



INTERNATIONAL JOURNAL OF TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

The Strategic Balance in Organizations

Safa Khalid Muthana, Saadoon Muhsin Salman

Paper Received: 10th January, 2021; **Paper Accepted:** 22nd January, 2021;

Paper Published: 27th January, 2021

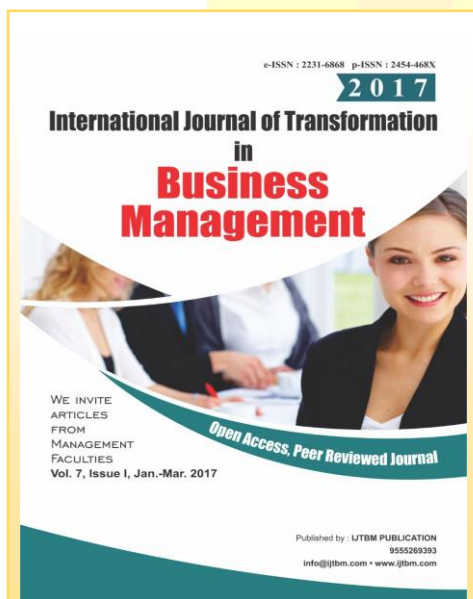
How to cite the article:

Safa Khalid Muthana, Saadoon Muhsin Salman, The Strategic Balance in Organizations, IJTBM, January-March 2021, Vol 11, Issue 1; 1-17

ABSTRACT

The purpose of this study is to suggest how to achieve a strategic balance in organizations, through which organizations can address the external conditions and balance them with the conditions of their internal environment to reach the desired goals. This research suggests how to maintain that balance. The study is conceptual, and since no data is used, the focus is on discussing the links between the variables that affect the equilibrium and its theory. The general framework will discuss the strategic balance, positive and negative effects, and the required interactions such as reactions between the management team and employees so that they can together build the work by developing strategies in which the employee is responsible for the efficient completion of activities according to the environment variables and flexibly dealing with them. This study focuses on maintaining the stability of companies, in light of environmental changes, strategy, and processes, and what are the means that can be implemented to improve work in companies in the future.

Keywords: Strategic balance, strategy, environment, operations.



INTRODUCTION

Today, organizations operate in rapidly changing environments, and strong competition appeared in the markets, in the second half of the nineteenth century when the United States of America began building railways, which led to the emergence of collective markets, which lacked strong competition and relied on simple individual competition, Which led to the civilization and commercial development, which in turn worked on the spread of markets and thus increased competition in the countries of the world (Malik et al., 2020: 3-8). As a result of environmental complexity and instability, a group of concepts emerged, and among these concepts is the concept of strategic balance, whose beginning was a result of wars and the urgent need for balance and stability between countries, as well as the need for it in business organizations of all kinds to achieve their goals of survival and growth (Salamzadeh et al. 2016: 5-7).

As the strategic balance is represented by the strategies pursued by the various organizations to balance their internal environment, including its capabilities and skills, and the lack of resources, technology and equipment, and its external environment, including its opportunities and risks, which ensures that it achieves a competitive advantage to remain in a

position of strength and still has differences that distinguish it from its competitors And given all these variables, attention has focused on the strategy, as it is related to the environment and the various dynamic changes interspersed with it to keep pace with it, as well as its ability to analyze those changes and environmental complexity (Momaya, Bhat and Lalwani, 2017: 2-6).

To clarify the general concept of equilibrium, the term was initially interpreted by researchers as indicating low levels of conflict between workers in the organization. Nevertheless, the word "balance" implies the goal of equal participation in activities through the various ways in which individuals manage the occupations of multiple roles.

