

The Impact of Strategic Intelligence in Senior Management on the Quality of Strategic Decisions: A Case Study of Military Production Companies

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Abstract:

The study aimed to examine the impact of strategic intelligence among top management on the quality of strategic decisions, with an application to military production companies. Strategic intelligence was selected as the independent variable, while the quality of strategic decisions was the dependent variable.

To achieve the study's objectives, a descriptive analytical method was used, along with a questionnaire as a tool for data collection. The questionnaire was distributed to a sample of 125 individuals from top management, chosen randomly. The number of valid responses for analysis was 114, with a response rate of 91.2%. SPSS was used for data analysis.

The study reached several conclusions, the most significant of which are: The level of availability of strategic intelligence

dimensions, as perceived by the sample of top management in the military production companies under study, was high. The dimensions of strategic intelligence were ranked as follows: partnership at 89.1%, motivation at 88.68%, systems thinking at 88.6%, foresight at 88.6%, strategic innovation at 85.11%, and future vision at 83.6%. The level of strategic decision quality in the military production companies under study was high, with a relative weight of 88%. The researcher attributed the high relative weight to a change in management during the study period, which led to a significant improvement in the companies, transforming them from loss-making to profitable entities and among the top compared to other military production companies. The results also showed a positive and statistically significant relationship at the level of ($\alpha \leq 0.05$) between strategic intelligence among top management and the quality of strategic decisions, with a degree of (0.992). Additionally, the results indicated that strategic intelligence of top management has a substantial impact on the quality of strategic decisions, accounting for 96%.

The study recommended examining strategic intelligence as a tool for strategic management, emphasizing its importance as a critical approach to improving company performance due to its impact on the quality of strategic decisions. The study also suggested transforming the culture of military production companies into a culture of strategic intelligence across all companies.

- Creating an environment that encourages strategic innovation and provides freedom for creative thinking, environmental analysis, and the development of management models and

strategic plans that align with significant environmental changes. Additionally, involving all sectors in the strategic decision-making process, adopting a proactive approach, and leveraging accumulated experience in strategic decision-making.

Keywords: Strategic Intelligence, Foresight, Systems Thinking, Future Vision, Motivation, Partnership, Strategic Innovation, Decision-Making, Military Production Companies.

"اثر الذكاء الاستراتيجي لدي الادارة العليا علي جودة القرارات الاستراتيجية

بالتطبيق علي شركات الانتاج الحربي"

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ملخص الدراسة

هدفت الدراسة الي اختبار اثر الذكاء الاستراتيجي لدى الإدارة العليا علي جودة القرارات الاستراتيجية، وذلك بالتطبيق علي شركات الإنتاج الحربي، وتم اختيار الذكاء الاستراتيجي كمتغير مستقل وكان جودة القرارات الاستراتيجية متغير تابع.

ولتحقيق اهداف الدراسة تم استخدام المنهج الوصفي التحليلي، واستخدام الاستبانة كأداة لجمع البيانات، حيث تم توزيعها علي عينة مقدارها (١٢٥) مقردة من

الإدارة العليا ثم اختيارها بطريقة عشوائية، وبلغت الاستبان المستردة الصالحة للتحليل (١١٤) بنسبة استجابة (٩١.٢%) وتم استخدام (SPSS) لتحليل البيانات

وقد خلصت الدراسة الي مجموعة من النتائج أهمها:- ان مستوي توافر ابعاد الذكاء الاستراتيجي كما يتصورها افراد العينه من الدارة العليا لشركات الإنتاج الحربي محل الدراس ةبدرجة عاليا وجاء ترتيب ابعاد الذكاء الاستراتيجي علي النحو التالي بُعد الشراكة بنسبة ٨٩.١% ثم التحفيز بنسبة ٨٨.٦٨% ثم تفكير النط بنسبة ٨٨.٦% ثم الاستشراف بنسبة ٨٨.٦% ثم الابتكار الاستراتيجي بنسبة ٨٥.١١% وأخيرا الرؤية المستقبلية بنسبة ٨٣.٦%. وان مستوي جودة القرارات الاستراتيجية في شركات الإنتاج الحربي محل الدراسة بدرجة عالياه بوزن نسبي ٨٨% وتعزو الباحثه ارتفاع الوزن النسبي الي ان فترة الدراسة شهدت تغير في مجل الإدارة للشركات محل الدراسة وصاحب هذا التغير طفره في الشركات وتحولها من شركات خاسره الي شركات رابحه ومن اعلي الشركات مقارنة بشركات الإنتاج الحربي.

كما أظهرت النتائج وجود علاقة موجبة ذات دلالة إحصائية عند مستوي ($\alpha \leq 0.05$) بين الذكاء الاستراتيجي لدى الإدارة العليا وجودة القرارات الاستراتيجية بدرجة (٠.٩٩٢). كما أظهرت النتائج ان الذكاء الاستراتيجي للإدارة العليا يؤثر تأثيراً جوهرياً في جودة القرارات الاستراتيجية بنسبة (٩٦%).

وأوصت الدراسة بدراسة الذكاء الاستراتيجي علي انه أداة من أدوات الإدارة الاستراتيجية . والاهتمام بالذكاء الاستراتيجي باعتباره من اهم المداخل للإرتقاء بأداء الشركات لم له من اثر في جودة القرارات الاستراتيجية. والعمل علي تحويل ثقافة شركات الإنتاج الحربي الي ثقافة الذكاء الاستراتيجي علي جميع الشركات.

- خلق مناخ يشجع علي الابتكار الاستراتيجي وإتاحة مساحة من الحرية للتفكير الخلاق وتحليل البيئة وبناء نماذج إدارية وخطط استراتيجية بما يتلائم مع المتغيرات الكبيرة التي تحدث في البيئة، وايضاً مشاركة جميع القطاعات في عملية صنع القرارات الاستراتيجية واتباع الشركات المنهجية الاستباقية والاستفادة من الخبرات المتركمة لعملية صنع القرار الاستراتيجي.

الكلمات المفتاحية:- الذكاء الاستراتيجي، الاستشراف، تفكير النظم، الرؤية المستقبلية، التحفيز، الشراكة، الابداع الاستراتيجي، اتخاذ القرارات، شركات الإنتاج الحربي

Introduction:

Responding and adapting to external environmental factors are among the most significant contemporary challenges and rapid changes that organizations of all kinds face, especially in conditions of uncertainty. This has compelled managers and leaders to adopt new strategies and directions to improve the quality of decisions, enabling them to manage and lead with great wisdom and intelligence. These strategies help them adapt to economic, political, and social changes, in addition to the information and technology revolution and other factors. Therefore, organizations need a means to help them confront changes and achieve a competitive advantage.

