

omissions in the supply chain can be much faster and more comprehensive, which will lead not only to raising the quality of the service, but also to reducing the costs of exploitation.

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THE MISSION AND VISION AS THE BACKBONE OF STRATEGY DEVELOPMENT OF THE HIGHER EDUCATION INSTITUTIONS

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Abstract: *In short, the strategy is a way to achieve the objectives, so under the strategy it is usually considered long-term planning behaviour of some companies in order to achieve the set goals. It defines a way how to use individual resources to take advantage of creating desired effects. Otherwise, by strategic planning company tries to answer a five questions: where the company goes and what company wants to achieve, environment, how to get where company wants to go, what resources needs on this way and when you will achieve the desired goals? The strategy defines the area in which the company operates, the reasons for its existence, as well as sources of competitive advantage, distinctive abilities (competencies) arising from these advantages and the special position that the company will take. The term strategy is now used in various types of human activities and there are a number of different strategies, for example: entrepreneurial, marketing, business and other types of strategies of individual business functions and strategy development company in certain areas of activity (branches). In this paper we concentrated on some segments of the strategy of the university. Abstracting complex structure of such a strategy, the structure of this work, except the introduction, conclusion and references, includes general theoretical observation about the concept and character of the strategy and the elaboration of the concept and content of the mission and vision of higher education institutions as well as the underlying assumptions for the design of its development strategy.*

Keywords: *higher education institutions, strategy, mission, vision.*

1. Introduction

By strategic planning, management determines future goals and tasks, decides on ways, deadlines and activities for their realization, and determines, directs and optimally uses resources. (Đuro Horvat and Davor Perkov)⁶⁸

The overall strategic goal of higher education of each community is to ensure the fulfillment of the needs of all subjects and users in higher education, integrate the higher education system into the international development directions, especially in the processes of implementation of the Bologna process in the member states of the European Union, which aims at the entire community as the ultimate goal of social reforms. By joining the EHEA⁶⁹ and the ERA⁷⁰ as an equal partner and part of a comprehensive system, equal social opportunities for all categories of students will be ensured and the level of public accountability of higher education to the general public will be increased.

By accepting the Bologna Declaration, it was assumed that the state would adjust its existing model and higher education system and incorporate all relevant subjects into the processes and activities initiated by it. Unfortunately, strategic directions or strategies for the development of higher education in some countries have not yet been adopted, and a very small number of local higher education institutions have their development strategies. Recognizing such an unsatisfactory condition, it is important to know that a significant impetus to the development of higher education can only give the harmonized efforts of the entire community, in particular all the relevant stakeholders (bodies) of the executive in charge of higher education.

In addition, it should be noted that education incorporates a segment of environmental protection, intensive economic development, social and cultural dimension, economic variability and prosperity, a sustainable lifestyle and building a future based on environmentally, economically, socially and culturally sustainable solutions. Education for sustainable development implies developing skills for life in a society that is changing in terms of solving problems and creative thinking, as well as developing interests and motivation for responsible behavior in order to achieve positive changes in society. Therefore, qualitative changes are needed to a single self-sustaining system, which requires adaptations in education that will be the consumers of services in due course and prepare.

These are the reasons why each HEI⁷¹ should be structured as a strong, integrated, responsible and autonomous educational entity that will be able to guarantee a combination of resources and expertise for change. In that sense, the development strategy of the High School has to take into account changes in the environment that will have an impact on its modernization and strengthening, with the Bologna process, scientific and research and education policy, as well as the eventual accession to the member state's society European Union. In other words, the Bologna Process, as the Declaration of the Ministers of Education of the EU Countries in 1999, refers to the reform of the higher education system, highlighting the six objectives, which we will talk about later.

The development strategy of any HEI according to the goals and principles of the Bologna process can not be realized without support from the local community budget and from public funds, with clear

⁶⁸ All the quotations in the sub-headings and texts which sources are not listed in the footnotes, were transmitted from Kuvačić, N.: Anthology of our and world wisdom and stupidity (from antique polis to global village), Beretin, Split, 2013.

⁶⁹ The acronym of the European Higher Education Area (EHEA).

⁷⁰ Acronym of European Research Area.

⁷¹ The acronym of the higher education institution.

responsibility for achievements, monitoring of efficiency and a precise system of evaluation of educational and scientific research activities. In addition, it is necessary to position the dominant resources in the economy and society in order to ensure mechanisms of mutual economic and educational interaction, while ensuring social, as well as ecological stability and / or sustainable development. Since the author and author of this paper have a lot of experience in strategic planning, in this paper we will discuss some of the assumptions of designing an effective strategy for the development of individual HEUs, primarily the mission, the vision we will be addressing here.