LITERATURE REVIEW

Several studies have dealt with the strategic balance, including a study (Bordum, Anders, 2010) entitled: "The strategic balance in a change management perspective" This conceptual study aimed to well consider the role of strategic planning and management and strategic balance in managing change that results from the speed of administrative change, aiming to reach the creation of dimensions linking the strategic balance and changing

management. Internal, goals) is a process that maintains the internal resources and external opportunities of the organization in a state of stability and stability. This was followed by a study (Baskerville, Spagnoletti and Kim, 2014) entitled Incident-centered information security: Managing a strategic balance between prevention and response" The study aimed to find out why and how the organization can balance between its prevention and response strategies. Information security strategies use some principles that are based on prevention and response so that the prevention model manages the threats that may occur in modern commercial organizations. It is considered a comparative case study conducted on three European organizations. The study resulted, through the analysis of the three cases, of a balance between prevention and response approach to information security management. The study recommended the use of the proposals mentioned in the current study in the organization's administrative principles because that

would be better. Methods of risk management. This was followed by a study (Mampaey et al., 2015) entitled Branding of Flemish higher education institutions: a strategic balance perspective. The study aimed to present the literary aspect related to the branding of the Flemish educational institutions, and how they could be distinguished and at the same time resist the attempt to pressure for change and keep them as their competitors. The study revealed that the institution may be able to preserve its trademark and remain in the stage of excellence. And competition and at the same time resist all external pressures to keep it with its peers, and the study also recommended focusing on strategy, excellence, quality of performance, and social justice.

Definition of Strategic Balance

The strategic balance can be clarified through Table (1), in which we review a group of definitions for several writers and researchers.

Schedule (1) Definitions of Strategic Balance

	Name, Year, Page	Definition
1	(Baum,2017:16)	The task that requires managers to face internal and external pressures and strive to reach a state of stability to ensure the survival of the company
2	(Stankeviciute et al.,2018:54)	Creating a state of harmony in the internal and external work environment by preserving behaviors and values
3	(Ako,2019:1)	Mechanisms, visions, and methods necessary to achieve integration in business organizations between internal and external elements to achieve an integrated strategic system

The Importance of Strategic Balance

The importance of strategic balance stems from several aspects, including its importance in preparing the organization's strategy, taking into consideration the internal and external environment of the organization, as represented by the following:

(Mampaey & Seeber, 2015: 9; Ahmed et al., 2018: 177-178; Ako, 2019: 1-3; Chaudhry, 2018; Malik et al., 2020: 3-5)

It is imperative that organizations provide products and services of high quality to achieve the requirements and desires of customers and the maximum degree of satisfaction for those various needs and desires.

- It achieves focus on the external and internal environment of the organizations and ensures that they exploit the opportunities and face the challenges that affect their current and future activities and activities.

- Contributes to understanding the competitive situation of the organization through environmental analysis and knowledge of the changes that occur in the external environment and the extent of the impact of those changes on the elements of the internal environment.

- Contributes to diagnosing the organization's ability to utilize its internal resources, according to the position and

field in which you operate, which thus represent the elements of success for the organization.

- It makes the organization capable of preserving its sustainability through stability and wisdom in dealing with the dynamic external conditions that afflict it and overcoming its threats.

Characteristics of Strategic Balance

Several characteristics are characterized by strategic balance, which is as follows: Stahl et al., 2020: 4; Chaudhry, 2018: 37-39.

- Excellence in creating a state of stability and consistency between the internal and external components.

- The ability to achieve parity and parity between a variety of variables that would create a state of stability that can be described as strategic balance. Either in a state of change to parity and parity between the variables positively or negatively, the state of strategic balance will be unfulfilled and unstable.

- The possibility of achieving the unilateral pattern through which organizations can independently rely on their resources, forces, capabilities, and capabilities to be able to face the challenges and competition directed against them by other organizations to achieve a state of parity and parity through their

alliance with other organizations to support them and to derive from them the strengths that they possess to face these challenges and achieving organizational success.

