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The Negative Implications of Offshoring and Strategic Economic Security of Business Organizations*

Ujemne implikacje *offshoringu* a strategiczne
bezpieczeństwo ekonomiczne organizacji gospodarczych

Abstract: The concept of offshoring can be considered as one of the most widely-used solutions by modern business organizations, which generates both positive and negative effects. Offshoring has an influence not only on the state of an organization, but also on its environment (sector, industry, etc.). When an organization decides on the implementation of offshoring in a strategic perspective, it mainly prefers an analysis of its direct benefits and losses, usually ignoring the meso- and macroeconomic contexts. However, as a long-term perspective, an environment determines the widely understood state of an organization (including the level of its economic security). The goal of the article is to specify the influence of the negative implications of offshoring at a home location on the strategic economic security of a home organization. The article contains the theoretical considerations.

Key words: offshoring, organization, economic security, strategy

Streszczenie: Koncepcję offshoringu można obecnie uznać za jedno z najczęściej stosowanych rozwiązań we współczesnych organizacjach gospodarczych, które generuje zarówno pozytywne, jak i negatywne skutki. Offshoring wywiera wpływ nie tylko na stan samej organizacji, ale i jej otoczenie (sektor, branżę itp.). Organizacja, decydując się na offshoring, w perspektywie strategicznej preferuje przede wszystkim analizę swoich bezpośrednich korzyści i strat, pomijając kontekst mezo- i makroekonomiczny. Jednakże, w perspektywie długookresowej otoczenie determinuje szeroko rozumiany stan organizacji (a w tym także poziom jej bezpieczeństwa ekonomicznego). Celem artykułu jest specyfikacja wpływu ujemnych implikacji offshoringu w otoczeniu macierzystym na strategiczne bezpieczeństwo ekonomiczne organizacji macierzystych. Artykuł zawiera rozważania o charakterze teoretycznym.

Słowa kluczowe: offshoring, organizacja, bezpieczeństwo ekonomiczne, strategia

Introduction

Taking the activities by the business organizations¹ is associated with the need to gain access to the limited resources. A parallel motive of organizations'

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operating is in this case also a pursuit of organizations to minimize the costs of access to these resources, regarding additionally an increase in the levels of their flexibility, functionality, reliability, readiness, completeness², etc. – that is the widely understood quality function convergent with the system perception of the management processes. One of the basic forms of obtaining resources in terms of the global economy is offshoring. However, this model of activity affects not only an enterprise, but also its implications may concern total enterprises (industry, sector, etc.) – and, thus, an environment of this enterprise.

The goal of the article is to indicate that the offshoring processes in a long-term perspective can be a source of threat to enterprises in the home location and to their environment, contributing to a reduction in the potential of this environment in its different dimensions, e.g. economic, social, political, etc. Therefore, the issue of the strategic economic security of enterprises is emphasized in the article, which both influence an environment and is determined by a dynamism of this environment. When it comes to a single enterprise, the scale of the threats seems to be negligible (involving only one organization). However, in a situation when a geographic region, city, metropolis, etc. is based on a specific industry (e.g. established historically), then the scale of the threat is much greater.

The scope of the article embraces an issue of shaping the strategic economic security of the home business organizations, which (in a consequence of offshoring³ of the production processes⁴) can contribute to the degradation/weakness of their environment's potential (i.e. a home environment), which can become an obstacle in the development of these enterprises in the long term. In the article, the meso- and (partly) macroeconomic scale of the negative implications of offshoring for a home environment is taken into account. The research method is a critical analysis of literature sources, expanded by synthesis and deduction methods.

The article consists of the three essential parts, which relate to the following issues: (1) *the notion and main goals of offshoring*, (2) *the strategic economic security of a home organization*, and (3) *the negative implications of offshoring and their impact on the strategic security of a home organization*.

The concept and main goals of offshoring

Offshoring is considered one of the concepts of modern management, which is designed to provide benefits for organizations, especially in a financial

¹ In the article, the following terms are used and treated as synonyms: *business organization, enterprise, organization, business unit, firm*.

² More information about the system approach to the perception of the quality function is in: P. Zaskórski, *Asymetria informacyjna w zarządzaniu procesami*, WAT, Warsaw 2012, p. 20-21.

³ The article disregards the distinction between *equity* and *contractual* forms of offshoring – because the main goal of this article is to identify the general relationships between the mechanisms of offshoring and the economic security of organizations in a long-term perspective.

⁴ The term *production processes* is understood in the article as both the manufacturing and services processes, and also as the business project processes. Therefore, the *product* category is a superior category for the categories of manufacture, service, or project.

dimension⁵. This is connected with the fact that the principal goal of offshoring is to transfer/relocate certain processes from a home organization (i.e. a home location) to geographically remote countries (i.e. the host locations), usually on another continent⁶, and – in other words – from "rich countries" to "poor countries"⁷. Thus, there can be seen in this perspective one of the primary motives⁸ for taking offshoring – in the form of minimizing the level of certain categories of processes' costs⁹, in particular, the costs of: labour¹⁰, supply chain, R&D and innovation implementation processes, administration, or applied technology (machinery and equipment), etc. Among the motives of offshoring, there should also be indicated the minimization of the transactional costs¹¹. It is worth, however, to indicate the interesting conclusions of F. Fel and E. Griette, suggesting that: "if costs reduction is the first motivation for all companies, smaller organizations are more likely to offshore under customer pressure"¹². There should be pointed out, in this convention, the research results of M. Roza, F.A.J. Van den Bosch and H.W. Volberda, which indicate that the small firms assign the same importance e.g. to using offshoring as cost strategy and offshoring competence exploring functions¹³. This shows that this kind of organizations (the small ones) "may have the so-called born global capabilities to develop complex international resource combinations across the world"¹⁴ – in order to generate profits from the lower-cost locations¹⁵.

What is more, P.R. Bergin, R.C. Feenstra and G.H. Hanson notice that the direction of offshoring, currently observed in a global scale, is as follows: from the USA, Japan and Western Europe to Asia, Eastern Europe and Latin America.

