

The impact of strategic management on the continuity of the organization (A Case study of Alzarga Engineering Complex- Period:2020 to 2021)

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Abstract

The research aimed to Shed light on strategic management and its role in the survival of organizations., Knowing the preventive measures that can be taken to reduce the likelihood of the organization's demise. The study followed the two descriptive and analytical approaches, using different statistical and historical methods during the historical tracing of the studies, The research found there is no statistically significant relationship between the mission, vision, and objectives and organization continuity, there is statistically significant relationship between senior management support and organization continuity,The research Recommended to Keep practice and apply the strategic planning process by the institution, Work to overcome the human and material difficulties and challenges facing the process of Strategic planning.

Introduction

- The company should engage in Strategic Management that clearly defines goals and assesses the internal and external situation to formulate strategy, implement strategy, evaluate progress and make adjustments as necessary to stay on track.

Research Problem

Concepts are often spoiled by the way organizations use them, and problems that arise in practice are sometimes due to the way the approach is being applied, not because of the error of the approach itself.so the problem can be formulated as following:

Is strategic planning has a role in business continuity in the organization?

Are there alternative plans in strategic planning to face risks?

When the organization practices strategic management, does the thinking become futuristic?

Are all parties involved in the strategic planning of the institution?

Importance of Research

This research is considered a recent research, especially as it deals with talking about strategic management and its role in the continuity of the organization, as well as this research studies how organizations remain in light of fierce competition in the business environment, so its importance stems from providing data that contribute to the survival of the organization.

Objective of Research:

The research aims only at the following:

- 1.Shed light on strategic management and its role in the survival of organizations.

2. Knowing the preventive measures that can be taken to reduce the likelihood of the organization's demise.

3. Knowing the requirements for the continuity of business organizations.

4. Identify the environmental variables that help the survival of the organization.

5. Learn about the best way to manage risks.

Hypotheses of Research:

1. There is statistically significant relationship between the mission, vision and objectives and organization continuity.

2. There is statistically significant relationship between senior management support and organization continuity.

3. There is statistically significant relationship between SWOT analysis and organization continuity.

Research methodology:

The study followed the two descriptive and analytical approaches, using different statistical and historical methods during the historical tracing of the studies.

Firstly Defining Strategic Management

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. As this definition implies, strategic management focuses on integrating management, marketing, finance and accounting, production and operations, research and development, and information systems to achieve organizational success. The term strategic management in this text is used synonymously with the term strategic planning.

The latter term is more often used in the business world, whereas the former is often used in academia.

A strategic plan results from tough managerial choices among numerous good alternatives, and it signals commitment to specific markets, policies, procedures, and operations in lieu of other, "less desirable" courses of action. The term strategic management is used at many colleges and universities as the title for the capstone course in business administration. This course integrates material from all business courses, and, in addition, introduces new strategic management concepts and techniques being widely used by firms in strategic planning. (Fred r. David_ Forest r. David p'39')

Benefits of strategic management

Strategic management allows an organization to be more proactive than reactive in shaping its own future; it allows an organization to initiate and influence (rather than just respond to) activities—and thus to exert control over its own destiny. Small business owners, chief executive officers, presidents, and managers of many for-profit and nonprofit organizations have recognized and realized the benefits of strategic management.

illustrates this intrinsic benefit of a firm engaging in strategic planning. Note that all firms need all employees on a mission to help the firm succeed. The manner in which strategic management is carried out is thus exceptionally important. (Fred r. David, p'16-17')

A Model of the Strategic Planning Process

The formal strategic planning process has five main steps:

1. Select the corporate mission and major corporate goals.

2. Analyze the organization's external competitive environment to identify opportunities and threats.

3. Analyze the organization's internal operating environment to identify the organization's strengths and weaknesses.

4. Select strategies that build on the organization's strengths and correct its weaknesses in order to take advantage of external opportunities and counter external

threats. These strategies should be consistent with the mission and major goals of

the organization. They should be congruent and constitute a viable business model.

5. Implement the strategies. (Charles W. L. Hill- Gareth R. Jones, p10-11)

Vision statement

tells everyone the type of community or world the organization envisions for its constituency as a result of the work of the organization.

