

## **The role of intelligent strategic planning in entrepreneurial decision-making**

### **A case study in the National Security Adviser**

**Researcher. Hisham Mohammed Jassim\ Baghdad University- Faculty of  
Administration and Economics- IRAQ**

**Hesham.jassem2104@coadec.uobaghdad.edu.iq**

**Ph.D.Fadila Salman Dawood Baghdad University- Faculty of Administration  
and Economics- IRAQ**

**dr.fadhiela.salman@coadec.obaghdad.edu.iq**

**Dr. ZAID F.MAKKI**

**zaidfj@coeng.uobaghdad.edu.iq**

#### **Abstract:**

The research aims to shed light on the size of the gap in terms of intelligent strategic planning and its role in pioneering decision-making, as the National Security Advisory Council was chosen as a research community, as through personal interviews and field coexistence, the researcher collected information that helped build a checklist that was used as a tool

Key to the research, the researcher used the case study approach because it is the most truthful and addressing the research problem, as after collecting information through the interview, the researcher reached the most important results

1. The results of the analysis showed the size of the gap in the strategic analysis dimension of the dimensions of intelligent strategic planning in the researched institution by (0.6), which is a large percentage, and by (0.4), which is a small percentage.
2. As for the rest of the dimensions, which are represented by strategic formulation, strategic evaluation of data and information, and strategic forecasting, the results of the analysis showed that the size of the gap is (0.5), which is a medium percentage, and a corresponding percentage (0.5), which is also a medium percentage.
3. The results of the analysis also showed that with regard to the dimensions of the entrepreneurial decision (opportunity creation, control and control, inference

and bias), the amount of gap is (0.5), which is a medium percentage, and the amount of conformity is (0.5), which is also a medium percentage.

4. With regard to the dimension of environmental dynamics, the size of the gap was shown by the results of the analysis at an amount of (0.55), which is a relatively large percentage and higher than the middle, with a matching ratio of (0.45).
5. The results of the analysis of the strategic flexibility dimension showed that the amount of the gap is (0.68), which is a very large percentage, and a matching percentage (0.32), which is a very small percentage.

**Keywords** (intelligent strategic planning, pioneering decision, national security advisory)

Research hypothesis: Can strategic leaders develop an intelligent strategic plan for entrepreneurial decision-making?

### The first topic

### Research Methodology

#### First: the research problem.

Organizations that keep pace with modernity seek to raise the level of their business and future plans to maintain their position in the country and provide their best security and consulting services to meet the requirements of Iraqi national security, and accelerated work towards providing advanced and modern services and consultations commensurate with the government's desire and needs. In light of this development, organizations have to search for a deeper philosophy and a more comprehensive vision that depends on choosing areas that guarantee them excellence and achieving good performance through intelligent strategic planning for entrepreneurial decision-making. This modern method came to make the researched institution close to its external environment and close to the decision-making authority. From this standpoint, the current research came to the institution's need for leaders who are able to respond to the requirements of Iraqi national security and have the qualities and characteristics of a pioneering decision-maker who responds to environmental variables and has a sense of what is going on

around him in the external and internal environment, and this can be applied through the role of smart strategic planning in making a pioneering decision By the leaders and consultants in the research sample and community:

#### Second: the importance of research.

Scientific research gains its importance from its elements, which are related to the society that is supposed to contribute to solving its problems, as well as what it can represent as an important addition to knowledge in the field of science and the specialized field to which it belongs.

The importance of this research stems from the community and the sample studied in the National Security Advisory being one of the employees of this institution, as well as from the importance of the topic, which sheds light on the pioneering and strategic decision-makers and their smart strategic planning culture, in addition to the importance of the research, which lies in the lack of research and studies that dealt with the relationship between Intelligent strategic planning and pioneering decision-making, so that this research is a new addition to the knowledge in this specialization. The research also derives its importance through the variables that the current research sheds light on. In addition, the importance can be focused on the following:

1. Directing the attention of the research sample to the concept of intelligent strategic planning, which contributes to entrepreneurial decision-making by informing the research sample of its internal environment, diagnosing strengths and weaknesses, and knowing the opportunities and challenges in its external environment for the purpose of making the appropriate decision for it.
2. Attracting the attention of the researched institution to the dimensions of smart strategic planning because of its role in monitoring and analyzing the internal and external environment for the researched institution to reach the world of leadership.