⁵ More about the *benefits* of outsourcing/offshoring for an enterprise can be found in: A. Sharma, G.R. Iyer, N.A. Raaijpoor, *A framework for offshoring marketing processes in business-to-business marketing relationships*, "Industrial Marketing Management" 2009, No. 38, p. 421; E. Marcinkowska, *Outsourcing – główne założenia*, "Ekonomika i Organizacja Przedsiębiorstwa" 2008, No. 12 (707), p. 40; D. Ciesielska, *Offshoring usług. Wpływ na rozwój przedsiębiorstwa*, Wolters Kluwer, Warsaw 2009, p. 66 et seq.

⁶ D. Ciesielska, *Offshoring usług...*, op. cit., p. 23.

⁷ See: A. Blinder, *Offshoring: the next industrial revolution*, "Foreign Affairs" 2006, Vol. 85, No. 2, <http://www.foreignaffairs.com/articles/61514/alan-s-blinder/offshoring-the-next-industrial-revolution> (12.08.2014).

⁸ The other motives are e.g.: convenient processes' location, permanent connection to the intellectual capital, or co-participants' reputation, etc. See e.g.: A.P. Prezas, K. Simonyan, G. Vasudevan, *Does offshoring create value for shareholders?*, "Review of Financial Economics" 2010, No. 19, p. 179.

⁹ K. Bunyaratavej, E.D. Hahn, J.P. Doh, *International offshoring of services: A parity study*, "Journal of International Management" 2007, No. 13, p. 9; I. Fierla, *Lokalizacja przemysłu*, PWE, Warsaw 1987, p. 43.

¹⁰ This is the most important motive of the enterprises' opting for offshoring. This is confirmed by the example of Germany. See more in: S. Kinkel, S. Maloca, *Drivers and antecedents of manufacturing offshoring and backshoring – A German perspective*, "Journal of Purchasing & Supply Management" 2009, No. 15, p. 159.

¹¹ See more in: M.J. Radło, *Offshoring i outsourcing. Implikacje dla gospodarki i przedsiębiorstw*, Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, Warsaw 2013, pp. 220 et seq.

¹² F. Fel, E. Griette, *An Analysis of the Offshoring Decision Process: The Influence of the Company's Size*, "Procedia – Social and Behavioral Sciences" 2012, No. 58, p. 597.

¹³ M. Roza, F.A.J. Van den Bosch, H.W. Volberda, *Offshoring strategy: Motives, functions, locations, and governance modes of small, medium-sized and large firms*, "International Business Review" 2011, No. 20, p. 320.

¹⁴ *Ibidem*, p. 320.

¹⁵ *Ibidem*, p. 320.

These authors also indicate that today's offshoring concerns primarily the *apparel*, *auto parts* (automotive), *electronics*, and *machinery* industries – because these processes succumb easily to fragmentation and relocation¹⁶. However, it is worth observing that not only the typical manufacturing processes can be a subject of offshoring. It also applies e.g. to the services in the form of the *knowledge management processes*, *IT services*, *administrative processes*, and *innovation creation and management*¹⁷.

Offshoring is, thus, a derivative of the needs, requirements and limitations of business organizations, which – together with the opportunities identified in an environment – tend organizations to fragmentize processes and relocate them, in order to maximize efficiency, both in the short and long term. However, such a "mechanistic" approach implies first and foremost the creation of financial benefits¹⁸, which disregard supporting other areas of the organizations' performances, such as developing the systems of constructive and ethical motivation of the employees.

In other words, offshoring is aimed at acquiring certain classes of resources¹⁹ (e.g. on the basis of global resourcing²⁰), which either are not available at a home location, or are limited there, or the cost of their acquisition is too high for a home organization – which is a barrier for achieving the financial goals. However, it should be noted, as a general rule, that the criterion of resources' acquisition is less important (discriminate) in relation to the criterion of the costs of access to the resources, their accumulation and allocation (relocation). But not always²¹ – it can be assumed that the cost criterion primarily affects offshoring of the manufacturing processes, and the non-cost criteria involve the processes that are based on intellectual capital and knowledge. These mechanisms have a reflection on the fact of the contemporary changes in an area of perception of offshoring by enterprises – which emphasize K. Head, T. Mayer and J. Ries in their research of the service sector, indicating that "service purchasers are willing to pay four times more for nearby (≈ 100km) than for remote

¹⁶ P.R. Bergin, R.C. Feenstra, G.H. Hanson, *Volatility due to offshoring: Theory and evidence*, "Journal of International Economics" 2011, No. 85, p. 163.

¹⁷ D. Ciesielska, *Offshoring usług...*, op. cit., p. 35 et seq.

¹⁸ On a base of: Ibidem, pp. 111-115 (in an aspect of the enterprise's value creation); E. Marcinkowska, op. cit. p. 40. M. Trocki presents the *five groups of goals* of outsourcing – also appropriate to offshoring, i.e. the *strategic*, *economic*, *market*, *organisational*, and *motivational* goals. However, it should be noted that no matter the category, most of the goals identified in this classification base on the *financial purposes*. In addition, M. Trocki clearly indicates that outsourcing/offshoring should not have only the financial/economic ground. See: M. Trocki, *Outsourcing. Metoda restrukturyzacji działalności gospodarczej*, PWE, Warsaw 2001, pp. 52-53.

¹⁹ For example: A.Y. Lewin, V. Couto indicate that offshoring results from the need of an organization to *gain an access to the qualified personnel*, which can be a source of the *innovations* and functioning of an organization in a *global scale*, e.g. in the areas of: *R&D*, *Product Design*, *Engineering*, *IT*, and *Administrative Back Office*. See: A.Y. Lewin, V. Couto, *Next Generation Offshoring. The Globalization of Innovation. 2006 Survey Report*, Offshoring Research Network, Duke University, Duke Center of International Business Education and Research, Durham 2007, http://www.fuqua.duke.edu/offshoring/documents/pdf/research/previous_corporate_survey/cc_next_gen_rep_2006 (12.08.2014), p. 28-30.