In confronting these challenges that threaten organizations, traditional thinking is no longer sufficient to cope with all external changes. This has led to the necessity of transitioning to strategic thinking that aligns with the nature of the contemporary world, characterized by rapid and continuous movement and development. Here, strategic intelligence has emerged as one of the most important tools and methods for guiding organizations toward achieving their strategic goals. It provides leaders with a fundamental and effective resource that enables them to sense and seize opportunities, identify and avoid threats, and seek appropriate scientific methods through which they can anticipate the future and prepare to face changes. Moreover, it helps them make sound strategic decisions based on correct principles, as decision-making is one of the most prominent tasks affecting the

organization's position in the market, especially when it comes to the strategic decisions of small, medium, and large enterprises.

Strategic intelligence relies on a specific type of skill that senior management must possess to make optimal use of competencies and resources, make sound decisions, and develop good strategies for the future. This helps them face uncertainty and the scarcity or limitation of information.

In the pursuit of organizational excellence and the achievement of high competitive advantages, organizations strive to make prudent decisions that ensure the optimal use of resources (Al-Sureti et al., 2016: 2). The effectiveness and quality of decisions within organizations largely depend on strategic intelligence, which contributes to directing institutional decisions (Abu Ghunaim, 2015: 142). Most administrative activities revolve around the decision-making process, and any success an organization achieves significantly depends on the efficiency of these decisions (Nasser, 2016: 455). Additionally, all organizations need strategic information to enhance decision-making processes and assist in planning, organizing, executing, and evaluating (Acros, 2015: 1-3).

Decision-making is one of the primary tasks of a leader and is one of the essential requirements for them. The success of organizations depends on the efficiency of leaders, their ability to make sound decisions, and their understanding of the importance of rationality in decision-making (Shabir, 2015: 32). Al-Sarafi (2009: 96) sees decisions as fundamental and essential tasks in the administrative process, with organizational success depending on the ability to understand, make rational, and clear decisions. This is confirmed by Al-Awawda (2008: 47), who

notes that life is a series of decisions aimed at adapting to the surrounding environment, and that decision-making is a cognitive function. The concept of decision quality is linked to a set of managerial concepts, as the global expert (Maccoby) has shown that the reason many leaders succeed is that they possess a different kind of intelligence, which he termed strategic intelligence. Clar (2008: 10) also affirmed that this intelligence provides a wealth of important and relevant information at the right time, leading to sound decision-making that suits the organization.

Many studies have agreed on the importance and impact of strategic intelligence in the decision-making process, and the necessity of establishing strategic intelligence units and departments that provide organizations with the required information, as indicated by the study of (Matar, 2018: 113).

For this purpose, our study came to shed light on the strategic intelligence of senior management and measure its impact on the quality of strategic decisions in military production companies due to the importance of these companies and their pioneering role in the business environment at the national, regional, and international levels.

Military production companies are among the most important companies with a national role in the Arab Republic of Egypt, and their role has increased recently due to the military and civilian products and services they provide. These companies have increasingly sought to compete locally and internationally.

Previous Studies

1. **Study by Al-Qadi (2022)** titled "The Impact of Strategic Intelligence on Achieving Knowledge Management"

This study aimed to identify the impact of strategic intelligence on achieving knowledge management in Jordanian commercial banks operating in the Hashemite Kingdom of Jordan. The study employed a descriptive analytical approach and found a statistically significant effect of strategic intelligence in achieving knowledge management across its three dimensions: knowledge generation, knowledge sharing, and knowledge application. The study also found a high degree of application of strategic intelligence and knowledge management in the surveyed banks. It recommended that Jordanian commercial banks invest in strategic intelligence processes to benefit from its impact on achieving knowledge management.

2. **Study by Al-Habib and Al-Sultan (2021)** titled "The Impact of Strategic Intelligence Dimensions on Employee Performance in the Ministry of Human Resources and Social Development in the Qassim Region"

This study aimed to identify the impact of strategic intelligence dimensions (thinking, foresight, vision, motivation, partnership) and their relationship and effect on employee performance. The study followed a descriptive analytical approach, using a questionnaire as the study tool. The sample consisted of 267 employees of the Ministry of Human Resources and Social Development in the Qassim region. The study found that the ministry's application of strategic intelligence dimensions in the Qassim region was very high, with thinking ranking first, followed by foresight, vision, motivation, and partnership. The

study also showed that employee performance in the ministry was very high, with a statistically significant relationship and effect between the application of strategic intelligence dimensions and employee performance. The study recommended enhancing the performance of upper and middle management in the ministry to maintain the level of strategic intelligence and its dimensions, with a particular focus on strengthening the ministry's partnerships.

3. Study by **Masouad Ahmadi et al. (2020)** titled "Proposing a Model of Manager's Strategic Intelligence, Organizational

Development, and Entrepreneurial Behavior in Organizations" This study explored the relationship between strategic intelligence (SI), organizational development (OD), and entrepreneurial behavior (EB) in government agencies in developing countries. A sample of 279 employees out of a total of 480 was selected using a stratified sampling method. Statistical analysis revealed a significant positive relationship between managers, organizational development, and between strategic intelligence and entrepreneurial behavior. The study also found that demographic characteristics had no impact on the relationship between strategic intelligence and entrepreneurial behavior or organizational development. However, there was a statistically significant relationship between gender and the relationship between the manager's strategic intelligence and organizational development. The study proposed a model of internal variables that could positively impact organizational development and growth, helping these organizations gain a competitive advantage, offering opportunities for managers and employees to develop, and enabling the organization to sustain

and thrive. The study recommended applying the findings in various companies in developing countries and worldwide.

4. Study by Abdel Hadi Ibrahim Matar (2018) titled "The Role of Strategic Intelligence in Enhancing the Reputation of Educational Organizations: An Applied Study on the Ministry of Education and Higher Education in the Gaza Strip"

This study aimed to explore the role of strategic intelligence in enhancing the reputation of educational organizations from the perspective of school directors. The study utilized a descriptive analytical approach and used a questionnaire as the main tool for data collection. The findings indicated a statistically significant positive relationship between strategic intelligence and the enhancement of educational organizations' reputation, with a correlation of 74.40%. The study recommended that the Ministry of Education should establish a robust incentive system, improve employee performance, and increase their loyalty.

