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THE EFFECT OF SPECIFIC KNOWLEDGE ON STRATEGIC DRIFT: AN
ANALYTICAL STUDY OF THE OPINIONS OF ADMINISTRATIVE
LEADERS IN PRIVATE UNIVERSITIES IN CENTRAL AND SOUTHERN
IRAQ

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ABSTRACT:

The subject of specific knowledge and strategic drift in recent decades has received prominent attention by most researchers. The problem of the study revolves around the adoption of specific knowledge in order to reduce the strategic drift of the administrative leaders in the private universities in central and southern Iraq, that is, the goal of the current study lies in diagnosing the relationship between renewed knowledge and strategic deviation, by standing on the role played by its dimensions (specific contextual knowledge, specific technological knowledge) as dimensions of specific knowledge, in reducing strategic drift by removing it (weak strategic flexibility, weak communication, deterioration of performance), and thus in order to diagnose these Relationship The opinions of (123) of administrative leaders in private universities in central and southern Iraq were surveyed, (119) were recovered, and the recovery rate was 96%, and the Amos.24 program was used to analyze the study data, the results were summarized to the presence of a correlation and a statistically significant effect of the specific knowledge. In reducing the strategic drift, it indicates that the administrative leaders enjoy specific knowledge that enables them to avoid the dimensions of strategic drift in order to ensure the development and balance between the performance of the administrative leaders working in the private universities in Central and Central Iraq.

INTRODUCTION:

Knowledge is often described as a justification for personal beliefs, and this justification can fall under two types (tacit knowledge and explicit knowledge). Tacit knowledge resides in people's minds, as most of this type of knowledge is initially developed through trial and error. As for explicit knowledge, it is in the form of words, sentences, documents, data, computer programs, and other forms. Knowledge is also practiced in addressing strategic drift as it is a major source of potential competitive advantage for organizations, as knowledge is a purposeful economic resource, and knowledge plays an important role in creating the added value of business networks to deliver collective benefits to the entire community. On the other hand, business knowledge is represented in (the profitability chain, the organizational structure, the industry, the organization's strategies in the short and long term, the functional roles, the responsibilities of other departments within the organization, and knowledge about the external environment of organizations and the operation of the organization's general business.

FIRST: THE THEORETICAL FRAMEWORK:

Specific knowledge

Knowledge is often described as a justification for personal beliefs, and this justification can fall under two types (tacit knowledge and explicit knowledge). Tacit knowledge resides in people's minds, as most of this type of knowledge is initially developed through trial and error. As for explicit knowledge, it is in the form of words, sentences, documents, data, computer programs, and other forms. Knowledge is often described as a justification for personal beliefs, and this justification can fall under two types (tacit knowledge and explicit knowledge). Tacit knowledge resides in people's minds, as most of this type of knowledge is initially developed through trial and error. As for explicit knowledge, it is in the form of words, sentences, documents, data, computer programs, and other forms. (King,2009:3). And (Quintas et al., 1997: 386) concluded that knowledge plays an important role as it is a major source of potential competitive advantage for organizations, as knowledge is a purposeful economic resource. For his part (Möller & Svahn, 2006:985), knowledge plays an important role in creating value-added business networks to provide collective benefits to the entire community.

As for (Lau, 2007:29), he viewed knowledge management as a set of processes that contribute to the creation, dissemination, use and exchange of different sciences to improve and achieve the goals of organizations. (Lertputtarak, 2012: 88) believes that business knowledge is represented in (the chain of profitability, the organizational structure, the industry, the organization's strategies in the short and long term, the functional roles, the responsibilities of other departments within the organization, and knowledge about the external environment of organizations and the operation of the work of the general organization.