²⁰ See more in: T. Pakulska, M. Poniatowska-Jaksch, *Korporacje transnarodowe a globalne pozyskiwanie zasobów*, Szkoła Główna Handlowa w Warszawie, Warsaw 2009, p. 69 et seq.

²¹ See an example of the USA as a host location in: T. Pakulska, M. Poniatowska-Jaksch, op. cit., p. 137.

($\approx 10.000\text{km}$) service providers"²². It can also be assumed that offshoring can create a positive (and often strong) synergy effect between the internal organization's resources and the external resources (from a host location).

It is worth underlining that offshoring is aimed at integration between the inside of a home organization and the other entities operating in the regional or global economy (i.e. in the host locations), creating the network structures, as well as virtual structures. Therefore, it can be assumed that offshoring is one of the approaches for constructing and developing the business model²³ of an organization, enabling the internationalization of its activities.

Offshoring vs. outsourcing: where to place offshoring in sourcing concepts?

In literature, the term of offshoring is often connected with the concept of outsourcing. Both of these categories are the management concepts, implemented in order to obtain current classes of resources, however, refer to the different principles and conditions. Generally, it is assumed that both of these categories are forms of resources' mobilization (i.e. sourcing)²⁴. Sourcing can be decomposed with the use of different criteria²⁵ – of which the most important are the *geographical, organisational, subject, and complexity* criteria (fig. 1).

The first criterion – the geographical one – should be seen as the most important, when it comes to distinguishing the categories of offshoring and outsourcing. Under this criterion, two consistent approaches can be identified. The first one is presented by the OECD, while the second one is a proposition of S. Chakrabarty. The first approach indicates: domestic outsourcing (i.e. outsourcing) – obtaining resources from other units located in the same country, and external outsourcing (i.e. offshoring) – obtaining resources from other countries than the country of a home enterprise. This classification also emphasizes two additional forms of offshoring: the equity one (i.e. offshore in-house sourcing), and the contractual one (i.e. subcontracting)²⁶. The second approach indicates: (1) onshoring – cooperation with the national realizer of the processes (i.e. outsourcing), (2) nearshoring – cooperation with the processes' realizer from neighbouring country (i.e. a variety of offshoring), and (3) offshoring – cooperation with the processes' realizer from a geographically remote country²⁷.

²² See: K. Head, T. Mayer, J. Ries, *How remote is the offshoring threat?*, "European Economic Review" 2009, No. 53, p. 443.

²³ More information about the *new concepts of the business models* are described in: M. Duczkowska-Piasecka, *Model biznesu – nowe podejście do zarządzania strategicznego*, in: M. Duczkowska-Piasecka (ed.), M. Poniatowska-Jaksch, K. Duczkowska-Małysz, *Model biznesu: nowe myślenie strategiczne*, Difin, Warsaw 2013, p. 143-150.

²⁴ This approach is proposed by S. Chakrabarty. See: S. Chakrabarty, *Making Sense of the Sourcing and Shoring Maze: Various Outsourcing and Offshoring Alternatives*, in: *Outsourcing and Offshoring in the 21st Century: A Socio-Economic Perspective*, eds. H. Kehal, V.P. Singh, Idea Group Publishing, London 2006, p. 18-53.

²⁵ More classifications of *sourcing* (in the context of *outsourcing* and *offshoring*) can be found in: M.J. Radło, op. cit., p. 18-36.

²⁶ See more in: *Offshoring and Employment: Trends and Impacts*, OECD, Paris 2007.

²⁷ See more in: S. Chakrabarty, op. cit., p. 18-53.

In the article, a definition of offshoring that is equivalent to the cooperation of a home business organization with a realizer *located in a geographically remote country* is adopted – therefore, the article assumes the classification of S. Chakrabarty. The term *nearshoring* is not equated with the term *offshoring* in the article²⁸. The geographical criterion decides on an aspect of the degree of spatial remoteness of the new (host) location of the processes from the home location. Thus, it indicates when an organization applies offshoring and when outsourcing. The other criteria (e.g. *organizational* and *complexity*) can be considered in this field as the sub-criteria for the geographical criterion (fig. 1) – because they identify the *forms of sourcing* which may take the form of both *offshoring* and *outsourcing*. For example, the *organizational* criterion can be identified: *onshore* (i.e. typical) *outsourcing* or *offshore outsourcing*, *onshore insourcing* or *offshore insourcing*, etc²⁹.

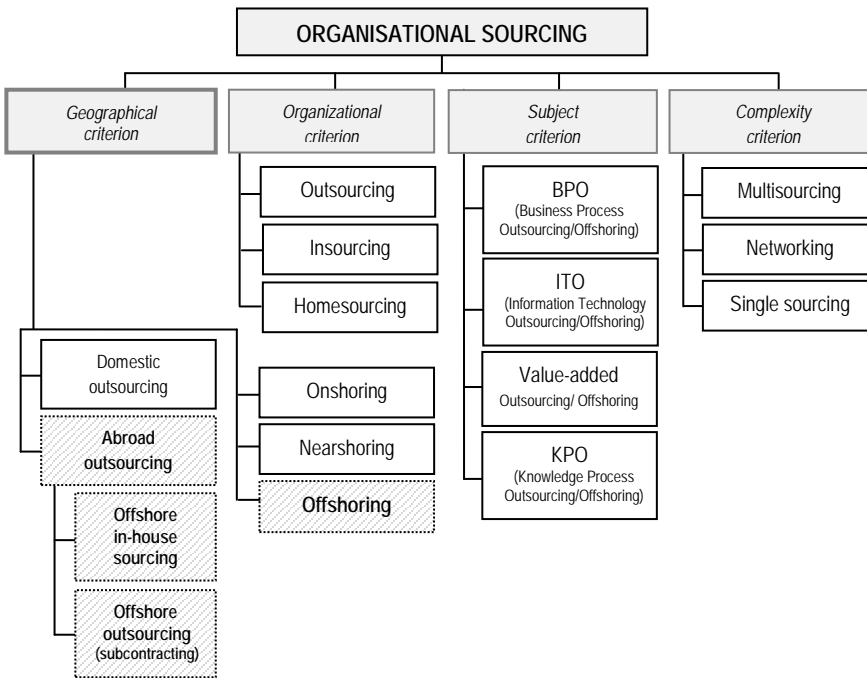


Fig 1. The chosen classifications of the forms of organizational sourcing on the basis of the classifications of: C. Eltschinger, S. Chakrabarty, K. Rybiński, OECD³⁰, UNCTAD³¹

Source: own work on a base of: M.-J. Radło, *Offshoring i outsourcing. Implikacje dla gospodarki i przedsiębiorstw*, Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, Warsaw 2013, p. 25-30; M. Matejun, *Rodzaje outsourcingu i kierunki jego wykorzystania*, Zeszyty Naukowe Politechniki Łódzkiej: Organizacja i Zarządzanie 2006, No. 989, Issue 42, p. 22-28.