Even if your organization has a vision, mission and activities statement, it is helpful to go through several exercises that may either affirm the existing statements or provide a basis to modify them.

mission statement

Describes what the organization will do, who it will do it for and how it will achieve the vision. The mission statement is often the only statement many people will read about an organization.

value s statement

describes the principles and beliefs that guide the operations of the organization.

Values are your core beliefs and principles. They define why you carry out your mission the way you do and help develop strategic objectives and work plans.

To define your organization's values, board members should answer the following questions: Why is it important for this organization to carry out its activities?

In all of the organization's activities, what should be the underlying principles that cannot be compromised? (Jim and Patty Rouse, p 8)

SWOT analysis

Central to the development of strategic approaches for the future is

a detailed awareness of the current situation. (Malcolm Smith, p20)

Identify and prioritize strategic issues

To select strategic issues, the board should look at the estimated cost of not dealing with identified strategic issues in terms of financial resources or loss of public credibility and the ability of the organization to successfully deal with each.

It should also review the internal strengths of the organization, (Jim and Patty Rous, p'11')

Secondly: Business environment:

Business and society should be setting higher horizons when considering ethical values in business. Society should not opt out from setting the framework within which business operates. Business would then be set free to generate surpluses and dispose of them within that framework, in the best possible ethical taste of human relations' - Peter Miles, (Vedamani Basil Hans, p'67').

According to William F. Glueck and Lawrence R. Jauch, "The Business Environment includes factors outside the firm, which can lead to opportunities for or threats to the firms. (Dr. N. RAVI SANKAR, MBA, Ph. D and Sri B.V.S.N Mahesh, MBA, p'1').

Environment is the totality of the surroundings of the organization for wider concept. Harrison (1996) defines environment as all the conditions circumstances, and influences surrounding and affecting the development of the total organization or any of its internal systems. (Gloria Obiageli Eruemegbe, p'480')

No business enterprise functions in a vacuum. It is a product of business ecology i.e., business environment. (Dr. N. RAVI SANKAR, MBA, Ph. D and Sri B.V.S.N Mahesh, MBA, p'1').

The importance of business environment has been attested to by numerous scholars such as Oyebanji (1994), Lawal (1993) and Aldrich (1979). All these scholars have discussed extensively that business environment is an important process to influence on a group in particular situation to motivate others to goals achievement. Environment in management does not mean the surrounding but it covers the factors of forces that affect business effectiveness in the process of producing an intended result. (Gloria Obiageli Eruemegbe, p481).

Thirdly case study:

Al- Zarqaa Engineering Complex is one of the Defense industries system (MASAD-SUDAN) working in field of advanced technology in field of electronics depends on estimated resources, which obligation with knowledge comes first, which necessarily the complex depending on qualified employees and high quality work assistants

Community and sample research:

The research community consists of a sample of employees of the Alzarga Engineering Complex Company .

The distributed questionnaire and received to the research community:

The tool used to collect data in this research is a questionnaire. (30) Questionnaires were distributed to the research community for an intentional stratified sample from a sample of employees of the Alzarga Engineering Complex Company.

Descriptive statistical methods:

Descriptive statistical methods were used in general to obtain general decisions about the characteristics and features of the study population's composition and distribution. The methods included the frequency distribution of the answers to the units investigated.

Likert scale and descriptive analysis :

The five-point Likert scale and descriptive analysis were used to reflect the direction of the answers to the study statements, where weight (5) was given for strongly agree, weight (4) for agree, weight (3) for neutral, weight (2) for disagree, and weight (1) for strongly disagree.

Descriptive analysis of the study data:

1- Age:

Table No. (1) Age

Category	Frequency	Percentage
30 years and less	6	20%
35 - 31 years old	17	57%
36-40 years old	7	23%

It is clear from the above table in relation to age that most of the study sample were 31 - 35 years old, and the following figure illustrates this matter:

2- Scientific specialization:

Table No. (2) Scientific specialization

Category	Frequency	Percentage
Accounting	0	%0
Economics	2	%7
Business Administration	5	17%
Accounting Information Systems	0	%0
Banking Studies	0	%0
Others	23	7%7

It is clear from the above table regarding the scientific specialization that most of the study sample specialized in Others, and the following figure illustrates this matter:

