
Determinants Improving the Organization's Strategy in Terms of the Implementation of Tasks for Safety

Submitted 12/03/21, 1st revision 14/04/21, 2nd revision 10/05/21, accepted 20/05/21

Aneta Wysokińska-Senkus¹

Abstract:

Purpose: The aim of the research was to identify critical variables for the improvement of the organization's strategy for the implementation of security tasks, and to develop recommendations for organizational units supporting the implementation of tasks for the defense needs of the state.

Design/Methodology/Approach: In the research process, to achieve the assumed research goals, it was decided to use the following research methods, "Delphi Method", and CAWI method (Computer Assisted Web Interview). The survey was conducted among 680 representatives of local government authorities and 62 people working for entities that carry out defense tasks.

Findings: As a result of the research, factors were established supporting the degree of implementation of defense tasks both in enterprises and local government units. In the case of enterprises, all factors were assessed much higher than in local government units, human resources, information flow in communication with state administration units, financial resources, information flow in the organization, infrastructure resources, technical means, information processing, storage, procedures and instructions, organizational structures, regulations, norms, and standards (for example PKN, NATO). Five actions have been identified that can be considered necessary to improve the process of preparing the surveyed organizations for the implementation of defense tasks, the most important ones include, making specific procedures available, comprehensive coverage of defense tasks in existing legal acts and other documents, organizing legal regulations.

Practical Implications: Increasing the effectiveness of implementing tasks for safety requires the improvement of the organization's strategy. Therefore, it is crucial to improve human resources, information flow in communication with state administration units, financial resources, information flow in the organization, infrastructure resources, technical means, information processing and storage, procedures and instructions, organizational structure, legal regulations, norms, and standards.

Originality/Value: There is a need to conduct research aimed at improving the procedures related to the improvement of security and, where applicable, the defense needs of the state.

Keywords: Management, organizational strategy, defense tasks, improvement.

JEL codes: M10, M14, M20.

Paper type: Research article.

¹Corresponding author, War Studies University, Faculty of Management and Command
a.wysokinska-senkus@akademia.mil.pl

1. Introduction

Organizations are becoming increasingly responsible for the social externalities resulting from their economic activities (Bansal, 2005). Organizational performance will no longer be defined solely by economic parameters but will become both a multi-dimensional strategic concept and a multi-faceted problem of strategic management (Chakravarthy, 1986; Venkatraman and Ramanujam, 1986). Therefore, senior management must begin to pay more attention to social considerations when determining the organization's strategy and, more broadly, to develop and maintain an increased awareness of the social impact of the company's business activities (Dalheim and Barrett, 2010).

One of the most important issues, although not very often discussed in the literature on the subject, is the process of preparing public administration bodies and entrepreneurs to carry out tasks related to ensuring satisfaction of the state's security needs, which is significant both for the organization and the perspective of the area of defense policy and state security. The obligation to perform tasks aimed at ensuring understood security has been delegated to various institutions as well as enterprises of economic and defense importance. Increasing the effectiveness of the implementation of tasks for security requires the improvement of the organization's strategy, development of a comprehensive plan for achieving the organization's goals, considering defense goals. An effective strategy will enable the organization to adjust to its environment and will enable the achievement of strategic goals.

The effectiveness of achieving security and defense goals depends on a well-built organizational strategy. The starting point is to build a proper goal tree, then to achieve these goals as intended.

2. Literature Review

2.1 The Essence of Strategic Management and Strategy

Strategy is about making choices (Porter, 1985). It is a way to provide a sustainable competitive advantage by investing the resources needed to develop key capabilities leading to long-term performance (Lin *et al.*, 2014). The classical school of strategic management emphasizes the decision implications of strategic management. Chandler (1962) and Ansoff (1979) identified the definition of long-term goals as key to strategic management. Kottler and Cox (1988) argued that strategic management is a framework in which choices are made about the nature and direction of an organization. They suggested that strategic decisions are fundamental to the organization as opposed to less important operational decisions.

Quinn (1980) defines a strategic plan as one that integrates the main goals of the organization, policies, and sequences of actions into a coherent whole. Maire and Moore (1993) also emphasize the importance of planning in the process of strategic

management, strategic management is about linking the goals of an organization with its operational environment – not only in a reactive way, but in a consciously planned way (Maire and Moore, 1993).