²⁸ What may be suggested by the definition according to the OECD.

²⁹ See the classification of S. Chakrabarty: S. Chakrabarty, op. cit., p. 18-53.

³⁰ *Organisation for Economic Co-operation and Development*.

³¹ *United Nations Conference on Trade and Development*.

Short – vs. long-term offshoring: perspective of an organization's environment

The concept of offshoring can be seen both in the short and long term. Regarding the considerations of M. Trocki in the framework of the forms of outsourcing, it can be seen that offshoring also takes two main forms: transactional (operational) and strategic³². Operational offshoring is, generally, a short-term and volatile fragmentation of the processes and their relocation to other countries, which does not realize the strategic goals of an organization³³. On the other hand, strategic offshoring is consistent with the home organization's development strategy and results from its long-term objectives' structure³⁴, and therefore also relates to the issue of the strategic economic security (or at least should).

Developing an issue of the economic security, it is worth noting at this point that³⁵:

- transactional offshoring does not have to always mean a lack of consistency with the strategy of the economic security of a home organization,
- strategic offshoring does not have to always have a positive impact on the economic security of the enterprises in the relationship: *home organization – home environment*.

The issue of the durability of offshoring is also developed by J. Clampit, B. Kedia, F. Fabian and N. Gaffney, who claim that properly implemented offshoring should have three stages: (1) *transactional offshoring*, (2) *strategic offshoring*, and (3) *transformational offshoring*. The authors emphasize the particular importance of the cultural factor in offshoring, which can be seen as a necessary element for obtaining the proper and full use of the potential of these forms of resources³⁶. This has an important meaning in the case of creating a sustainable development of a business organisation – therefore it also applies to the issue of the strategic economic security. The cultural factor is essential at the levels of the relationships: (1) home organization – home environment, and (2) new (host) location – home environment.

The role and importance of the relationships in a strategic use of offshoring is also underlined by S.D. Vivek, R.G. Richey Jr. and V. Dalela³⁷. The transition from the *transactional* level, through the *strategic* level, to the *transformational* level in offshoring should, in fact, be carried out in such a way that takes the needs and requirements of the different groups of stakeholders into an account. The transition to a higher level of offshoring should be preceded by the stage of the objectives' (dedicated to the previously indicated levels of the

³² M. Trocki, op. cit., p. 58.

³³ Ibidem, p. 59.

³⁴ Ibidem, p. 58-59.

³⁵ This issue is described more precisely in the further parts of this article.

³⁶ J. Clampit et al., *Offshoring satisfaction: The role of partnership credibility and cultural complementarity*, "Journal of World Business" 2014, article in press, <http://dx.doi.org/10.1016/j.jwb.2014.02.001> (07.08.2014), p. 1-14.

³⁷ See: S.D. Vivek, R.G. Richey Jr., V. Dalela, *A longitudinal examination of partnership governance in offshoring: A moving target*, "Journal of World Business" 2009, No. 44, p. 16-30.

relationships) control³⁸. Then the benefits of offshoring at the three stages will be able to constitute the foundations of the strategic security of a home organization.

The transition of an organization between the three stages of off-shoring (as well as being based on only the one level) should also take the principles of "smart" management into an account. D. Matheson and J. Matheson observe that this type of management approach – which can also be used in the field of offshoring – should be based on *the nine principles*, which are grouped in *the three areas*, as follows: (1) purposes' achieving – continual learning, value creation culture, alternatives' creating, (2) environment's understanding – systems thinking, embracing uncertainty, outside perspective in strategic management, (3) resources' mobilization – alignment and empowerment, disciplined decision making, and open information flow³⁹. In the case of offshoring concerned from the perspective of the strategic economic security, particular importance takes the area of "environment's understanding", which emphasizes including an environment into an organization (in a strategic dimension) and, therefore, also into the offshoring processes.

Economic security of a home business organization

Security is a category which can be interpreted in different ways. L.F. Korzeniowski notices that "security is the ability to a creative activity of an entity, and means the holistic and dynamic objective situation, in which there are no threats, and is felt subjectively by individuals or society groups"⁴⁰. The easiest way of understanding the category of security is assuming that this is a state in which there are no such risks which are able to affect negatively the current and future functioning of an organization (in an aspect of achieving its goals)⁴¹. In addition, T. Szopa points out that security should be seen as a resultant of the various factors (the phenomena and objects)⁴², which can occur both within a given organizational unit (e.g. an enterprise) and in an environment. This author underlines that security is the opposite to the terms of losses and risks⁴³. This approach is, in some ways, consistent with the approach that the contemporary security management in business organizations is equivalent to the risk management "in practice"⁴⁴, and refers to the different areas of an organization's functioning – including a development of plans and procedures of the business continuity (in the case of appearance of the specific risks in an

³⁸ On a base of: J. Clampit et al., op. cit., p. 3 et seq.

³⁹ D. Matheson, J. Matheson, *The Smart Organization: Creating Value Through Strategic R&D*, Harvard Business School Press, Boston 1998, p. 261.

⁴⁰ L.F. Korzeniowski, *Podstawy nauk o bezpieczeństwie. Zarządzanie bezpieczeństwem*, Difin, Warsaw 2012, p. 77.