3- Academic qualification:

Table No. (3) Academic qualification

Category	Frequency	Percentage
Bachelor	18	60%
Higher Diploma	4	13%
Master	6	20%
PhD	1	3%
Other	1	%3

It is clear from the above table for the scientific specialization that most of the study sample had a bachelor degree, and the following figure illustrates this matter:

4- Job title:

Table No. (4) Job title

Category	Frequency	Percentage
Accountant	0	0%
Financial Manager	6	20%
External Auditor	4	13%
Other	20	67%

It is clear from the above table regarding the job title that most of the study sample had their job title as other, and the following figure illustrates this matter:

5- Years of Experience:

Table No. (5) Years of Experience

Category	Frequency	Percentage
Less Than 5 Years	11	37%
5 - 10 Years	12	%40
11 - 15 Years	7	%23
16 - 20 Years	0	%0
More Than 20 Years	0	%0

It is clear from the above table with respect to years of experience that most of the study sample had a professional experience of 5-10 years, and the following figure illustrates this:

Frequent distribution of the study phrases:**First Hypothesis:**

The following is the frequency distribution of the terms of the first study hypothesis: (There is statistically significant relationship between the mission, vision and objectives and organization continuity).

Table (6) Frequency Distribution of First Hypothesis Statements

Statements	I strongly agree		I agree		neutral		I do not agree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. The vision and mission of the institution are clear and understandable by the employees of the institution.	14	47%	16	53%	0	0%	0	0%	0	0%
2. The organization develops a clear, written message for it.	12	40%	17	57%	1	3%	0	0%	0	0%
3. The organization adopts values and principles that govern its behavior.	14	47%	13	43%	3	10%	0	0%	0	0%
4. The organization develops its strategic objectives in a clear and written form.	14	47%	13	43%	2	7%	1	3%	0	0%
5. Strategic objectives are aligned with the organization's vision and mission.	16	53%	14	47%	0	0%	0	0%	0	0%
6. The institution develops specific, measurable, realistic and time-related goals of the plan.	14	47%	16	53%	0	0%	0	0%	0	0%
7. The organization achieves its long-term strategic objectives.	12	40%	17	57%	1	3%	0	0%	0	0%

- Most of the sample members agree the first statement according to the opinions of (16) Persons, followed by the Persons who answered strongly agree according to the opinions of (14) Persons .
- Most of the sample members agree the second statement according to the opinions of (17) Persons, followed by the Persons who answered strongly in agreement according to the opinions of (12) Persons, and finally, the Persons who answered neutrally according to the opinion of (1) only one person .
- Most of the sample members strongly agree the third statement according to the opinions of (14) Persons, followed by the Persons who answered with approval according to the opinions of (13) Persons, and finally, the Persons who answered neutrally, the opinions of (3) Persons .
- Most of the sample members agree the fourth statement according to the opinions of (14) Persons, followed by the Persons who answered with approval according to the opinions of (13) Persons, followed by the Persons who answered with neutral opinions according to the opinions of (2) Persons, and finally, followed by the Persons who answered without agreement according to the opinion of (1) Only one person .

- Most of the sample members strongly agree the fifth statement according to the opinions of (16) Persons, followed by the Persons who answered with approval according to the opinions of (14) Persons .
- Most of the sample members agree the 6th statement according to the opinions of (16) Persons, followed by the Persons who answered strongly agree according to the opinions of (14) Persons .
- Most of the sample members agree the 7th statement according to the opinions of (17) Persons, followed by the Persons who answered strongly in agreement according to the opinions of (12) Persons, and finally, the Persons who answered neutrally according to the opinion of (1) only one person .

Second Hypothesis:

The following is the frequency distribution of the terms of the second study hypothesis: (There is statistically significant relationship between seiner management support and organization continuity).