Otherwise, in addition to the above two assumptions, each SGS strategy must include an environmental analysis, a SWOT analysis, a quality assurance system, three priority strategic areas (usually education, resources and cooperation), an improvement plan (indicating indicators, bearers of individual activities and deadlines for fulfillment) and the projection of the implementation of the strategy (the development limits, general success indicators and projection of the implementation of the strategy should be stated). In connection with the implementation of the strategy, Zdenko Kopic cited three steps: analysis of strategic choice, choice of approach to implementation and immediate implementation of the strategy.⁷²

However, in order for the formulated strategy to be successfully implemented, among other things, it is necessary to apply more appropriate instruments (programs, budgets, rules, procedures, etc.). In addition, the strategy should include the relevant strategic legal acts of the HEAD, and the responsible persons and expert bodies for the implementation of the HEI's strategy. In case of prior accreditation of the High School, it is necessary to list the

positive findings, the observed shortcomings and the recommendations for improvement, which were pointed out by the external evaluation committee. In accordance with this, the structure of this paper, besides this introduction, conclusions and the list of used sources, contains a general theoretical observation on the concept and importance of the strategy and the elaboration of the concept and content of the mission, the vision of the High School.

1. THE POINT AND THE IMPORTANCE OF THE STRATEGY

The strategy determines the company's long-term goals, the adoption of action directions, and the allocation of resources necessary to achieve those goals. (Alfred D. Chandler)

The term strategy is derived from the ancient Greek word *stratēgos*, which literally means guiding the army, in fact it is from Greek (*stratos* = army; *ago* = lead; *strategos* = military leader) derived synonym for war skills, ie military science based on the reciprocity of political, economic, and other factors devise plans for warfare. In a transmitted meaning (strategy), it is a synonym for cunning, mastery, cursing, prank, mud rolling, and the like. In different contexts, the term is used in economic science and entrepreneurship in general, especially in the field of management, in the form of different strategies. Over time, this original meaning goes beyond, and the term is used to denote actions aimed at achieving a specific planned goal.

The concepts of strategy and tactics are closely related, as both indicate the proper use of certain resources in time and space, where (very simplified) strategy refers to

⁷² Klepić, Z. : Strategy and Strategic Planning, PowerPoint Presentation, 2015 Available at

www.ef.svemo.ba/sites/default/files/nastavni-materijali/strategijski%20management.pdf (January 12, 2017)

the goal, and tactics in the way how to achieve the set goal.⁷³

Modern entrepreneurship operates in a complex and dynamic environment characterized by rapid, turbulent and unexpected changes. Complexity, dynamism, uncertainty and instability are the main features of today's business environment, which decisively influences the emergence of the so-organizational darwinism, according to which the survival and development of a company are linked to the ability of entrepreneurs or management to continuously monitor changes and adapt them, that is, quick and effective responses to all these influences.

The most common are different strategic responses, ie selection of the appropriate business strategy. Therefore, as a kind of business concept, the strategy is often referred to as the strategy of customization.⁷⁴

At the metaphorical level, the observations of Sun Cua (544-496 before the new era) are particularly interesting, a mysterious Chinese warrior and philosopher. Just two and a half millennia ago he wrote the Art of War, an interesting book on strategy (warfare) and a good handbook for success. Contemporary Asian politicians and business people still study this work, just as the military men and businessmen there have been studying for centuries. Sun Cu wrote a lot of advice on strategy (warfare), and not just about strategy and not just about warfare, for example:

If your strategy is wise and comprehensive, your budgets will ensure victory even before you begin to fight; If your strategy is short-sighted, your budgets will not be of much benefit, and you will lose even before the fight has begun.⁷⁵

In order to be effective in the implementation of strategies, it must be:

realistic (based on opportunities in the environment and on the company's advantages compared to competition), successful (the company must concentrate its limited resources and skills where the likelihood of success is greatest) and optimal is based on the company's capabilities and real goals). In several places in the literature, as transmitted in the previously quoted Internet source, it is noted that each company must choose its own strategy that is consistent with the goals and capabilities, so the most commonly used strategy is proposed:

- **Offensive strategy:** Its goal is to achieve leadership in the industry, so the company in the market has to offer something new, which can bring high profits, but it is high-risk;
- **Defensive strategy:** Its aim is to defend itself against competition and retain its existing market share and does not bring high profits;
- **Imitation strategy:** Its goal is to retain the second place (positions behind the leader in the branch) and presuppose copying the leader;
- **Subordinate strategy:** It is about different variants of the addictive strategy that results in the dependence of one subject on the other;
- **Traditional strategy:** It is a conservative strategy in which a company does not want to change the character of its product and / or service, but retains it in an old, but previously recognizable form; you
- **Opportunist strategy:** Its aim is to search for free space on the market (some market niches), where the company wants to insert and take advantage of the opportunities offered by the market.