#### Third: Research objectives.

The research aims to shed light on the role of intelligent strategic planning in entrepreneurial decision-making through the following:

1. Knowing the gap for smart strategic planning.
2. Highlighting the percentage of compliance with smart strategic planning.
3. Knowing the gap for entrepreneurial decision-making.
4. Highlighting the percentage of compliance with pioneering decision-making.

Fourth: Research Scheme: Based on the problem, size and importance of the objectives, the hypothetical scheme of the research can be formulated as follows:

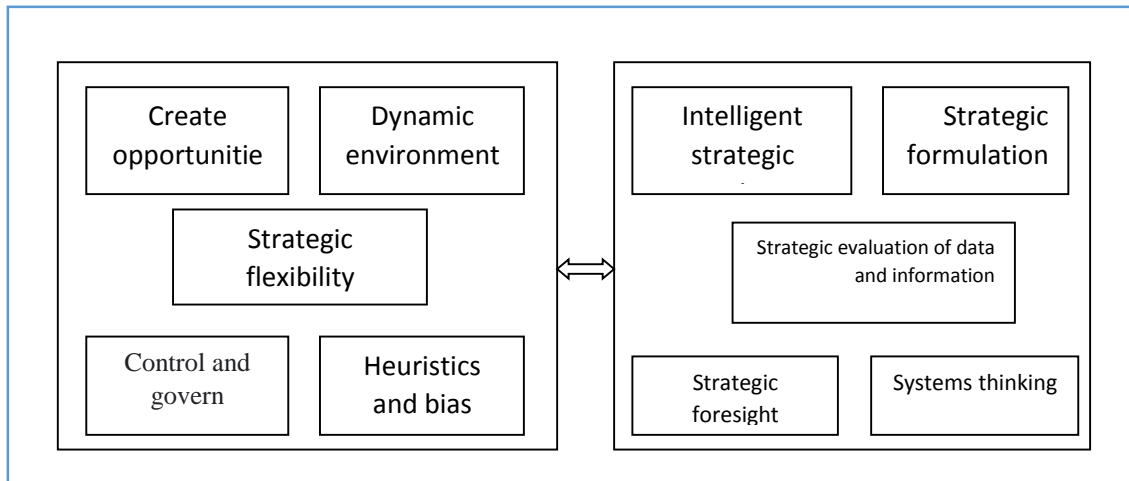


Figure 1: the hypothetical scheme of the research

#### 1. The concept of intelligent strategic planning:

An organization process with a future vision through which the organization formulates targeted strategies to achieve smart strategic goals through the use of technological technology and entrepreneurial skills of leaders and employees in the organization, taking into account environmental changes and relying entirely on strategic analysis to enhance strengths and reduce weaknesses while knowing the current and future location of the organization to confront Challenges and defining the entrepreneurial orientation for the purpose of investing in opportunities and facing challenges By looking at the previous literature on strategic planning, we can give a definition of smart strategic planning from the researcher's point of view. It is a product between (human strategic intelligence with strategic computing intelligence) to combine efforts directed to produce and

generate basic decisions and more intelligent work paths to determine the shape and direction of the organization in the future.

## 2. Dimensions of intelligent strategic planning

a. Intelligent strategic analysis: the research process that pertains to the organization's work mechanism in order to use a strategy suitable for the work environment and to present the highest goals (Palladan: 2019:43). Likewise, it is the process of collecting data that helps the organization's management to decide on priorities and goals and form (or change) a long-term strategy for business. It is a process of reviewing both the internal and external environment in order to identify the most important strengths, weaknesses, opportunities and threats, and this process must be continuous in order to serve the strategy design process (Kabeyi: 2020:76).

B. Strategic formulation: intelligent strategic formulation is a process carried out by the institution where it chooses the most appropriate course of action that will help the organization achieve its goals (MAA: 2015:87) as well as it is the process of setting and defining the goals and main objectives of the institution in light of the comprehensive future vision, clarity and defining the mission of the institution and directing research to determine And the analysis of internal and external factors indicating risk reduction (Brito:2019:23-26).

c. Strategic evaluation of data and information: intelligent strategic data and information evaluation is an administrative activity that accurately measures the validity of the data and information that resulted from the analysis process (Hofstrand: 2016:201) and a systematic and unbiased assessment of the type and volume of information and data collected during the analysis process and the process Judgment of the value of information and data obtained from the analysis process (Esmaeili: 2014).

d. Strategic foresight: Foresight is the ability to see future trends by conducting a survey of dynamic factors in the past and present (32 Maccoby et al. 2004) to anticipate the importance of helping leaders predict opportunities and risks

surrounding, foreseeing the past in the present to determine the parameters of the future (Saleh et al., 75: 2010 )

Providing managers with strategic information that is difficult to obtain and related to the future in order to make appropriate decisions, and this increases the awareness of managers to seize opportunities and reduce risks (23-26: Clar et al 2006).

