



جامعة الموصل

كلية الادارة والاقتصاد

قسم ادارة الاعمال

دور القدرات الاستيعابية في تعزيز السيادة الاستراتيجية:
دراسة استطلاعية لعينة من القيادات الجامعية في الكليات
الأهلية / نينوى

الدبلوم العالي

إدارة الأعمال

إدريس سمير طه ياسين

بإشراف

الأستاذ المساعد الدكتور

إيهاب فخري يوسف الشمري

المستخلص

يتضمن هدف الدراسة الى تأمين متطلبات القدرات الاستيعابية وتوضيها بصورة فاعلة لتحقيق السيادة الاستراتيجية في مؤسسات التعليم العالي الأهلية في محافظة نينوى متمثلة بكلياتها الأهلية ، اذ عدت القدرات الاستيعابية متغير (مستقل) المعبر عنها بأبعادها (أكتساب المعرفة ، استيعاب المعرفة ، تحويل المعرفة ، استثمار المعرفة) بينمت عدت السيادة الاستراتيجية كمتغير (معتمد) المعبر عنها بأبعادها (منطقة النفوذ ، الضغط التنافسي ، البناء التنافسي) لمعالجة مشكلة بحثية مفادها هل تعزز القدرات الاستيعابية من السيادة الاستراتيجية في المنظمات المبحوثة وهل تتبنى قاداتها للأبعاد المعبرة عن القدرات الاستيعابية للمعرفة و السيادة الاستراتيجية ؟

وللوصول الى ذلك تم تصميم استمارة الاستبيان بوصفها أداة رئيسة في جمع بيانات الدراسة الحالية بهدف قياس الدور الذي تؤديه القدرات الاستيعابية في السيادة الاستراتيجية عن طريق مجموعة من الأسئلة تم تضمينها في استمارة الاستبيان ، لبعض مؤسسات التعليم العالي الأهلية بجامعاتها وكلياتها العاملة في محافظة نينوى بوصفها ميداناً بحثياً للدراسة الحالية، وتم استقصاء آراء عينة بلغ عددها (٨٠) من القيادات الجامعية، ومن ثم تم تحليل البيانات عبر استخدام عدد من الأساليب الإحصائية، اذ استخرجت النتائج باستخدام البرنامج الحاسوبي الجاهز (spss.ver.26) واستنادا الى ما تم التوصل إليه من نتائج ومعطيات دعمت فرضيات الدراسة وأهدافها وأشرت مجموعة من النتائج أهمها ان معطيات التحليل الإحصائي تشير إلى وجود علاقة ارتباط معنوية وإيجابية على المستويين الكلي والجزئي بين القدرات الاستيعابية والسيادة الاستراتيجية ، فضلاً عن تأثير القدرات الاستيعابية في السيادة الاستراتيجية .

ومن ثم اقترحت الدراسة الحالية للكليات والجامعات الأهلية بقياداتها الجامعية حلا يقتضي على المؤسسات التعليمية في قطاع التعليم العالي الأهلي تطوير برامج تشخص المعرفة ذات القيمة ومن ثم العمل على استيعابها عبر آليات متنوعة من اجل استثمارها لتعزيز السيادة الاستراتيجية .

Abstract

Higher education institutions, particularly private colleges, face unprecedented challenges in a rapidly changing and increasingly complex global environment, characterized by a growing reliance on knowledge and technology as the primary drivers of institutional success and strategic excellence. Possessing knowledge, and the ability to generate, absorb, and utilize it, has become a crucial factor for organizational sustainability and competitiveness. This is especially important in sectors that demand a high degree of adaptability to changing environments and the capacity for sound strategic decision-making. In this context, the concept of knowledge absorption capacity has emerged as a contemporary concept reflecting an institution's ability to acquire, absorb, transform, and apply external knowledge in a way that enables it to address environmental shifts, formulate successful strategies, and capitalize on available opportunities.

Private colleges in Nineveh Governorate represent a prime example of an environment where cognitive and technological change intertwines with organizational and societal challenges, particularly after the transformations the region has witnessed over the past decade. Under these circumstances, these colleges need to build effective absorptive capacities that enhance their ability to respond quickly to changes, develop their academic and administrative programs, and achieve a competitive advantage that allows them to solidify their position within the higher education sector. Hence the importance of linking absorptive capacities with strategic sovereignty, as possessing knowledge alone is insufficient unless it translates into strategic influence and the ability to lead the competitive landscape and shape its rules.