Table (7) Frequency Distribution of Second Hypothesis Statements

Statements	I strongly agree		I agree		Neutral		I do not agree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. The senior management of the organization has a clear understanding of the strategic planning process.	7	23%	14	47%	4	13%	4	13%	1	3%
2. The management of the institution is convinced the importance of strategic planning.	14	47%	16	53%	0	0%	0	0%	0	0%
3. Senior management is committed to strategic planning to develop its performance.	13	43%	16	53%	1	3%	0	0%	0	0%
4. The organization's management provides the necessary human resources for strategic planning.	10	33%	16	53%	0	0%	4	13%	0	0%
5. The management of the organization allocates the necessary financial resources for strategic planning.	16	53%	14	47%	0	0%	0	0%	0	0%
6. The organization has a culture of strategic planning.	14	47%	16	53%	0	0%	0	0%	0	0%
7. The management of the institution encourages the employees to participate in the strategic planning.	13	43%	16	53%	1	3%	0	0%	0	0%

- Most of the sample members agree the first statement according to the opinions of (14) Persons, followed by the Persons who responded strongly agree according to the opinions of (7) Persons, followed by the Persons who answered neutrally or not according to the opinions of (4) Persons, finally followed by the Persons who answered Strongly disagree according to (1) person.
- Most of the sample members agree the second statement according to the opinions of (16) Persons, followed by the Persons who answered strongly agree according to the opinions of (14) Persons .
- Most of the sample members agree the third statement according to the opinions of (16) Persons, followed by the Persons who answered with approval strongly, according to the opinions of (13) Persons, and finally, followed by the Persons who answered neutrally according to the opinion of (1) only one person .
- Most of the sample members agree the fourth statement according to the opinions of (16) Persons, followed by the Persons who responded strongly agree according to the opinions of (10) Persons, and finally, followed by the Persons who answered without agreement according to the opinion of (4) Persons .
- Most of the sample members strongly agree the fifth statement according to the opinions of (16) Persons, followed by the Persons who answered with approval according to the opinions of (14) Persons.
- Most of the sample members agree the 6th statement according to the opinions of (16) Persons, followed by the Persons who answered strongly agree according to the opinions of (14) Persons .
- Most of the sample members agree the 7th statement according to the opinions of (16) Persons, followed by the Persons who answered with approval strongly, according to the opinions of (13) Persons, and finally, followed by the Persons who answered neutrally according to the opinion of (1) only one person .

The third hypothesis:

The following is the recurring distribution of the statements of the third study hypothesis: (There is statistically significant relationship between SWOT analysis and organization continuity).

Table (8) Frequency Distribution of Second Hypothesis Statements

Statements	I strongly agree		I agree		neutral		I do not agree		Strongly Disagree	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1. The Foundation analyzes the external environment that affect its work in the future.	9	30%	14	47%	4	13%	2	7%	1	3%
2. The institution identifies the opportunities and threats it faces by analyzing the external environment.	10	33%	18	60%	2	7%	0	0%	0	0%
3. The Foundation analyzes the internal environment that affect its work.	9	30%	18	60%	1	3%	1	3%	1	3%
4. The institution	10	33%	13	43%	4	13%	2	7%	1	3%

determines its strengths and weaknesses through the analysis of the internal environment.										
5. The institution works according to a clear vision to maintain and invest strengths and reduce weaknesses.	12	40%	17	57%	1	3%	0	0%	0	0%
6. The senior management studies and analyzes the elements of the external and internal environment to predict the changes that occur to seize opportunities and face risks.	9	30%	14	47%	4	13%	2	7%	1	3%
7. The values, customs of employees contribute to achieving corporate goals.	10	33%	18	60%	2	7%	0	0%	0	0%