Strategic management, understood as a comprehensive process of strategy implementation along with all stages of its building, conducting strategic analysis, making strategic choices and with strategic control verifying previously made decisions, depends on a huge number of factors (Kubacka–Góral 2007). Strategic management is understood as an information and decision-making process supported by the functions of planning, organization, motivation, and control. Its purpose is to resolve the key problems of the company's operations, its survival and development, with particular emphasis on the impact of the environment and the nodal factors of its own production potential (Stabryła, 2000).

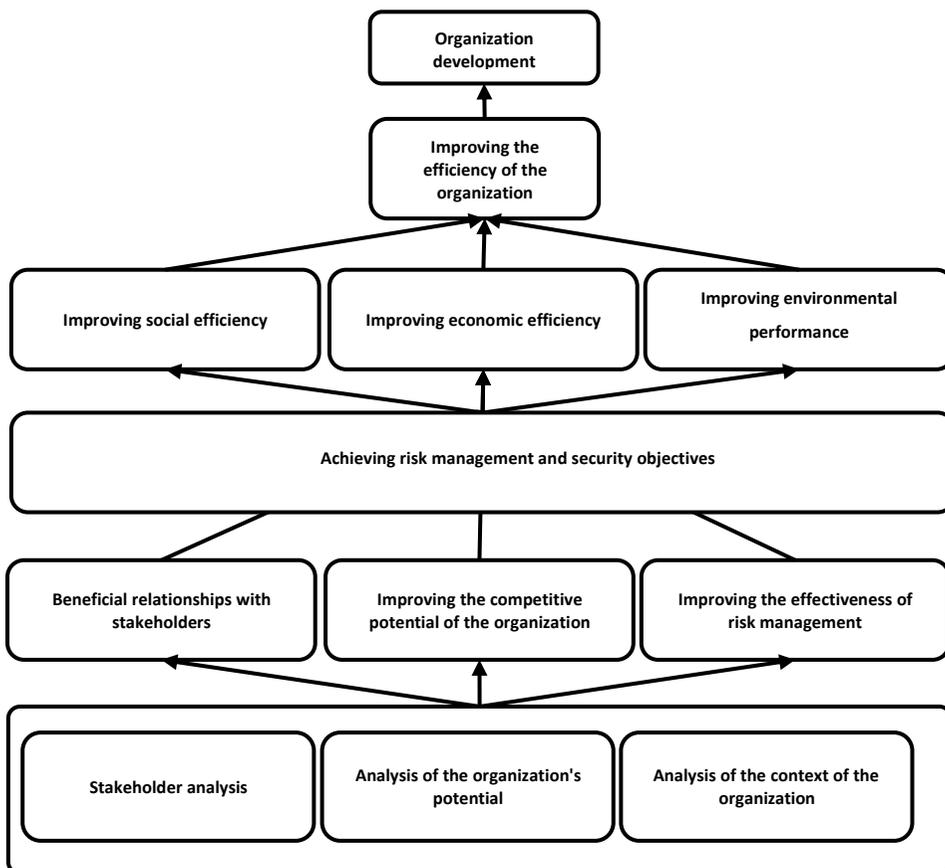
Strategic management is defined as the coordinated, systematic processes of building, implementing, controlling, and verifying the strategy (Pierścionek, 2011). A strategy is a comprehensive plan for achieving the organization's goals. In general, a well thought out strategy focuses on three areas, outstanding skill, outreach, and resource distribution. A distinctive skill relates to the actions taken by an organization which it performs very well, it is a strength of the organization that is characteristic of a small group of competing organizations (e.g., more effective supply chain management). The scope of the strategy determines in which markets the organization will compete. The strategy should also include an outline of the proposed distribution of resources, i.e., how to divide resources between the various domains in which it will compete. An effective strategy is one that supports better alignment between the organization and its environment and the achievement of strategic goals (Griffin, 2017).