⁴¹ On a base of: *VDA 4.2 Sicherung der Qualitaet vor Serieneinsatz System FMEA*, Verband der Automobilindustrie, Frankfurt 1996, by: W. Pamuła, *Niezawodność i bezpieczeństwo. Wybór zagadnień*, Wydawnictwo Politechniki Śląskiej, Gliwice 2011, p. 79

⁴² On a base of: T. Szopa, *Niezawodność i bezpieczeństwo*, Oficyna Wydawnicza Politechniki Warszawskiej, Warsaw 2009, p. 42-43.

⁴³ Ibidem, p. 42-43.

⁴⁴ E.P. Borodzicz, *Risk, Crisis & Security Management*. John Wiley & Sons Ltd, Chichester 2005, p. 50.

organization or in an environment⁴⁵), or conducting internal and external audits⁴⁶. The risk in this case should be defined as "the variation in possible outcomes of an event based on chance"⁴⁷, or as "the uncertainty concerning a possible loss"⁴⁸. In other words, the risk can be treated as the probability of achieving, or not achieving, the goals in the short or long term by an organization functioning in a specific environment⁴⁹.

It is also worth underlining that the security of an organization – as a system category – is determined by the security of the individual elements that constitute this system (i.e. the resources that participate in implementation of the transformation processes in an organization)⁵⁰, as well as the elements that are in an environment of an organization – thus, in the over-systems for this organization, e.g. in the economic, social, cultural and political systems.

The security of an organization should be seen holistically – the micro-economic analysis of the security should be embedded in a broader (i.e. meso-, macro-, and even megaeconomic) context. The systemically-seen security should be considered in terms of the bilateral relationships between⁵¹:

- 1) the microeconomic level – i.e. the "internal" security of a business organization – it is the security determined by the internal mechanisms in an organization oriented to achieve its goals in a planned way, mainly in a financial dimension (i.e. the profitability),
- 2) **the meso- and macroeconomic levels** – in the form of the "external" security of an organization, i.e. the security in the aspect of an organization's functioning in an environment (i.e. the relationships with other units).

In the article, there are presented considerations focused on **the economic security** primarily because of the fact that a business organization, as an object of the management and allocation processes, in the first turn establishes and pursues economic goals – however, it is important that the economic security is a broader term than **the financial security**⁵². The security of an organization can also be seen from other perspectives, e.g. the *sociological, demographic, cultural, ecological, international*, etc. perspectives. A business organization combines the different dimensions of security. However, the economic dimension in the article, which (by its nature) is seen as the result of the other dimensions is

⁴⁵ See more in: *Księga dobrych praktyk w zakresie zarządzania ciągłością działania (Business Continuity Management)*, eds. R.W. Kaszubski, D. Romańczuk, Forum Technologii Bankowych przy Związku Banków Polskich, Warsaw 2012.

⁴⁶ On a base of: E.P. Borodzicz, op. cit., p. 51.

⁴⁷ M.S. Dorfman, *Introduction to Risk Management and Insurance*, Seventh Edition, Prentice Hall, New Jersey 2002, p. 6.

⁴⁸ Ibidem, p. 6.

⁴⁹ On a base of: P. Zaskórski, J. Woźniak, *Ciągłość informacyjno-decyzyjna warunkiem bezpieczeństwa organizacji gospodarczej*, in: *Wybrane koncepcje i metody zarządzania początku XXI wieku*, eds. W. Gonciarski, P. Zaskórski, WAT, Warsaw 2009, p. 135.

⁵⁰ P. Zaskórski, *Systemowe aspekty zarządzania bezpieczeństwem organizacji*, "Nowoczesne Systemy Zarządzania" 2008, Vol. 3, p. 175.

⁵¹ J. Woźniak, *Zachowania intraprzedsiebiorcze jako determinanta bezpieczeństwa ekonomicznego organizacji gospodarczych – specyfikacja uwarunkowań i zależności*, "Nowoczesne Systemy Zarządzania" 2013, Vol. 8, p. 22-24.

⁵² However, it is strongly based on the financial security, supporting quantification of the economic security.

displayed. Therefore, the economic security can be seen as the most extensive category of the organization's security.

Thus, the economic security can be defined as "the state of the organizational system, whose value is determined by the degree of the goals' achievement (the operational and strategic ones). This state is changing because of the influence of an environment and the internal mechanisms in an organization, and in this state the units (e.g. the employees, departments, teams, etc.) are focused on a sustainable development, so their activities are aimed at achieving the balance in an organization"⁵³, and the balance between an organization and its environment.

Having regard to the fact that the economic security of an organization is a space-time category⁵⁴, it should be noted that: (1) it changes over *time*, (2) it is determined by a specificity of a given *space*, and it affects this *space*. In the case of an analysis of the economic security of a home organisation in terms of offshoring, particular importance is taken by *the space dimension*, because there are at least two space dimensions in the offshoring processes, of which one dimension is *a home location*. Thus, in an analysis of the economic security, there should be taken additionally the bilateral relationships between the different dimensions of space into an account – it should be even one of the first stages in planning an offshoring, which would be able to estimate an impact of the processes' relocation on a home organization and its environment.

It can be assumed that in the short term the economic security is generally (but not in all cases) in a form of the financial security (fig. 2). In the long term, as H. Pau notes, the economic security can be shaped on three basic levels: (1) *selection of a business model for an organization*, (2) *functioning of the elements of a business model*, as well as (3) *making changes or creation of innovations in an implemented business model*⁵⁵. It is important, thus, in the case of offshoring, that a business model has to take an organization's environment into account, both as an origin of the resources, and a determinant of an organization's state.

In the long term, the economic security of an organization is "liberated" from the restrictions of the financial security – this does not mean, however, that this aspect of security (the financial one) is not important. The particular role is played here by the ability of an organization to interact with an environment – on the principles of the "sustainable business"⁵⁶. This is confirmed by the words of T. Pakulska, who indicates that the relocation of processes related to the organization's development strategy should be consistent with an environment⁵⁷. In the long term, there also should be regarded an aspect of assuring

⁵³ J. Woźniak, *Zachowania intraprzedsiebiorcze...*, op. cit., p. 22.