Strategic dominance refers to the type of organizational power that enables an organization to exert influence in the competitive environment, shape the rules of the strategic game, control its sphere of influence, and steer competitors in its favor. It thus represents an advanced stage of strategic excellence that transcends mere resource possession to encompass influence over industry structure and market trends. Since knowledge is the most dynamic element in building this influence, assimilation capabilities become essential for achieving strategic dominance, through the application of acquired knowledge to enhance excellence, improve performance, and foster organizational innovation.

Within this framework, this study aims to highlight the role of absorptive capacities, in their four dimensions—acquisition, assimilation, transfer, and application—in supporting and achieving strategic sovereignty among university leaders in private colleges in Nineveh Governorate. The study began with the observation that a number of these institutions still suffer from gaps in leveraging available knowledge and an inability to transform it into a sustainable strategic advantage, which limits their competitiveness in a changing educational environment with ever-increasing demands.

The study's significance lies in its contribution to bridging a knowledge gap in the literature concerning the private higher education environment in Iraq, specifically in Nineveh Governorate, which requires a more responsive educational system capable of adapting to technological and knowledge-based transformations. Furthermore, the study provides a practical framework to assist university leaders in enhancing their strategic readiness by building systematic capacity to translate knowledge into effective strategic decisions. To achieve these objectives, the study adopted a descriptive field methodology, utilizing a questionnaire administered to a sample of university leaders and analyzing the data using a range of established statistical methods.

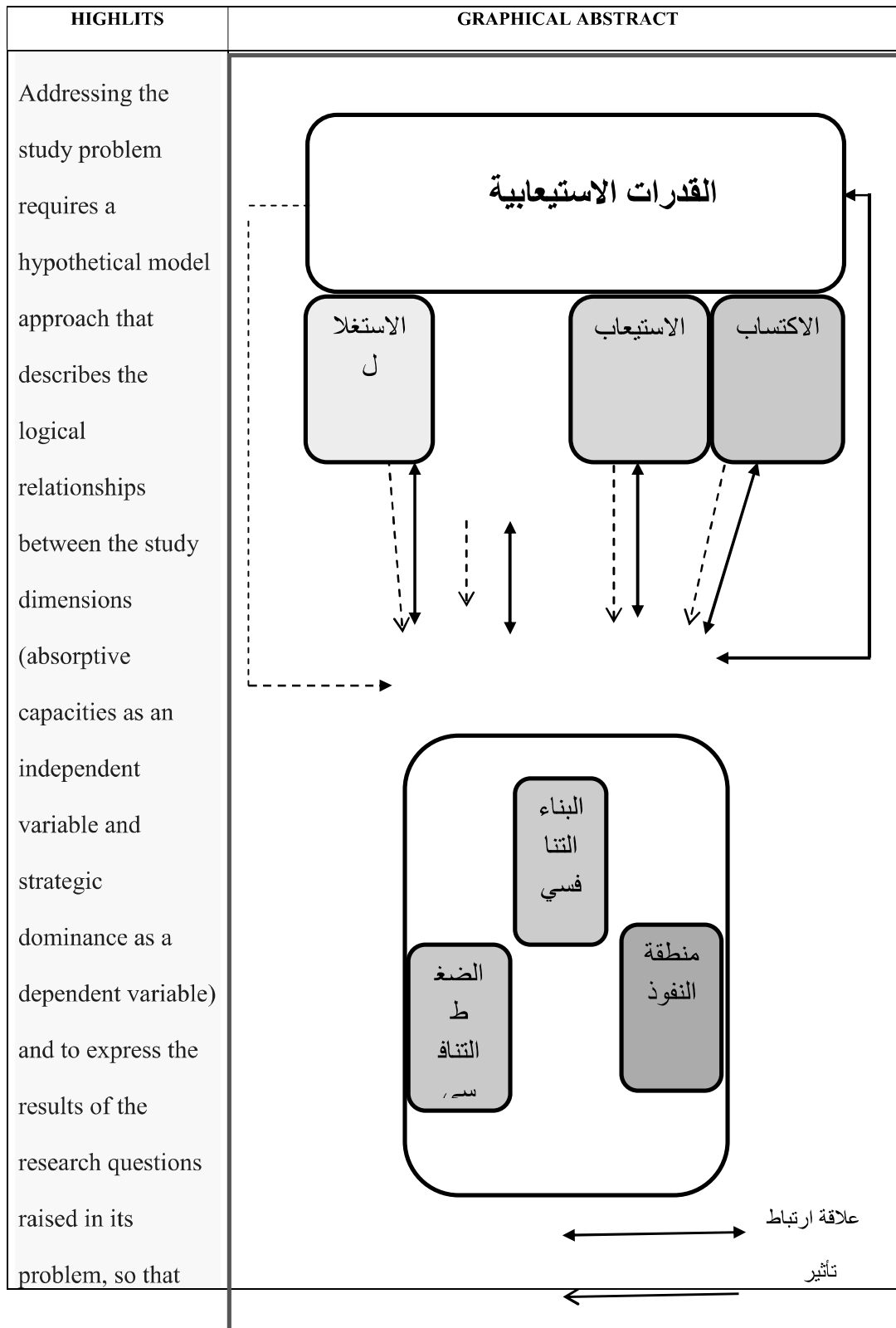
The study's findings—which revealed a significant correlation and influence between absorptive capacity and strategic sovereignty—reflect the importance of investing in knowledge as a fundamental approach to achieving strategic influence. The results confirm that understanding, absorbing, and translating knowledge into practical applications and tools can significantly contribute to enhancing the strategic position of private colleges, enabling them to withstand competitive pressures and establish their presence within the higher education market.

