

THE ROLE OF ACADEMIC LEADERSHIP IN ACHIEVING STRATEGIC PARTNERSHIPS

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Abstract

The current research aims to diagnose the nature of the connection and influence and its interpretation between the two research variables represented by academic leadership in its dimensions (visionary, adaptable, capable, effective leadership, transformational leadership, charisma) and strategic partnerships in its dimensions (joint research projects, establishing joint laboratories, joint academic programs, programs academic exchange), as well as an indication of the level of awareness of these variables and their dimensions in the researched university by working on describing and diagnosing the variables, leading to presenting a number of conclusions and recommendations that may contribute to strengthening these variables. To achieve the objectives of the research, the researcher adopted the analytical descriptive approach, and the University of Fallujah was chosen as a field for research, and the research community consisted of academic leaders at the administrative levels, and they are deans of colleges, their assistants, and heads of departments and centers. This research was applied to an intentional sample of (63) individuals, and the questionnaire was adopted as a tool A major in collecting data related to the practical side of the research, which included (54) items, in addition to field visits and direct meetings that enhanced the data collection process. Data was processed and analyzed using a number of descriptive and inferential statistical tools such as (percentage, mean, standard deviation, coefficient Variance, normal distribution test, confirmatory factor analysis, Cronbach's alpha test, correlation coefficients, multiple regression coefficient) through the use of statistical analysis programs (SPSS V.23), (AMOS V.23) to test the research's main and subsidiary hypotheses. The research reached a set of results, the most important of which was (the presence of correlation and influence relationships of positive and moral significance for the variable of academic leadership, with its dimensions in strategic partnerships, with its dimensions in the researched university. In light of the conclusions reached by the research, a number of recommendations were presented, the most important of which is (the need to strengthen strategic partnerships by focusing on their dimensions (joint research projects, establishing joint laboratories, joint academic programs, academic exchange programs) and in a way that contributes to strengthening their strength and achieving their goals.

Keywords: academic leadership, strategic partnerships, University of Fallujah.

introduction

Today, the world is going through rapid developments that have cast a shadow over the tendency of most countries to pay attention to higher education, as it is the tributary that provides organizations with their need for trained human cadres capable of building the development of

organizations, as the international, global and local higher education environment is witnessing dramatic and progressive changes in the nature of opportunities and challenges and the intensity of competition calls on the leader To think about the current and future status of educational institutions.

In the era of globalization, all countries are trying to educate their people and enable their countries to prosper, and they depend on this for their universities to reach international rankings. These universities have realized that globalization has created a series of trends that academic leaders must deal with, including that education is no longer restricted by borders, as a student can study in Anywhere in the world, and technology is advancing in unprecedented ways in many institutions, as well as ways of interaction between students and teachers have developed, and the student has become a customer of the learning process, which prompted institutions to compete for talent, not only locally but internationally, and universities have become more decentralized, and most of their decisions have begun to be applied at the local levels.

Where higher education formations work on the effectiveness of their academic leadership in creating a positive learning environment for teaching staff and in enhancing the quality of education that students deserve. Academic leaders must carry big ideas, that is, they carry a global view, work in full swing with each other, have a long-term orientation to facilitate change, create learning systems, motivate other employees to excellence, lead teams, understand their cultures, analyze the cultures of others, show knowledge and respect for other countries and cultures, and highlight interest Clearly, the academic leadership in all organizations, where the researchers indicated that the academic leadership is of great importance to any institution, whether educational or non-educational. It is linked to the implementers of all educational projects, and it meets directly with the focus of the educational process, and it does not work in isolation from the community it serves.

Academic leaders can have a role in developing successful and fruitful partnerships as one of the basic principles of quality, and the most important potential for creativity and institutional excellence, in addition to other possibilities.

The emergence of the strategic partnership system is associated with many transformations that our contemporary world has witnessed in all fields, and some concepts have emerged from them such as: contribution, integration, transformation, and openness of institutions to their surroundings. The issue of strategic partnership and the development of its concepts, in line with the new economic and cultural context.