⁵⁴ See more in: J. Woźniak, *Wymiar czasu w analizie bezpieczeństwa ekonomicznego przedsiębiorstwa – uwarunkowania i implikacje dla procesów zarządzania*, "Zeszyty Naukowe", Wyższa Szkoła Handlu i Usług w Poznaniu 2013, No. 25, p. 101-120.

⁵⁵ H. Paul, *Modele biznesu a ryzyko strategiczne*, Zeszyty Naukowe Uniwersytetu Ekonomicznego w Poznaniu 2012, No. 235, p. 92-97.

⁵⁶ On a base of: W.M. Grudzewski, I.K. Hejduk, *Przedsiębiorstwo przyszłości. Zmiany paradygmatów zarządzania*, "Master of Business Administration" 2011, No. 1 (116), p. 95-110.

⁵⁷ T. Pakulska, *Uwarunkowania lokalnego zakorzenienia korporacji transnarodowych*, in: *Glokalizacja*, ed. K. Kuciński, Difin, Warsaw 2011, p. 152-153.

and maintaining the processes' continuity (also important in the short term) – with the notion that the continuity of the processes has a different specificity in the long term, because it is determined by a long-term cooperation with an environment, and is (the processes' continuity) a derivative of integration of the goals of an organization and its environment. Considering the issue of the economic security in the long term (i.e. the strategic economic security), it is also worth mentioning the possibility (or even the necessity) of taking a far-reaching term in *planning, analysis* and *evaluation* of the economic security into an account (fig. 2).

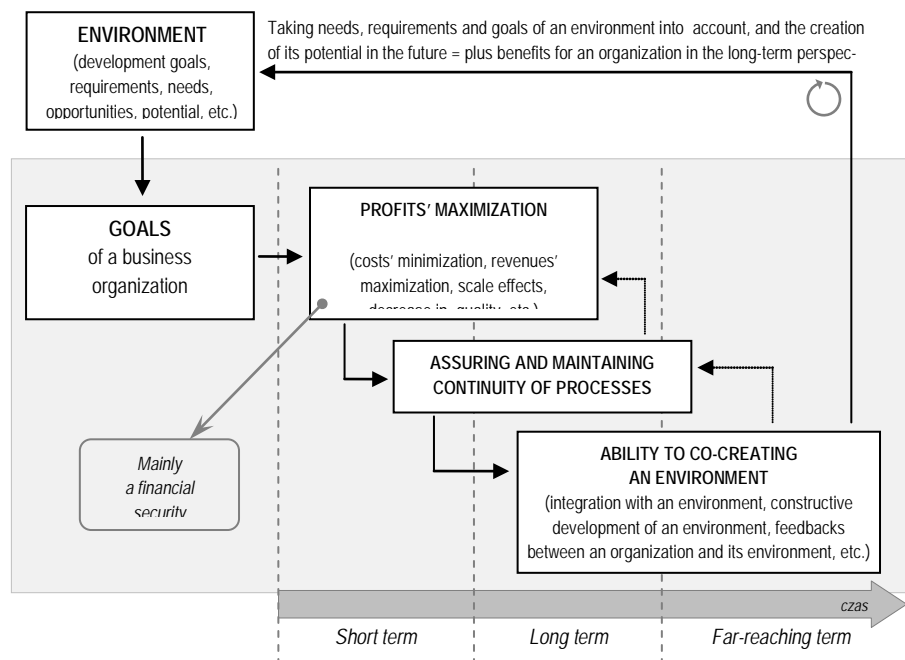


Figure 2. The economic security of a business organization from the short-, long-, and far-reaching-term perspectives

Source: own work

Negative implications of offshoring and the economic security

In the previous sections of this article, an aspect of an environment in shaping the economic security in terms of offshoring was exposed. At this point, there will be presented considerations focused on the mechanisms of:

- *an impact of offshoring on an environment of a home organization,*
- *shaping the economic security of a home organization by a home environment,* which are formed in the long term.

The state of an environment, as a kind of a system, is determined by the activities undertaken by the elements that make up this system, i.e. by the different sorts of the organizations, as well as by the specific over-systems, e.g. political, legal, economic, demographic, etc. Thus, an environment is in a constant

state of "tension", shaped by the diversified interactions between the participants of the management and allocation processes (in the broad sense). An environment has an attribute that *accepts the incentives, and generates specific incentives*. It can be assumed by simplifying, that an environment is an active factor that shapes the state of a business organization, and thus its level of the economic security.

Offshoring can have an impact on an environment of a home organization, both in a positive and negative way. At this point, a negative impact will be presented. From the point of view of shaping strategic economic security it seems to be reasonable to answer the question: *How does the use of offshoring weaken an environment of a home organization and lower the level of the economic security of a home organisation in the long term?* In addition, the positive impact seems to be often difficult to initiate and sustain – mainly because of the goals' diversity of the different organizations that affect an environment (e.g. the socio-economic). What is more, the stimulation of a positive impact, generally, is (seemingly) ineffective for the organizations (for all types of their activities), and (in some ways) contradictory with the mechanisms of offshoring, especially in the financial aspect. Therefore, the most common form that can be met in practice is the support of the local community in the form of the "counterfeit" CSR⁵⁸ – which is not oriented to create added value for an environment, but to generate additional profits for an organization.

However, it is worth noting that offshoring can have a positive impact on an environment, but mostly in a situation when a home organization creates not only "internal" security (i.e. the financial-natured one). The offshoring mechanisms present an opportunity for the organizations to e.g.: (1) release capital – which can be a base for investments in other areas of an organization's activities (e.g. in the form of "proper" CSR, entering into cooperation with local enterprises, developing processes which are not relocated – thus, offshoring can be associated with the creation of new worksites), and (2) decrease the level of costs for customers⁵⁹. In addition, as shown by the research of D. Castellani and F. Pieri, offshoring (e.g. of the R&D processes) can be strongly and positively correlated with the productivity at a home location, and can be used to transfer the technology developed at the host locations to a home location⁶⁰.