From this point of view, agreeing on a comprehensive concept that expresses specific knowledge, is very difficult as a result of the different views and opinions of researchers, academics and writers on this subject, and accordingly, what it was easy to obtain from the opinions of researchers about the concept of specific knowledge,(Cummings, 2004:352)” A social, interactive and complex process that aims to develop the capabilities, knowledge and skills of employees to share knowledge in order to obtain the largest possible amount of information aimed at achieving the aspirations of the organization.” (Sun,2007) He pointed to it” A mechanism to influence the options of the governance mechanism according to the economics of transaction costs.”(Sun,2007:45), While (Mueller,2014) referred to it” The organization's basic requirements for sharing knowledge between work teams, and providing as many ideas as possible for the development of the organization.(Mueller,2014:190),(Åkerman,2015) review it as” A set of practices that the organization continues in order to recognize opportunities in the market and adapt to the behavior of competitors, customers and suppliers”(Åkerman,2015:5)

While(Dibbern et al.,2016) referred to it” Knowledge assets that can serve the development of the current major organizational work”.(Dibbern et al.,2016:37),(Noy et al.,2019) He pointed to it” Perceive the organization to derive business insights by investing specific knowledge mechanisms in order to enhance customer engagement, detect fraud, and manage customer relationships.(Noy et al.,2019:36) , While (Lee et al.,2020) showed to it” Outcome to improve the organization's self-management to know the causes and consequences of the organization's decline in performance in order to address problems and adapt to external environmental conditions”.(Lee et al.,2020:1105)

From the above, it can be said that specific knowledge represents a set of practices, mechanisms and techniques aimed at encouraging employees in the organization to share knowledge and to put forward more creative ideas aimed at enhancing the performance and growth of the organization,

Dimensions Of Specific Knowledge:

Specific knowledge can be measured in tow important dimensions (Sabherwal & Becerra-Fernandez, 2005);

A. Context-Specific Knowledge

Contextual specific knowledge refers to the knowledge of specific conditions for the time and place in which the work is performed, which requires identifying a set of mechanisms involved in improving the organization’s ability to rely primarily on the contexts of knowledge systems in order to ensure a better investment of modern contextual technologies (Sabherwal & Becerra- Fernandez, 2005:303).

B. Technology-Specific Knowledge

Technological specific knowledge represents scientific knowledge that aims to develop the organization's ability to recognize the rules of cause and effect towards the conditions it faces through the tools used to address problems in this regard (Sabherwal & Becerra-Fernandez, 2005:303). (Åkerman, 2015:5) believes that specific knowledge can improve the organization's ability to adapt to technology in order to ensure growth in the size of the organization and improve its focus on investing the opportunities available to it.

Strategic Drift

The concept of strategic drift was first introduced by (Johnson) in 1988, which initially dealt with the concept of logical increase, which indicates that managers build their fear of a set of external stimuli and their understanding of the environment based on a homogeneous, and somewhat stable, viewpoint, and therefore it is It tends to adjust the organization's strategy gradually and based on their preconceived view without prior awareness, and therefore this matter leads the organization to put the strategic drift as the gradual failure of the current strategies in addressing the competitive situation of the organization (Alabadi & Joudeh, 2020: 1546; Al-Bayati, 2020: 42 quotes About Joseph & Cox, 2015).

(Johnson et al., 2005) He pointed to it "The state of gradual failure in the organization's current strategies to address its competitive position through the organizations' inability to recognize changes in the environment". Johnson et al., 2005: 28), While) Dwyer et al., 2007) showed to it "A situation that occurs as a result of a knowledge and strategic gap between the internal and external environment of the organization".(Dwyer et al. , 2007: 367), ." (Zafirova,2014) He pointed to it" The tendency in gradual development strategies based on the historical and cultural influences of organizations, which do not succeed in being in step with the changing environment, which leads to an organizational crisis, and is often followed by the decay or bankruptcy of those organizations".(Zafirova,2014:490), While (Shokhnekh et al.,2018) referred to it" A situation that leads to legislative violations and the imposition of tax penalties on small organizations, and the imposition of personal efforts, which leads to an impact on the internal state of the organization" (Shokhnekh et al.,2018:1435).