Research Methodology

Research problem

The current research problem crystallizes from the need of Iraqi universities to apply modern ideas and practices to advance the reality of education again, as universities, in light of the challenges and intense competition, need to use and activate the role of academic leaders in achieving promising strategic partnerships. The problems facing organizations in the business world in order to survive, grow and expand, and accordingly this research seeks to identify the opinions of a sample of academic leaders in the university under study, the extent to which they seek to build strategic partnerships. strategy).

research Objectives

In light of the research problem, this research aims to explain (the role of academic leadership in achieving strategic partnerships). The research also seeks to achieve several goals, as follows:

- 1- Clarifying the contemporary theoretical and intellectual frameworks related to the research variables by examining their cognitive and intellectual contents and clarifying them in detail.
- 2- Diagnosing the relationships of connection and influence between academic leadership and strategic partnerships, and which of the dimensions of academic leadership are most relevant and influential in strategic partnerships.
- 3- Contribute to highlighting the role of academic leadership in its various dimensions to improve the level of education through strategic partnerships in universities.

research importance

The importance of this research stems from its treatment of fundamental and vital issues for educational organizations of all kinds, universities and private colleges specifically studied, which are embodied in the decisive role of academic leadership that can be played in achieving strategic partnerships, so that those universities under discussion are able to achieve excellence and success and reflect that. On the environment and society, as strategic partnerships are the way and the guarantor for the growth and development of these organizations and their survival in light of the intense competitiveness in the business environment represented in staying within the global rankings.

Research hypothesis

"There is a significant influence relationship of academic leadership (visionary, adaptable, capable, effective leadership, transformational leadership, charisma) in strategic partnerships with their dimensions (joint research projects, establishment of joint laboratories, joint academic programs, academic exchange programs) at the University of Fallujah".

Research community and sample

Due to the great importance of the formations of higher education and scientific research, the University of Fallujah, which was established in 2014, was chosen as a field side to conduct research in it for the purpose of testing research hypotheses in an applied manner. individuals by adopting the table (Krejcie & Morgans, 1970:607) as the research sample.

Theoretical framework

academic leadership

The concept of academic leadership: Academic leadership as a general term covers the meanings of leadership and management in academic departments, as management in this definition means orientation towards results and goals, organization of tasks and systems, while leadership means orientation towards human relations and organization of individuals (Kekäle, 1999:234). In the same regard, (Zafar, 2019:35) indicated that there is a clear fact that academic leadership and academic management are among the most difficult jobs due to their challenges and difficulties, which are accompanied by decreasing budgets, following up on public opinion, and increasing academic and social responsibilities. (Hamroun, 2011:85) believes that it is a group of leaders who occupy administrative positions of an academic nature at the university represented by the presidency of the university, the deanship of colleges, and the presidency of the scientific councils, as they are among the most important elements entrusted with the management of the university institution, as they are directly responsible for the conduct of the administrative process within the university according to the tasks And the terms of reference

that they are authorized to pursue in achieving the functions of the university and reaching its goals.

The importance of academic leadership: Higher education institutions rely on the effectiveness of their leadership in creating a positive learning environment for teaching staff and in enhancing the quality of education (Bolden, 2012:13). As academic leaders must carry big ideas, that is, they carry a global view and work in full swing with each other, and have a long-term orientation to facilitate change and create learning systems and motivate other employees to excel and lead teams, and understand their cultures and analyze the cultures of others, and show knowledge and respect for countries And other cultures, and that the academic leader's possession of the cognitive skills and behaviors required to lead organizations globally will have a positive impact on the quality of leadership in his organization (Lowe et al, 1996:385).

The academic leadership can create a ladder of success and gain the competitive advantage through reactivating the teaching staff and redesigning the educational environment, and the academic leader can deal with the challenges of switching to distance learning with flexibility, understanding and empathy, especially with the increase in distance learning in the period of the Corona crisis (Mahmood et al 2012:23). Perhaps the academic leaders benefited from the opportunities available for digital resources in the current crisis period, which were developed in response to them in helping students with physical disabilities or learning disabilities, or in designing vocational educational curricula for non-traditional students, benefiting from what was learned during this crisis (Fernandez, 2020 :41-42).

The academic leadership borrows principles from the organizational leadership in the field of business, the most important of which is providing service to students, accessing new markets for education, reducing the costs of the educational process, and cooperation with other institutions (Gyeltshen, 2015:98).

Academic leadership objectives: Excellence over competitors is one of the most important goals that organizations seek to achieve. Therefore, universities and academic institutions should compete to find, attract, develop and train the best talent, whether these talents are students, teaching staff or employees in these institutions (Lucas et al, 1992:19). . Leaders in these institutions must create the vision, support strategies, and act as a motivating factor in developing and retaining the required personnel to move the organization forward as a result of increased competition, limited resources, and the emergence of new fields of academic studies. Therefore, it has become necessary to have strong leadership in any educational institution (Mohnot, 2017:1).

