

The strategic management and the SWOT analysis in military organizations

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Abstract: - The problem of the strategic management in military organizations is a very important issue for the countries in SE Europe, after their integration in the European Union. The paper is a case study for our academy, taking into account the risk analysis, quantitative and also qualitative. We have utilized the well-known SWOT analysis evaluating the threats-things that can go wrong or that can 'attack' the system and the vulnerabilities, which make a system more prone to attack by a threat or make an attack more likely to have some success or impact. The countermeasures for vulnerabilities are established and we propose the possible strategy for managers to realise the objectives and prevent the system to turn in wrong direction. The parameter of time and the changing in legislation are two factors that can influence the decision-makers strategy

Key-Words: analysis, strategy, management, strengths, opportunities, military

1 Introduction

In the SE countries of Europe, the problem of strategic management and how to realize the best application of a chosen strategy is nowadays very important.

In Romania, this problem is more and more complex, due to the fact that we belong to the NATO countries, with specific regulations of this huge organization on one hand, and in the other hand due to the position of the country belonging to the European Union, and in the near future in the Schengen area.

All these facts influenced in the last ten years the structures and evolution of the military organization in our country in many ways, such as:

-the number of persons of the organizations decreases, in order to be more flexible in relation to the inner and outer environment;

-the organization and the reduction of the management structure, related with budgetary reduction of any kind of costs;

-the changing in the way of thinking and programming the new rules imposed by NATO and EU.

We apply in military organization the powerful concept of the strategic management, which is the Strategic planning process, with the following steps: define of the mission and the objectives, the environmental scanning, the strategy formulation

the strategy implementation, and the evaluation and control of the organization.

2 The strategic plans and the SWOT analysis

The concept of Strategic management appears in the years 1950-60, with the works of the renowned authors like Alfred D. Chandler, Philip Selznick, Igor Ansoff and Peter Drucker [6].

It is a comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization [1].

Strategic management activities transform the static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change [9].

The military organization in our country, in the process of implementing strategic plans, faces to many forces that may legitimately seek to obstruct such changes. It is important then that effectual change management practices are instituted and to consider the causes of the resistance to organizational change (whether from employees, perceived loss of job security, etc) [5].

We now that strategic management techniques can be viewed as bottom-up, top-down, or collaborative processes [2]. In our military organization we have all the three aspects today. In the bottom-up approach, employees submit proposals to their managers who, in turn, transmit the best ideas further up the organization. The collaborative process take place in the smaller departments and the top-down is linked with the changes in the general concept, coming with the specific european regulations, especially in the field of research and developpement.

Managing strategically requires in fact paying attention to the time remaining to reach a particular level or goal and adjusting the options accordingly [1].

In order to improve the management, the organization in general and the military organizations also must apply the strategic plans [10]. These plans are structured in function of many inputs and give to the command an very powerful instrument of control, coordination and evaluation.

On of the most important tool before taking a strategic decision is the SWOT analysis, with its 4 steps process. In this process we identify an analyze the Strengths, the Weaknesses, the Opportunities and the Threats of an organization [4].

If we scan the internal and external environment we can draw a strategic planning process. Environmental factors internal to the organization usually can be classified as strengths-*S* or weaknesses-*W* and those external to the can be classified as opportunities-*O* or threats-*T*.

An analysis of the strategic environment is referred to as a *SWOT* analysis [1].

After that the managers are able to establish the strategic plans in order to achieve the goals of the organization.

3. The case studies: the *SWOT* for Police Academy

In Romania, the Police Academy “Alexandru Ioan Cuza” is the only one higher educational academy of the Ministry of Internal Affairs [11].

Founded in 1991, it was at the beginning a pure military organization, with many faculties organized in military ways, the only civil structure being the Faculty of National Archives.

Nowadays, after many years of transformation, it follows the Bologna process, with three degrees of higher education: license (3 years for police officers and 4 years for firefighters), master degree (18

programs of masters) and the doctoral studies-the Ph.D. studies.

The main structure is this:

- The Police Faculty-3 years studies;
- The Law Faculty-4 years studies;
- The Fire Engineering Faculty-4 years studies;
- the National Archives Faculty;
- the Doctoral Schools; “Law” and “Public Order and National Security”;
- the National College of Internal Affairs;
- the Logistic structure.

In fact it is not a pure military structure, because only the firefighters and the gendarmes are military, but it is a mix structure organized on a military base and more flexible in comparison with the same Academy of the 90-th [11].