Each strategy is based on mission and vision and represents the way, or the chosen directions of action to achieve the goals of the entire business activity of the entrepreneur. So, the strategy starts from the defined goals and points to the best

⁷³ Available at <https://en.wikipedia.org/wiki/Strategy> (January 20, 2017)

⁷⁴ Kuvačić, N. : Entrepreneurial Bible, Beretin, Split, 2005. p. 523

⁷⁵ See more at Sun Tzu (Cu): The Art of War, Misli, Zagreb, 1999.

ways to achieve goals that are consistent with market opportunities and available resources, which enables their rational and efficient combination. The strategy is a prerequisite for designing tactics, as a chosen way, or a combination of actions and means in implementing the strategy. The strategy requires a complex view of the situation and planning, while the tactic focuses on individual decisions. When a strategy is already made, it is relatively easy to make tactical decisions, with the goals of the business activities assumed here always in the focus.⁷⁶

Subsequently, the quoted author notes that the tactic presupposes a selection of policy tasks that specify the principles, attitudes and criteria that guide decisions and actions in order to achieve the planned goals of overall business activity, and these goals are consistent with the strategy and tactics of the entrepreneur. Business policy is realized through permanent - operational activities, and within the framework of the set political principles. Finally, the plan is the result of the process of planning business activities for a specific planning period, and is a set of related and interconnected jobs that rationally realize all the business activities of an entrepreneur. The plan is a written document in which quantitatively and qualitatively precise and terminate the tasks and tasks of management in achieving the goals of the entrepreneur for a certain planning period.

In the literature we have a lot of classification strategies, so on the Internet, for example, we find a division into enterprise strategy, corporate strategy, business strategy and functional strategy.⁷⁷

We also find in the literature a multitude of definitions of the strategy that allow for its more complete understanding. Thus, in the source cited in the first footnote, Igor Harry Ansoff concludes (paraphrasing) that the

strategy is a set of guidelines for management and management that detail the company's position, the directions in which it seeks to grow and change, the instruments it will use, the means with which it will perform on the market, the way in which they will shape their resources, the power they will try to exploit, and the weaknesses that they will endeavor to overcome. A broad understanding of the strategy resulted in a large number of texts, and for the purposes of this article from the same source we will provide some interesting author's definitions and observations on the various aspects of the concept of strategy:

- The strategy can not be realized without the appropriate organizational culture and organizational structure. (Richard M. Hodgetts)
- Organizing is nothing but a business function by which management creates the preconditions for achieving an already formed business strategy. (Đuro Horvat)
- You need to create a strategy that will lead to your goal! (Jan Carlzon)
- Strategy is the unity of the goal and action plan. (Tihomir Luković)
- The strategy determines the company's sketch to be painted in plans. (Nicolo Berac)
- Success is built on a clear strategy and on a capable leadership, so the company must bring a clear and concrete strategy for future development with clearly stated priorities. (Velimir Srića)
- You can accomplish most of the things you want if you devise the right strategy, do the right job and cling to the heels of the hips. (Armand Mammer)
- The strategy is to determine the company's fundamental long-term goals, adjust the direction of business activities, or determine the concepts and choice of resources needed to achieve the set goals. (Alfred Chandler)
- The strategy is to determine the company's fundamental long-term goals, adopt the directions of actions and allocate

⁷⁶ Kuvačić, N. : Entrepreneurial Bible, Beretin, Split, 2005. p. 304.-306.