Dimensions of Academic Leadership:

- 1. Visionary:** A visionary leader is defined as an individual who sees the possibility of the world and then takes steps to get there. Academic leadership is wise in leading their organizations. In the context of globalization, leaders need to anticipate the challenges and opportunities that await them, so they should take advantage of these opportunities and minimize those challenges (Jones, 2021:67).
- 2. Adaptable to Change:** The academic leader must be able to understand changes in the external environment and adapt to them while maintaining alignment with the core values of the college, university or scientific specialization, and explain the change from the perspective of the institution's mission, and he must move away from trying to imitate other universities and their mission so that the institution does not resemble Other educational institutions and the academic

leader should move away from tradition in enhancing the reputation of the organization (Harris, 2013:12).

3. **Competency:** (Prahalad & Hamel, 1990:276) is considered the first to use the concept of capabilities, where he pointed out that they are the real resources of competitive advantage as well as interest in tangible and intangible assets, and defined it as a collective learning process aimed at developing distinct capabilities that are difficult to imitate, and is based on two views, the first is based on resources, the second based on dynamic capabilities.
4. **effective leadership:** Good management is associated with effective leadership, and (Fitsimmons, 2007:172) distinguishes between good leadership and good management. Good leadership is dynamic (flexible), while good management is fixed. Good management provides the framework from which successful leadership strategies can be launched with a sense of order and consistency (Gokenbach, 2003:11).
5. **Transformational Leadership:** The concept of transformational leadership is shrouded in some ambiguity, which made some studies try to define the concept of transformational leadership as the ability to align means with ends and form and reshape organizations to achieve great human goals. subordinates in order to achieve an intended change (Tichy & Devanna, 1990:187).
6. **Charisma:** There is a human trait in people whose personalities are characterized by charm and magnetism as well as strongly developed innate abilities for interpersonal communication and persuasion, and an attractive person is said to be able to use his personal being rather than speech or logic alone to interact with other humans (Nikoloski, 2015:19).

strategic partnerships

The concept of strategic partnerships: Partnership is defined linguistically as a mixture between the two things and a mixture, and it was stated in (Lissan Al-Arab) that partnership means sharing in the booty, and the partner is the participant (Ibn Manzoor). The word partnership was mentioned in the Qur'an in the Almighty's saying in Surat Taha (Ayah 32) when Moses, peace be upon him, asked God Almighty to make Aaron his brother with him, and he said: (and make him a partner in my command) meaning make him a partner with me in carrying the burdens of the message and its duties until we meet Pharaoh together, not alone . As for defining it idiomatically, the concept of partnership means a contract between two or more people to carry out a joint action, whether this matter is binding on a formal partnership contract or cooperation binding on informal partnership values (Al-Youssef, 10: 2018). Despite the frequent use of the word partnership, many researchers did not give it the precise concept, as it represents all forms of cooperation. However, a distinction must be made here between it and some associated and related concepts such as alliance, merger, integration, networking and other concepts close to the term partnership.

The importance of strategic partnerships: Government organizations face many difficulties and challenges and additional pressures on their budgets, so officials in these organizations (public organizations) prefer to look for partnerships to meet these challenges, including partnerships between the public and private sectors (Dementiev, 2016:2). Harnessing the common resources of the two organizations is a very important factor in developing its business and helps in facing challenges and addresses most of the problems that may be difficult for the organization to solve on its own (Qtoush, 73: 2018). As strategic partnerships enhance relations between partner organizations and facilitate them to produce better products or provide better services in various fields and through cooperation between companies. Partnerships have several

benefits, including increased creativity and sharing of research and development platforms (Ghouri & Mujahid, 2019: 320).

Objectives of strategic partnerships: Strategic partnerships aim to impose control over and implement the strategy in public sector organizations that face financial difficulties. On the other hand, private organizations resort to these partnerships to face increased government interference in their activities. Partnerships between higher education formations and additional education formations can face lack of spending and contribute to Supporting local communities (Croke, 2020:54). Universities benefit from these partnerships by developing their curricula, ensuring jobs for their students, obtaining financial aid, and professional development for teaching staff (Jang, 2012:105).

(Wegner, 2000:32) believes that the partnership between universities and industry enhances the development of the local communities served by these industries and universities. One of the requirements for its success is that partnerships are not obligatory, but rather depend on mutual trust and a common vision of the leader (Gallup, 2019:24).