Khalifa (2020) identified four challenges that should be considered when defining the term strategy, avoiding too general a meaning of the term strategy, which makes it incomprehensible, often when defining a strategy, we look for past events and processes to find a pattern, which may lead to an incomplete understanding of what strategy really is. Another problem is the assumption that strategies exist by default, this way of thinking leads to erroneous assumptions about improper concentration, motivation, and management of the organization. The final challenge is to avoid mis-marking your target list, leading to failure to seize the opportunity.

Strategy theory recognizes that companies differ in terms of strategic flexibility – consisting in the ability to respond to changes in the environment by defining and effectively implementing new strategies (Sanchez, 1993). Sanchez (1995; 2004) suggests that the strategic flexibility of a company derives from its current resource flexibility and from the coordination flexibility of its managers to identify, coordinate, and redeploy current and new resources to successfully implement new strategies. Sanchez (1995; 2004) suggests that the strategic flexibility of a company derives from the inherent flexibility of its resources and the flexibility of its managers. Organizations use strategy to cope with the changing environment as it brings new

combinations of circumstances to the organization. The strategy study includes an analysis of the following aspects: actions taken, strategy content and processes. The process of developing a strategy requires providing leaders with the information and resources they need to prioritize, encourage creativity, allocate limited resources, and understand the risks and consequences involved. The effectiveness of the strategy implementation depends on many factors, among which we can distinguish clearly defined and specified goals, effectiveness of the management staff, good communication, the ability to effectively manage change, flexibility of the organization.

Figure 1. Objective tree



Source: Own study.

According to the authors: G.L. Neilson, K.L. Martin and E. Powers, among the characteristics of the organization that determine the effectiveness of the strategy implementation process, four key areas influencing the strategy implementation process can be identified: decision-making powers, information flow, motivators and organizational structure.

2.2 Tasks of the Organization to Improve Security

The effectiveness of the implementation of security and defense goals depends on a well-developed organizational strategy and properly formulated goals. The author of the study proposes a tree of goals presented in Figure 1, which shows the role of safety goals in the organization's strategy. These goals should be one of the pillars of the organization's strategy and should be consistent with other goals pursued on the economic, social, and environmental levels. Security is nowadays the most important value for every person and organization, and its level depends on the changes taking place in the environment. The more unstable the environment, the greater the likelihood of various threats occurring. To ensure a high level of security, appropriate actions should be taken to analyse the environment, which allows to identify possible threats and opportunities. After identifying threats, appropriate defense measures should be taken, the main goal of which will be to eliminate threats and minimize the effects of their occurrence.

Protective tasks are aimed at ensuring the efficient functioning of the state as well as protection and ensuring the basic living needs of the population. They constitute an important part of the defense tasks carried out by all entities of the state defense system and include protection tasks related to ensuring the efficient functioning of the state as well as tasks related to the protection and provision of living needs of the population. The nature of operational tasks has been specified in the normative documents establishing the principles of operational planning. They are divided into:

- general tasks – performed in government administration offices and other state organizational units;
- substantive tasks – carried out in individual departments of government administration by ministers and their subordinate central organs of government administration;
- substantive tasks – implemented by central offices supervised by the Prime Minister and tasks carried out in the voivodeship (Kulickowski, 2013).

The growing participation of the private sector in ensuring security and the potential of private security institutions is an opportunity to strengthen the security of citizens and rationalize state expenditure. A necessary condition for the further development of the private sector of personal and property protection services is the improvement of supervision and control over its activities, it is also necessary to define its role and develop the principles of cooperation in the state security system, especially in emergency (National Security Strategy of the Republic of Poland, Warsaw, 2014).

2.3 Performance Prism in the Process of Building the Strategy of an Organization

Performance Prism is a decision support tool in an organization that integrates five interrelated perspectives and allows management to reflect on answers to five basic questions:

- stakeholder satisfaction: who are our stakeholders and what are their needs and expectations?
- stakeholder participation: what do we want and need from our stakeholders?
- strategies: what strategies needed to implement to meet these stakeholder needs and expectations?
- processes: what processes are needed to implement to meet these stakeholder needs and expectations?
- opportunities: what opportunities – what resources, practices, technologies, and infrastructure should be implemented to increase process efficiency?