5. Aga & Others (2014): "The Impact of Strategic Intelligence on Firm Performance and the Mediator Role of Strategic Flexibility: An Empirical Research in Biotechnology Industry"

This study aimed to reveal the impact of strategic intelligence with its dimensions (foresight, future vision, and motivation) through strategic flexibility as a mediating variable, with its dimensions (production flexibility, marketing flexibility, and competitive flexibility), in the biotechnology industry. Primary data was collected via a questionnaire distributed to 95 functional managers, who were selected using a purposive sample from the study population of 19 biotechnology companies operating in Jordan, China, Spain, Germany, and the United States. Data

analysis and hypothesis testing were conducted using the Statistical Package for the Social Sciences (SPSS) and AMOS software.

6. Awowale (2017): "Decision Making in Healthcare Systems: Roles and Responsibilities at the University of Maryland, USA"

This study aimed to clarify the roles and responsibilities of decision-makers and to develop a comprehensive framework for decision-making in healthcare systems. The study focused on 7 hospitals with a sample of 27 managers. Data was collected through interviews and analyzed using content analysis. The study found that institutions could be understood and analyzed based on implicit decision-making processes, highlighting the lack of a comprehensive decision-making framework. The findings suggested that organizations should define individuals knowledgeable in the institution's concepts and details to improve decision-making analysis.

7. Al-Taani (2017): "Decision-Making Efficiency Under the Adoption of Strategic Intelligence Dimensions in the Jordanian Customs Department (Field Study)"

This study aimed to measure the outcomes of applying the main elements of strategic intelligence and their impact on strategic decisions and performance in the department. The study included 90 customs employees in senior and executive positions, using a questionnaire and a descriptive analytical approach. Findings include:

A positive significant relationship between foresight and decision-making effectiveness (0.675), future vision and decision-making effectiveness (0.654), employee motivation and

decision-making effectiveness (0.465), and forming strategic alliances and decision-making effectiveness (0.425). Strategic intelligence is crucial for achieving sustainable competitive advantage. The study recommended integrating strategic intelligence into organizational culture and developing its elements for strategic decision-making.

8. Rivera Ochoa (2016): "**Challenges and Implications of Implementing Strategic Intelligence Systems in Mexico**"

This study explored and described the experiences of senior executives in small and medium-sized enterprises in northern Mexico, focusing on the reasons for the non-implementation and use of strategic intelligence elements. Data was collected through surveys and semi-structured interviews with senior managers. Results indicated that cultural background affects the implementation of strategic intelligence elements, as well as economic concerns and cost fears. The study recommended creating positive social changes for managers and informing them about the challenges and successful outcomes of implementing strategic intelligence elements to improve information processing and decision-making.

9. Mohammed Lalaimia (2015): "**The Importance of Strategic Intelligence in Decision-Making: A Field Study of the Ferial Institution in Annaba**"

This study aimed to highlight the importance of strategic intelligence in decision-making through its application at Ferial Institution in Annaba. The research followed a descriptive analytical approach based on the perspective of the institution's administrative director. Key findings include:

Strategic intelligence is crucial for decision-making at Ferial Institution, which relies on it to a significant extent. There is awareness among the administrative director of the concept and dimensions of strategic intelligence, which is often lacking in Algerian institutions. Partnership plays a crucial role in keeping the institution updated with developments in organizational management.

Study Problem:

One of the challenges facing organizations today is their failure to fully utilize their strategic intelligence in its various forms and dimensions, and their inability to leverage this intelligence to confront the changing environmental challenges. This study responds to the recommendations of previous studies, such as Ismail (2018), Al-Ghazali (2017), and Qasim (2011), which called for more research to enhance the quality and effectiveness of decisions based on scientific methods and to connect them with various variables. The study also aims to address the spatial research gap, highlighted by the limited studies targeting the same environment and title. Additionally, the study by Al-Taani (2017) emphasized the need to rely on strategic intelligence to improve decision-making efficiency, and Abu Ghanim's study (2015: 168) stressed the importance of focusing on the elements of strategic intelligence and the effectiveness of decision-making. The researcher observed a lack of clarity regarding the impact of senior management's strategic intelligence, with its different dimensions (foresight, systems thinking, partnership, motivation, and strategic innovation), on the quality of strategic decisions. Strategic intelligence is a modern topic in the field of administrative work, as it is one of the types of intelligence

characterized by successful leaders. It provides them with the necessary skills to obtain the information required for making strategic decisions. From the above, the study problem can be formulated through the following main question:

What is the impact of senior management's strategic intelligence on the quality of strategic decisions in military production companies?

Several sub-questions emerge from the main question:

- What is the current state of strategic intelligence elements (foresight, systems thinking, future vision, partnership, motivation, and strategic innovation) in the senior management of the military production companies under study?
- What is the current state of the quality of strategic decisions in senior management?
- Is there a relationship between senior management's strategic intelligence and the quality of strategic decision-making in the military production companies under study?
- What is the impact of the elements of strategic intelligence (foresight, systems thinking, future vision, partnership, motivation, and strategic innovation) on the quality of strategic decision-making in the military production companies under study?

Study Importance:

This study gains its importance from the significance of its topic and the results it will provide, which will bring scientific and practical benefits to military production companies and decision-makers in the institutions under study. The importance of this study can be summarized as follows:

- The role that strategic intelligence plays for strategic leaders who seek to achieve the goals of companies and make appropriate strategic decisions at the right time, especially in our current era, characterized by continuous change.
- Understanding the components and dimensions of strategic intelligence and their impact on the quality of strategic decision-making in senior management.
- The scarcity of local and Arab studies that have addressed this topic.
- This study highlights a specific group of leading companies in the nation that have a special role, which previous studies have not addressed, to demonstrate the impact of senior management's strategic intelligence on the quality of strategic decision-making.
- The current study can provide senior management and responsible authorities in military production companies with the importance of applying strategic intelligence, which in turn helps in making strategic decisions that reflect on the general benefit of the companies, advancement in the administrative field, and fulfillment of their duties towards society in both civilian and military aspects, serving the nation in particular.