- f. Systems thinking: Integration of different elements for the purpose of analysis, including how they interact to form a system or a clear picture of the things that are dealt with. (Al-Naimi, 2008) And the leader who is characterized by this style will succeed in realizing the interdependence between the parts of the system and their relationship to the whole, and then they will diagnose the real cause of any problem if its causes are many. (Saleh et al.) and a framework for strategic thinking and a method to confront the complexities of the environment Hanines, 2007 and a better way to devise strategies to overcome complex problems and activate strategic changes and keep goals alive at all times. (Al-Azzawi, 2008).

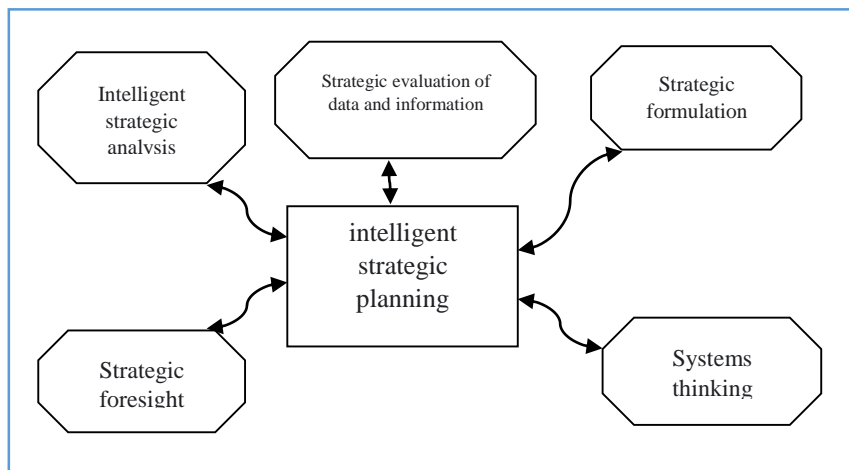


Figure 2: dimensions of intelligent strategic planning :source prepared by the researcher

Fifth: Pioneering Decision: Dependent Variable

1.The concept of pioneering decision:

The entrepreneurial decision is one of the important elements in the field of entrepreneurship for the leading institutions. In this way, there has been a great development in the field of entrepreneurship and decisions related to it, such as (proactive entrepreneurship in opportunities, the process of identifying the enterprise, creating new businesses, innovations, working with creative teams (Detienne: 2010, 204). Also, the opinions of some researchers in the field of entrepreneurship go with the expansion of decision theory to include some of the other studies that are related to the entrepreneurial decision-making process and from a more detailed and accurate entrepreneurial perspective (Mcmullen: 2015:655).

(Allison: 1971) believes that the decision-making process is the process by which a person or a group of people within the organization takes place to reach a conclusion about what the future actions are to pursue the goals of the available resources.

## 2. Defining the entrepreneurial decision:

It is the ability to interact with the external environment surrounding the organization as well as the ability to make direct decisions and its impact on the acquisition of entrepreneurial opportunities for institutions (Allmendinger & Berger: 2020: 2-1), as it is known as a multidisciplinary approach to reach more beneficial decisions in an environment of uncertainty. :2021:37).

## 3. Dimensions of the entrepreneurial decision:

There are many aspects that can be invested in entrepreneurial decision-making from the researchers' point of view, due to the need to make those decisions that the organization needs as a strategic necessity in entrepreneurship and dealing with entrepreneurial opportunities, which helps in achieving the organization's strategy and goals. By looking at a large number of studies related to the concept of entrepreneurial decision-making, the researchers conducted an investigation and based on the results obtained after the investigation, the dimensions were chosen as shown below.

a. Creating opportunities: The process of finding an entrepreneurial decision is one of the first steps in making entrepreneurs, and this decision must be unique, which ensures that it is adopted to find good innovative ideas. Entrepreneurial capabilities are available at both the organizational and individual levels, according to the above. Entrepreneurship has its own motivation (Shane & Venkataraman: 2000), and globalization and technology have contributed to finding influence and strength for entrepreneurial creativity based on the mechanism of analytical listening and mutual creation, and enabled many owners of entrepreneurial ideas to deal efficiently in the labor market (Kelly: 2009:43).

b.Environmental dynamism: Environmental dynamism indicates the degree to which the environment of the new organization is affected at an unexpected speed in light of a high degree that involves a high degree of uncertainty and risk, as well as the need for major decision-making based on incomplete information (Baron & Tang: 2011:52).

