ABSTRACT

The paper investigated the effect of strategist on organisation performance. The objective of the study include among other to find out the extent of the relationship and formulate and implement the worker behaviour. Strategist perceived play avital role in organisation. Strategist is individual or group of person who engage in the implementation and evaluation of strategy. There are so many person who are not working in the organization is also involved in various aspect of business. All managers are strategist. Strategy is concerned with the matching external opportunity with corporate resource. Strategic management process is dynamic and continuous. The main role of strategist is to plan how direction is put into action and use the best resources to change the environment. In a limited vies, all managers are strategist. The CEO (Chief Executive Officer) is a strategist. The CEO is the principal strategist of his organisation. Strategist can determine long term goal and objective of the organisation. CEO is in fact a strategic thinker. He is the person who links the internal world of the corporation with the external world. Strategic management is a process of relating the organisation with environment through strategic formulation and implementation. Top management should take more responsibility in reducing uncertainties by improving performance of the organisation. It also concerned with making decision as long term goal and allocating the resource. Strategist can help the organization to aware about what is our business, what should it be, what are our product, function and market, what can firm do to accomplish objective.

Keywords: Strategist; Strategic Management; Organisation; Manager; Implementation

INTRODUCTION

Effect of Strategist in an Organisation

The world economic growth and development are changing rapidly and this change is characterized by globalization, changing customer and investor demand, ever increasing product market competition etc. To compete successfully in this environment, business organisations in this environment need to improve their performances by reducing cost. Therefore, strategist plays a vital role in organisation to experience such positive performance. Strategist plays a crucial role in the organisation to formulate its objective and managers to achieve them. Strategy is the means to achieve them. Strategy is the means to achieve the organisation ends. Strategic management as the art and science of formulating, implementing and evaluation the decision. The term strategy is used in business to describe how an organisation achieves its objective and mission. Strategist is always looking forward and he has clarity in achieving objective. Better and effective control towards uncertainty. Strategist always keeps the employee satisfied by enhancing their morale and minimise their resistance to change. Every coin has two phases one is head and another is tail. Same as the role of strategist it has certain limitation as it inflicts the rigidity in the organisation. The environment in the organisation is complex and dynamic because future is always uncertain. Strategist determines long term goal and objective of an enterprise and the adoption of course of action and allocation of resource to achieve goal. Sometime there is
mismatch in strategy formulation and implementation. Strategist can set the standard but standard has no meaning without some system of control. Developing a system of control is one of the tasks of strategist. Strategist has the ability to solve complex and more complex problem. It has the knowledge to be more anticipatory in perspective and approach. Strategist has the willingness to develop option for the future. Strategists consist of implementation strategy, formulation of strategy and evaluation of strategy. Strategy formulation decides in what business to enter, how to allocate resource, whether to expand business, whether to enter in international market. Strategy implementation requires a firm to establish annual objective, define policies, motivate employees and allocate resource. Strategy is broad programmes of activity to achieve organisation objective. Strategists guide how resources are to be deployed to achieve the objective. The paper is focused on the growth and development of organization. It also involves preparing budget and utilizing information system. Strategist evolution monitors the result of formulation and implementation activities.

**Direction**

Strategists give direction to the organisation that weather the organisation continues to produce goods or service? Should the organisation have to change their product? What are the areas in which organisation should enter?

**Vision Setting**

To give the direction to the organisation and set the standard for short term and long term. What the organisation have to achieved in next 5 to 10 years, what are their target? A clear vision provides the organisation to achieve a particular mission. Mission clear what business organisations want to become and what we want to be or how do we become what we want to be.

**Standard Setting**

Evaluate the performance of the business. Standard setting has no meaning without control system. The enterprise continues to remain effective on the standpoint of technology parameter. Strategist determines the mission or purpose and long term objective of an enterprise for allocation of resources to achieve the aim. Environment changes affect the organisation either positive or negative. The changes in the consumption pattern of customer can also affect the future of an organisation negatively or positively. The enterprise continues to achieve the growth.

1. Involve a choice of particular action.
2. Plan how direction put into action.
3. To set the rules.
4. To relate the organisation with environment.
5. Use the best resources to change the environment.
6. How to achieve objective.
7. Forward looking orientation towards objective.
8. How to match the external opportunities with corporate resource at acceptance level of profit and risk.
10. Leading clarity in objective and direction.
11. Enhancing the organisation effectiveness.
12. Keeping the organisational personnel satisfied.
13. Minimise the resistance to change.
14. Formulation and implementation of plans.
OBJECTIVE OF THE STUDY
The broad objective of the study is to investigate the effect of strategist on organisational performance.

SPECIFIC OBJECTIVE ARE

1. To find out the relationship between strategist and employee.
2. To examine the effect of strategy on worker behaviour.
3. To determine the implication of strategy on organisation survival.