The Theory of Strategic Balance

The theory of strategic balance is one of the theories related to strategic management, and the emergence of this theory has been linked to political events and wars and the emergence of military alliances of strong countries over weak states, which led to the domination of strong states over the resources of those weak states. The administrative and civilizational development has led to a different approach to the theory of strategic balance, about administrative sciences, with an administrative consensus aimed at protecting organizations in light of competition, rapid changes, and other reasons that include achieving a balance within organizations to protect their resources and ensure their continuity in the market (Ferkins & Shilbury, 2015: 1-3) Deephouse (1999) is the first to mention the theory of balance and touched on differentiation and how to achieve and maintain it and competitive advantage, and believes that balance from his point of view is the ability of the organization to balance between its capabilities and its goal in achieving a competitive advantage and

gaining a position of strength in the field in which Deephouse operates (1999: 148.((

As stated (Oliver, 2015: 1-2) that maintaining a balance between exploration and exploitation is important, as it addresses issues through which the organization and its members can build their capacity to survive and prosper based on the resources available to it, thus defining the mechanisms that lead to the ability of the organization and its members to remain on Relevance in dealing with various problems by developing their work capabilities. (Ahmed et al., 2018: 179) indicated that achieving stability and equality in the internal and external forces and variables, in turn, leads to achieving balance and reaching the goals, and those forces are of two types: (Tallon et al., 2019: 220-223;) Charlier & Dobruszkes, 2020: 3(

Internal forces: internal forces include the factors within the organization that affect the success and approach of operations and the extent to which the organization can control these factors. However, managing the strengths of internal operations is the key to business success, which is represented by employees and whether they are motivated, diligent, talented, resources and capabilities The organization is often working to build a formal organizational structure through which the vision and mission of the

organization are achieved, and by working on the flow of data and information easily and effectively between its levels.

External forces: It is important to identify potential opportunities and threats outside the organization's operations, which affect the internal forces of the organization, represented by the changing environmental forces, policy factors, inflation, and social and economic factors that affect organizations, their work, and the achievement of their goals.

Strategic Balance and Interlaced Analysis

The SWOT analysis is the analysis of strengths, weaknesses, opportunities, and threats and is considered one of the planning tools used in determining the (internal environment factors) of the organization represented by strengths and weaknesses, (and external environment factors) represented by opportunities (Opportunities) and threats (Threats). Affect the work of organizations and work on their analysis ((Omer, 2018: 28-29).

The SWOT approach analyzes in-depth foundations for exploration, brings knowledge and understanding to a high level, and with which it facilitates modification, design, elicitation, and effective implementation of the real sense

of broader issues (Ahmed, et al., 2018: 179).

This analysis also contributes to identifying weaknesses to address them, and strengths to enhance and maintain them, and strengths express the internal elements of the organization that distinguish it from other organizations and gain a competitive advantage that enables it to remain in the position of strength, as attention should be focused on those elements and the preservation of its stability and sustainability through Continuous improvement (Elavarasan et al., 2020: 1845).

The matrix can be used in several areas including marketing, strategic planning, organization, crisis handling, and identifying the elements that hinder achieving success (Kelsey, 2018: 1-3).

Through the strengths that the organization possesses, which gain its superiority and financial stability, the competitive advantage in providing products and services of high quality, good reputation in the market, and human and intellectual capital, excellence in a strong leadership team, and dependence on work on modern technological capabilities, focus on strategy The organization with rapid product presentation, and efficiency in team formation and operations (Lei et al., 2019: 19-22)