Dimensions of strategic partnerships:

1. **Joint research Projects:** Joint ventures have been hailed as the best type of alliance for companies venturing into international markets or those in need of financial resources (Lopez, 2013:67). Salimova et al, 2014:110 confirmed this. that the joint venture model is the best model through which companies, including small and medium enterprises, can expand their activities and exploit opportunities to enter new markets abroad, adding that joint ventures help eliminate the agency problem of opportunistic behavior that has been blamed for causing the failure of most partnerships, In view of the joint ownership, the partners are more committed than the short and long-term agreements, because the joint ownership increases equally from the cooperation and commitment of the partners. administration, housing, energy, unemployment) many of the world's leading universities set up a unit within universities under the name of the Scientific and Research Partnerships Unit (Meirovich, 2010:36).
2. **Establishing joint laboratories:** The concept of the joint laboratories project is based on proposing a research activity to be implemented jointly by researchers or faculty at the university and strategic partners who intend to share their skills and capabilities through the establishment of a joint laboratory. Within a university or facility, and then enable the university and the body that finances the research to conduct research with flexibility and high speed (Vieira, 2016:58).
3. **Joint Academic Programs:** Joint programs are a fairly new phenomenon for most international universities. The term joint academic program refers to the cooperation between two or more organizations in a joint program of study. Each organization is responsible for the admission and awarding of degrees to its students. The program is jointly developed and managed with each university retaining its own students. et al, 2020:13).
4. **Academic exchange programs:** Universities are keen to activate and develop their academic relations with higher education formations and with the national environment and the world, with the aim of strengthening their position at the local, regional and international levels by developing academic partnership programs, creating opportunities and supporting academic exchange for students and university employees, and participating in academic activities and international conferences, so that the university is academically linked with Many international universities through strategic cooperation and partnership agreements (Salimova et al, 2014: 112-113).

The practical side of research

Description and diagnosis of the research sample answers

First: Describe, diagnose and analyze the answers of the research sample related to the academic leadership variable

Academic leadership included (6) sub-dimensions, and table (1) shows the results of describing and diagnosing each dimension of the variable as a whole.

Table (1) Results of the respondents' opinion about the dimensions of academic leadership

n	dimensions	MENS	S.D	C.V	Importance	arrangement	DEGRE
1	visionary	3.984	0.511	0.128	%0.796	4	HIGH
2	Adaptability	3.995	0.530	0.132	%0.799	3	HIGH
3	Competency	4.102	0.492	0.119	%0.820	1	Very high
4	Active leadership	4.079	0.603	0.147	%0.815	2	Very high
5	Transformational Leadership	3.982	0.564	0.141	%0.796	5	HIGH
6	charisma	3.963	0.599	0.151	%0.792	6	HIGH
Academic leadership		4.013	0.399	0.099	%0.802	-	Very high

The results of Table (1) show that the academic leadership variable, in general, obtained an arithmetic mean (very high) of (4.013) with a standard deviation of (3.399) and a coefficient of difference (0.099). (4.102), followed by (active leadership) in the second rank, with an arithmetic mean of (4.079), then came (adaptability) with a mean of (3.995), followed by (visionary), as it came in the fourth rank, with a mean of (3.984). And it comes in the fifth rank (transformational leadership) with an arithmetic mean of (3.983), and finally (charisma) as it ranked sixth with an arithmetic mean of (3.963). Able to adapt to the environmental conditions surrounding work through successful vision and transformational leadership strategies, taking advantage of the characteristics and charisma they possess to achieve future goals.

Second: describing, diagnosing and analyzing the answers of the research sample related to the variable of strategic partnerships.

The strategic partnerships included (4) sub-dimensions, and the table (2) shows the results of describing and diagnosing each dimension of the variable as a whole.

Table (2) results of the respondents' opinion about the dimensions of strategic partnerships

n	dimensions	MENS	S.D	C.V	Importance	arrangement	DEGRE
1	Joint research projects	3.781	0.577	0.152	0.756%	1	HIGH
2	Establish joint laboratories	3.737	0.64	0.171	0.747%	2	HIGH

3	Joint academic programmes	3.521	0.606	0.172	0.704%	3	HIGH
4	Academic exchange programmes	3.168	0.44	0.138	0.633%	4	HIGH
	Strategic partnerships	3.552	0.456	0.128	0.710%	-	HIGH