Level at Which Strategy Operates

1. Corporate Level Strategy:- It is formulated by top management to oversee the interest and operation of organisation to decide what are the goals and expectations of the business. What kind of business should the company is engaged and how should resources be allocated to these goal.
2. Business Level Strategy:- It is concerned with managing the interest and operation of a particular line of business. How will the business compete within market and what are the product/service should it offer which customer does it seek to serve.
3. Function Level Strategy:- It involves decision making at operation level with respect to functional area such as production, marketing and finance.

Approaches to Strategic Decision Making

1. Rationale Theory Of Decision Making:- This theory assume that the decision maker is a unique actor, whose behaviour is intelligent and rational. Whatever decision he makes, he makes them with full awareness. He considers the entire alternative as well as the consequences of all possible choice. One major weakness of this theory is that the decision maker is affected by whole environment so he can not be a unique actor.
2. Behavioural Theory Of Decision Making:- This theory assumes that various factors like limited knowledge, individual needs, value etc. are limited in the choice of a decision maker. Most of the manager follows the theory of Behavioural decision making. They make their decision according to their need and value.
3. Political Theory:- A decision maker can make good decision only when he consider variety of pressure from the people affected by his decision. The decision maker have to use his mind, emotion, rationality along with mutual adjustment and negotiation in making decision.

Role of Entrepreneurs

The entrepreneurs always look for change. He usually considered as a person who starts a new business. A high level of motivation with the qualities of enthusiasm and idealism. Entrepreneurs have all the quality. Entrepreneurs are not only found in small business but they are also in large business.

Role of SBU-Level Executive

SBU-level executive play a very crucial role. Strategy formulation and implementation is their primary role. Strategic plans were formulated at the level of each SBU as well as corporate level. Each SBU has its own strategic planning cell.

1. What business are we in?
2. Who are our customers?
3. How do we compete?
4. What kind of organisation are we?
5. What are we trying to achieve?
How Strategist Make an Organisation Effective

In generally, the majority of the respondents perceive the strategic action positively contribute for an effective strategy in the organisation. A strategic direction in the organisation by strategist perceived to play the most important role in effective strategy and business growth. The development of human capital and the maintenance of core competencies also play an important role. Strategist also turns to the development of social capital.

1. Strategy is very crucial to implement for effective organisation but it is difficult function for strategist to implement the strategic management process and the failure of change initiative is largely due to poor planning.

2. Strategist creates a sustainable competitive advantage. Strategic leaders are therefore important for industry.

3. Strategist play important role in organisational success.

4. A level of uncertainty to effectiveness of strategy implementation and whether formulate strategies are actually implemented to their full potential.

5. A poor understanding of the strategy among the workforce and ineffective communication of the strategy by strategist to the workforce are the most important barrier for effective organisation.

6. Strategist is an important driver of strategy implementation.

7. Strategist contributes positively to the effective implementation of a strategy within an organisation.

How Strategist Can Formulate & Implement the Strategy for Effective Business Organisation

Strategic managers recognize that short run profit maximization is rarely the best approach to achieving sustained corporate growth and profitable. For most strategic managers the solution is clear enjoy a small amount of profit now to maintain vitality, but sow the majority to increase the likelihood of a long term supply. To achieve long term prosperity, strategic planners commonly establish long term objective.

Profitability- The ability of any business to operate in the long run depends on attaining an acceptable level of profits. Strategically managed firms characteristically have a profit objective usually expressed in earning per share.

Productivity- Strategist constantly try to improve the productivity of their system. Companies that can improve the input output relationship normally increase profitability. Business almost always states an objective for productivity. Number of items produced or number of services per unit of input are commonly used. However, productivity objectives are sometimes stated in terms of desired decreases in cost.

Competitive Position- Larger firms often establish an objective in terms of competitive position to gauge their comparative ability for growth and profitability. Total sales or market share are often used; and an objective describing competitive position may indicate a company priorities in the term. The company mission was described as encompassing the broad aims of organization. The goals, which commonly dealt with profitability, growth and survival, were stated without specific targets or time frames.

Employee Development- Employee value growth and career opportunities in an organization. With such opportunities, productivity is often increased and expensive turnover decreased. Therefore, strategic decision makers frequently include and employee development objective in their long range plan.
Employee Relations - Strategist can make good employee relations, whether or not they are bound by union contracts. Strategic manager is taking proactive steps in anticipation of employee needs and expectations. Strategic managers believe productivity is partially tied to employee loyalty and perceived management interest in worker welfare.

Technological Leadership - Strategist can make successful approach, to achieve objective in terms of technological leadership.

Acceptable - Managers are most likely to pursue objectives that are consistent with perceptions and preference. In long term corporate objective are frequently designed to be acceptable to major interest group external to the firm.

Flexible - Objectives should be modifiable by strategist. Flexibility is usually increased at the expense of specificity.