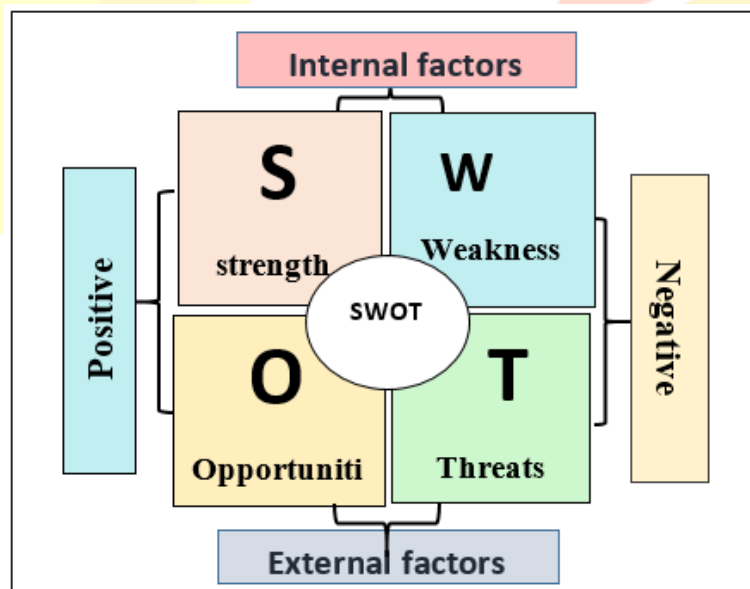
Among the weaknesses (Weakness), the organization can suffer from weakness in work teams, weakness in organizational capabilities, strategic dispersion, the accumulation of products without the presence of demand for them, and reliance on a weak product marketing system, a decrease in the quality of products, and a weak image in the market. (Kamran et al, 2020: 556).

As for the opportunities, they are considered one of the elements of the external environment, which supports and strengthens the organization, increases its competitiveness, and achieves profits for it as it worked to exploit it, and the external opportunities are opportunities to introduce new products, the possibility of expanding in the markets, gaining new customers, the emergence of new technology and

diversity, and the increase of the organization's growth and capacity In competition (Ahmed, et al., 2018: 179).

As for the threats, they represent an element of the external environment, which is represented by the entry of new competitors with products of higher quality and lower cost, or environmental changes that occur in nature and that affect the work of organizations and their performance, as it is necessary to develop a set of alternative scenarios if they occur and depending on a flexible strategy Able to adapt to continuous environmental variables to ensure stability and survival (Elavarasan et al., 2020: 1840-1845) and illustrates the SWOT analysis mode

Figure (1) SWOT analysis



Source: Longhurst, G. J., Stone, D. M., Duloher, K., Scully, D., Campbell, T., & Smith, C. F. (2020). Strength, Weakness, Opportunity, Threat (SWOT) Analysis of the Adaptations to Anatomical Education in the United Kingdom and Republic of Ireland in Response to the Covid-19 Pandemic. *Anatomical sciences education*, 13(3), 301-311.

Dimensions of the Strategic Balance

1 Determinants Strategy: the concept of strategy is embodied as a plan of action that includes a series of practices and methods of work of the organization, procedures, and activities interrelated with each other and related to translating the chosen strategic alternative to achieve the goals of the organization in light of its vision and mission to excel and excel in its performance over its competitors and reach its future ambitions ((Thomas, 2019) : 3.

As the basic idea of the strategic process is to improve the responsibility of organizations by conducting a strategic analysis of the environment, with the participation of a group of individuals participating in those strategic processes, and each of them has his own goals, taking into account the strategic factors and social responsibility factors of similar organizations, and their cognitive construction (Raikov, 2020: 4).

(Fuertes et al., 2020: 9) indicated that the emergence of the need to formulate the strategy stems from the beginning to think about how the work is carried out, as the organization's strategy is formulated by setting the values of the institution, its

vision, and its mission, analyzing the internal and external capabilities of the organizations, and identifying The main objective of the company and identifying possible alternative strategic options to achieve those goals. An analysis of strategic alternatives to choose the appropriate alternative to achieve the goal that the organization seeks and formulate its strategy for it, and focus on the strategy followed helps to provide products and services of high quality, by relying on operations with moderate costs and excellence with a strong work team in completing its work, and relying on high-efficiency technology In operations, it helps to provide high-quality products that keep pace with developments at a high speed (25: Nash, & Heiser, 2019). Thus, the strategy is the basis for responding to the influences of internal and external forces and threats on the organization, and it is also a motivating force for the managers of the organization to achieve their goals and obtain resources (Martín, 2018: 34).

2 Determinants Environment: the environment in its general concept is represented as all the conditions, variables,

and factors that fall within and outside the organization's boundaries and that affect its organizational performance, efficiency, and effectiveness, as well as the natural and sectoral environment through which interaction between a group of components can be effectively carried out to carry out coordinated action and it is one of the main and important components of management. A strategy that contributes to improving the organization's work, long-term planning, and stability by controlling its variables (Kim & Ryu, 2017: 7-11).