The results of Table (2) show that the variable strategic partnerships in general got a (high) arithmetic mean of (3.897) and a coefficient of difference (14.8%). Research projects and laboratories based on a common basis make it able to prepare academic programs that are able to keep abreast of developments that accompany progress in the field of knowledge, based on following cultural and knowledge exchange programs with reputable and internationally recognized universities. In general, after (joint research projects) it ranked first This confirms a logical conclusion that the academic leaders in the organization are keen to participate in publishing research and studies that work to solve some of the problems inherent in society in a participatory manner with universities and researchers to achieve future goals, followed by the second place after (establishing joint laboratories), and after (academic exchange programs) It came in third place, and finally comes after (joint academic programs)

Research hypothesis test

There is a significant influence relationship of academic leadership (visionary, adaptable, capable, effective leadership, transformational leadership, charisma) in the strategic partnerships.

Table (3) Results of the impact of academic leadership in strategic partnerships

hypothesis	influence path	β	t	Sig	$R^2 - \text{Sig} - F$	decision
Main	Visionary << Strategic Partnerships	0.234	1.670	0.101	F= 67.415 R ² = 0.724 Sig= 0.000	Acceptance
	Adaptable << strategic partnerships	-0.009-	-	0.956		
	Capacity << Strategic Partnerships	0.138	0.938	0.352		
	Effective Leadership << Strategic Partnerships	-0.178-	-	0.167		
	Transformational Leadership << Strategic Partnerships	0.280	2.393	0.020		
	charisma << strategic partnerships	0.413	3.726	0.000		
n=63	Tabular F value = 2.16	tabular t-value = 0.679		Moral dimensions = 4		

From the results of Table (3), we note the following:

1. The calculated value of (F) was (9.401), which is greater than its tabular value, which amounted to (2.16). This indicates a strong influence relationship of academic leadership in strategic partnerships and justifies the second main hypothesis, which is that there is a significant influence

relationship of academic leadership (visionary, Adaptable, capable, effective leadership, transformational leadership, charisma) in strategic partnerships.

2. As for the value of (R²), it amounted to about (0.502), and this means that it explained (50%) of the changes that occurred in strengthening strategic partnerships as a result of the interest of the University of Fallujah administration in the practice of academic leadership. The remaining percentage is attributed to other factors that were not included in The regression model, and regarding the significance of the multiple regression model, the value of (Sig) reached (0.000), which is less than (0.05), and this justifies the significance of the multiple regression model and confirms the acceptance of the second main hypothesis.
3. There is a clear significant effect for each of the dimensions (visionary, transformational leadership and charisma), as the values of the regression coefficient (B) were standardized and amounted to (0.413, 0.280, 0.234), respectively, and indicates that when the practice of academic leadership increases in the University of Fallujah through (visionary transformational leadership and charisma) by one unit, the strategic partnerships will increase by (23%, 28%, 41%), which is a positive and significant increase.
4. According to the calculated (t) value of (1.670, 0.056, 0.938, 1.399, 2.393, 3.726), which is greater than its tabular value (0.679), and the level of statistical significance amounted to (0.000) less than the level of significance (0.05),
5. The other dimensions of academic leadership achieved a low significant impact on strategic partnerships compared to vision, transformational leadership and charisma. between universities
6. According to these results, the validity of the second main hypothesis is confirmed by the formula of proof, which states: There is a significant impact relationship of academic leadership (visionary and transformational leadership, charisma) in strategic partnerships in their dimensions (joint research projects, establishment of joint laboratories, joint academic programs, exchange programs academic) collectively.

Conclusions

1. The results showed that the level of the sub-dimensions of academic leadership reached the degree of each of them, according to the answers of the sample, which is OK, and that the degree of strategic partnerships according to the answers of the sample is OK.
2. At the level of the sub-dimensions of the strategic partnerships, the degree of each of them, according to the answers of the sample, is OK.
3. The results confirmed that the degree of academic leadership practice at the University of Fallujah, according to the answers of the sample, was at an acceptable level.

Recommendations

1. Academic leaders at the university should employ the six dimensions (visionary, adaptable, capable, effective leadership, transformational leadership, and charisma) and invest them in their favor by directing more attention to these dimensions.
2. Seeking to build more relationships with international organizations and universities and conclude cooperation agreements with them.
3. The need for the researched university to strengthen strategic partnerships by focusing on their dimensions (joint research projects, establishing joint laboratories, joint academic programs, academic exchange programs) in a way that contributes to strengthening its strength and achieving its goals.

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