As for (Lau, 2007) he viewed" A situation that leads to legislative violations and the imposition of tax penalties on small organizations, and the imposition of personal efforts, which leads to an impact on the internal state of the organization". for (Lau, 2007:29), While) Gajere& Nimfa,2021) showed to it "The method of gradual deterioration of competitive action which leads to the inability of the organization to recognize and interact with changes in the internal and external organization".(Gajere& Nimfa,2021:1).

From the above, it can be said that strategic drift is a state of deterioration and stagnation that can lead to weak organization's ability to communicate, deteriorate performance, weak strategic and organizational flexibility, weak

competitive position, weak response and adaptation to the environment, which in turn affects the growth and stability of the organization.

3-Dimensions of Strategic Drift

It is possible to stand on three dimensions in order to detect strategic drift, which are:

A. Double Contact

Business organizations seek to survive and compete in the light of a highly turbulent environment, and this requires developing their strategies in creative ways by improving their ability to communicate with the environment, which means that they must extrapolate events and behaviors and attract workers who have the ability to communicate and predict events in order to detect the accurate response. And adapting to these changes, but the stagnation and inability to keep pace with rapid changes as a result of the organization's lack of talented managers in developing new ways of communication can affect its environment, which ultimately leads to strategic drift, failure and deterioration (Alsaqal et al., 2021:1).

B. Weak Strategic Flexibility

Organizational leaders must develop strategic resilience in order to avoid strategic drifts, and unlike in the case of facing (or recovering) from a crisis, strategic resilience suggests preventive actions to redefine the strategic course of the organization before it suffers negative consequences (Maosa, 2015: 15).
C. Performance deterioration. That performance is a means to achieve the organization's goals in the future (Dobrin et al., 2012:311).

Strategic performance is the organization's ability to achieve its long-term goals using its available resources and depending on financial and non-financial indicators, and that strategic performance frames the practices performed by employees at all levels within the organization as a unified work team, and therefore the deterioration of performance represents the organization's weakness in financing its departments, which leads to a decrease in its ability to invest the opportunities available in the environment. The neglect of performance monitoring in terms of market indicators and financial indicators leads to a decrease in market share as it achieves a strategy that is not balanced with the external environmental factors of the organization (Sammut-Bonnici, 2014: 3).

SECOND: STUDY METHODOLOGY:

First: The Problem of The Study

The subject of specific knowledge is one of the important topics in modern management thought, given that most organizations suffer from the weakness of their cadres as a result of technological developments and the increase in

the intensity of competition, which gave rise to the need to improve the performance of these cadres and enhance their organizational commitment. Be prepared for every crisis or threat, which requires the studied sample to work to provide the necessary supplies in order to develop these cadres to reduce the

strategic drift, and therefore the problem of the study can be reversed in a fundamental question “Can the studied sample provide the means to invest the specific knowledge in reducing Strategic drift”, and accordingly, this matter generated a set of sub-questions, which can be summarized in the following:

1. What is the specific level of knowledge of the administrative leaders in the private universities in central and southern Iraq?
2. What is the degree of contribution of knowledge and specific to reducing the strategic drift of the studied sample?
3. Does the studied sample possess the necessary qualifications to develop the specific knowledge it has?
4. What is the nature and type of relationship between specific knowledge and strategic drift?

Second: - The Objectives of The Study

The objectives of the study can be reflected in a number of important points:

1. Determining the knowledge gap between the specific knowledge and the strategic drift of the studied sample.
2. Determining the specific level of knowledge, and the strategic drift of the studied sample.
3. Identifying the extent to which specific knowledge contributes to reducing strategic drift.
4. Determining a set of results and recommendations to improve the reality of knowledge, both embodied and specific, in reducing strategic drift.

THIRD: THE IMPORTANCE OF THE STUDY

The increasing interest in the subject of specific knowledge in reducing strategic drift, enables organizations to infer the building of a theoretical model that contributes to developing their capabilities, and accordingly, the importance of the study is reflected in the following:

1. The acquisition of specific knowledge topics in reducing strategic drift is of great importance to researchers and academics as a result of the priority and importance that these topics serve to institutionalize the studied sample.
2. Determining the extent to which specific knowledge contributes to reducing strategic drift.
3. The possibility of developing specific knowledge by subjecting managers to a set of training workshops.

