Internal Strategic Assessment and its contribution in enhancing corporate competitiveness: a field study in a Sample of Organisations in Bordj Bou Arreridj

Ahcene Salaheddine BENAHCENE [1 *]

[1] Faculty of economy and commercial and management sciences, Bordj Bou Arreridj University (Algeria)

Received: 08/05/2019 ; **Revised:** 26/11/2019 ; **Accepted:** 10/12/2019

Summary: organizations seek always to enhance their competitiveness through occupying a better position within an intensive changing competitive environment. In order to reach that goal, organizations have to take advantage of the environmental opportunities and avoid threats. This cannot occur unless they determine their strengths and weaknesses, as well as distinguishing their products with one competitive advantage or more.
This study was conducted between January 2019 and April 2019, it highlights the role of the internal strategic assessment in enhancing organizational competitiveness. One of the most important findings showed that the studied organizations are interested in analyzing their internal environment, but they give some environmental elements more consideration than others. Furthermore, the empirical study proved the existence of an impact of internal environmental assessment upon the competitive advantages creation.

Key words: internal strategic assessment, resources, organizational culture, organizational structure, corporate competitiveness.
JEL classification codes: M 14, M19, M59.

I- Introduction :

The organizations' internal environment represents the basis of its various activities. Analysing this environment is of a great importance especially in the light of changes and developments in political, economic and technical areas, which have accelerated under the intense competition. Based on this analysis, organizations can establish competitive advantage(s) that enable it to achieve its objectives, and therefore, to survive and to continue in its industry. Based on the above, the Study Problem will be demonstrated through the following question: **does the internal strategic assessment enhance the corporate competitiveness?**

The main objective of this study is to determine the internal environmental factors that enhance firms' competitive advantages, and to know the extent of which analyzing internal environment is considered by managers and decision makers in order to support their competitiveness.

This research seeks to answer the questions stated in the problem statement through testing the following main hypothesis: "There is no statistically significant effect of the internal environmental assessment on the enhancement of the corporate competitiveness in Algerian industrial organizations". In the light of this main hypothesis was extracted the following sub-hypotheses:

* Corresponding author, e-mail: salaheddine.benahcene@univ-bba.dz

1- “There is no statistically significant effect of the organizational structure analysis on creating competitive advantages in Algerian industrial organizations”.

2- “There is no statistically significant effect of the organizational culture analysis on creating competitive advantages in Algerian industrial organizations”.

3- “There is no statistically significant effect of the organization's resources analysis on creating competitive advantages in Algerian industrial organizations".

Previous Research

- Buiga (2012) “**European Steel Industry: A SWOT Analysis**”, this study has analysed the Steel Industry of the European Union on the basis of a SWOT analysis that seeks to establish a "benchmark reference point" for the industry that can be vital for the effective monitoring of the industry. The SWOT analysis highlighted the fact that the steel sector in the European Union is presently facing a large number of challenges and many of them are caused by the increased globalization and environmental challenges. The study concluded that the industry needs to give high priority to investments in new and innovative technologies and to continuous value creation processes based on strategic networks and partnership to maintain competitive advantages. The SWOT analysis was used to identify some areas of action which industry and policy-makers need to take to maintain the steel industry’s competitiveness [1].

- Hossein et al (2011) “**Hybrid Approach of Fuzzy AHP and SWOT Marketing Strategies Formulating in a Large commercial Bank**”. The researchers examined a new hybrid method (the Fuzzy Analytic Hierarchy Process calculation framework integrated with SWOT analysis) for improving the usability of SWOT. The hybrid method was tested in a large Iranian commercial bank. The results indicated that decreasing Weaknesses’ Effect is the most important activity that should be implemented, especially in human resource problems. Hence marketing strategies should concentrate on internal marketing in order to motivate employee to help bank for Optimization Processes [2]. [1]

- Al-Rousan & Qawasmeh (2009) “**The Impact of SWOT Analysis on Achieving a Competitive Advantage: Evidence from Jordanian Banking Industry**”. In this study, the researchers examined empirically the relationship between implementing SWOT analysis and achieving competitive advantage from the point of view of Jordanian banks' executive managers. The study sample consists of all branch executive managers of seven main Jordanian banks in Amman, Irbid, and Zarqa districts. A total of 38 questionnaires was distributed. In this study the researchers found a positive relationship between SWOT analysis and dimensions of competitive advantage [3]. [2]

- Shinno et al (2006) “**quantitative SWOT analysis on global competitiveness of machine tool industry**”, the researchers suggested a newly structured SWOT analysis for weighting and rating individual SWOT factors using the pairwise comparison matrices. They asserted that effective industrial strategy planning for the machine tool industry can be carried out by applying the proposed method. A structured methodology for identifying and analysing the SWOT factors of the machine tool industry in Japan has been proposed in this study. Based on the SWOT factors specified, successful competitive strategy planning could be achieved [4]. [3]

- Duncan et al (1998) “**competitive advantage and internal organizational assessment**”, proposed and tested a four stage approach to analyzing a firm's internal strengths and weaknesses and they illustrated how the technique can facilitate strategy formulation through the integration of value chain concepts and the incorporation of the most recent findings on internal resources and capabilities. A case example is used to illustrate how the approach can be applied by strategic decision makers as a tool for exploring the potential of their companies for sustained competitive advantage [5].

