



FACULTY OF ECONOMICS

Program: Management and Informatics

Master Thesis

**“STRATEGIC PLANNING OF SMALL AND MEDIUM
BUSINESS IN KOSOVO”**

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INTRODUCTION

Development of Kosovo's private sector is estimated to be the main impetus for economic development of Kosovo particularly the development and growth of small and medium businesses. Kosovo businesses result having an entrepreneurial spirit and are able to face different economic challenges, which it shows and is shown during the period 1990-1999 although in difficult conditions to develop their activity of doing business. Kosovo businesses even at the time managed to create a genuine, profitable and sustainable business for a long time. Businesses in Kosovo almost had the same luck as the territory of Kosovo, which were burnt, destroyed and occupied by Serb paramilitaries. The main burden for the progress of the process and business in the enterprise bears the business owner who often even to this day has the role of chairman of the business by 75% of professional works but sometimes even those technical and operational with the purpose of saving for the company. This often becomes even an obstacle, for proper functioning of the business, but big load for the owner who should be playing at the same time the role of the accounting, finance, marketing officer etc. Given that small and medium businesses impact in reducing unemployment and development of doing business and are more flexible and create new places for jobs. In the prepared questionnaire, interviewers will be asked questions about management, modes of management and operation of small and medium businesses which are exclusively part of this work and my main goal.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the researched results would draw this conclusion. Strategic planning is a process and a very important feature through which are selected the best alternatives for the management of actions to achieve the goals and objectives of the organization. Businesses in Kosovo since the time of the Ottoman conqueror till the Serb one, even though they had many obstacles to family economics, they did not stop of doing business, from the 70s Kosovans arrived to the western countries and begin an accumulation of the economy. Classification of businesses in Kosovo are divided according to BVM. The composition of a business plan depends on the size of the plan, why do a business plan, the reasons are: business plan is a working gauge, creates a leadership for the company, the addition of money. Management strategy of businesses in Kosovo should work on improving the way how to govern their management. By this it is meant that the managers who have run these businesses have been successful in managing them at any time, but circumstances have changed. The market is well supplied, consumer purchasing power is directed to the basic products and very little in luxury products. Managers should clearly define the mission of the business, doing plans by the size and their developmental goals. What is more important to these businesses is that they should be "freed" from the syndrome of business management only by the owner. A clear distinction should be made between the function of the property and business management. Specifically the part that has to do directly with the analysis done by research and conversations with managers of SMB (small and medium businesses) surveyed, is conceived in a way to show that the new organizational structure which has been proposed by me, it is the field in which can be influenced by many to win the war with the competition, to avoid war for prices and competition should necessarily be imitated. Creating competitive advantage in the market through a new organization, the marketing department or sales of some smb with small number of workers is a time and success necessity. With the successful operation of small and medium businesses the number of employees increases, with this, social welfare is secured, national income raises and a stability of the national economy is secured. The value of the small business is huge in Kosovo since it involves a large number of employees and it also depends on citizen welfare. Lately the number of small and medium businesses have been added which has increased competition significantly. All this work, specifically the part that has to do directly with the analysis done by research and conversations with managers of SMB (small and medium businesses) surveyed, is conceived in a way to show that the new organizational structure which has been proposed by me and has been accepted by

more than 71% of smb surveyed, it is the field in which can be influenced by many to win the war with the competition, to avoid war for prices and competition should necessarily be imitated. Creating competitive advantage in the market through a new organization, the marketing department or sales of some SMB with small number of workers is a time and success necessity.