A comprehensive juxtaposition of these five perspectives provides an integrated organizational management framework. It is a tool thanks to which organizations can create the structure of the company's operating model by answering the above questions (Neely, Adams, and Kennerley, 2002).

The Performance Prism concept was developed by the Cranfield School of Business in collaboration with major consulting companies in 2000, with the first major implementations taking place in 2001 (ADB, 2007).

According to Neely, the organizational performance measurement framework should be comprehensive and multi-dimensional. Neely (2002) developed his own method of measuring organizational performance, Performance Prism, which takes the relationship with each of the stakeholders as a starting point. Performance Prism aims to create value for stakeholders by measuring performance and examining the strategies, processes, and capabilities of an organization necessary to create value for stakeholders. Performance Prism was designed as a dynamic model illustrating the relationship between the five perspectives. The model enables the creation of a balanced image of the organization, emphasizing the external (relations with stakeholders) and internal (strategy, processes, and capabilities) aspects of the measurement (Neely 2002). Performance Prism is an organizational decision support tool that integrates five interrelated perspectives.

A comprehensive juxtaposition of these five perspectives provides an integrated organizational management framework. It is a tool thanks to which organizations can create the structure of the company's operating model by answering the above questions (Neely, Adams, and Kennerley, 2002a). Building security and achieving goals related to ensuring state defense in the perspective of Performance Prism relates primarily to:

- stakeholder satisfaction – defining your expectations regarding the implementation of security and defense goals;
- stakeholder participation – the scope of input information, resources, etc. to be provided to enable processes and product delivery;
- processes – defining the processes that are necessary to achieve security and defense goals;

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- capabilities – that is, determining the resources, practices, technologies, and infrastructure elements that should be processed in order to deliver products, implement processes and increase their efficiency.

3. Research Methodology and Results

In the research process, to achieve the assumed research goals, it was decided to use the following research methods, “Delphi method”, and CAWI method (Computer Assisted Web Interview). The survey was conducted among 680 representatives of local government authorities and 62 people working for entities that carry out defense tasks. 50 experts from local government experts from the scientific community and employees of departments and faculties responsible for cooperation with the government administration in the field of defense tasks of the Republic of Poland were invited to the team of experts who spoke about local government units. The situation was similar regarding experts who spoke about enterprises of particular economic and defense importance. Here, too, 50 experts from the scientific community and business practice were invited to fill in the questionnaire. Ultimately, 20 experts in the field of enterprises of special economic and defense importance and 30 experts in the field of local government units participated in the study.

The research analysed the extent to which the following elements, resources (factors) support the implementation of defense tasks in the event of threats in the organization. Among the analysed factors, the following were proposed:

- Human resources
- Information flow in communication with state administration units
- Financial resources
- Information flow in the organization
- Infrastructural resources, technical means
- Information processing, storage
- Procedures and instructions
- Organizational structures
- Legal regulations
- Norms and standards (for example PKN, NATO).

Table 1 shows the level of support for the implementation of defense tasks in the event of threats arising from the indicated factors. In the case of enterprises, their representatives have a much higher level of support for the implementation of defense tasks in the event of threats by the following factors: human resources; information flow in communication with state administration units; financial resources; information flow in the organization; infrastructure resources, technical means; information processing and storage; procedures and instructions; organizational structures; regulations; norms and standards (for example PKN, NATO).

Table 1. The level of support for the implementation of defense tasks in the event of threats by the following factors

	L	Public			Private		
		S	M	D	S	M	D
Human resources	g	3,8	4	4	4,3	4,5	5
Information flow in communication with state administration units	f	3,7	4	4	3,9	4	5
Financial resources	j	3,7	4	5	4,0	4	5
Information flow in the organization	e	3,6	4	4	4,0	4	4
Infrastructural resources, technical means	i	3,6	4	4	4,1	4,5	5
Information processing, storage	h	3,5	4	4	4,0	4	5
Procedures and instructions	c	3,4	4	4	3,9	4	4
Organizational structures	d	3,3	3	4	3,8	4	4
Legal regulations	a	3,3	3	4	3,6	4	5
Norms and standards (for example PKN, NATO)	b	2,6	3	3	3,3	3	3

Note: L – symbol; S – Średnia; M – Mediana; D – Dominata.