Accordingly, this study represents a valuable contribution to knowledge and practice, enhancing strategic decision-making within higher education institutions and fostering a deeper understanding of the relationship between investing in intellectual capital and strengthening the capacity to lead in a competitive environment. It also motivates university leaders to adopt clear policies that support capacity building, ensuring sustainability, growth, and institutional development, while contributing to strengthening the role of private colleges in serving the local community and building an educational environment capable of meeting future challenges.

The role of absorptive capacities in strategic sovereignty: An exploratory study of a sample of university leaders in private colleges/Nineveh

Author: idrees Samir taha Advisor :Al-yassin.

Publisher: University of Mosul



the design of the research model reflects the nature of the correlational relationships and the hypothetical influential capacities between the two study variables and in terms of its dimensions	
Keywords: ABSORPTIVE CAPACITIES STRATEGIC SUPREMACY UNIVERSITY LEADERS	ABSTRACT Higher education institutions, particularly private colleges, face unprecedented challenges in a rapidly changing and increasingly complex global environment, characterized by a growing reliance on knowledge and technology as the primary drivers of institutional success and strategic excellence. Possessing knowledge, and the ability to generate, absorb, and utilize it, has become a crucial factor for organizational sustainability and competitiveness. This is especially important in sectors that demand a high degree of adaptability to changing environments and the capacity for sound strategic decision-making. In this context, the concept of knowledge absorption capacity has emerged as a contemporary concept reflecting an institution's ability to acquire, absorb, transform, and apply external knowledge in a way that enables it to address environmental shifts, formulate successful strategies, and capitalize on available opportunities. Private colleges in Nineveh Governorate represent a prime example of an environment where cognitive and technological change intertwines with organizational and societal challenges, particularly after the transformations the region has witnessed over the past decade. Under these circumstances, these colleges need to build effective absorptive capacities that enhance their

	ability to respond quickly to changes, develop their academic and administrative programs, and achieve a competitive advantage that allows them to solidify their position within the higher education sector. Hence the importance of linking absorptive capacities with strategic sovereignty, as possessing knowledge alone is insufficient unless it translates into strategic influence and the ability to lead the competitive landscape and shape its rules. Strategic dominance refers to the type of organizational power that enables an organization to exert influence in the competitive environment, shape the rules of the strategic game, control its sphere of influence, and steer competitors in its favor. It thus represents an advanced stage of strategic excellence that transcends mere resource possession to encompass influence over industry structure and market trends. Since knowledge is the most dynamic element in building this influence, assimilation capabilities become essential for achieving strategic dominance, through the application of acquired knowledge to enhance excellence, improve performance, and foster organizational innovation. Http://uomosul.edu.iq/libcentral E-Mail:central_library@uomosul.edu.iq Idris.ba623@student.uomosul.edu.iq
--	--

University of Mosul
College of Administration & Economics
Business Administration Department



**THE ROLE of ABSORPTIVE
CAPACITIES in ENHANCING
STRATEGIC SUPREMACY: An
EXPLORATORY STUDY of a SAMPLE of
UNIVERSITY LEADERS in PRIVATE
COLLEGES/NINEVEH**

**Higher Diploma Research
in Business Administration**

Idrees Samir Taha Yassin

**Supervised by
Assistant .Pro. Dr Ehab Fakhry Youssed Al-Shamary**