"Environment" is defined as the framework in which organizations coexist and adapt to deal with, through which they can collect the necessary information and data, to solve most of the issues facing their various activities and operations in the time and place in which they operate from their changing environments and try to control the identification of changes in the environment to facilitate the deployment of the necessary capabilities And contributing to renewing the knowledge and skills base (Miroshnychenko et al., 2020: 2-3).

The organizations care a lot about development and progress, which requires addressing the fluctuations because of the knowledge of future aspirations.

In the foreclosure situation, it needs a pause, in which the environmental analysis plays a major role, as it is done through it, and this can in turn

Contribute to sound decision-making in light of the results obtained from the internal and external environment

They can influence the performance of an organization, and then the facts that are analyzed will be used to formulate strategies and make decisions (Rossi et al., 2020: 1-3)

➤ **Characteristics of the business environment**

There are a set of characteristics of the business environment that organizations face through great challenges, which are as follows:

(Hans, 2018: 5 ; Cramer, 2020: 2)

Complex environment: The business environment is complex because it is constantly exposed to countless challenges, such as acceleration in technological development, global competition, political change, economic and social transformation, and organizational conditions in which the organization seeks to survive.

•Dynamic environment: The internal and external environments of business organizations are characterized by a high degree of vitality caused by the following: customer preferences to keep them evolving, new competitors entering the market, new technology arises, new marketing channels, new resources, new policies, demographic change.

•Environment is uncertain: Nothing can be assumed with any degree of certainty about work environment factors because it is still in a state of constant change.

•Relative environment: the environment of business organizations is related to local conditions and this is the reason that the business environment happens to be diverse in different countries and different even in different places of the same country.

•Linked environment: The various factors of the business environment are related in common with political and economic changes respectively.

➤ **Environmental factors that affect the work of organizations**

There are a set of factors that affect the work of organizations, represented by the following: (Liem & Hien, 2020: 6-7; Boano, 2020: 18)

•factors such as customers and suppliers, competition and owners, and improvements in technology; Laws, government activities, market, and socio-economic trends.

•Environmental change factors that affect the formulation of the organization's strategy and affect its work, as the possibility of changing the organization's work and choosing it according to the needs of its environment with its strategies developed depending on the external

information it obtains and adapts to it ensures its success in the future.

Factors represented by demographic trends, natural factors, global trends, and cross-border developments, and the business environment plays a major role in shaping business decisions and strategies of organizations as opportunities and threats to business come mainly from their external environment, which includes factors such as economic, political, technological and social, and internal factors represented by administrative capabilities -Efficiency in the use of resources that make a company strong or weak.

3 Determinants Operations: the concept of operations is crystallized as the command center through which all activities can be controlled

Through a wide range of procedures, by following various exploratory methods and processes of development, evaluation, and operation to meet

The totality of the needs of different organizations (Stevenson, 2018: 3-10).

As the advancement of administrative and institutional processes can easily adapt to the standards set when restructuring operations to unify units and reduce the possibility of controlling managers by simplifying and reducing the volume of operations that have evolved beyond the

original and working to integrate similar processes to save employees and reduce work costs And be able to control a group of external forces and influences (Mwitango, 2019: 57). The decisions are determined within the framework of the processes required at work, so the processes should be flexible to accept different decisions according to the conditions of the organization, and the simplification of operations can be achieved into improvements that will be a means to increase capacity and effectiveness, reduce waste of resources, energies, and processes, provide goods and provide Cates services. et al., 2017: 2.(

Attention and attention should be paid to processes that depend on the capabilities of individuals because over time these capabilities will become an integral part of the important organizational procedures in defining and arranging the work of organizations (Brix, 2019: 4).

