



MANAGEMENT OF DEVELOPMENTS IN THE AGRICULTURAL SECTOR IN THE QUALITY OF ORGANIZATION

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ABSTRACT

The structure of an organization, including the agrarian sector, is manifested and realized through hierarchical and non-hierarchical forms, the hierarchical structure being associated with a pyramidal and multi-level construction, and non-hierarchical forms can be realized through structural configurations.

In the modern theory of organization, organizations are also considered from the positions of another characteristic-internal differentiation, which at the same time reinforces their characterization as a system.

The level of achievement of the organization's goals is directly related to its achieved level of effectiveness, and effectiveness is one of the conditions for sustainability and sustainable development of the organization.

The sustainability of each organization is directly dependent on another very important feature of its adaptability.

In general, adaptability is a measure of the organization's response to changes in its internal and external environments.

The adaptability of an organization is an indicator of its skill / ability to adapt to the requirements of the two environments - external and internal.

This is defined as the property of the organization, demonstrating the need to balance the external environment as a condition for survival, development and effective activity, especially valid for the agrarian sector.

How could such a balance be achieved?

A necessary tool in this case is the strategic management that gives the specific strategic alternatives for the development and functioning of the agrarian sector.

Strategic alternatives, in order to fulfill their important role, must be consistent with changes in the external environment.

For the agrarian sector, given its dependence on the external environment (nature-climatic factor, elements of the nature-geographic complex, etc.), maintaining a high level of adaptability is particularly necessary, especially since the low level of adaptability, constitutes a danger to its completeness as such.

The organization's adaptation to the state of the external environment may have the nature of a passive adaptation to the external environment or the nature of an active influence on the external environment.

The agricultural land developments, a product of the agrarian policy, respectively of the agrarian development policy, are, by their very nature, an example, namely for an active impact on the external environment.

The organization's active impact on the external environment is seen as a result of a rational and deliberate impact of the organization's strategic core on the external environment in order to reduce its dependence on it.

The existence of each organization is motivated by two key elements of mission and goals.

The implementation of both the mission and the objectives of each organization are directly related to the implementation of the strategic management tool.

The main goal of strategic management is the organic and consistent adaptation of the organization to the changing environment in the external environment, as already mentioned.

Key words: The Agrarian sector, Organization, Structure, hierarchical structure, sustainable development of the organization, adaptability of the organization, the external environment, equilibrium, strategic management and objectives.

INTRODUCTION

The structure of agricultural territories is a purposeful line of behavior by subjective factors based on specific laws and regulations.

In this sense the structure of the agricultural territories is a manifestation and variation of the agrarian policy through the tools of the agrarian management.

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Agrarian management is seen as a system of interrelated elements (entities, activities and functions), the synchronization between which creates the necessary prerequisites for the achievement of the management objectives

[Nikolova M., M. Linkova, V. Blajeva, R. Nenova, *Agrarian Management*, 8, Academic publishing, Tsenov, Svishtov, 2018).

The organizational arrangements in the agrarian sector are both an activity and a function of agrarian management, manifested as a system in another system, with which it also interacts - the agrarian sector.

The subject of the report is some of the main features of the organization - the agrarian sector.

The point of view is strategic management with its characteristics and impacts on the organization.

The aim of the author is to summarize the need for an active and adaptive strategic management that achieves a synergic effect.

1. Features of the organization.

The organization is above all a system, as it consists of many interacting elements [Panov, T, M. Panova, *Theory of the Organization*, p.9, ed. RIC, Sofia-2005].

The organization has its purpose and this goal can be defined as a future, planned result of its activity.

The goals of each organization have their localization in its center of management.

The agrarian sector is no exception in this respect [Nikolova M., M. Linkova, V. Blajeva, R. Nenova, *Agrarian Management*, p.29, Academic publishing, Tsenov, Svishtov, 2018).

The organization also has its own borders, beyond which it borders its environment, with all the peculiarities but also the burdens of impact on it.

Each organization, apart from the specified characteristics, as a system at the same time, has its own structure (Panov, T, M. Panova, *Theory of the Organization*, p.46, ed. RIC, Sofia-2005].