The offshoring processes, focused solely on creating security at the microeconomic level, are concentrated on only increasing the efficiency of a home organisation⁶¹. In the short term, such a mechanism does not heavily threaten a home environment. However, in the long term this mechanism may change and become a source of threat at the meso- and/or macroeconomic levels of the economic security (fig. 3). The aforementioned mechanisms are delineated by

⁵⁸ *Corporate Social Responsibility*.

⁵⁹ D. Ciesielska, *Przewodnik po offshoringu*, Review of the book entitled: *The Offshore Nation: Strategies for Success in Global Outsourcing and Offshoring*, written by A. Vashistha, A. Vashistha (McGraw-Hill, 2006, p. 256), "Kwartalnik Nauk o Przedsiębiorstwie" 2008, No. 1 (6), p. 108.

⁶⁰ D. Castellani, F. Pieri, *R&D offshoring and the productivity growth of European regions*, "Research Policy" 2013, No. 42, p. 1590.

⁶¹ The principles of this kind of organizational activities are described (on a base of the outsourcing processes) e.g. in: K. Vitasek, M. Ledyard, K. Manrodt, *Zaangażowany outsourcing. Pięć zasad, które zmieniają oblicze outsourcingu*, MT Biznes, Warsaw 2011; J.-L. Bravard., R. Morgan, *Inteligentny outsourcing. Sztuka skutecznej współpracy*, MT Biznes, Warsaw 2010.

E. Marcinkowska, who notes that offshoring can negatively affect an environment of a home organisation by increasing the scale of unemployment⁶² (e.g. in a given city, region, etc.)⁶³. The interesting conclusions are also reached by J. Gertler, who states that "primarily offshoring results in decreasing (...) government, personal and foreign balance, and leads to a shifting of private income from payrolls to corporate assets and dividends"⁶⁴.

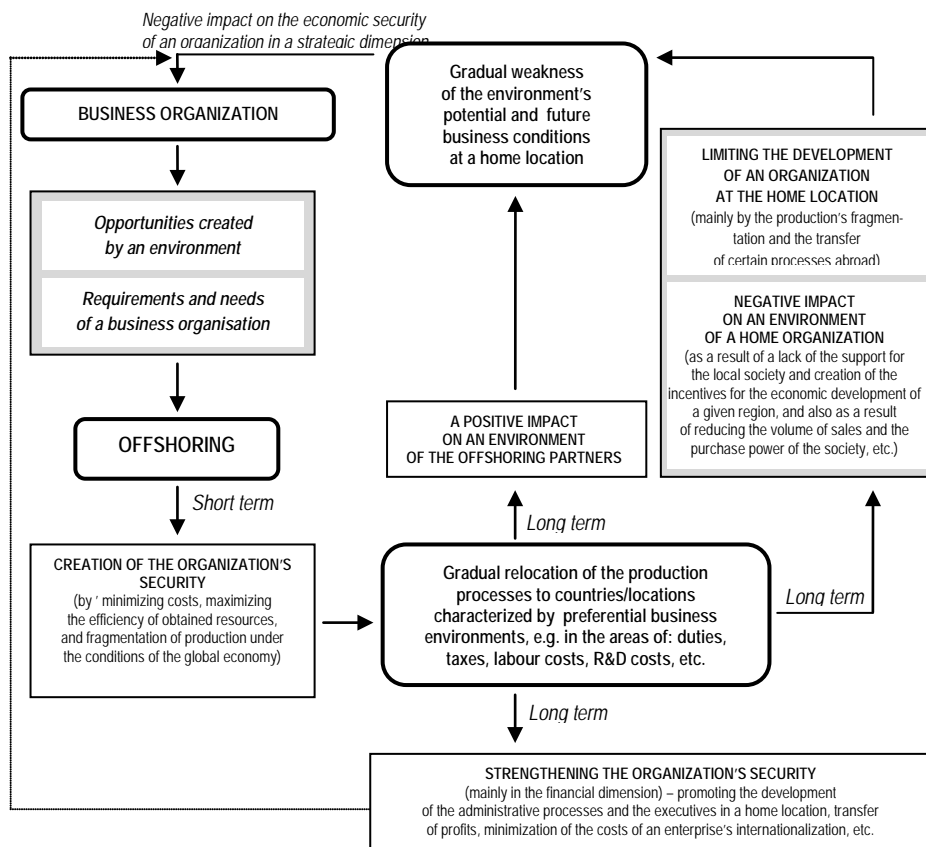


Fig. 3. The mechanism of a negative influence of offshoring on a home environment
Source: own work

Other potential negative meso- and macroeconomic implications of offshoring for a home environment in the long term can also be included (fig. 3)⁶⁵:

⁶² See also: Y. Temouri, N.L. Driffield, D. Añón Higón, *The futures of offshoring FDI in high-tech sectors*, "Futures" 2010, No. 42, p. 969.

⁶³ E. Marcinkowska, op. cit., p. 40-41.

⁶⁴ J. Gertler, *A macro-economic analysis of the effect of offshoring and rehiring on the US economy*, "Annual Reviews in Control" 2009, No. 33, p. 108.

⁶⁵ The listed below negative implications of offshoring are the author's propositions and base on the *analysis* and *synthesis* of the contents presented in the literature, and are a result of the *deduction* processes. See also: T. Pakulska, M. Poniatowska-Jaksch, op. cit., p. 178 et seq.