Source: Own study, 2021.

However, it should be noted that there were large differences between the indications as evidenced by the differences between the calculated mean; median and dominant. This means that when the median and the dominant were higher than the average, there was a large group of organizations that assessed the support from the above-mentioned factors better. On the other hand, when the median and the dominant were lower than the average, there was a large group of organizations that assessed the support from the above-mentioned factors worse.

Subsequently, the respondents were asked to define the reasons for avoiding the implementation of defense tasks and the implementation of defense tasks. This question uses a scale of (-2) – a very significant cause; (+2) – definitely no problem with this aspect. In the case of enterprises, two reasons were identified that can be considered as causes of avoidance of defense tasks, and they were in order of the most significant:

- insufficient incentive to carry out defense tasks;
- lack of sufficient state support for the implementation of defense tasks.

Table 2. Reasons for avoidance of defense tasks

	L	Public			Private		
		S	M	D	S	M	D
Lack of sufficient state support for the implementation of defense tasks	g	0,6	1	1	0,3	1	1
Insufficient incentive to carry out defense tasks	i	0,5	1	1	0,6	1	1
Defense tasks are incomprehensible, too general	b	0,4	1	1	-0,1	-1	-1

Insufficient number of training courses on non-entrusted defense tasks organized by the state	k	0,3	1	1	-0,1	0	-1
Bad procedures related to the delegation of defense tasks	l	0,3	0	1	-0,3	0	-1
The possibility of fulfilling the obligations has not been consulted with the organization's authorities	a	0,2	0	0	0,0	0	0
We do not know why we have to perform the tasks – the importance of our organization in the context of the defense function has not been determined	c	0,1	0	-1	-0,5	-1	-1
The implementation of defense tasks is not the most important thing for our organization	e	0,0	0	-1	-0,2	0	-1
We don't know how to perform defensive tasks	d	-0,2	0	-1	-0,5	-1	-1
We operate according to different standards, which leads to communication difficulties	f	-0,3	0	0	-0,4	-1	-1
Our employees are not sufficiently qualified	j	-0,3	-1	-1	-0,8	-1	-1
Ineffective system of controlling the implementation of tasks	h	-0,4	0	-1	-0,7	-1	-1

Note: S – Average; M – Median; D – Dominant.

Source: Own study, 2021.

In the case of offices, seven reasons were identified that can be considered as reasons for avoiding the implementation of defense tasks, and they were in order of the most significant:

- lack of sufficient state support for the implementation of defense tasks
- insufficient incentive to carry out defense tasks;
- defense tasks are incomprehensible, too general;
- insufficient number of training courses on non-entrusted defense tasks organized by the state;
- bad procedures related to the delegation of defense tasks;
- the possibility of fulfilling the obligations has not been consulted with the organization's authorities;
- we do not know why we must perform the tasks – the importance of our organization in the context of the defense function has not been determined.

In the case of offices, five actions were identified that may be considered necessary to improve the process of preparing the surveyed organizations for the implementation of defense tasks of the Republic of Poland, and they were, in order of the most significant:

- Providing specific procedures in this regard;
- Comprehensive coverage of defense tasks in the existing legal acts and other documents;
- Organizing legal regulations;
- A clearer indication of what is the participation of your organization in the implementation of the defense tasks of the Republic of Poland;
- Improve the training process for representatives of your organization.

Table 3. Actions that should be implemented in order to improve the process of preparing the surveyed organizations for the implementation of defense tasks

	L	Public			Private		
		S	M	D	S	M	D
Provision of specific procedures in this regard	d	1,1	1	1	0,7	1	1
Comprehensive coverage of defense tasks in the existing legal acts and other documents	c	1,0	1	1	1,0	1	1
Organizing legal regulations	a	1,0	1	1	0,7	1	1
A clearer indication of what is the participation of your organization in the implementation of the defense tasks of the Republic of Poland	b	1,0	1	1	0,7	1	1
Improve the training process for representatives of your organization	e	0,8	1	1	0,4	1	1

Note: S – Average; M – Median; D – Dominant.

Source: Own study, 2021.