FOURTH: - THE HYPOTHETICAL SCHEME OF THE RESEARCH:

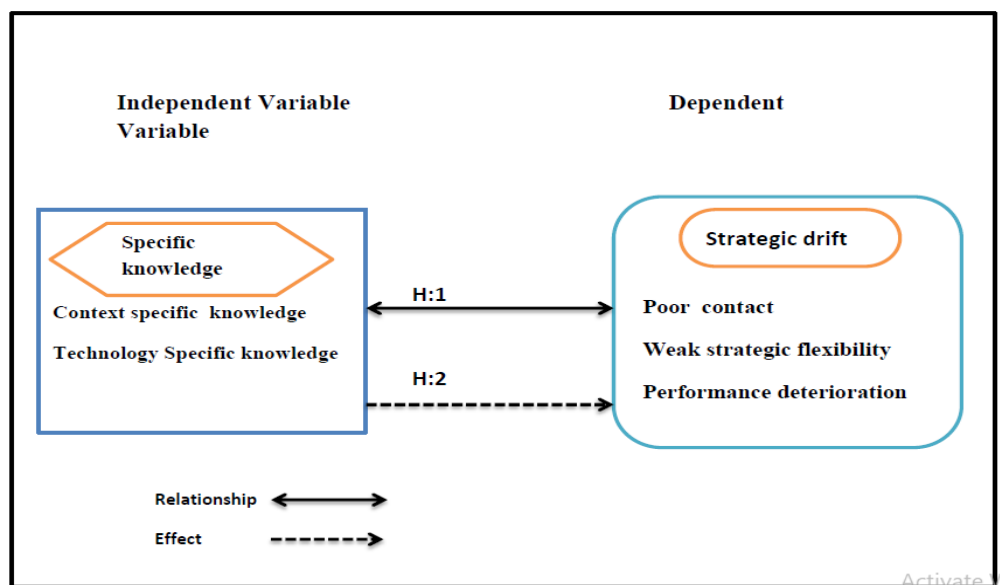


Figure (1) hypothetical search model

After clarifying the problem, importance and objectives of the study, a hypothetical scheme can be built that shows the relationship between the variables involved in analyzing the nature and type of the relationship. Therefore, these variables are represented in the following:

1. Independent variables: It includes two variables:

Specific knowledge: This variable can be measured through three dimensions (contextual specific knowledge, technological specific knowledge) and the abherwal & Becerra-Fernandez, 2005 scale was adopted to measure this variable.

2. The dependent variable: It represented the strategic drift, and it was measured based on three dimensions represented by (weak communication, weak strategic flexibility, and deteriorating performance) Fichet & Giraud, 2007, Alshebli, 2016, Bonnici, 2015 as shown in Figure (1)

FIFTH: THE HYPOTHESES OF THE STUDY

There is a main hypothesis through which it is possible to measure the nature and type of the relationship between the variables of the current study, which are:

Correlation Hypotheses

The first main hypothesis: There is a significant statistically significant correlation and effect between specific knowledge and strategic drift. Several sub-hypotheses emerge from this hypothesis:

The first sub-hypothesis: There is a significant statistically significant correlation and effect between specific contextual knowledge and strategic drift with its dimensions (weak communication, weak strategic flexibility, and deteriorating performance).

The second sub-hypothesis: There is a correlation and statistically significant effect between specific technological knowledge and strategic drift with its dimensions (weak communication, weak strategic flexibility, and deteriorating performance).