- 1) reducing the development of potential cooperation partners (e.g. subcontractors) at a home location, who are discriminated by a home organization, e.g. due to too high costs of manufacturing – this situation may even cause the disappearance of certain industries in specific regions,
- 2) a crisis situation in the industries that applied offshoring, determined by a decrease in demand for certain goods,
- 3) an intensity in the processes of migration (of the population oriented to seek employment) – thus, an outflow of the population from a home location and an influx of population to the other (host) regions (attractive e.g. in terms of the cost criterion) can be observed,
- 4) the changes in the social attitudes that imply a reluctance to work among the unemployed and socially excluded people,
- 5) a decline of an entrepreneurship attitude among the (local) society,
- 6) the obsolescence and destruction of an industrial infrastructure (e.g. factory halls), and thus lowering the investment attractiveness of the cities, regions, etc.
- 7) a degradation of a natural environment the a long term, simultaneously with a destruction of an industrial infrastructure (a release of gases into the atmosphere, leakage of toxic chemicals into surface waters and soil, etc.),
- 8) burdening the budgets (local or central ones) by the unemployment costs (the payments of unemployment benefits, training for the unemployed/re-profiling, etc.) – therefore, the budgets are restricted and the funds for implementing other socio-economic objectives (e.g. a development of an infrastructure) are decreasing,
- 9) limitations in the scope of support for a local community (at a home location) by reducing the organizations' activities undertaken in the field of CSR (e.g. supporting schools and universities by a common implementation of R&D projects, etc.),
- 10) reducing the purchasing power (an impoverishment) of the local community, which due to the loss of work is not able to find new sources of upkeep,
- 11) changes in the law which e.g.:
 - prefer offshoring and simultaneously obstruct capital inflows from other locations,
 - cause an increase in labour costs as a result of the workers' protection (trade unions' activities),
 - promote the creation of capital-intensive innovations.

The strategic economic security of a home organization may result from the implications of offshoring for a home environment. Therefore, due to the application of "unbalanced" offshoring (i.e. oriented solely to the microeconomic level of the economic security) an environment can affect the security of a home organization in the long term decreasing its level. Presented in table 1, are the basic and chosen mechanisms of the influence of the negative changes in a home environment on the strategic economic security of a home organization.

Table 1. The basic and chosen mechanisms of an influence of the negative changes in a home environment on the strategic economic security of a home organization – in the framework of offshoring

No.	Area of changes in a home environment	Mechanisms of influence on the strategic economic security of a home organization
1.	Institutional area	There may be observed an institutional discrimination of an organization in a home environment in relation to the host locations (organizations) – because of the changes in the law. It can inhibit the growth of a home organization.
2.	Infrastructural area	The spoiling infrastructure is a specific cost category for an enterprise. Its restoration in the long term (e.g. as a result of backshoring ⁶⁶) may be either impossible or inefficient for a home organization – but without the restored infrastructure it is not possible to implement (new) processes effectively.
3.	Ecological area	A degradation of a natural environment can either permanently or temporarily preclude the activity of a home organization, or cause an increase in the area of costs, or impede the backshoring processes.
4.	Demographical area	A limitation in the number of the potential new employees for a home organization.
5.		There may increase a labour turnover in an organization.
6.	Socio-cultural area	Constant outflow of the intellectual capital and the sources of tacit knowledge that are difficult to restore at a home organization may be observed. Thus, a weakness may occur in the processes of creation and diffusion of knowledge adjusted to the specificity of a home socio-economic environment. There is no creation of the knowledge workers at a home organization, because of the lack of demand for the given worker's profiles.
7.		The intraentrepreneurship and entrepreneurship attitudes among the workers at a home organization may decline. Thus, a decrease in innovativeness at a home organization may be observed.
8.		A decrease (or a disappearance) in the trust and loyalty of customers ⁶⁷ – which may cause a decrease in revenue.
9.		Creation of a negative image of an enterprise that discriminates local resources (e.g. qualified but "expensive" workers).

Source: own work on a base of the literature – as a result of the deduction processes.

As can be seen, therefore, the negative impact of a home environment on a home organization under the conditions of offshoring may occur multidimensionally, permeating various aspects of its operation. It is also worth not-

⁶⁶ *Backshoring* is an opposite process to *offshoring*.

⁶⁷ See e.g.: D. Barber, *Backshoring: Why Bringing Manufacturing Back to the United States Makes Sense*, <http://www.areadevelopment.com/BusinessGlobalization/4-20-2011/backshoring-us-manufacturing-labor-costs1266672.shtml> (09.07.2014).

ing that the impact mechanisms indicated in table 1 do not have to be always fully stimulated, and their impact on a home organization does not have to be strong. However, it is important to be aware of the possibility of their occurrence in a strategic perspective, because their presence and influence can be identified at various stages of the development of both a home organization and offshoring processes. The negative implications may also appear in specific generations, and their impact may be cumulated in time and mutually stimulated.

Conclusions

The security of a business organisation is an ambiguous and multidimensional category. It is determined by the number of diversified factors located both within an organization and its environment. Thus, the issue of identification the impact of offshoring on the economic security of a home organization should be treated seriously, especially in a strategic dimension.

As a result of offshoring, there can be observed a gradual fragmentation of processes at a home organization and their relocation to the new and more attractive locations – which (in the long term) may undermine the development potential of a home organization's environment, and subsequently reduce the sustainable development of a home organization. A simultaneous process in this case is supporting a development of the alternate (host) locations, which may result in enlarging the "gap" between the attractiveness of a home location and the new (host) locations – thus, this mechanism may reduce the possibility of restoring the processes, and their reversion to a home location in the future (i.e. backshoring). Negative effects of offshoring may arise in the different areas of a home organisation, weakening it multilaterally in the long term.

This situation does not mean, however, that the scale and scope of offshoring processes at a home location should be institutionally limited, e.g. in the "rich countries" – offshoring should be rather used in sustainable and intelligent ways, taking care of an environment of a home organization. In addition, D. Ciesielska notes in a review of the book *The Offshore Nation: Strategies for Success in Global Outsourcing and Offshoring* that: "The efforts oriented to reduce this kind of phenomenon (offshoring – *the author's annotation*) cause a decrease in innovativeness of the business units, as well as tending to reduce the development abilities of enterprises"⁶⁸. Therefore, it is highly important to integrate the micro-, meso- and macroeconomic levels of the economic security. This approach, first and foremost, is able to reduce the negative impact of offshoring on a home organization in a strategic perspective by creating a positive and strong synergy effect between the diversified factors located both inside and outside this organization.

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⁶⁸ D. Ciesielska, *Przewodnik po offshoringu...*, p. 108.

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