- Most of the sample members agree the first statement according to the opinions of (14) Persons, followed by the Persons who answered strongly agree according to the opinions of (9) Persons, followed by the Persons who answered neutrally according to the opinion of (4) Persons, followed by the Persons who answered without agreement according to the opinion of (2) Two Persons, finally followed by the Persons who answered “strongly disagree” according to the opinion of (1) only one.
- Most of the sample members agree the second statement according to the opinions of (18) Persons, followed by the Persons who answered strongly in agreement according to the opinions of (10) Persons, and finally, followed by the Persons who answered neutrally according to the opinions of (2) Persons only .
- Most of the sample members agree the third statement according to the opinions of (18) Persons, followed by the Persons who answered strongly agree according to the opinions of (9) Persons, followed by the Persons who answered according to the opinion of (1) only one person, followed by the Persons who answered without agreement according to The opinion of (1) only one person, and finally the people who answered strongly disagree according to the opinion of (1) only one person .
- Most of the sample members agree the fourth statement according to the opinions of (13) Persons, followed by the Persons who answered strongly agree according to the opinions of (10) Persons, followed by the Persons who answered neutrally according to the opinion of (4) Persons, followed by the Persons who answered without agreement according to the opinion of (2) Two Persons, finally followed by the Persons who answered “strongly disagree” according to the opinion of (1) only one.
- Most of the sample members agree the fifth statement according to the opinions of (17) Persons, followed by the Persons who responded strongly in agreement according to the opinions of (12) Persons, and finally, followed by the Persons who answered neutrally according to the opinion of (1) only one person.
- Most of the sample members agree the 6th statement according to the opinions of (14) Persons, followed by the Persons who answered strongly agree according to the opinions of (9) Persons, followed by the Persons who answered neutrally according to the opinion of (4) Persons, followed by the Persons who answered without agreement according to the opinion of (2) Two Persons, finally followed by the Persons who answered “strongly disagree” according to the opinion of (1) only one.

- Most of the sample members agree the 7th statement according to the opinions of (18) Persons, followed by the Persons who answered strongly in agreement according to the opinions of (10) Persons, and finally, followed by the Persons who answered neutrally according to the opinions of (2) Persons only .

hypotheses tests:

First, use the standard deviation and mean:

To test these hypotheses, the standard deviation and arithmetic mean of all the hypothesis statements will be estimated to know the direction of the study sample. The following is Table No. (9) The standard deviation and the arithmetic mean of the opinions of the study sample Persons on the statements of the first hypothesis: (There is statistically significant relationship between the mission, vision and objectives and organization continuity).

Table (9) shows the standard deviation and arithmetic mean of the opinions of the study sample members on the terms of the first hypothesis

Statements	Arithmetic Mean	Standard Deviation	Relative Importance	degree of Approval
1. The vision and mission of the institution are clear and understandable by the employees of the institution.	4.47	0.51	89%	High
2. The organization develops a clear, written message for it.	4.37	0.56	87%	High
3. The organization adopts values and principles that govern its behavior.	4.37	0.67	87%	High
4. The organization develops its strategic objectives in a clear and written form.	4.33	0.76	87%	High
5. Strategic objectives are aligned with the organization's vision and mission.	4.53	0.51	91%	Very High
6. The institution develops specific, measurable, realistic and time-related goals of the plan.	4.47	0.51	89%	High
7. The organization achieves its long-term strategic objectives.	4.37	0.56	87%	High
Overall Average	4.41	0.60	88%	High

The results of Table (9) can be interpreted as follows :

- The value of the standard deviation of the opinions of the study sample members towards the first statement was (0.51), while the arithmetic mean was (4.47).
- The value of the standard deviation of the opinions of the study sample members towards the second statement was (0.56), while the arithmetic mean was (4.37).
- The value of the standard deviation of the opinions of the study sample members towards the third statement was (0.67), while the arithmetic mean was (4.37).
- The value of the standard deviation of the opinions of the study sample members towards the fourth statement was (0.76), while the arithmetic mean was (4.33).
- The value of the standard deviation of the opinions of the study sample members towards the fifth statement was (0.51), while the mean was (4.53).
- The value of the standard deviation of the opinions of the study sample members towards the initial hypothesis was (0.60), while the arithmetic mean was (4.41).
- The value of the standard deviation of the opinions of the study sample members towards the 6th statement was (0.51), while the arithmetic mean was (4.47).
- The value of the standard deviation of the opinions of the study sample members towards the 7th statement was (0.56), while the arithmetic mean was (4.37).

Second Hypothesis:

There is statistically significant relationship between seiner management support and organization continuity.