Study Objectives:

The study primarily aims to:

- Examine the current state of strategic intelligence in the military production companies under study.
- Investigate the impact of the dimensions of senior management's strategic intelligence (foresight, future vision, systems thinking, motivation, partnership, and strategic

- innovation) on the quality of strategic decisions in the military production companies under study.
- Clarify the impact of the components of strategic intelligence (economic intelligence, knowledge management) on the strategic decision-making process.
 - Measure the level of quality of strategic decisions in military production companies.
 - Highlight the distinguishing aspects of this topic compared to previous studies.
 - Identify the impact of strategic intelligence on the quality of strategic decisions in military production companies.
 - Provide practical suggestions and recommendations to develop strategic intelligence, thereby improving the quality of decisions in military production companies, with a focus on senior management.

Study variables (hypothesis study plan)

In light of the study problem and its objectives, and testing the nature of the relationship between the main and sub-variables requires the development of a hypothetical scheme for the research, which is an (intellectual construction) that explains the nature of the relationships between the variables and their limits. The study model was designed based on the intellectual frameworks for the study variables, which are strategic intelligence and the quality of strategic decisions. Figure No. (1) shows the hypothesis of the current research

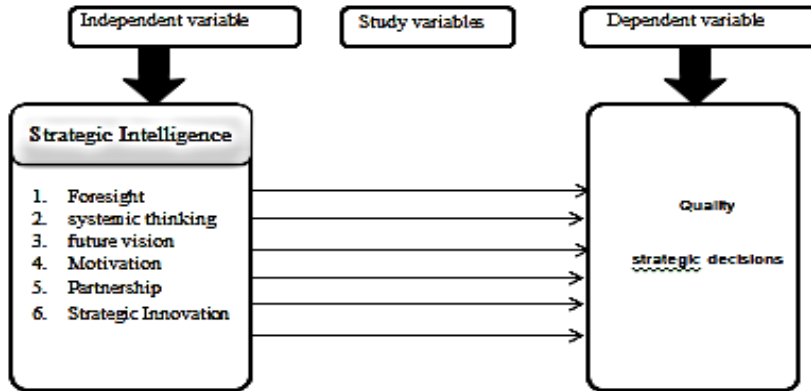


Figure No. (1) Conceptual Framework

Figure No. (1) Conceptual Framework

Study Hypotheses:

Based on the review of previous studies and the identification of the study and its objectives, the following hypotheses have been formulated:

Main Hypothesis 1:

- There is a significant positive relationship between strategic intelligence among top management and the quality of strategic decisions in military production companies. This main hypothesis branches into the following sub-hypotheses:

1. There is a significant positive relationship between foresight among top management and the quality of strategic decisions in military production companies.
2. There is a significant positive relationship between future vision among top management and the quality of strategic decisions in military production companies.

3. There is a significant positive relationship between systems thinking among top management and the quality of strategic decisions in military production companies.
4. There is a significant positive relationship between motivation among top management and the quality of strategic decisions in military production companies.
5. There is a significant positive relationship between partnership among top management and the quality of strategic decisions in military production companies.
6. There is a significant positive relationship between strategic innovation among top management and the quality of strategic decisions in military production companies.

Main Hypothesis 2:

- There is a significant positive impact of strategic intelligence, with its six dimensions (foresight, future vision, systems thinking, motivation, partnership, and strategic innovation), among top management on the quality of strategic decisions in military production companies.

Statistical Tools and Methods Used:

The researcher will rely on using several statistical methods through available statistical programs to analyze and process the data and test the validity of the current study's hypotheses, according to the nature and suitability of the collected data. Accordingly, the following tools can be used:

- **Descriptive Statistical Tools:** These include (arithmetic mean - standard deviation - coefficient of variation - relative importance).
- **Analytical Statistical Tools:** A set of analytical statistical tools will be used, which are widely relied upon to analyze

data and test and treat hypotheses. The most important of these tools include:

1. **Normal Distribution Test:** To determine the normality of the data distribution.
2. **Confirmatory Factor Analysis:** To confirm the construct validity of the scale and the extent to which the theoretical structure of the scale matches the sample's responses.
3. **Cronbach's Alpha Test:** To measure the reliability coefficient of the approved standards.
4. **Pearson Correlation Coefficient:** To determine the strength of the relationship between the study variables.
5. **Structural Equation Modeling (SEM):** To measure the effect relationships between the study variables.
6. **Path Analysis Method:** To measure the indirect effect relationship between the study variables.

Study Limitations:

- **Temporal Boundaries:** The study spans from 2022 to 2023.
- **Spatial Boundaries:** The study focuses on military production companies.
- **Human Boundaries:** The study is applied to a sample of top management leaders in military production companies.

Theoretical Framework of the Study

Interest in the concept of strategic intelligence has increased, leading to a variety of definitions from researchers and academics. Although these definitions do not contradict each other, they differ slightly due to the relatively recent study of its dimensions. To provide a clear picture or definition of strategic

intelligence, the following are several definitions from various authors and scholars across different times and places:

Maccoby (2004) defines strategic intelligence as "the intelligence possessed by strategic leaders of organizations, consisting of five core elements: foresight, future vision, systems thinking, motivation, and partnership. These elements enable the leader to understand and envision the future of the organization."

Quarmby (2003) defines strategic intelligence as the intelligence that managers possess to formulate long-term strategic policies and plans for the organization.

Finland (2004) defines it as a systematic and ongoing process of producing necessary information in a practical form to facilitate long-term decision-making.

The Central Intelligence Agency (2019) defines it as the identification and assessment of capabilities, activities, and objectives within institutions, with the aim of developing and understanding the strategic environment deeply, pushing towards the development of future issues, and supporting strategic decisions. This definition is in agreement with Atta (2015), who states that strategic intelligence means the ability to formulate and design strategies innovatively while understanding and comprehending all influencing factors in the organization and identifying the most suitable strategic option to address environmental changes in the present and future.

McDowell (2009) adds that strategic intelligence is an important tool for management, especially when used appropriately. It involves studying the organization's environment to obtain information and knowledge about its business environment and develop perspectives related to its current operations, in order to manage changes in its

external environment in preparation for the future, with the aim of designing appropriate strategies to ensure greater profitability and value for the organization (Tham & Kim, 2002).