Suitable - Objective must be suited to the broad aims of the organization.

Understandable - Strategist at all level must have a clear understanding what is to be achieved. They must also understand the major criteria by which their performance will be evaluated.

Market Location Tactics - Strategist has to look for market location. Every industry has a number of firms that officer the same or substitute product or service. Market leaders are firm that have the largest market share in the relevant product market and usually lead the industry in factors such as technological development, product and service attributes. Expanding the total market through new users, new uses and more usage. Strategists always have an eye on market challengers. Firm can either challenge the market leaders to follow them. Strategist has to define the objective and the opponents chose the general strategy.

Another task of Strategist is strategy implementation. It is important to consider the interrelationship between the formulation and implementation of strategies. The formulation and implementation process are intertwined.

Steps in Strategic Planning

The formulation of the strategy of an organization involves elaborate analysis of technological, environmental and organizational resources and other structural factors. The elaborate analysis of organization’s technological and environmental factors which influence strategy formulation is called strategic planning. The steps in this strategic planning for organizations according to are as follows;

Goal Formulation - These are reviewing and understanding of the organization’s purposes, defining its mission and established objectives which translate that mission into concrete terms. The first step in goal formulation is to define the mission of the organization. Identifying the organization’s mission can define managers a long way toward deciding what objectives that will be pursued. Before deciding what their objectives are going to be, managers must know the purpose and mission of their organization. Identification of Current Objectives and Strategy - Once the organization’s mission has been defined and translated into concrete objectives; managers are ready for the next stage in the process.

Environmental Analysis

The knowledge of organizational goals and existing strategy provide a frame work for defining which aspects of the environment will have the greatest influence on the organization’s ability to achieve its objectives. The purpose of environment analysis is to identify the ways in which changes in an organization’s economic, technological, social/cultural, political/legal and ethical environment can indirectly influence the organization. Direct influence is exerted on the organization as these factors act on the organization market, industry, suppliers, competitors or key resources and skills.
Resource Analysis

The organization’s goals and existing strategy also provides a framework for analyzing its resources. This analysis is necessary to identify the organization’s competitive advantages and disadvantages. These are the strengths and weaknesses of the organization relative to its present and likely future competitors.

Identification of Strategic Opportunities and Threats

Identifying strategy, analyzing the environment and the organization’s resources, come together in the fifth step determining the opportunities available to the organization and the threats it faces. Opportunities and threats may arise from many factors, thus an environment that pose a threat to one organization may offer opportunities to others. Determination of Extent of Strategic Change Required

After the analysis of resources and environment, it is possible to forecast the result of the existing strategy. The longer that strategy has been in place and the more stable the environment, the easier it will be to make this prediction. Then the managers can decide whether or not to modify that strategy or its implementation. This decision should be based on whether performance gaps can be identified. A performance gap is the difference between the objectives established in the goal formulation process and the result likely to be achieved if the existing strategy is continued. An organization that continues successfully to implement a strategy formulated several years earlier may find no fault with its past performance.

Strategy Formulation vs. Strategy Implementation

Before strategy formulation leaders have to identify the need for change by proper care full scanning of environment in which organization exist. Environment scanning or situational analysis is the starting point of whole strategic process. In the strategy formulation after changing the understanding of people about change leaders try to find different suitable ways to translate organizations vision into realistic purpose (goals and objectives). In the strategy formulation process leaders sets the objectives then analyze the environment both internal and external. Then fix the targets to be achieved, sets the measures for performance evaluation and finally select or formulate the proper strategy. Strategy formulation is all about planning for future. On the other hand strategy implementation is a process of conversion in which planned strategies are converted into real actions. So that goals and objectives can be achieved.

Strategic Performance

Financial performance is essential for continued business operations. Financial capabilities are critical in supporting functional strategies and making required infrastructure investments. For example, a company with adequate funding can expand or invest, or can provide customer financing. Market share demonstrates a firm’s ability to create and hold customers, which determines the long term success of a firm. The freshness of product lines and market position affect a firm’s ability to attract customers ahead of their competition.

CONCLUSION

Strategist can set the standard of the organisation. Strategist helps the organisation or business firm to achieve its goal and objective. Strategist can plan the policy with the help of top management and then implement the policy in organisation. He also motivates the employee and build the confidence in them. Strategist can also develop a system of control. Organisational strategist has great influence over what is right or wrong because they normally establish policies; develop the company’s mission statement. Strategist can also look for social responsibility to serve or protect the interest of stakeholder group other than themselves. Strategist has to look for monetary policies, foreign policies and inflation policies etc. What is the level of government spending and what are its policies on taxation. For an effective organisation he has to know about market size whether the market relatively small or large, what is the level of completion in the market. What are the industry trends and how rapidly do they change? Strategist can analyze the SWOT analysis.
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