In the case of enterprises, five measures were also identified that may be considered necessary to improve the process of preparing the surveyed organizations for the implementation of the defense tasks of the Republic of Poland, but a different sequence was given, and they were in the order of the most significant:

- Comprehensive coverage of defense tasks in the existing legal acts and other documents;
- Organizing legal regulations;
- Provision of specific procedures in this regard;
- A clearer indication of what is the participation of your organization in the implementation of the defense tasks of the Republic of Poland;
- Improve the training process for representatives of your organization.

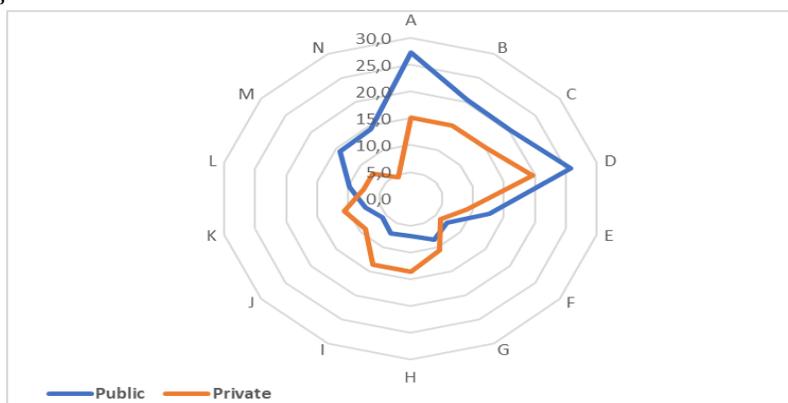
Representatives of experts in the field of enterprises and public administration bodies assessed the proposal of incentives to motivate and entrepreneurs to accept tasks for the defense needs of the country as follows:

- Income tax reduction – arithmetic average of 4.2 among experts in the field of local governments units, and 4.5 among experts in the field of enterprises

- Reduction of real estate tax – arithmetic average of 3.8 among experts in the field of local government units, and 4.2 among experts in the field of enterprises
- Preferential treatment during tenders – arithmetic mean 3.7 among experts in the field of local government units, and 3.9 among experts in the field of enterprises
- Additional training for employees of your organization – arithmetic average of 3.4 among experts in the field of local government units, and 3.1 among experts in the field of enterprises
- Coverage by state authorities of a part of the remuneration of employees delegated to perform defense tasks 0 arithmetic mean 3.9 among experts in the field of local government units, and 4.1 among experts in the field of enterprises.

As a result of the conducted research, the number of organizations that do not perform the indicated analyses and methods was determined. Figure 2 presents the results of the analysis in this respect. It should be noted that entities operating in the public sector perform specific analyses/methods to a lesser extent than in the private sector. In both groups, the least used were the Analysis of opportunities and threats in terms of economic factors, Analysis of opportunities and threats in terms of technological factors.

Figure 1. Percentage of surveyed organizations that do not perform the following analyses

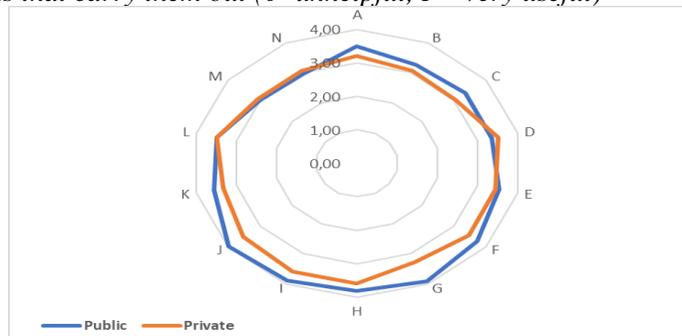


Note: A - Analysis of opportunities and threats in terms of economic factors, B - Analysis of opportunities and threats in the field of environmental factors, C - Analysis of opportunities and threats in terms of social factors, D - Analysis of opportunities and threats in terms of technological factors, E - Analysis of the available material resources, F - Employee preparation analysis, G - Financial resource analysis, H - Analysis of the necessary information, I - Information flow analysis, J - Information security management analysis, K - Analysis of the degree of implementation of the organization's defense goals, L - Analysis of key processes in the implementation of the organization's defense goals, M - Internal audits, N - External audits (in our organization by a third party).