After reviewing various concepts of strategic intelligence and presenting several definitions from different scholars across various times, the researcher views strategic intelligence as creativity based on knowledge, skill, and managerial excellence. It is a process, tool, or specific activity for collecting strategic information, from capturing it as data, then analyzing, organizing, and processing it, until it becomes useful information for making timely decisions, formulating plans, policies, and strategies, preparing for crises before they occur, and making it available to decision-makers within the organization for utilization. Strategic intelligence is therefore considered an intelligence possessed by organizational leaders for making critical decisions.

Importance of Strategic Intelligence

Organizations have increasingly recognized the undeniable importance of intelligence as a fundamental trait that strategic minds leading organizations must possess. It plays a prominent role in unraveling the complexity of the environmental challenges organizations face by providing relevant information at the right time. Moreover, the diversity of sources for obtaining this information enhances its accuracy and objectivity, leading to sound decisions that enable the organization to understand its operational environment and shift its activities to a proactive rather than reactive stance. Strategic intelligence is one of the approaches that lead organizations to success and achieve excellence in performance (Al-Izawi, 2008).

Maccoby (2011) considers strategic intelligence to play a crucial role in developing leaders and enhancing their skills and capabilities, enabling them to lead organizations effectively. Al-Taie and Al-Khafaji (2009) highlight its importance in developing strategic plans, capital investment plans, and long-term innovation plans. Gordon indicates that strategic intelligence is a fundamental element of effective strategic thinking, assisting organizational leaders in making crucial decisions and addressing risks and threats (Gordon, 2007).

Characteristics of Strategic Intelligence

Gonzales and Zaima (2008) outline the main characteristics of strategic intelligence as follows:

- **Integration:** The dimensions of strategic intelligence work as a cohesive unit, complementing each other to achieve the desired goals.
- **Accessibility:** Providing information at the right time to the appropriate person.
- **Collaboration:** Ensuring the highest level of cooperation among organizational members to address potential challenges.

Factors Influencing Strategic Intelligence

Maccoby (2011) identifies several factors influencing strategic intelligence, including socialization and the resulting attitudes, values, and shared customs among individuals within a particular culture, which impact the development of strategic intelligence abilities. External environmental variables such as economic, technological, political, and global factors also play a significant role in building strategic intelligence. Esmaili (2014) adds that factors influencing strategic intelligence include the

organization's strategic vision, human and social resources, and economic policies. Dorn (2010) emphasizes that a key factor is the organization's policies regarding human resource management, from recruitment to career planning for employees. The researcher also identifies the following factors as influencing strategic intelligence: the level of human and financial resources of the organization, the state of the internal and external environment (capabilities, risks, opportunities, threats), the strategic orientations and future vision of the organization, and the modernity and development of technology and its utilization.

Principles of Strategic Intelligence

Researchers have discussed several principles governing the operation of strategic intelligence. Lynch (2006) identifies four principles foundational to strategic intelligence:

- Monitoring and analyzing strategic phenomena and upcoming events related to the future of the organization.
- Flexibility in timing, aligning with goals and subject to continuous adjustment.
- Coordination and control within the organization's center.
- Providing support for decision-making processes.

Tubke (2001) identifies four principles of effective strategic intelligence:

- Participation Principle: Organizing participation and dialogue among different departments to achieve alignment among diverse values and interests.
- Objectivity Principle: Providing a structured approach for analyses and mechanisms to handle data.

- Moderation Principle: Facilitating discussions within organizations and contributing to resolving organizational conflicts.
- Decision Support Principle: Assisting in decision-making and supporting successful implementation.

Dimensions of Strategic Intelligence

Strategic intelligence is considered a smart management system, composed of various dimensions or elements that contribute to understanding and analyzing the present and future to achieve significant results for organizations. There is variation among researchers in defining these elements, but many agree on five dimensions as summarized by Maccoby (2004): foresight, systems thinking, future vision, motivation, and partnership. These dimensions aid organizational leaders in:

- Foresight: Defined as the ability to identify trends and the organization's capacity to think using capabilities that create a vision for the future (Maccoby, 2004). It involves human effort that enables individuals to think about the future and respond to upcoming events (Fuller and Warren, 2006). It includes analyzing current and future situations and activities over time, and the ability to analyze activities to achieve the desired future (Amsteus, 2008). Al-Izawi (2008) considers foresight as coordinating leaders' cognitive abilities, granting them creativity and future vision, essential for decision-making and future issues. Kuosa (2011) suggests expanding perspectives and imagination through evaluating the impacts of current actions and decisions, early warning and guidance for problems, considering the current effects of decisions on

future scenarios, and assessing new opportunities and risks to maintain strategic readiness and flexibility.

Characteristics of Strategic Decisions

Strategic decisions are characterized by several features as outlined by Hettich (2020):

- **Integrity and Cohesion:** This means that the manager making the decision is fully prepared to take all necessary precautionary measures to ensure the success of the decision, both in terms of its formulation and execution.
- **Complexity:** Strategic decision-making is considered one of the most challenging management processes due to the significant impact these decisions have on the future of the organization.
- **Flexibility:** Flexibility arises from the nature of the situation the organization will face in the future, which may involve risk. Consequently, while the outcome is known, failing to make the decision poses a risk. Therefore, flexibility in decision-making is crucial to adapt to the nature of the situation.
- **Quantitative and Qualitative Assessment:** Estimating and presenting both quantitative and qualitative factors complicates the evaluation of expected alternatives and the preference for one over another.
- **Long-Term Impact:** These decisions have long-term effects, including goals that are of significant importance to the organization.
- **Interaction between Strategic and Executive Decisions:** This interaction relies heavily on the current communication between organizational staff and senior management,

including information transfer, verification, analysis, and deployment. This can only be achieved with an effective communication system at the executive level.

- **Updating the Executive Organizational Structure:** This involves addressing anticipated issues through the interactions between different parts and levels of the system and between the system and its environment. Consequently, it requires training managers in strategic analysis.
- **Objectivity:** Objectivity is achieved through individual satisfaction or by verifying the desires of citizens or groups in the decision-making process.

Relationship between Strategic Intelligence and Enhancing Decision Quality

The Relationship between Strategic Intelligence and Strategic Decision-Making:

Lalaima (2015: 63) mentions that strategic intelligence is crucial in decision-making and helps leaders and decision-makers within organizations. Salih et al. (2010: 148-164) also highlight that a primary goal of strategic intelligence is to form convictions among decision-makers and craft innovative and ideal policies. Kuosa (2010: 1) emphasizes that strategic intelligence is a fundamental element in the strategic decision-making process within an organization. McDowell (2009: 28) agrees, noting that strategic intelligence plays a significant role in decision-making, particularly in long-term planning. Sullivan (2008: 4) adds that strategic intelligence supports decision-making by providing sufficient understanding to managers through data collection, analysis, and synthesis.