Table (1) The dimensions and variables of the study

variable	dimensions	NO.	code
specific knowledge (KSP)	context specific knowledge	5	KSC
	Technology specific knowledge	5	KST
strategic drift (SDR)	poor contact	6	SDPC
	Weak strategic flexibility	6	SDWS
	performance deterioration	6	SDPD

THE THIRD PART: THE PRACTICAL ASPECT OF THE STUDY

First, The Normal Distribution Test

The results of the table (1) show that the measuring tool for the study variables follows the normal distribution, indicating that the response of the study sample showed a significant level higher than (0.05), and this shows the acceptance of the null hypothesis that imposes that the data withdrawn towards the study variables follows the normal distribution, and the rejection of the alternative hypothesis that is imposed The data withdrawn towards the study variables do not follow the normal distribution at a significant level less than (0.05), and this indicates the possibility of distributing the results of the study to the studied population.

Table (2) normal distribution test for the dimensions and variables of the study

variable	Kol-Smi	Sha-Wilk	P -value
	Sig. test		
KSC	0.252	0.904	P>0.05
KST	0.268	0.731	P>0.05
KSP	0.181	0.934	P>0.05
SDPC	0.174	0.931	P>0.05
SDWS	0.291	0.848	P>0.05
SDPD	0.237	0.789	P>0.05
SDR	0.126	0.953	P>0.05

Second: - Testing the Stability of The Measuring Instrument

It is noted from the results of the table (2) that Cronbach’s alpha coefficients for the study as a whole amounted to (0.863), indicating that the dimensions and variables of the study enjoy high stability and credibility, and perhaps the variable that contributed to this is the independent variable (specific knowledge) with a value of (0.816), and the dependent variable (drift). strategic) with an amount of (0.838).

Table (3) Cronbach's alpha coefficients for the study measurement instrument

0.843	5	context specific knowledge	specific knowledge
0.849	5	Technology specific knowledge	
0.816	Cronbach's alpha coefficient for the specific knowledge variable		
0.842	6	poor contact	strategic drift
0.858	6	Weak strategic flexibility	
0.862	6	performance deterioration	
0.838	Cronbach's alpha coefficient of the strategic drift variable		
0.863	Cronbach's alpha coefficient for total study variables		

Third: Describe the Study Variables

The results of the table (3) show that the specific knowledge rate was (4.02) and with a standard deviation of (0.19), indicating the interest of the studied sample in enhancing its capabilities in order to develop the skills and experiences of workers to combine contextual and technological knowledge, with an arithmetic mean that ranged between (0.394-0.409) and with a deviation Standard represented by (0.28-0.23).

The response of the study sample also showed that the general average of the arithmetic means for the strategic drift variable was (4.07) () and with a standard deviation (0.14), indicating a weakness of the studied sample in its communication capabilities, which requires it to improve the level of technological knowledge in order to enhance its ability to communicate and build high networks From communicating with other departments in the directorate, and this shares with an arithmetic mean that ranged between (3.99-4.15) and a standard deviation of between (0.22-0.13).

Table (4) Statistical description of the study variables

NO	Arithmetic mean	standard deviation	NO	mean	standard deviation
KSC1	4.01	0.79	SDPC1	4.04	0.27
KSC2	4.49	0.77	SDPC2	3.74	0.69
KSC3	3.58	0.83	SDPC3	3.99	0.09
KSC4	4.21	0.69	SDPC4	4.18	0.63
KSC5	3.82	0.52	SDPC5	4.08	0.68
KSC	4.02	0.28	SDPC6	3.93	0.5
KST1	3.98	0.13	SDPC	3.99	0.22
KST2	4	0.18	SDWS1	4.29	0.46
KST3	3.05	0.34	SDWS2	4	0.82
KST4	4.94	0.35	SDWS3	4.01	0.60
KST5	3.71	0.69	SDWS4	4.49	0.55
KST	3.94	0.23	SDWS5	3.88	0.32
KSP	4.02	0.19	SDWS6	3.69	0.71
			SDWS	4.06	0.13
			SDPD1	3.84	0.37
			SDPD2	4.24	0.72
			SDPD3	4.3	0.5
			SDPD4	4.47	0.52
			SDPD5	3.92	0.69
			SDPD6	4.13	0.34
			SDPD	4.15	0.17
			SDR	4.07	0.14

