

Creating a Reference List

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The first step in the search process included determining the scope of the search. Ten total research articles would be used to evaluate the given topic. Keywords used to search for articles in online databases included strategic management, competitive advantage, strategic planning, internal culture, and cultural environment. The articles selected were only those published in the last five years and those relevant to the topic.

#### **Integration of strategic management functions used to achieve competitive advantage**

##### **Reference List**

Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance. *Journal of Business Research*, 67(9), 2000-2007.

This article evaluates 448 companies to assess the relationship between financial performance and strategic planning.

Skokan, K., Pawliczek, A., & Piszczur, R. (2013). Strategic planning and business performance of micro, small and medium-sized enterprises. *Journal of competitiveness*, 5(4).

This source assesses aspects of strategic management and the overall benefits to the business.

Latif, B., Gohar, F. R., Hussain, A., & Kashif, M. M. (2013). Barriers to Effective Strategic Planning. *Stud*, 1(2), 16-21.

This article explores factors that hinder effective strategic planning and the benefits associated with strategic management.

Brumm, C. A., & Drury, S. (2013). Leadership that empowers: How strategic planning relates to followership. *Engineering Management Journal*, 25(4), 17-32.

This source demonstrates how strategic planning relates to followership an organization, which in turn improves productivity and competitive advantage.

Ali, A. A. (2018). Strategic planning–organizational performance relationship: Perspectives of previous studies and literature review. *International Journal of Healthcare Management*, 11(1), 8-24.

The authors explore the relationship between strategic management and organizational performance through a comprehensive literature search.

### **Internal cultural environment and the impact on the competitive advantage**

#### **Reference List**

Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons*, 57(1), 37-47.

This article explores organizational internal environment and how it promotes innovativeness.

Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30-41.

This source focuses on the benefits associated with internal organizational culture.

Valmohammadi, C., & Roshanzamir, S. (2015). The guidelines of improvement: Relations among organizational culture, TQM and performance. *International Journal of Production Economics*, 164, 167-178.

These authors use Tehran pharmaceutical companies case study to explore how organizational culture impact performance.

Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609-1621.

This article uses the Schein's model to evaluate the relationship between culture environment and innovative thinking within an organization.

Chang, C. L. H., & Lin, T. C. (2015). The role of organizational culture in the knowledge management process. *Journal of Knowledge management*, 19(3), 433-455.

The authors focus on how internal cultural environment impacts knowledge management.

Effective knowledge management is related to organizational efficacy and customer service.