Xu (2007: 89-98) argues that strategic intelligence provides decision-makers with the opportunity to achieve the organization's vision. He adds that applications of strategic intelligence, such as foresight exercises and impact assessments, are developed to support decision-making. Liebowitz (2006: 22) notes that strategic intelligence often refers to information and knowledge, which is essential for decision-making. Tham and Kim (2003: 5) affirm that strategic intelligence supports decision-making, especially in long-term decisions like mergers, competitor evaluations, and new technology adoption. Castillo (2002: 198) underscores the crucial role of strategic intelligence in guiding organizational leaders to future risks and identifying opportunities to prepare organizations for seizing them.

Statistical Analysis and Hypothesis Testing

Study Methodology

The study relied on a positivist philosophy with a descriptive-analytical approach. This methodology involves transforming the theory linking strategic intelligence, as defined in this research, to the quality of strategic decisions into specific, testable hypotheses. This approach aligns with the fundamental assumptions of the theory. Two primary sources were used for information gathering:

1. **Secondary Sources:** The theoretical framework was addressed through secondary data sources, including relevant Arabic and foreign books, references, and previous research on the topic, as well as literature and websites.
2. **Primary Sources:** For the analytical aspects of the research, the researcher distributed a specially designed questionnaire. This questionnaire was developed based on the impact of

strategic intelligence on the quality of strategic decisions and was formulated to address the study's questions. It utilized references and previous studies related to the topic for its construction.

Study Population and Sample

The study population consists of senior management employees in military production companies, including senior managers and department heads and supervisors. A purposive sample of 125 respondents was selected, with 114 completed and analyzable questionnaires collected.

Due to the impracticality of comprehensive data collection in terms of time, effort, and cost, a sampling approach was used.

The required sample size was calculated using the formula provided by Saunders (2009: 581-582).

where n is the required sample size (the proportion of individuals exhibiting the characteristics under study, set at 50% to maximize the sample size), Z represents the value of the normal distribution at the desired confidence level, and e denotes the allowable margin of error. Given a confidence level of 95% and assuming a margin of error of 10%, the researcher collected (114) analyzable responses, representing the final sample size of the study. The sample was divided according to the following table:

Table ١: Sample Distribution (Study Population)

| Num | Job Title | quantity |
|--------------|--------------------|----------|
| 1 | Department Heads | 18 |
| 2 | Board of Directors | 24 |
| 3 | Department Manager | 72 |
| Total number | | 114 |

Source: Prepared by the Researcher

To answer the study questions:

- Is there a relationship between strategic intelligence in senior management and the quality of strategic decisions in military production companies under study?

To address the third question of the study, the researcher formulated a hypothesis to examine the relationship between strategic intelligence and the quality of strategic decisions, which states: "There is a significant positive relationship between strategic intelligence and the quality of strategic decisions in military production companies."

To test this hypothesis, Pearson's correlation coefficient was used. The following table illustrates this:

Table 2: illustrates the correlation coefficients between strategic intelligence in senior management and the quality of strategic decisions.

| Hypothesis | Pearson Correlation Coefficient | Sig. |
|---|---------------------------------|-------|
| There is a significant positive relationship between foresight in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩٦ | ٠.٠٠٠ |
| There is a significant positive relationship between future vision in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩١ | ٠.٠٠٠ |
| There is a significant positive relationship between systems thinking in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩٦ | ٠.٠٠٠ |
| There is a significant positive relationship between motivation in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩٢ | ٠.٠٠٠ |
| There is a significant positive relationship between partnership in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩٤ | ٠.٠٠٠ |
| There is a significant positive relationship between strategic innovation in senior management and the quality of strategic decisions in military production companies. | ٠.٩٦٥ | ٠.٠٠٠ |
| There is a significant positive relationship between strategic intelligence in senior management and the quality of strategic decisions in military production companies. | ٠.٩٩٢ | ٠.٠٠٠ |

***The correlation is statistically significant at the 0.05 level α .**

Table (3-26) shows that the correlation coefficient is 0.992, and the significance value (Sig) is 0.000, which is less than the significance level of 0.05. This indicates a strong positive and statistically significant relationship between strategic intelligence in senior management and the quality of strategic decisions in military production companies. The researcher attributes this relationship between variables (strategic intelligence in its various dimensions and decision quality) to the leadership's sufficient intelligence to foresee the future and predict events, enabling them to identify opportunities and manage potential threats and risks. This leads to the development of strategies and clarification of the path that leads to achieving the ministry's vision, as well as the removal of obstacles that hinder reaching it. Strategic intelligence provides a comprehensive view of problems and understanding their components as an interactive system, which offers a clearer picture of the issue and allows viewing it from multiple perspectives to make better decisions. Since intelligence fundamentally includes thinking and planning, including system analysis, process improvement, initiative thinking, and creativity at all levels of the studied companies, it aids in developing scenarios for various conditions and addressing them effectively.

These results align with several studies, such as Hafiz Farag (2020), who found that strategic intelligence plays a crucial role in supporting decision-making and emphasized the importance of considering all dimensions of strategic intelligence to ensure effective and successful decision-making. Similarly, Rivera Ochoa (2016) demonstrated that the application of strategic

intelligence influences strategic decision-making and allows companies to make faster decisions. Tiani (2017) found a significant positive relationship between strategic intelligence variables and decision-making efficiency, highlighting the need to integrate strategic intelligence into the organization's culture. Additionally, Sheikli and Obeid (2015) found a strong relationship between strategic intelligence and its dimensions and decision-making methods.

Is there an impact of strategic intelligence in senior management on the quality of strategic decisions in military production companies under study?

To answer the fourth question of the study, the researcher formulated a hypothesis to examine the impact of strategic intelligence in senior management on the quality of strategic decisions. The hypothesis states: "There are significant positive effects of the six dimensions of strategic intelligence (foresight, systemic thinking, future vision, motivation, partnership, and strategic creativity) on the quality of strategic decisions in military production companies."