Table (10) shows the standard deviation and arithmetic mean of the opinions of the study sample members on the terms of the second hypothesis

Statements	Arithmetic Mean	Standard Deviation	Relative Importance	degree of Approval
1. The senior management of the organization has a clear understanding of the strategic planning process.	3.73	1.08	75%	Medium
2. The management of the institution is convinced the importance of strategic planning.	4.47	0.51	89%	High
3. Senior management is committed to strategic planning to develop its performance.	4.40	0.56	88%	High
4. The organization's management provides the necessary human resources for strategic planning.	4.07	0.94	81%	High
5. The management of the organization allocates the necessary financial resources for strategic planning.	4.53	0.51	91%	Very High
6. The organization has a culture of strategic planning.	4.47	0.51	89%	High
7. The management of the institution encourages the employees to participate in the strategic planning.	4.40	0.56	88%	High
Overall Average	4.24	0.72	85%	High

The results of Table No. (10) Can be interpreted as follows:

- The value of the standard deviation of the opinions of the study sample members towards the first statement was (1.08), while the arithmetic mean was (3.73).
- The value of the standard deviation of the opinions of the study sample members towards the second statement was (0.51), while the arithmetic mean was (4.47).
- The value of the standard deviation of the opinions of the study sample members towards the third statement was (0.56), while the arithmetic mean was (4.40).
- The value of the standard deviation of the opinions of the study sample members towards the fourth statement was (0.94), while the arithmetic mean was (4.07).
- The value of the standard deviation of the opinions of the study sample members towards the fifth statement was (0.51), while the mean was (4.53).
- The value of the standard deviation of the opinions of the study sample members towards the second hypothesis was (0.72), while the arithmetic mean was (4.24).
- The value of the standard deviation of the opinions of the study sample members towards the 6th statement was (0.51), while the arithmetic mean was (4.47).
- The value of the standard deviation of the opinions of the study sample members towards the 7th statement was (0.56), while the arithmetic mean was (4.40).

Third Hypothesis:

There is statistically significant relationship between SWOT analysis and organization continuity.

Table (11) shows the standard deviation and arithmetic mean of the opinions of the study sample members on the terms of the second hypothesis

Statements	Arithmetic Mean	Standard Deviation	Relative Importance	degree of Approval
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1. The Foundation analyzes the external environment that affect its work in the future.	3.93	1.01	79%	Medium
2. The institution identifies the opportunities and threats it faces by analyzing the external environment.	4.27	0.58	85%	High
3. The Foundation analyzes the internal environment that affect its work.	4.10	0.88	82%	High
4. The institution determines its strengths and weaknesses through the analysis of the internal environment.	3.97	1.03	79%	Medium
5. The institution works according to a clear vision to maintain and invest strengths and reduce weaknesses.	4.37	0.56	87%	High
6. The senior management studies and analyzes the elements of the external and internal environment to predict the changes that occur to seize opportunities and face risks.	4.27	0.58	85%	High
7. The values, customs of employees contribute to achieving corporate goals.	4.10	0.88	82%	High
Overall Average	4.13	0.81	83%	High

The results of Table No. (11) Can be interpreted as follows:

- The value of the standard deviation of the opinions of the study sample members towards the first statement was (1.01), while the arithmetic mean was (3.93).
- The value of the standard deviation of the opinions of the study sample members towards the second statement was (0.58), while the arithmetic mean was (4.27).
- The value of the standard deviation of the opinions of the study sample members towards the third statement was (0.88), while the arithmetic mean was (4.10).
- The value of the standard deviation of the opinions of the study sample members towards the fourth statement was (1.03), while the arithmetic mean was (3.97).
- The value of the standard deviation of the opinions of the study sample members towards the fifth statement was (0.56), while the mean was (4.37).
- The value of the standard deviation of the opinions of the study sample members towards the third hypothesis was (0.81), while the arithmetic mean was (4.13).
- The value of the standard deviation of the opinions of the study sample members towards the 6th statement was (0.58), while the arithmetic mean was (4.27).
- The value of the standard deviation of the opinions of the study sample members towards the 7th statement was (0.88), while the arithmetic mean was (4.10).

Conclusion

Firstly, the Results:

- ▶ there is no statistically significant relationship between the mission, vision, and objectives and organization continuity.
- ▶ there is statistically significant relationship between senior management support and organization continuity.
- ▶ there is statistically significant relationship between SOWT analysis and organization continuity.

Secondly Recommendation:

- ▶ Continuing to practice and apply the strategic planning process by the institution.

- ▶ Work to overcome the human and material difficulties and challenges facing the process Strategic planning in all its stages.
- ▶ Work to devote a culture of strategic planning within the institutions so that it becomes an integral part of the culture of the organization and its employees.

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