C. Strategic flexibility: According to recent literature, strategic flexibility is similar to the concept of capabilities, where these capabilities have many internal and external influences (Parnell: 2003:15-22). Flexibility also means that the organization has the ability to respond to environmental changes and crises and the ability to contain them. It forms a broad link with all parts of the organization and the external environment alike, as the capabilities of the organization in essence involve availability in the interaction of the variables of the organization (Rasheed and Hamid: 2019:37).

D. Control and govern: Control and govern help in the size section of the analysis of the need to use the size of the organization to control potential differences. The quantitative indicators used are the number of employees and income (Perez et.al: 2016:301), and it is the process of selecting variables on the basis of theoretical and scientific logic. Which represents possible alternative explanations for evaluating entrepreneurial opportunities.

e. Reasoning and biases: Recent studies in the field of entrepreneurship indicate that the process of reasoning expands to include exceptions and assumptions that



reasoning leads to realizing new opportunities, faster learning, acquiring greater experiences, and creates imagination capable of innovation because it crosses intellectual and stereotyped barriers and striving towards what is further. It also helps pioneers achieve more effective results. It is the provision of detailed information (Shepherd & Williams: 2016:30–31) Cognitive biases refer to thought processes that involve specific conclusions or assumptions. Inference is a toolkit of idealistic decision-making tools.

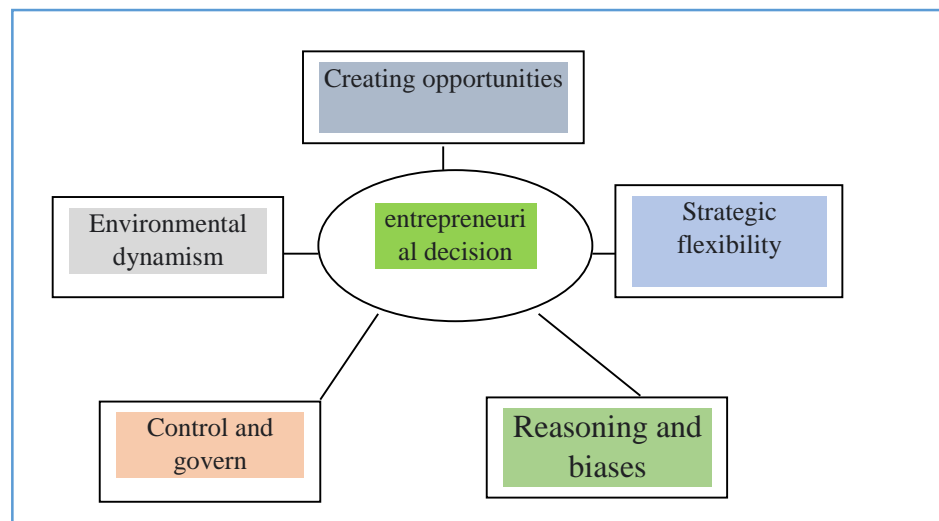


Figure 3: dimensions of intelligent strategic planning :source prepared by the researcher

The third topic  
practical side

Preface..

The interest of this research focused on presenting the results of the answers to the checklist questions and analyzing the data to reach the research results based on a statistical method (descriptive analysis) by extracting frequencies, arithmetic mean and percentages of the extent to which the sub-variables match and determining the size of the gap with the reality of the institution, the research sample through the answers on the list Scale examination

(quintet) and their corresponding weights (0,1,2,3,4) (not applied, undocumented, partially applied, partially documented, partially applied, fully documented, fully applied, partially documented, fully applied, fully documented) respectively according to the following equations

Arithmetic mean = sum of (weight \* repetitions) / total repetitions.

Matching percentage = weighted arithmetic mean / highest score in the scale

The size of the gap = (1 – the percentage of the extent of conformity)

i.e. partially , Since the average of the approved scale for comparison is equal to (2) the research sample , and through personal interviews in the institution, achieved where an intentional sample was taken represented ,and the nature of its business , secretaries of committees, assistant general managers, by general managers For the purpose of obtaining realistic , department managers, office managers the contents of the checklist questions have been , answers to the checklist and the following is an analysis of the results , explained to clarify their paragraphs of the checklist.