To test this hypothesis, multiple linear regression analysis was used. The following table illustrates this:

Table 3: Multiple Regression Analysis

| Independent Variables | Regression Coefficients | T | (Sig. |
|---------------------------------|-------------------------|---------------------------------|-------|
| Constant Term | -٠.٦٣٩ | ٠.٥٢٤ | ٠.٠١١ |
| Foresight: | ٠.٤٤٤ | ٧.٢٦٨ | ٠.٠٠٠ |
| Systemic Thinking | ٠.٣٩٤ | ٥.١٧٢ | ٠.٠٠٠ |
| Future Vision | ٠.٠٩٦ | -٢.٦٩٦ | ٠.٠٠٨ |
| Motivation | ٠.٠٥٥ | ١.٠٤٤ | ٠.٢٩٩ |
| Partnership | ٠.١٠٠ | ١.٥٤٣ | ٠.١٢٦ |
| Strategic innovation | ٠.١٠٢ | ٢.٢٤١ | ٠.٠٢٧ |
| Correlation Coefficient = 0.968 | | Adjusted R ² = 0.969 | |
| F-Test Value = 4620.353 | | P-Value = 0.000 | |

Based on the results shown in Table (3-27), the following conclusions can be drawn: The correlation coefficient is 0.968, and the adjusted coefficient of determination (R^2) is 0.969. This means that 96.9% of the variance in the quality of decisions in the military production companies under study is explained by the linear relationship, while the remaining percentage may be attributed to other factors influencing decision quality in these companies.

Additionally, the calculated F-test value is 4620.353, with a significance value of 0.000. This result supports the acceptance of the hypothesis, indicating a significant positive relationship between strategic intelligence in senior management and the quality of strategic decisions in the military production companies under study.

It was found that the independent variables "foresight, systems thinking, motivation, partnership, and strategic innovation" significantly impact the quality of strategic decisions in these companies.

The regression equation is as follows:

$$\begin{aligned} \text{Quality of Strategic Decisions} = & -0.636 + (0.444 \times \text{Foresight}) + (0.396 \times \text{Systemic Thinking}) \\ & - (0.096 \times \text{Future Vision}) + (0.055 \times \text{Motivation}) \\ & + (0.100 \times \text{Partnership}) + (0.102 \times \text{Strategic Innovation}) \end{aligned}$$

This result can be interpreted as follows: military production companies have the ability to systematically predict potential environmental changes and adopt planning methods and alternative scenarios to address them. They also utilize their workforce and available information within the organization and the ministry to ensure that decision-makers have sufficient information to make the optimal decision. Optimal thinking, based on a comprehensive

understanding of the system's parts and their interactions, serves as a foundation for achieving predefined objectives. This holistic perspective enables decision-makers to make sound decisions within the framework of the state's plan.

The presence of a comprehensive vision within the organization and ministry acts as a guiding framework for all activities and objectives, ensuring that efforts are aligned towards achieving a common goal. This vision functions as a compass, unifying the efforts of employees, reducing waste of resources and costs. Additionally, forming alliances and partnerships with relevant institutions and organizations builds a bridge of integration that fills gaps in skills, knowledge, technology, and resources. This leads to an improvement in the decision-making skills within these companies and ensures that decisions are made promptly based on scientific methods, including studying the impact of these decisions on relevant stakeholders.

The strength and experience of leaders play a crucial role in motivating employees by first understanding their individual needs, desires, and aspirations. Satisfying these needs fosters achievement, instills a sense of responsibility, enthusiasm, and creativity in their work. This commitment to successful decision-making aligns with the state's broader plan and objectives for developing local manufacturing and enhancing export capabilities.

These findings align with several studies, such as Abu Al-Ghanem (2015), which highlighted a statistically significant impact of strategic intelligence on decision-making effectiveness in the studied company. Esmaili (2014) found that strategic intelligence has a positive and significant effect on strategic decision-making and planning in organizations that utilize it.

Similarly, Mohammad Al-Alaima (2015) noted the greater importance of strategic intelligence in decision-making within the Virtual institution, and Abu Al-Ghanem (2015) demonstrated that the dimensions of strategic intelligence significantly affect decision-making effectiveness across various aspects.

Results and Recommendations

Results Related to the Independent Variable (Strategic Intelligence)

The results show that the level of availability of strategic intelligence dimensions, as perceived by the senior management of the military production companies under study, was high. The ranking of the strategic intelligence dimensions was as follows:

1. Partnership: 89.1%
2. Motivation: 88.68%
3. Systems Thinking: 88.6%
4. Anticipation: 88.6%
5. Strategic Innovation: 85.11%
6. Future Vision: 83.63%

Results Related to the Dependent Variable (Quality of Strategic Decision-Making)

The study results show that the level of quality in strategic decision-making in the military production companies under study was high, with a relative weight of 88%. The researcher attributes this high relative weight to changes in the management board of the companies during the study period, which led to a significant improvement in these companies, transforming them from loss-making to profitable and positioning them among the top companies in military production.

Results Related to the Hypotheses

Relationship Between the Variables:

- The study results showed a strong positive statistically significant relationship at a level of ($\alpha \leq 0.05$) between strategic intelligence of senior management and the quality of strategic decisions, with a correlation coefficient of 0.992.
- The results showed that the most statistically significant dimension of strategic intelligence related to the quality of strategic decision-making is Anticipation, with a correlation coefficient of 0.996, followed by Systems Thinking with a correlation coefficient of 0.996, then Partnership with a correlation coefficient of 0.994, followed by Motivation with a correlation coefficient of 0.992, and Future Vision with a correlation coefficient of 0.991. The least significant dimension was Strategic Innovation, with a positive relationship with the quality of decision-making of 0.965.

Effect of the Independent Variable on the Dependent Variable:

- The study results showed that dimensions of strategic intelligence for senior management significantly affect the quality of strategic decisions, explaining 96% of the variance in the dependent variable (quality of strategic decision-making). The remaining variation may be attributed to other factors outside the scope of the study.
- The study results also indicated that the most influential factors on decision-making quality, according to the tabulated (T) values, are: Anticipation followed by Systems Thinking, then Strategic Innovation, followed by Partnership, and lastly Motivation, with T-values of (7.2, 5.17, 2.24, 1.54, 1.04) respectively.