(Cherry, 2019: 37) indicates that the supportive social processes such as socialization, and work relations, help actors throughout the organization to think properly in the completion of operations through culture and participation, and the processes provide a crystallization of unique opportunities in vital environments that are often Leave with no other choice, and that knowledge and supportive processes are imperative to building the

organizational culture and context that enables employee requirements. It should be noted that the organizations' use of operational processes is one of the necessary things used to employ the capabilities and capabilities necessary to achieve the goals and to raise the efficiency of this performance, which is called the distinguished capacity of the organizations (Alwan, 2018: 195).

Managers seek to achieve the required results by raising the morale or providing financial incentives to stimulate the development of operations, because of the belief that achieving a competitive advantage is through operations, as it is necessary to focus on operations because their multiplicity increases the complexity of the organizational structure, and the changes that threaten the ability of organizations From its self-perpetuation, hence the necessity to pay attention to these changes (Oliver, 2015: 335)

Mwitango (2019: 54) proves that operations will be effective because of the skills and experiences that individuals have acquired, and the interest in operations has a great impact on the success of the organization and the quality of its outputs. Achieving success, facilitating interactions and method of work, and providing an evaluation system that allows more regular and systematic follow-up, which facilitates discovering deficiencies and improving

working methods. Hence a host of benefits to the operations in the organization.

➤ **Benefits of Operations**

It is necessary to focus attention on the operations of the organization because of its multiple benefits, which are:

(Stevenson, 2018: 3-10; Brix, 2019: 4-5; Kumar et al., 2020: 5; Krogstrup, 2016: 1)

- Through the operations, the organization's goals of survival and growth are achieved, according to a series of processes that are directly or indirectly related to each other, and to adapt these processes to meet the changes to reach the goals.
- Processes are used to try to reduce threats through technology solutions, business process development, support to resource managers, and a combination of improved training and monitoring opportunities along with the application of existing technology provides a means of limiting activities and other interactions that affect organizations.
- Improving processes contributes to improving quality, speeding up delivery, gaining flexibility, and reducing costs.
- Improving processes helps organizations achieve their goals

efficiently and sustainably. An envision is set for how these processes can be developed.

- Operations work to enhance individuals' knowledge, capabilities, skills, and behavior, by improving the institutional structure and processes, so that the company can meet the goals efficiently and sustainably with existing organizations at the same time.

CONCLUSION

It discusses the approach to conceptualizing the various processes that organizations use in formulating their strategy and organizations must pay attention to their strategy as they are the pillar on which they are based and their success depends on them, and the strategic balance is achieved through the alignment between the interest of the company and the public interest as each organization has its own goals, but it does not work in isolation. The community, even if it is private, remains with its obligations towards society, and maintaining a balance between exploration and exploitation is important as it addresses many issues through which the organization and its members can build their capabilities to survive, prosper and grow based on the resources available to it, and thus

mechanisms can be defined. This leads to the possibility of determining the ability of an organization and its members to remain in constant contact in dealing with the various problems they face by building their capabilities to work efficiently, and the possibility of achieving the unilateral pattern through which organizations can be able to rely on their capabilities and forces, their resources and their capabilities in a form. Independent without relying on external support, to be able to face the competitive challenges against it Before the organizations that compete with them to achieve a state of parity and parity by allying with other organizations to support them and to derive the elements of strength from them that they possess to face these challenges and win over their competitors.

The logo for IJTBM is a stylized, abstract shape composed of several overlapping, curved segments in shades of orange, yellow, and light blue. The segments are arranged in a way that suggests a flame or a dynamic, flowing form. The letters 'IJTBM' are printed in a bold, blue, sans-serif font, positioned below the main graphic element.