⁷⁷ See more at https://hr.wikipedia.org/wiki/Strategija_u_ekonomiji (January 20th, 2017)

the resources necessary for their realization. (Harold Koontz and Heinz Weichrich)

■ There are strategies in which tomorrow's competitive advantages are created faster than competitors can copy the competitive advantages that you have today. (Gary Hamel)

Regarding the place of the strategy in the management process, one should know that the mission answers the question of why we exist, the basic principles answer the question we believe in, the vision answers the question of what we want to become, and the strategy must offer a plan (focus) of the action, initiative to do, personal goals (what should I do) and how to implement it. In addition, implementation must result in values for the owner, customer values, efficient processes, and motivated and satisfied employees.⁷⁸ According to Zdenko Klepic⁷⁹, each strategy consists of four basic components (scope - area of activity, resource allocation, specific competences - what distinguishes it from competition and synergy), and it must (adapted) to answer questions about:

- How to adapt to changing environmental conditions;
- How to allocate resources;
- How to apply where a company is trying to meet the needs of customers;
- How to position a company, its product or service in relation to the competition;
- How to avoid market competition difficulties; you
- How to identify actions and approaches that strengthen each functional and operational part of the company?

2. MISSION of HEI

The mission is a means by which the strategy is transferred to the hearts and minds of managers and employees, bearing

in mind that human resources are the main source of competitiveness. (Nicolo Berac)

Strategy HEI's, like any other, based on its mission and vision, where one should know that the mission is the purpose of HEI's and what it is trying to achieve (principles of action), while vision offers a view of orientation, purpose and effect, or what the company could become (a desirable future). A well-defined mission is the basis for the implementation of goals, strategies and plans and must include the reason for the HEIs to exist. There are five fundamental questions for reconsideration of the mission (tailor made: by which the work of the Higher School of Arts is concerned, who are the customers of its services and what is their value, what are the possibilities of the High School, which should be the future work of the High School, and what is the content the mission of the High School for Peace), and five are the key elements of the mission's content:⁸⁰

1. The development of HEI-s (the mission due to its history and traditions);
2. Current preferences of managers and owners of high schools;
3. The environment in which the third-HEI and exists;
4. Means which has a HEI; you
5. Specific qualifications HEI-s.

The European Higher Education Strategy highlights the fact that the beginning of the third millennium in science marked the transition from the theoretical and methodological to the preparation of strategic programs and projects of scientific and research development. In the EHEA and the ERA, there are ambiguities in the rationality of approaching and managing organizational efficiency and the achievement of scientific and professional thought on the principles of quality development. Reproductive and repetitive knowledge is opposed to innovative

⁷⁸ See more in Group of authors: Strategy, definition, modalities, levels, PowerPoint presentation, 2011. Available at www.ef.uns.ac.rs/.../2011-03-21-strategija-poja-m-modaliteti-nivo (28 January 2017)

⁷⁹ Klepic, Z.: Strategy and Strategic Planning, PowerPoint Presentation, 2015 Available at www.ef.svemo.ba/sites/default/files/nastavnimaterijali/strategijski%20management.pdf (January 12, 2017)

⁸⁰ See more in Klepic, Z.: Same.

knowledge and skills. How to sell human energy formed in education programs is a fundamental issue of education management. Starting from such thinking, the mission of the High School will be based on the tasks set forth in the current legal framework of the domicile community, with the aim of integrating all of its organizational units and ensuring their unity and concerted action.

It should be especially emphasized that the HEU makes strategic and development decisions on academic issues and profiling scientific research, financial operations and legal transactions, investments and development plans, as well as on external partners in scientific activities of higher education and on the continuous enabling of internal and external mobility of students, on the rational use of intellectual and material capital, on development of multidisciplinary studies, on the supervision and continuous growth of quality, competitiveness and international competitiveness of teaching, scientific and professional work, and the like. In addition to other organizational units, it is necessary to include in the mission an exhaustive list and briefly elaborate all the areas of academic activity of the Higher School of Arts, and in the context of the six objectives of the Bologna Declaration, as follows:

1. Acceptance of a system of easily identifiable and comparable degrees (levels) by the introduction of the Diploma Supplement, in order to encourage employment and increase the international competitiveness of the European higher education system;
2. Acceptance of the system from two main cycles, undergraduate and graduate (in variants of 3 + 2 or 4 + 1), after which a three year doctoral study is possible;
3. The introduction of the ECTS211 score system as the means of implementing the broadest exchange of students (HEIs can also recognize points achieved beyond university education, including life long learning);
4. Enhancing mobility, enabling students to study and access the study and services, and

teachers, researchers and other staff are recognized and valued research, lectures or learning in Europe without prejudice to their statutory rights;

5. Enhancing European cooperation in quality assurance, with the aim of developing comparable criteria and methodologies; you

6. Enhancing the necessary European dimension in higher education, in particular in curriculum development, in inter-institutional cooperation, in mobility schemes in integrated programs, studies, training and research.

