current approaches can be signified as social oriented. Gibson (1997) offers the first social oriented approach. According to Gibson (1997) it is necessary to leave the old thinking which are the opinion that managers are able to control and predict the future and have confirm the new thinking based on discontinuous changes. Discontinuous changes are close to the next social oriented approach – to be proactive and innovative. Hamel and Prahalad (1994) develop the idea of the core competencies. The sence of core competencies is that management has to make decision according to importance for the company and what it does better than its competitors. Hamel and Breen (2007) discuss various forms of the innovations.

Next group of social oriented approaches is aimed to stakeholders. Juščius and Snieška (2008) stress differences in connections of various stakeholders with a company. They have differentiated influence and importance for the companies' decisions. One of the key stakeholders is customers and employees. There were written a lot of studies about customer orientation and employee orientation which are parts of market orientation. The most important part of market orientation is interfunctional coordination (Tomášková & Kaňovská, 2012). According to Tomášková and Kopfová (2010) management has high impact on interfunctional coordination and employees. Today's Valackiene and Miceviciene (2011) discuss stakeholder orientation and balanced corporate social responsibility.

Human capital is very tightly connected with the knowledge as well as. These companies are called learning organization. Senge (1990) marks the learning organizations as a flexible, quickly reacting with smaller amount of bureaucracy and the abilities to learn. Sedziuviene and Vveinhardt (2010) stress importance knowledge for a company.

Current studies are focused on strategy and strategic management at PA organizations. Although utilization of strategy and strategic management is especially in private sector, it is possible to use a lot of principles in public sector (e.g. Bryson, 2004; Llewellyn & Tappin, 2003). It is required to implement basic strategic principles as vision, mission and strategic plan (Skietrys, Raipa & Bartkus, 2008). The reason is higher performance at public sector. This issue is solved by academics in their scientific research studies and government representativeness as well as. Nevertheless, public sector is limited in production of quantity and quality of goods and services (Boyne et al., 2003). Private sector and public sector are some specific characteristics. How to mention Nutt and Backohff (1993), PA organizations are more bureaucratic, public managers do not have to limited possibilities to determine missions of organizations and to make decisions in personnel area and employees in PA organization are less financial motivated. Rusaw (2007) stress that public sector makes decisions according to especially legislative rather than market-driven changes. Public managers have to overcome obstacles with a lack of financial and human resources.

Authors expect that managers in PA organizations have basic knowledge about management and they know that it is necessary to determine vision, mission, goals and strategy. It is the first step for implementation principles of strategic management. Organizations will make all important activities; and these activities will be done on time (Pulendran, Speed & Widing, 2000). There are many potential benefits from adopting the concept of strategy in public sector organizations (Ferlie, 2002; Ring & Perry, 1985). Accordingly, strategic management and public policy cannot be compared or mixed once they operate in different organizational and institutional settings (Broadbent et al., 1991).

The second step to implementation of strategic management principles is elaboration of strategic plan. A high quality planning system has positive impact on all activities of organizations. Although, elaboration of strategic plan is necessary, authors think that according to Rusaw (2007), managers in PA organizations are often limited and for this reason, they do not elaborated strategic plan. The barriers for non-elaborating of strategic plan can be finance

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