First: the independent variable: smart strategic planning

<b>Not implemented not documented</b>	Partially implemented Partially documented	Partially implemented <b>fully documented</b>	Fully applied , partially documented	Fully implemented, fully documented
0	1	2	3	4

dimension	Arithmetic mean	Matching ratio	The gap
strategic analysis	1.6	0.4	0.6
Strategic formulation	2	0.5	0.5
Strategic Evaluation	2	0.5	0.5
Strategic foresight	2	0.5	0.5
Systems thinking	2.6	0.65	0.35

1. Intelligent strategic analysis: the research process that pertains to the organization's work mechanism in order to use a strategy suitable for the work environment and to present the highest goals.

Through the results of the analysis shown in the table above, which shows that the dimension of the strategic analysis of the researched institution within a partially applied scale is fully documented, and the arithmetic mean was (1.6), with a matching percentage (0.4), and the gap was (0.6), which is a very small percentage, which confirms that after the smart strategic analysis It is a measure that is not widely applied in the researched institution.

Suggested areas for improvement:

- a. The institution's interest in the strategic analysis process with the creation of a department and training of specific individuals with the ability to analyze data.
- B. It is possible to seek the help of external expertise in the field of strategic analysis or the use of modern analysis programs.

2. Strategic formulation: a process carried out by the organization where it chooses the most appropriate course of action that will help the organization achieve its goals

The above table shows the results of the analysis of the strategic formulation dimension of the researched institution, in which the arithmetic mean was (2) within a partially applied and fully documented scale with a matching ratio of (0.5). Medium approved.

Suggested areas for improvement:

- a. The institution must define a strategic path to solve current and future crises, while the institution has the ability to change the strategic formulation necessary to keep pace with environmental requirements.
- B. Strategic plans must be highly flexible to adapt to crises at all levels.

3. Strategic Evaluation: It is an administrative activity that accurately measures the validity of the data and information that resulted from the analysis process, a systematic and unbiased assessment of the type and volume of information and

data collected during the analysis process, and a judgment process for the value of the information and data obtained from the analysis process.

The above table shows the results of the strategic evaluation dimension in the researched institution, in which the arithmetic mean was (2) within a partially applied and fully documented scale with a matching ratio of (0.5), and the gap was (0.5), which is a relatively average ratio. middle .

Suggested areas for improvement:

- a. Emphasis on the process of evaluating data and information through the use of expertise in this field as well as modern programs for evaluation.
- B. The organization must have flexibility in the process of evaluating data and information and rely more widely on that process as one of the most successful processes to obtain high value from that information and data.

4. Strategic foresight: the ability to see future trends by conducting a survey of the dynamic factors in the past and present

When observing the results of the table shown above regarding the strategic foresight dimension of the researched institution, in which the arithmetic mean was (2) within a partially applied and fully documented scale with a matching ratio of (0.5) and the amount of the gap was (0.5), which is a relatively average ratio. This confirms that after evaluation The strategic information and data is moderately supported.

Suggested areas for improvement:

- a. Emphasis on surveying dynamic factors in the past and present to predict surrounding opportunities and risks.
- B. Using expertise to deal with the strategic foresight process, with an emphasis on providing strategic information related to the future in order to make appropriate entrepreneurial decisions.
- T. The institution must acknowledge the existence of strategic foresight with the availability of cultural and intellectual flexibility for leaders to adapt to the available opportunities.

5. Systems thinking: integrating the different elements for the purpose of analyzing them, including how they interact to form a system or a clear picture of the things that are dealt with.

This criterion includes (5) questions distributed on (5) weights. It was noted through the results of the analysis from the above table that after systems thinking in the researched institution, in which the arithmetic mean reached (2.6) within a fully applied scale that is partially documented and with a matching ratio of (0.65) and the amount of the gap was (0.35), which is relatively higher than the average, which confirms that the systems thinking dimension is moderately supported

Suggested areas for improvement:

- a. Work to raise the capabilities of the institution for the purpose of merging and analyzing the elements.
- B. The difficulties of integrating the different elements must be faced in order to analyze them and understand how they interact.