Therefore, it should be emphasized, for example, that on all study programs in module 3 + 2 students usually listen to and take a total of 39 courses - courses (by years: 10 + 10 + 7 + 8 + 4), and in module 4 + 1 they usually listen and have 41 subjects (by years: 10 + 10 + 8 + 8 + 5), after completing a three-year undergraduate study, students write and defend the final work, and after a four-year study they write and defend the thesis, after completion of the second, master's cycle in the 3 + 2 or 4 + 1 variant), students write and defend the master's thesis, in the third, doctoral three-year cycle, students usually take 5 exams and write and defend the same number of seminar papers, and in the end write and defend the doctoral dissertation.

It should also be noted, for example, that all subjects in all studies are one-syllable, that they can be compulsory and optional, that the student's weekly workload in active summer and winter semester can not be less than 20 or more than 30 hours, and exercises are conducted according to modern teaching methods and techniques, with practical training of students and continuous monitoring of success during the duration of studies, that the system of improvement and quality assurance is implemented, that institutionalized evaluation of the quality of the study program and teaching process, in order to monitor and constantly improve quality .

In terms of linking to the ultimate goals, it can be noted that the High School will

educate a versatile, socially responsible and professional graduate capable of facing complex management problems of economic activity and establishing a constant growth of added value. Otherwise, the mission of each HEI must be consistent with the program's objectives, so that the mission and objectives must be reconsidered periodically and evaluate the complementarity of the study programs with the needs of the planning and development of the local and wider community. In addition to the aforementioned, such a designed mission assumes continuous improvement and improvement activities of the already initiated processes, so it is necessary to list the long-term expected and desired results of these activities in the following manner.

Regarding the results, the given space does not allow us to state and explain only some practical examples, because we had strategies in whose missions it was stated and in dozens of expected results, especially regarding the development of intellectual capital and scientific research competencies, the alignment of study programs with the needs of a gravitating economy, the development of modern knowledge and skills, and general and specific professional competencies of students, encouraging the internal and external mobility of teachers (scientists) and students, and cooperation with other institutions in the fields of education, science and economy in the country and the world; higher education, organization and implementation of lifelong education programs, enabling even more active engagement of students in all aspects of the life and work of the High School for the development of the freedom of creativity and the like.

3. Vision of HEI

The vision gives an answer to the question what the company wants to achieve in the future, directs the energy of employees in

the desired direction and represents the image of the company's ideal future.

The vision is derived from Latin (*visio* = phenomena, imagery, thought) as a synonym for the idea, or the idea of a future state or event. In the context of the HSE management, it signifies a picture of a future state, a mental picture of a possible and desirable future that is real, credible and attractive. The vision is a clear image of future events (the future), that is, the long-term desired result, within which the employees are free to identify and solve the problems that stand in the way of its realization. It also helps the management to see the position of the High School in the future and to start preparing for it. Vision is needed by all companies so that they can follow - they know the direction they need to go.⁸¹

In this context, the orientation, purpose and action should be briefly defined.

A. Orientation: Within this part, it should be emphasized, for example, that by planning and implementing teaching and research activities and other forms of work with students and other service users, the High School wants to build an image of an institution that will become a significant development factor at the local, regional and state level, and to constantly review the answers to questions related to the role of science and education in the development of society.

B. Purpose: Within this section, it should be emphasized, for example, that through active cooperation with economic resources, community development partnerships, involvement in ERA and EHEA and organization, HEIs will demonstrate their public responsibility and contribute to the overall transition into the knowledge society and that, as an organized educational institution, it will systematically encourage mobility and development of research career and continually enable the expression of the talent and entrepreneurial energy of each

⁸¹ See more in Klepic, Z.: Strategy and Strategic Planning, PowerPoint Presentation, 2015 Available

at www.ef.sve-mo.ba/sites/default/files/nastavnimaterijali/strategijski%20management.pdf (January 12, 2017 .)

individual (students, teachers and other employees).

Hence, the future development of the University will be based on professional and scientific research in areas that directly support the economic development of the local and wider community, and by increasing the efficiency of teaching and exchanging knowledge with other higher education institutions, with the engagement of guest professors, the needs of the local community for professionals from particular areas of business. For this purpose, further development of postgraduate studies with study groups will be encouraged for the establishment of sustainable socio-economic development.