FOURTH: HYPOTHESIS TESTING

Correlation Hypothesis

The results of the table (4) showed that there is a statistically significant correlation between specific knowledge and strategic drift, and that the rate of this strength according to the scale (Mukaka, 2012) is represented by an average rate equal to (0.534), and at a level of significance less than (0.01), i.e. a confidence level of (0.99), on the other hand, the correlation relationship according to the scale (Mukaka, 2012) ranged between specific knowledge and the dimensions of strategic drift, between (0.259) for the dimension of contextual and technological knowledge, which is a somewhat weak relationship, to (0.547) for the dimension of contextual knowledge with a somewhat medium relationship, indicating To direct the attention of the studied sample to develop its capabilities with contextual knowledge in order to address its strategic drift.

Table (5) The Correlation Matrix Between Specific Knowledge and Strategic Drift

	KSC	KST	KSP	SDPC	SDWS	SDPD	SDR
KSC	1	.413**	.810**	.602**	.275**	.340**	.547**
KST		1	.775**	.340**	.489**	.242**	.432**
KSP			1	.512**	.461**	.288**	.534**
SDPC				1	.385**	.554**	.882**
SDWS					1	.314**	.643**
SDPD						1	.803**
SDR							1
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

IMPACT HYPOTHESIS

The results of the table (5) showed that the quality standards of conformity were represented in ($X^2/df = 1.928$, $GFI = 0.916$, $AGFI = 0.907$, $RMSEA = 0.064$), indicating the suitability of the study model with the sample studied, as the results of the table (6) indicate that there is a statistically significant effect relationship For the specific knowledge in strategic drift, as increasing the specific knowledge variable with one standard weight leads to a significant improvement of (0.855), that is, with an interpretation coefficient (R²) of (0.732), with a standard error of (0.055) and a critical value of (15,545), indicating that The interest of the studied sample in developing its capabilities in specific knowledge and enhancing the contexts and techniques necessary to develop its operations contributes to addressing its strategic drift.

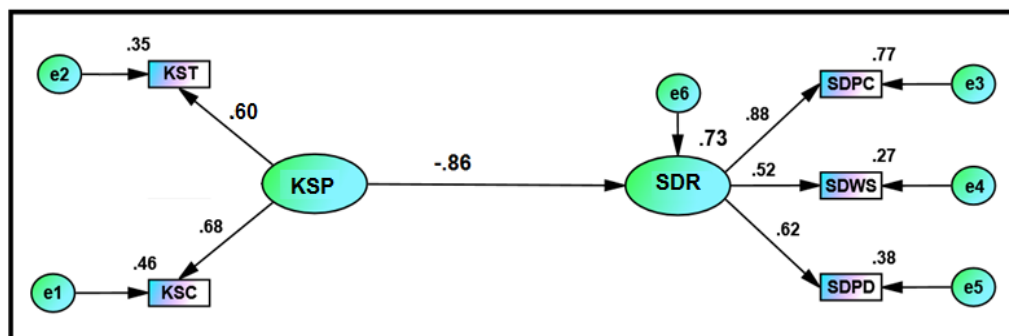


Figure (2) Standard diagram of the effect of specific knowledge on strategic drift

Table (6) Results of Analyzing the Impact of Specific Knowledge on Strategic Drift

regression path			standard weights	standard error	critical ratio	R ²	(P)	Effect type
KSP	-- ->	SDR	-0.855	0.055	15.545	0.732	***	moral

DISCUSSION:

The results of the study showed a set of important essential points, the most prominent of which is the existence of a correlation and impact relationship between specific knowledge and strategic drift, which required the studied sample to enhance its capabilities in order to meet the requirements of its clients by controlling, as well as achieving high levels of value for customers to have.

The study also found the need for the Directorate to address the weakness of communication with its clients, weak performance, and reduce the weakness of strategic flexibility by spreading knowledge among them and ensuring the development of its capabilities to provide more services, offering different offers for its services, and periodically updating its organizational structures in order to ensure the flow of knowledge among all its divisions.

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