IJTBM

REFERENCES

1. Ahmed, A., Khan, A. H., Shahnaz, L., Muhammad, W., & Ullah, S. W. (2018), "Human resource development through technical and vocational education and trainings (TVET) system in Baluchistan: A critical SWOT analysis," WALIA journal, Vol.34, No.1, pp.177-184.
2. Ako, D. (2018). The Impact of Work Life Balance as Strategic Human Resources Management Policy in Private Sector Organisations of Cameroon. The Impact of Work Life Balance as Strategic Human Resources Management Policy in Private Sector Organisations of Cameroon (August 25, 2018).
3. Alwan, Shatha and Naeem, Ali, (2018), "Diagnosis of the Reality of the National Center for The Care of Sports Talent using SWOT Case Study Analysis in Basra Province", Journal of Dananer Volume (1), Issue (13), 192-219.
4. Baum, T. (2018). Sustainable human resource management as a driver in tourism policy and planning: a serious sin of omission?. Journal of Sustainable Tourism, 26(6), 873-889.
5. Boano, F., Caruso, A., Costamagna, E., Ridolfi, L., Fiore, S., Demichelis, F., & Masi, F., (2020), "A review of nature-based solutions for greywater treatment: Applications, hydraulic design, and environmental benefits", Science of the Total Environment, Vol. 711, No.134731.
6. Brix, J. (2019), "Innovation capacity building: an approach to maintaining balance between exploration and exploitation in organizational learning", The Learning Organization, Vol.26, No.1, pp.12-26.
7. Charlier, J., & Dobruszkes, F. (2020). Between external forces and internal factors: The geography of domestic airline services in South Africa. Journal of transport geography, 87, 102795.
8. Charlier, J., & Dobruszkes, F. (2020). Between external forces and internal factors: The geography of domestic airline services in South Africa. Journal of Transport Geography, 87, 102795.

9. Chaudhry, G. M. (2018), "Historical Perspective of Pakistan-US Relations and the USA's Afghanistan and South Asia Strategy: Implications for National Security of Pakistan With Policy Options to Maintain Strategic Balance in South Asia", *Journal of the Research Society of Pakistan*, Vol.55, No.2.
10. Cherry, F. (2019). *Stubborn Particulars of Social Psychology: Essays on the Research Process*. Routledge.
11. Deephouse, D. L. (1999). To be different, or to be the same? It is a question (and theory) of strategic balance. *Strategic management journal*, 20(2), 147-166.
12. Dwyer, L., Edwards, D. C., Mistilis, N., Roman, C., Scott, N., & Cooper, C. (2020). Megatrends underpinning tourism to 2020: analysis of key drivers for change.
13. Ferkins, L., & Shilbury, D. (2015). Board strategic balance: An emerging sport governance theory. *Sport management review*, 18(4), 489-500.
14. Fuertes-Camacho, M. T., Graell-Martín, M., Fuentes-Loss, M., & Balaguer-Fàbregas, M. C. (2019). Integrating sustainability into higher education curricula through the project method, a global learning strategy. *Sustainability*, 11(3), 767.
15. Hans, V. B. (2018)," Business environment-conceptual framework and policies", *International Educational Scientific Research Journal*, Vol.4, No.3, pp. 67-74.
16. Kamran, M., Fazal, M. R., & Mudassar, M. (2020). Towards empowerment of the renewable energy sector in Pakistan for sustainable energy evolution: SWOT analysis. *Renewable Energy*, 146, 543-558.
17. Kelsey, K. D. (2018), "Building evaluation capacity within an agricultural NGO using SWOT analysis", *Journal of International Agricultural and Extension Education*, Vol.25, No.2, pp.60-70.
18. Kim, S., & Ryu, S. (2017). Strategic public management for financial condition: Focus on fund balances of school districts. *The Social Science Journal*, 54(3), 249-260.
19. Krogstrup, H.K., (2016), "Evalueringmodeller, Udgave, Hans Reitzel. København", Vol. 3.
20. Lei, Y., Lu, X., Shi, M., Wang, L., Lv, H., Chen, S., ... & da Silveira, S. D. H. (2019). SWOT analysis for the development of photovoltaic solar power in Africa in comparison with China. *Environmental Impact Assessment Review*, 77, 122-127.