3.1 The SWOT analysis

In this section y describe one by one the for main points of a SWOT analysis, as:

The **Strengths** are related to the resources and capabilities, reputation and unique objectives:

- the Police Academy is the the only one academy in Romania in the structure of the Ministry of Internal Affairs;
- 22 years of experience in the field of high education, research and innovation;
- a lot of students-2000 and professors-130;
- stability of the professors, many of them having a big experience and some of them also experience in the operational field;
- the Academy has all the three cycles of studies: licence, master and doctoral;
- the existence of CNAI inside the Academy-The National College of Internal Affairs;
- the very good collaboration with the general inspectorates (police, fire-fighters, border police)
- All the students, at the end of studies, are employed in the operative structure of the MAI- Ministry of Internal Affairs, Ministry of Justice and others structures;
- there are no cost of studies, but the students signs a contract at the beginning of faculty and must remain in the system of MAI at least 10 years; if not they are obliged to pay their studies;
- the resources are of two kinds: budget for faculty, extra budget for doctoral studies, and mix for master studies;
- free access to computer areas and sport facility inside a big campus, in Bucharest, 20 minutes far from city centre;
- a very good expertise of professors;
- the expertise of the operational field officers of they structures of police forces, border police forces,

freighting officers, national archives specialists, crime investigators, risk managers, etc.

-a very good participation in international organisms of schools in Europe: AEPC-European Association of Police Colleges, EFSCA-European Fire Service College Association, CEPOL organisation;

-31 contract of collaboration with renown's universities from all over Europe;

-the high level of doctoral studies and the collaboration with others European universities in PhD programmes.

The other internal point of the SWOT studies is the evaluation of the weaknesses. Y took into consideration in this article the following **weaknesses**:

-very few laboratories in some departments;

-the lack of young professors, because they prefer to go in the operational work, to gain more money;

-the old technique in the Fire Engineering Faculty;

-there is no e-library and we have in some cases old computers in the desks;

-some masters programs have problems in organising the studies in weekends, or in the afternoons, because many of student masters works like operational officers;

The **opportunities-O** are many, and they are linked with the strengths very good:

-the possibility to access European funds in the field of research and development due to the fields open in the domain of security;

-the collaboration with institution of higher education from inside and outside the country, especially in the operational field;

-the creation of the European network excellence centre in cyber crime and human rights;

-exchanges of students and professors with internal and external university in the area delimited by the agreements between these entities;

-the collaboration with similar military schools and academies from all over Europe and North America;

-the possibilities of creation of the news programs in the master degree level in the field of crime, investigation, cyber crime.

Another key factor of the SWOT analysis is the identification of the second external point, the **Threats-T**. Y identifies such threats, such as:

-the implication of the political life more and more in implementing they way of thinking in military organization;

-the reduction in the Ministry of Internal Affaires of the budget money allocated for the academy;

-the news regulations and laws that affects the all national educational system and our academy as well;

-the changing in the command that could affect also the strategic plan of the academy;

-the reduction of the numbers of the young people who embrace a military or a police officer carer.

4 The strategies in the Police Academy

Given the information from the environmental scan, the Police Academy should match its strengths to the opportunities that it has identified, while addressing its weaknesses and external threats.

All the strategies chosen are implemented by means of programs, budgets, and procedures. Implementation involves organization of the resources and motivation of the staff to achieve objectives.

One important goal of our Quality Management Department, named SACIM, is to create, develop and improve the methodologies and procedures. These procedures are updated every year or when is mandatory, in the light of the news laws and regulations.

We have developed and improved many strategies, such as: RD-research and development strategy, International relation strategy.

All these strategies are in accord with the national strategies and European trends in the fields of education, research, defence, cooperation, etc.

Each year, we improve our strategies, taking into account all the fours possibilities offered by the SWOT technique, i.e.:

a. **S-O strategy**-in order to pursuing opportunities that are a good fit to the academy's strengths.

b. **W-O strategy**-overcome weaknesses to pursue opportunities.

c. **S-T strategy**-identify ways that the academy can use its strengths to reduce its vulnerability to external threats.

d. **W-T strategies**-establish a defensive plan to prevent the academy's weaknesses from making it highly susceptible to external threats.

The most used are the "a" and "c" approaches.

The S-O strategy is now very good applied in our organization, because of the great number of the strength point-16, and the less number of opportunities-6. For example, due to the fact that we explore the domain of security in all the three level of education, we could access European funds of research in this field and in the same time the collaboration with institution of higher education from inside and outside the country. Because we are the only one Police Academy in Romania we have the opportunity to make exchanges with similar

military schools and academies from all over Europe and North America

5 Conclusion

In our modern time, the changes take place very quick and we must adapt also very well in internal and external environment. For the managers the application of the strategic management is “a must” in order to be efficient and flexible. In order to make the work with high efficiency, the manager (the rector) has this powerful tool, the SWOT analysis to do the job.

With the evolution of the society and adhesion on NATO structure and UE structure, many opportunities have appeared in the field of security, police cooperation in Romania. The Police Academy must be in the front of all the changes, in order to give very good human resources for the Romanian society, in our multidimensional world.

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