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Strategic Capabilities of Retail Market Managers: A Field Research in Karabuk

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Abstract

Strategic management deals with overall performance and efficient resource use. Strategic efforts focus on internal and external environment. Companies build their competitiveness on their strengths attempting to benefit from opportunities. Managers play a very important role not only in strategic analysis and choice efforts but also as part of decision-making process in strategy implementation. In fierce competition organizations seek their managers to be strategists.

This research aims to examine strategic management capabilities of the managers working in supermarkets in Karabuk. The research was performed using face to face survey. The questionnaire was adapted from Hinterhuber and Popp (1992). Datas gathered were analyzed with 'One Sample T Test'. The target universe was composed of 42 stores registered in Karabuk. Reliability analysis revealed a 0,856 Cronbach's Alpha Value. Analysis results showed that managers are future oriented and entrepreneurial-minded. They emphasize competitiveness and have a clear vision. It may be advised to encourage medium level managers to contribute effectively to strategic management process.

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Introduction

Strategic management is seen as a function of top management teams in organizations. Strategic management activities may be grouped under three main distinctive elements: strategic analysis, which means efforts aims to understand the strategic position of the organisation; strategic choice, which is the main cores that guides to strategic direction and decisions; and strategy implementation concerned with translating strategy (Jasper and Crossan, 2012:841). Managers should play an important role in all stages of strategic management process in order to contribute to their companies' strategic management activities.

1.Strategic Management

People form organizations by coming together to achieve a common goal which they can't attain alone. Managers' function is to lead people to accomplish specific objectives. Managing evolved to a professional occupation. Increased numbers of people managed in organizations also increase the management levels. Meanwhile the decisions taken by managers becomes more important for the future of the company. Strategic management is performed by future oriented managers and is focused on environment, competitiveness and organizational sustainability.

1.1. Definition and Scope of Strategic Management

The role of the management is often to get individuals working together, to ensure that all employees' roles and responsibilities are aligned with overall strategy (O'Boyle, 2013:369). The management is defined as the process of using organization's resources effectively and efficiently with the purpose of accomplishing organizational goals. Management functions are listed as planning, organizing, executing and controlling (Ülgen and Mirze,2013:23). Managers add his or her personal view and interpretation about their roles in organizations. Managers use owners' resources effectively to fulfil given tasks and to achieve the firm's goals. Professional managers should have intrinsic motives to allocate resources in most efficient way and to pursue the organisations goals over self-interest (Hiebl, 2013:150-151). Managers in organizations play and fulfill the roles related with 'Interpersonal Relations', 'Information Gathering and Dissemination' and 'Decision-Making (Koçel,2014:127).

Strategic management focuses on overall performance and efficient use of resources. This approach is very sensitive on internal and external environment of the firms. Strategic management deals with the major intended and emergent initiatives taken by managers on behalf of owners. These initiatives involve effective resource utilization to enhance the performance of firms among their rivals (Harrington, R. J., & Ottenbacher, 2011:441). Strategic management aims organizational survival and continuity in the long run by gaining competitive advantage among competitors. Strategic management can be interpreted as a set of managerial decisions and actions of an organisation that can be used to facilitate competitive advantage and long-run superior performance over other organisations (Jasper and Crossan,2012:842).

Strategic management is usually the function of top management team but requires organizational participation. Strategic management efforts become ineffective and unsuccessful without top management teams' support. Strategic management is future oriented, perceives the firm as a system and ensures coordination. Strategic management leads managers towards strategic goals (Dinçer,2007:38).

The most important aspect of driving a company's success is organizational balance. A successful company is not necessarily the one with the best strategy. If the organization doesn't have the skills to execute that strategy, success will be hard to be achieved (Kwon et al, 2007: 36).

1.2. Strategist manager

Strategy is about choice and the heart of a company's strategy is what it chooses to do and not to do. Strategic thinking quality which determines such choices is a key driver of the success of a company's strategy (Gavetti and Rivkin, 2005:1).

The job of the strategist is to understand and cope with competition. Competition for profits goes beyond established industry and includes four other competitive aspects too: customers, suppliers, potential entrants, and substitute

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