21. Liem, V. T., & Hien, N. N. (2020). Exploring the impact of dynamic environment and CEO's psychology characteristics on using management accounting system. *Cogent Business & Management*, 7(1), 1712768.
22. Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards Sustainability in Organizations: Empirical Evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital. *Sustainability*, 12(8), 3228.
23. Martín, J. F., & Liras, P. (2020). The balance metabolism safety net: integration of stress signals by interacting transcriptional factors in *Streptomyces* and related Actinobacteria. *Frontiers in Microbiology*, 10, 3120.
24. Miroshnychenko, I., Strobl, A., Matzler, K., & De Massis, A. (2020). Absorptive capacity, strategic flexibility, and business model innovation: Empirical evidence from Italian SMEs. *Journal of Business Research*.
25. Momaya, K. S., Bhat, S., & Lalwani, L. (2017). Institutional growth and industrial competitiveness: exploring the role of strategic flexibility taking the case of select institutes in India. *Global Journal of Flexible Systems Management*, 18(2), 111-122.
26. Momaya, K. S., Bhat, S., & Lalwani, L. (2017). Institutional growth and industrial competitiveness: exploring the role of strategic flexibility taking the case of select institutes in India. *Global Journal of Flexible Systems Management*, 18(2), 111-122.
27. Mwitango, R. D., (2019), "Assessing the impact of strategic procurement on public organisation's performance: A case of Arusha City Council", Doctoral dissertation, Mzumbe University.
28. Nash, M. M., Manning, M. R., & Heiser, E. J., (2019), "Applying Lewin's Force Field Theory to facilitate SWOT analysis: an effective and efficient approach. In *Preparing for High Impact Organizational Change*", Edward Elgar Publishing..
29. Oliver, D. A. V. I. D. (2015), "Identity work as a strategic practice", *Cambridge handbook of strategy as practice*, 331-344.
30. Omer, S. K. (2018). SWOT analysis: The tool of organizations stability (KFC) as a case study. *Journal of Process Management. New Technologies*, 6(4), 27-34.
31. Omer, S. K. (2018). SWOT analysis: The tool of organizations stability (KFC) as a case study. *Journal of Process Management. New Technologies*, 6(4), 27-34..

32. Raikov A. (2020), "Megapolis Tourism Development Strategic Planning with Cognitive Modelling Support. In: Yang XS., Sherratt S., Dey N., Joshi A. (eds) Fourth International Congress on Information and Communication Technology", *Advances in Intelligent Systems and Computing*, Vol.1041.
33. Rossi, F., Parisi, M. L., Maranghi, S., Basosi, R., & Sinicropi, A. (2020). Life Cycle Inventory datasets for nano-grid configurations. *Data in brief*, 28, 104895.
34. Salamzadeh, Y., Yousefnia, M., Markovic, M. and Salamzadeh, A. (2016). Strategic Management Development: The Role of Learning School on Promotion of Managers' Competence, *Economía y Sociedad*, Vol. 21, No. 50, pp. 1-25.
35. Stahl, G., Brewster, C., Collings, D., & Hajro, A. (2019), *Enhancing The Role Of Human Resource Management In Corporate Sustainability And Social Responsibility: A Multi-Stakeholder, Multidimensional Approach To Hrm*, *Human Resource Management Review*.
36. Stankevičiūtė, Ž., & Savanevičienė, A. (2018). Designing sustainable HRM: The core characteristics of emerging field. *Sustainability*, 10(12), 4798.
37. Stankevičiūtė, Ž., & Savanevičienė, A. (2018). Designing sustainable HRM: The core characteristics of emerging field. *Sustainability*, 10(12), 4798.
38. Stevenson, William J. (2018), "Operations Management", 13th Ed, Mc Graw-Hill Companies, New York.
39. Tallon, P. P., Queiroz, M., Coltman, T., & Sharma, R. (2019). Information technology and the search for organizational agility: A systematic review with future research possibilities. *The Journal of Strategic Information Systems*, 28(2), 218-237.
40. Thomas, N., Rose, H., and Pojanapunya, P. (2019), "Conceptual issues in strategy research: Examining the roles of teachers and students in formal education settings", *Applied Linguistics Review*, 10.1515.