

дований Московского университета с трехмесячным визитом и обучением. Все это делает сотрудничество между двумя нашими сторонами все более и более обширным и глубоким.

Несмотря на то, что с профессором Квинтом мы знакомы всего два года, сотрудничество между нами продолжает углубляться, и в ближайшие несколько лет нас ждет несколько уже намеченных совместных проектов. В настоящее время все ещё бушует глобальная эпидемия коронавируса. Поэтому профессор Квинт, который первоначально планировал читать лекции в Шанхае в марте 2020 года, может обучать наших студентов в Шанхае теории и практике стратегии и стратегического управления через Интернет в Москве. Я верю, что наши студенты получают полные и полезные знания стратегии и стратегирования.

Мир быстро меняется и отношения между великими державами полны противоречий и конфликтов. Распространение новой эпидемии коронавируса в странах по всему миру и тенденция антиглобализации, которая получает все большую популярность, приносит неопределенность в будущее развитие. В этот особенный исторический период нам необходимо стратегическое видение и широкий кругозор, чтобы справиться с этим непредсказуемым миром. На данный момент публикация книги профессора Квинта «КОНЦЕПЦИЯ СТРАТЕГИРОВАНИЯ» в Китае, несомненно, имеет большую практическую значимость.

Спасибо за доброе отношение профессора Квинта, который предложил мне написать предисловие к китайской версии его книги, для меня это большая честь и я испытываю волнение. При неоднократных консультациях с коллегами и профессором Квинтом я написал приведенный выше текст. Я желаю профессору Квинту здоровой и счастливой жизни и с нетерпением жду, чтобы эпидемия прошла как можно скорее, а наши творческие встречи в Шанхае продолжились.

Я верю, что китайские студенты, учёные и практики, прочитав книгу профессора Квинта «Концепция стратегирования» получают полные и полезные знания стратегии и процессов стратегирования.

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Китай, 21 июня 2020 г.

To the readers of the Chinese edition of Vladimir Kvint's book “The Concept of Strategizing”

For me it was a great pleasure to be the first to see the Chinese translation of the book “*The Concept of Strategizing*” by Dr Vladimir L. Kvint, Academy Fellow, Foreign Member of the Russian Academy of Sciences, Professor of the Moscow State University. I would like to mention that I have learnt a lot after reading it.

Certainly, I am aware of the term “strategy” which originated from the Ancient Greek word *στρατηγία strategia*. This term has always been connected with warfare and was initially used in the contexts of command of armed forces, generalship and success in military actions. The treatise “*The Art of War*” written in 360 BC by Sun Tzu, the great Chinese military strategist, is a book on war strategy highly appreciated worldwide. Strategy involves considering long-term, ‘global’ objectives and tasks and represents ‘the art of generals commanding armies’. It should appreciate all military, political, economic and geographical factors of the warring parties. Development of a strategy involves analyzing all aspects of the general military situation, training and employment of military force. Carl von Clausewitz wrote in his great book “*On War*”: ‘*Strategy is the doctrine of the use of individual battles for the purposes of war*’. Mao Zedong said in his “*Strategic Problems of China's Revolutionary War*” that ‘strategic problems are the categories which study the patterns of general military situation’. ‘Everything connected with interest to all such aspects and stages is the general war situation, and

study of laws of war of global nature is the task of strategy'. A well-known expert on strategic management Henry Mintzberg believes that strategy is positioning, strategy is a pattern, strategy is reckoning, strategy is insight.

Although people have always argued about the general applicability of principles of military strategy to other spheres of society it has been a long time since growing number of researchers and scientists admitted that military strategy is extremely important for many other managerial actions and decisions. Beside military sphere the theory of strategy and strategizing methodology can be applied to other areas such as politics and economics.

In his book *"The Concept of Strategizing"* Professor Vladimir Kvint systematically and comprehensively introduces his ideas on the theory of strategizing. The book is divided into 8 chapters. **Chapter I** is devoted to philosophical origins of the theory of strategy.

For more than 3000 years of the history of war strategy various features of theirs have been analyzed by strategists and philosophers in case of making the most significant decisions of great importance. **Chapter II** deals with personality, professionalism and talent of strategists. In order to become a strategist one ought to develop a strategic mind by complete re-orienting his mentality on the long-term perspective, re-tuning oneself in accordance with Kvint's methodology on the search for asymmetric decisions and structuring one's comprehension of innovations which help to create and increase his competitive advantages. In **Chapter III** 'Strategic Mind' is introduced by three approaches: 'the new horizons strategy', 'improvement strategy' and 'combination strategy'. Then the author makes a detailed analysis of the "Kvint's 15 Rules for Strategic Thinking". **Chapter IV** studies "The system and laws of strategy". Strategic practice requires obtaining general knowledge and theoretical basis for choosing strategies of different types and horizons. In fact, strategy is a systematic and interdisciplinary phenomenon of science and practice. This multidimensionality can be seen in its hierarchical structure. There are national, regional, industry and organization strategies. All these types and levels of strategies overlap and interact with each other. In **Chapter V** "Strategy development" the author analyzes the interaction between foreseeing, forecasting, strategizing and planning and then he introduces two stages of strategy development. He presents analysis and metrology of formulating the basic elements of strategy – the mission and the vision – and shows their interaction. The author describes the process of goal setting and developing target programs. **Chapter VI** "Strategy realization" grounds and introduces tactical decisions for strategy realization, estimation of different strategic resources and directions of strategy realization, strategic threats and finally, exit strategy. **Chapter VII** is devoted to the concept of strategic leadership and management involving strategic organizational structure, the strategic decision-making process and managerial functions (including risk management, which is very important). **Chapter VIII** reveals the functions of strategic management including strategic planning, strategic motivation system, strategic monitoring system and control system.