Results Related to Answering the Study Questions and Achieving the Objectives

The results derived from the respondents' answers are summarized in the following table:

Table 4: Results Related to Answering the Study Questions and Achieving Its Objectives

| Question and Objectives | Extent of Achievement |
|---|---|
| <p>Question 1: What is the level of strategic intelligence among senior management in military production companies?</p> <p>Objective 1: To study the current application of strategic intelligence among senior management in the military production companies under study.</p> | <p>The results were analyzed from Tables 3-19 to 3-24, revealing that the overall level of strategic intelligence, as perceived by the sample group under study, was high at 82.2%, with the partnership dimension ranked first at 89.1%, followed by the motivation dimension at 88.68%, the foresight dimension at 88.6%, the systems thinking dimension at 88.6%, the strategic innovation dimension at 85.1%, and finally, the future vision dimension at 83.63%</p> |
| <p>Question 2: What is the current state of strategic decision quality in military production companies?</p> <p>Objective 2: To measure the level of strategic decision quality in military production companies.</p> | <p>The results were analyzed from Table 3-25, revealing that the quality of strategic decisions is high, with a relative weight of 88%. The statement "The company studies all alternatives and selects the best among them" received the highest rating, with a value of 4.43 out of 5, corresponding to a relative weight of 90.4%. This indicates a high level of agreement among the sample group on this statement. The statement "Management benefits from quantitative methods and support systems when making decisions" received the lowest rating, with a mean of 4.21, corresponding to a relative weight of 84.2%, which also indicates a high level of agreement among the sample group on this statement.</p> |
| <p>Question 3: Is there a relationship between strategic intelligence among senior management and the quality of strategic decisions in military production companies?</p> <p>Objective 3: To identify the relationship between strategic intelligence and the quality of strategic decisions in military production companies.</p> | <p>The results were analyzed from Table 3-26, showing a statistically significant positive relationship between strategic intelligence among senior management and the quality of strategic decisions, with a correlation coefficient of 0.992. The study also found that the most statistically significant dimension of strategic intelligence related to decision quality was foresight, with a correlation of 0.996, followed by systems thinking, also at 0.996. The partnership dimension had a positive correlation of 0.994, followed by motivation with a correlation of 0.992, future vision with a correlation of 0.991, and lastly, strategic innovation, which had a positive relationship with decision quality, with a correlation of 0.965.</p> |
| <p>Question 4: Is there an effect of strategic intelligence among senior management on the quality of strategic decisions in military production companies?</p> <p>Objective 4: To determine the effect of strategic intelligence on the quality of strategic decisions in military production companies.</p> | <p>The results were analyzed from Table 3-27, showing that the dimensions of strategic intelligence have a significant positive impact on the quality of strategic decisions, explaining 96% of the variance in the dependent variable (quality of strategic decision-making). The remaining variance may be attributed to factors outside the scope of the study.</p> |

Study Recommendations

Based on the current study results, the researcher provides a set of recommendations and suggestions aimed at increasing the impact of strategic intelligence on the quality of strategic decision-making through the following points:

First: Recommendations Related to Strategic Intelligence

- Examine strategic intelligence as a tool for strategic management and clarify how strategic intelligence contributes to environmental scanning and identifying strengths, weaknesses, opportunities, and threats.
- Emphasize strategic intelligence as one of the most important approaches to improving company performance in general, given its impact on the quality of strategic decisions. It helps decision-makers make decisions based on sound methodologies and future-oriented visions.
- Analyze the external environment surrounding companies to identify opportunities and threats, assess internal strengths and weaknesses, and utilize available resources to formulate and develop strategies for exploiting opportunities and addressing threats, thus paving the future path for companies.
- Address problems faced by companies accurately, understand their true nature, view them holistically, monitor interactions among them, and integrate their elements into a complete picture rather than fragmented, to reach optimal solutions between companies and the state's vision.
- Transform the culture of military production companies into a culture of strategic intelligence, adopting its dimensions as fundamental work principles, and generalizing successful

companies' experiences with strategic intelligence dimensions across all military production companies.

- Define a comprehensive future vision for companies that outlines future directions and the desired position, and formulate a realistic mission that clarifies values and the mental image of companies, ensuring clarity for all companies and the entire National Organization for Military Production.
- Create an environment that encourages strategic innovation and superior performance, providing leaders with the freedom for creative thinking and learning opportunities to acquire skills, knowledge, and positive behaviors, helping them accomplish their tasks efficiently and effectively in line with global production developments.
- Leading military production companies should build their administrative models and strategic plans to align with significant changes in the surrounding environment, re-evaluate procedures, activities, programs, and strategies, enhance these aspects, and prepare more flexible plans to accommodate changes.
- The National Organization for Military Production should strive to establish partnerships that ensure excellence and quality to gain diverse benefits, exchange expertise, and achieve its goals by connecting with external institutions, both locally and regionally, creating programs to ensure the continuity of these partnerships and forming sustainable strategic partnerships.
- Set high standards for human capital performance and continually improve them, develop leaders, managers, and

human resources in military production companies through continuous development and education methods, enhance outstanding minds, adapt culture, work environment, and policies as needed, and discover, appreciate, develop, motivate, empower, and retain talents to ensure strategic intelligence standards are applied.

Second: Recommendations Related to Decision Quality

- Engage all company sectors in strategic decision-making processes, particularly regarding their specialties and technical work, and make the most of their opinions, suggestions, observations, and accumulated experiences to achieve transparency principles and assist in the success of the decisions they contributed to, ensuring their commitment to implementing these decisions.
- Companies should adopt a proactive approach to scrutinize and analyze expected outcomes of decisions, especially in cases of risk and uncertainty, to avoid negative results that might arise under such conditions and consider them in future decision-making.
- Train all sectors to use scientific methods in strategic decision-making by identifying problems, gathering and analyzing information, then evaluating and choosing the most suitable decision that aligns with the surrounding environmental conditions, carefully studying opportunities and threats, and linking them to the state's vision.
- Explore available options and alternatives based on the capabilities of the companies and the organization, then select the most suitable one that achieves the state's objectives, starting from the strategic plan based on its strategic vision.

- Utilize cumulative experiences in strategic decision-making and strive to avoid previous mistakes by building a guide that outlines proper handling of common errors.
- Ensure that the organization's and companies' plans include specific and precise mechanisms for monitoring decision implementation, designate departments for monitoring execution, and address any issues that arise during the implementation process, whether locally or internationally.
- Provide initiatives and allocate budgets for various sectors to enhance their scientific knowledge through partnerships with relevant institutions to increase expertise and the ability to innovate and develop decision-making.

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