The structure of an organization, including the agrarian sector, is manifested and realized through hierarchical and hierarchical forms, the hierarchical structure being associated with a pyramidal and multi-level structure, and non-hierarchical forms can be realized through structural configurations.

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nature, an example, namely for an active impact on the external environment.

The organization's active impact on the external environment is seen as the result of a rational and deliberate impact of the organization's strategic core on the external environment in order to reduce its dependence on it.

The existence of each organization is motivated by two key elements of mission and goals.

The implementation of both the mission and the objectives of each organization are directly related to the implementation of the strategic management tool.

2. Cycle of strategic management.

The main goal of strategic management is the organic and consistent adaptation of the organization to the changing environment in the external environment, as already mentioned.

The cycle of strategic management can be seen as a dynamical set of five interrelated management processes.

These processes logically come from one another.

There is a sustained feedback and, consequently, the backward impact of each process on the rest and on the whole.

Each of these five phases of strategic management requires a constant analysis and decision-making.

The decisions relate to two main directions:

- establishing the correctness of the strategy, which is an indication of the continuation of the line of conduct by the organization;
- Finding some inaccuracies in the strategy, which requires corrections to points that need them.

It is proven that in the process of strategic management nothing is final and that all preliminary actions can be changed depending on the transformation of the external environment and the emergence of new opportunities capable of perfecting the strategy.

But overall, strategic management is a continuous process, ie a closed cycle.

Strategic management requires the creation and maintenance of a particular organizational architecture.

Strategic architecture is focused on change, flexible, and has no rigid structure.

The structure is a matrix problem.

Structure is functional, divisional.

Strategic management is often accompanied by a number of difficulties, especially in the agrarian sector.

In this regard, it must first of all be pointed out that because of its peculiarities, strategic management can hardly give a definitive, detailed and precise picture of the future state of the organization.

Moreover, strategic management can not be reduced to a set of routine rules, procedures and schemes.

Among other things, strategic management carries a serious risk of negative consequences of strategic predictions, especially when the external environment is changing dynamically, which is typical of the agrarian sector.

However, strategic planning is a powerful tool that plays an important role in the sustainable existence of each organization or system, and is preferable to the so-called non-strategic management, especially in the agrarian and similar sectors.

In non-strategic management, the organization is planning its activity, based on the fact that the environment will not change at all or, even if such changes occur, they will not be of a qualitative nature.

In other words, in such a negative practice, the long-term perspective is not an extrapolation of existing practice and the current state of the organization for a long-term future period.

Strategic governance, as is known, is one of the variants of the elements of the management toolkit.

As some authors point out in concrete terms [Nikolova M., M. Linkova, V. Blajeva, R. Nenova, *Agrarian Management*, p.15, Academic publishing, "Tsenov", Svishtov, 2018), the objectives of agribusiness management, more broadly, the objectives of the agrarian sector in general, are achieved on the basis of synchronization between the elements of agro-management as a system.

The agribusiness management cycle, which obviously has several roles, is also considered as a system: once, as a tool, but also as a subsystem in agro-management, and as a stand-alone system as a tool in agribusiness and consisting of internal structural elements respectively.

From the point of view of management levels, these processes are "headed" depending on the characteristics and functions of the subsystems.

The three-level pyramid structure typically includes:

- the control of the chain link;
- management at management level;
- management at the institutional level.

In the agrarian sector, and more precisely in the management processes, the weight of management falls mainly on the managerial level.

CONCLUSION

The implementation of agri-development policy as a tool in agri-management is a prerequisite and condition for achieving a synergic effect.

For this purpose it is necessary to periodically analyze the strengths of agro-policy policy as they will also be the main components of the synergy in the sector's strategy.

By looking for opportunities in the external environment that match the strengths, the industry, the cooperative, the individual farmer will be able to optimize the synergy effects.

Thus, the strengths and weaknesses of synergy are interconnected.

Synergism, moreover, can and must be governed.

When managing synergy, it is necessary to use management approaches such as:

- structural;
- organizational and cultural;
- systemic.

The choice of each of these approaches should be made after a thorough and precise analysis of the expected synergistic effect, the factors influencing it, but above all, the specificities of management and, above all, strategic management in the agro-system.

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