C. Performance: Within this part, it should be emphasized, for example, that by assessing the results and analyzing the content of the study groups and by comparing it with competitive institutions, the HEAD will also conduct a continuous modernization of the teaching process. Thus, the existing theoretical knowledge will be transformed into creative practice as a guide for the manner of expression of each teacher, and will continually build relationships with institutions and institutions that give international legitimacy to this educational project, as well as relations with service users in the local community and region, to build internal structures according to requirements (Application of international standards in the quality system and environmental management and the adoption of European norms of evaluating the quality of education, educational process and research activity).

In order to achieve such a social role, it should be emphasized that the HSE, together with their partners, co-fund and continuously insist on transforming teaching practice in accordance with social needs and challenges of an uncertain future, intensifying teaching by applying the most contemporary pedagogical audiovisual methods and techniques in teaching processes, at the introduction innovation in

all forms of education and their undergoing constant qualitative and quantitative analysis, on enriching teaching activities with creative methodical activities of teachers, on transforming purely cognitive knowledge of students by mastering methods of research work, increasing the efficiency of all scientific, teaching and administrative-technical processes through modern organizational changes and education of employees in accordance with the recommendations of the World Declarations on Higher Education and on the improvement of the system of quality management of services according to the requirements of the users.

CONCLUSION

As we have seen from the title, in this paper we concentrated on some segments of the HSE strategy and, by abstracting the complex structure of such a strategy, apart from the introduction of these conclusions and the list of sources used, we elaborated the general theoretical observation on the concept and significance of the strategy and the concrete aspects of the concepts and contents of the mission and vision of the HEI. In addition to the three assumptions we have dealt with, each HEI strategy must include an environmental analysis, a SWOT analysis, a quality assurance system, three priority strategic areas (usually education, resources, and collaboration), an improvement plan (indicating indicators, the bearers of individual activities and deadlines) and the projection of the implementation of the strategy (the development constraints, general success indicators and projection of the implementation of the strategy should be stated).

Paraphrasing a multitude of observations about different aspects of the concept of strategies, we can say that speed, simplicity and security is a new strategy for the future, with only two types of managers: fast and dead. The integration of people and jobs is a fundamental right strategy design, because it is not a long-term plan of action, but the development of a central idea

through changing times, and in real life, it is actually very simple: it is necessary to choose the main direction and move to a painful realization. If the strategy does not aim to build and maintain competitive advantage, it is unlikely that the company will successfully operate, and with the help of entrepreneurial and managerial knowledge, an entrepreneur must define goals and strategies for achieving and maintaining competitive advantages, and each strategy must be in the function of building competitive advantages that companies will ensure effective competition. Therefore, the strategy is the way to achieve the goals of the company, that is, a set of guidelines for which management will achieve the set goals.

However, in order for the formulated strategy to be successfully implemented, among other things, it is necessary to apply more appropriate instruments (programs, budgets, rules, procedures, etc.). In addition, the strategy should include the relevant strategic legal acts of the Supreme School, as well as responsible persons and expert bodies for its implementation. In case of prior accreditation of the High School, it is necessary to list the positive findings, the observed shortcomings and the recommendations for improvement, which were pointed out by the external evaluation committee. With regard to the implementation of the strategy in the literature, three steps are outlined in several places: analysis of strategic choice, choice of approach to implementation and direct implementation of the strategy. Mission and vision are two essential prerequisites for designing a successful HEI strategy. Otherwise, success requires a strong will of managers and employees, a concrete mission, a clear vision, a defined strategy, an action plan and a competent team. The mission defines philosophy as the basis for business policy (values, beliefs and leadership) and intentions as the basis for goals and strategies (activities that the company will undertake and implement).

The mission expresses the reason for the existence of a company and signifies its

basic function or task, and it is significantly different from the company to the company. Unlike the vision, which is focused on expressing the final state that is to be achieved in the future, the mission describes the values, aspirations and reasons for the existence of the company. The internet claims that vision is a necessary part of any strategy, as an irrational ambition of a company that is skipping barriers. Otherwise, the vision of the answer to the question what, the mission to the question why, and the strategy on the question of how to do what you want to do? Of course, everything is preceded by an environmental analysis, that is, the diagnosis of factors influencing the choice of strategy, which involves analyzing the general or social environment, analyzing the business environment or the environment of the task and analyzing the internal environment or internal analysis. This is based on the SWOT analysis (analysis of strengths, weaknesses, opportunities and threats) as a fundamental basis for the development of a global framework for strategic development and the positioning of the HEI.

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