Source: Own study, 2021.

Figure 3 shows the average assessment of the usefulness of the indicated analyses among the organizations that carry them out. The surveyed organizations were asked to grade on a scale of zero to 5, where 0 is unhelpful and 5 is very useful. The results of the research indicate that most private sector organizations found the following to be the most useful: information flow analysis and information analysis in terms of its usefulness. In the public sector, the highest score was given to the analysis of information security management and the analysis of financial resources.

Figure 2. Average assessment of the usefulness of the indicated analyses among the organizations that carry them out (0- unhelpful, 5 – very useful)



Note: A - Analysis of opportunities and threats in terms of economic factors, B - Analysis of opportunities and threats in the field of environmental factors, C - Analysis of opportunities and threats in terms of social factors, D - Analysis of opportunities and threats in terms of technological factors, E - Analysis of the available material resources, F - Employee preparation analysis, G - Financial resource analysis, H - Analysis of the necessary information, I - Information flow analysis, J - Information security management analysis, K - Analysis of the degree of implementation of the organization's defense goals, L - Analysis of key processes in the implementation of the organization's defense goals, M - Internal audits, N - External audits (in our organization by a third party).

Source: Own study, 2021.

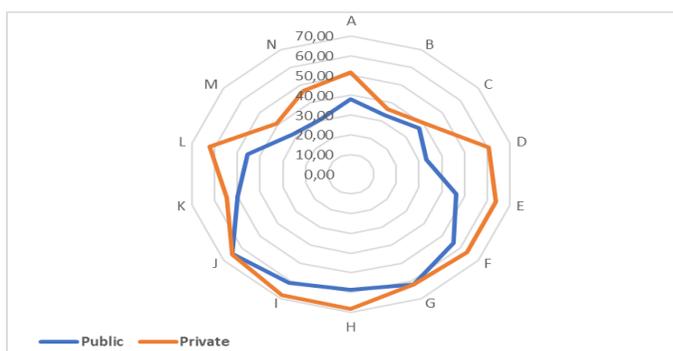
Figure 4 shows the analyses that were considered the most important among the surveyed organizations. In the public sector, the most important were, management, information security management analysis, financial resources analysis, information flow analysis and employee preparation analysis. In the second group, which was the private sector, the most important, similarly to the public sector, was the analysis of information security management, the analysis of the degree of resource availability and the degree of preparation of employees, as well as the degree of implementation of defense objectives.

4. Conclusion

Contemporary organizations operating in a turbulent environment should constantly analyse emerging opportunities and threats and assess internal organizational conditions. This approach enables the organization to react appropriately in the event of unfavourable external factors. Designing and implementing an effective

organizational strategy requires top management to analyse various aspects affecting its functioning. Focusing on security objectives, which should be an integral part of the strategy, plays an especially important role in improving the organization and ensuring its business continuity. As a result of the research carried out by the author, it was proved that security tasks should be comprehensively synchronized with the strategy and goals of the organization. In this respect, it is important to educate employees and develop methodical rules for organizing training in this area with the use of new methods and techniques, as well as activities increasing employees' awareness of security and ensuring the defense of the state.

Figure 3. Analyses and methods most often indicated as very important and important (%)



Note: A - Analysis of opportunities and threats in terms of economic factors, B - Analysis of opportunities and threats in the field of environmental factors, C - Analysis of opportunities and threats in terms of social factors, D - Analysis of opportunities and threats in terms of technological factors, E - Analysis of the available material resources, F - Employee preparation analysis, G - Financial resource analysis, H - Analysis of the necessary information, I - Information flow analysis, J - Information security management analysis, K - Analysis of the degree of implementation of the organization's defense goals, L - Analysis of key processes in the implementation of the organization's defense goals, M - Internal audits, N - External audits (in our organization by a third party).

Source: Own study, 2021.

Funding: This research was funded by Ministry of National Defence no 610/2018 Improving the preparation of public administration bodies and entrepreneurs for the implementation of tasks for the defense needs of the state, GB/4/2018/208/2018/DA, 09.05.2018.

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