Second: the dependent variable: the entrepreneurial decision

<b>Not implemented not documented</b>	Partially implemented Partially documented	Partially implemented <b>fully documented</b>	Fully applied , partially documented	Fully implemented, fully documented
0	1	2	3	4

Dimension	Arithmetic mean	Matching ratio	The gap
Creating Opportunities	2	0.5	0.5
Dynamic environment	1.8	0.45	0.55
Strategic flexibility	1.6	0.32	0.68
Control and govern	2	0.5	0.5
Inference and bias	2	0.5	0.5

1. Creating Opportunities: The process of finding an entrepreneurial decision is one of the first steps in making entrepreneurs, and this decision must be unique, which ensures that it is adopted to find good, innovative ideas. Entrepreneurial capabilities are available at both the organizational and individual levels, according to the above. Each entrepreneurial stage has its own incentive

The table above shows the extent to which the opportunity creation dimension is adopted in the researched institution, where the results were (2) arithmetic mean within a partially applied scale that is fully documented with a matching ratio of (0.5) and a gap of (0.5).

Suggested areas for improvement:

- a. The institution should support human resources for the purpose of reinventing and creating new opportunities.
- B. Holding training courses and workshops to raise awareness of the concept of opportunity and encourage employees and individuals to submit proposals.

2. Dynamic environment: refers to the speed of data movement in which organizations operate, as changes cannot be predicted due to high environmental uncertainty. This criterion includes 5 questions distributed over 5 weights.

The above result proves the extent to which the dynamic environment dimension is adopted in the researched institution, where the results were (1.8), an arithmetic mean within the scale, partially applied, fully documented, and a matching percentage.

(0.45), with a gap of (0.55), and through these results we see that strategic flexibility is a dimension supported in the researched institution less than the average

Suggested areas for improvement:

- a. Enhancing entrepreneurial decision-making while enhancing the ability to respond to rapid environmental changes.

B. The institution should work on developing the entrepreneurial dimension of employees and individuals by engaging them in training courses to develop their skills in this regard.

3. Strategic flexibility: means the institution's ability to identify major changes in the external environment in order to quickly allocate resources for new cycles of work to respond to environmental changes. This criterion includes (5) questions distributed over (5) weights.

The above result proves the agreement of the research sample on the paragraphs of the strategic flexibility dimension in the National Security Adviser, through the results (1.6), the arithmetic mean within the scale, partially applied, fully documented, and a matching ratio (0.32), with a gap of (0.68). Through these results, we see that the strategic flexibility dimension Medium approved in the researched institution

Suggested areas for improvement:

a. Emphasis on the employment of human capital with high academic levels within the competence of modern management and entrepreneurship, as well as the establishment of courses for professional expertise within the institution in order to raise the level of human capital.

B. Time management and continuous access to developments in the field of work of the institution and expanding the horizons of vision of plan and decision makers to make those decisions have flexible dimensions.

4. Control and govern: The process of selecting variables on the basis of theoretical and scientific logic, which represents possible alternative interpretations for evaluating entrepreneurial opportunities. This criterion includes (5) questions distributed over (5) weights.

The results of this dimension showed that the arithmetic mean (2) within the scale is partially applied, fully documented, matching percentage, matching percentage (0.5), and gap amount (0.5).

Suggested areas for improvement:

a. Enhancing the capabilities of senior management in the researched institution in which covers the variables of qualitative ,the field of pioneering decision-making being one of the dimensions that it believes ,control over all aspects of the institution in and works on.

B. Enhancing compliance with financial and regulatory control variables.

c. Creating constant environmental control that enables it to overcome entrepreneurial obstacles.

d. Explanation and clarification of the concept of control variables for employees and individuals within the organization

5. Inference and bias: Thinking processes that involve specific conclusions or assumptions. Inference is a set of ideal decision-making tools. This criterion includes (5) questions distributed over (5) weights.

The results of this dimension showed that the arithmetic mean (2) within the scale is partially applied and fully documented, and the matching ratio is (0.5) and a gap (0.5). These results show that there is a weakness in the knowledge of senior management in terms of inference, bias, and methods of rational inference in decision-making, which stems from weak academic levels and accreditation. For professional experiences only.

#### **Suggested areas for improvement:**

a. Work on studying modern methods of reasoning in order to reach correct, effective and well-studied decisions, and to avoid randomness in decision-making and the control of personal judgments over it.

B. Investing in professional skills and experiences by developing them academically, which makes them aware of the correct inference methods to reach pioneering decisions.

c. Defining responsibilities, unifying decision centers, and stripping senior management of any affiliations to create a work environment free of biases and impartial decisions.



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