Professor Vladimir L. Kvint is a scholar of the old school. I highly respect him. His scientific career is extremely bright and deserves admiration. He is a mining electrical engineer, Doctor of Sciences (Economics), Professor of Political Economy, Academy Fellow, Foreign Member of the Russian Academy of Sciences, Professor of the Lomonosov Moscow State University, Head of Economic and Finance Strategy Department and the Chairman of the Center for Strategic Studies at the Institute of Mathematical Research of Complex Systems under Lomonosov Moscow State University.

In 1975 when one of the leaders of the Siberian economic school Academy Fellow Leonid Kantorovich was awarded with the Nobel Prize in Economics Vladimir Kvint defended a thesis for the degree of PhD (Economics). Vladimir Kvint worked in the Siberian Branch of the USSR Academy of Sciences, in the Institute of Economics and Organization of Industrial Production, and later in the Institute of Economics of the USSR Academy of Sciences where he became a Dr of Sciences (Economics) in 1988. From 1988 till 1990 he was a Visiting Professor of Economic Policy in Vienne University of Economics. Since 1990 he taught for more than 20 years in the USA and at Fordham University, American University, the New-York University' Stern School of Business, La Salle University in Pennsylvania and in 2007 Professor Kvint returned to Russia and has been chaired the Department of Strategy of the Lomonosov Moscow State University.

Professor Kvint has received more than 10 awards such as the Fulbright scholarship in Economics and the highest award in contribution and efficiency of strategy methodology. He was elected a Foreign Member of the Russian Academy of Sciences in 2006 and Academy Fellow of the World Academy of Art and Science in 2010 and awarded the Honorable Doctor Degrees in 12 universities of Russia, Austria, Albania, Kazakhstan, Slovenia, the USA, Uzbekistan, the Ukraine and other countries.

Professor Kvint has published more than 58 books and 530 scientific works in English, Russian, Polish and other languages.

This book is the first Professor Kvint's work in Chinese and I believe that its publication will help Chinese scientists and researchers to learn more about Professor Kvint's theory and his scientific achievements.

For the first time I met Professor Kvint was at the Moscow School of Economics of the Moscow State University in August 2018. A group of Chinese economists visited the Moscow State University and Professor Kvint together with the administration and the teaching staff of the Lomonosov Moscow State University gave us a warm welcome. The meeting was both harmonious and productive, we agreed to cooperate. We were deeply impressed by Professor Kvint.

Our second practical co-work took place in May 2019. The Shanghai University invited Professor Vladimir Kvint to visit our School of Economics and speak at the "International Masters' Forum". He made a report "Retrospective and Future of the Theory of Strategy" for professors, teachers and students of the Economic school. At the same time he was invited to be part-time Professor of Strategy in the Shanghai University and we concluded an agreement between the Center for Regional Economic Research of Shanghai University and the Center for Strategic Studies at the Institute of Mathematical Research of Complex Systems of Lomonosov Moscow State University.

Vladimir Kvint also participated in the ceremony of opening the Branch of the Center for Strategic Studies at the Institute of Mathematical Research of Complex Systems under Lomonosov Moscow State University in the School of Economics of the Shanghai University.

In June 2019 we visited the Moscow State University again and were welcomed by Professor Kvint. Our delegation visited the Center for Strategic Studies of Lomonosov Moscow State University where I had an honour to become a researcher of the Centre. In October three of our Post-graduate Students went to the Center for Strategic Studies of Lomonosov Moscow State University for a three months research and training. Thus, the cooperation between our parties is becoming increasingly deep and wide.

Despite the fact that we have known Professor Kvint for only two years our cooperation is still strengthening and in the next several years we are going to work on a number of joint projects. At present we are still facing the global coronavirus pandemics. So Professor Kvint who initially planned to read lectures in Shanghai in March 2020 can teach the Theory and Practice of Strategy and Strategic management to our Shanghai students online in Moscow.

I believe that our students will receive complete and useful knowledge on strategy and strategizing.

The world is changing very fast and the relations between leading countries are full of contradictions and conflicts. Spreading of the coronavirus pandemics around the world and the antiglobalization tendency, which is becoming increasingly popular, makes the future development rather uncertain. During this very special historical period it is essential to possess strategic vision and wide outlook to cope with this unpredictable world. At the moment publication of Professor Kvint's *"The Concept of Strategizing"* in China is undoubtedly of great practical significance.

I would like to express my gratitude to Professor Vladimir Kvint for his kind offer to write an introduction for the Chinese version of his book. I feel deeply honoured and extremely excited to write this preface. I have been consulting my colleagues and Professor Kvint while preparing the text above. I wish Professor Kvint healthy and happy life and I am really looking forward to the end of pandemics and our new meetings in Shanghai.

I believe that after reading professor Kvint's *"The Concept of Strategizing"* Chinese scientists, researchers and students will receive complete and useful knowledge on the strategy and the process of strategizing.

Executive Dean of the Shanghai University' School of Economics, Professor of Economics
Nie Yongyou

China, 21 June 2020