- Oliver (1997) “**Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views**”. The researcher in her article argued that the context and process of resource selection have an important influence on firm heterogeneity and sustainable competitive advantage. She suggested in her findings that both resource capital and institutional capital are indispensable to sustainable competitive advantage [6].

- Shrivastava (1995) illustrated in his study “**Environmental Technologies and Competitive Advantage**” the implications of environmental technologies as a competitive force and a tool for competitive advantage. The offer a new substantive orientation and a management process for minimizing ecological impacts of of economic production while enhancing competitiveness of firms. He pinpointed two important implications: at the industry level environmental technologies provide a way of fundamentally altering the profitability dynamics of industries. At the firm level environmental technologies affect both corporate domain choice and competitive posture. The practical application of environmental technologies is illustrated using a mini case example of 3M Corporation [7].

[6]- Wright et al (1993) "**Human Resources and Sustained Competitive Advantage: A Resource-Based Perspective**". This paper aimed to provide a theoretical discussion of the circumstances under which human resources can be a source of sustained competitive advantage and the role of HRM. The researchers used the theoretical concepts of the resource-based view of the firm to discuss how human resources meet the criteria for sustained competitive advantage; they concluded that human resources are a potential source of sustained competitive advantage because they meet the criteria of being valuable, rare, inimitable, and nonsubstitutable [8].

- Barney (1991) "**Firm Resources and Sustained Competitive Advantage**" building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stables over time, the researcher investigated in his article the link between firm resources and sustained competitive advantage, and discussed four indicators of the potential of firm resources to generate sustained competitive advantage –value, rareness, imitability and substutability. The article concludes by examining implications of this firm resource model of sustained competitive advantage for other business disciplines [9].

- Grant (1991) "**The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation**". This article aimed to make progress on both these fronts by proposing a framework for a resource-base approach to strategy formulation which integrates a number of the key themes arising from this stream of literature. The researcher proposed a framework for a resource-based approach to strategy formulation which integrates five key themes: analyzing the firm's resource-base; appraising the firm's capabilities; analyzing the profit-earning potential of firm's resources and capabilities; selecting a strategy; and extending and upgrading the firm's pool of resources and capabilities [10].

Accordingly, the researcher believes that it is important to refer to the following notes:

- This study was conducted between January 2019 and April 2019.
- Although there are a number of foreign studies showing the role of internal environmental assessment in enhancing corporate competitiveness, a very few number of Algerian studies were found in this regard
- Like many other studies, the current study examines the competitive advantages, the difference lies in the factors affecting them. The current study focuses on factors that constitute the internal environment, which are resources, the organizational culture and the organizational structure.
- The current study presents a theoretical background and an empirical test of the effects of internal environmental assessment on enhancing corporate competitiveness in a sample of Algerian organizations.

Theoretical Background

In this section of the study, the researcher presents the theoretical background of the study dimensions and variables. The definitions of all elements of the internal strategic assessment and competitive advantages are reviewed below.

Internal strategic assessment

Competing in the marketplace requires a company to take into account its external environment, as evidenced by Michael Porter's "5 Forces," and its internal environment as evidenced by its resources and core competencies [11]. Good performance within a corporation is the result of correct interaction of business management with its internal and external environment. The description of internal strengths and weaknesses, as well as external opportunities and threats, takes place on the basis of a well-known technique called SWOT [12]. SWOT analyses are common in the corporate world, and their use is increasing as the organizations vie for market share and as senior administrators and boards of trustees increasingly bring marketing and const-benefit perspective to their work[13].

The overall purpose of internal analysis is to identify those particular characteristics of the enterprise that will either allow it to meet existing or future customer requirements better than present or future competitors[14]. That's why Strategic managers must look within the corporation itself to identify internal strategic factors-those critical strengths and weaknesses that are likely to determine if the firm will be able to take advantage of opportunities while avoiding threats. This internal scanning, often referred to as organizational analysis, is concerned with identifying and developing an organization's resources [15].

The internal strategic analysis implies that to develop a superior strategy, a company must not only decide on who, what, and how; it must also create an underlying environment that supports and promotes behaviours that reinforce the company's strategic decisions [16]. And this of course will lead the company to identify its core competencies and capabilities [17].

Resources

Most strategy scholars and academics mention in their researches and books that sustainable advantage comes from exploitation of the relevant resources of the individual organization [18]. This is because it has been proven that firms, who use their adaptable internal resources and capabilities to exploit external opportunities along favourable paths, while limiting investment and losses along unfavourable paths, are more likely to exploit competitive advantages [19].

While resources are difficult to measure, many clever scholars have been able to measure resource heterogeneity and performance [20]; this is what we will explore as follows:

A-1: Human resources

Competitive advantage increasingly resides in a firm's ability to learn, innovate, and change, the human element becomes increasingly important in generating economic [21]. HRM practices can create or enhance competitive advantage by fostering and reinforcing role behaviours that help to lower costs and/or strengthen product differentiation [22]. If, therefore, an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on firm performance [23]. Having a skilled, capable and motivated workforce is perceived as fundamental to competitive advantage and Strategic Human Resources Management (SHRM) is oriented towards recruiting, supporting and developing high quality employees[24].

A-2: Research and Development resources

This perspective generates a spectrum of definitions, ranging from those that emphasize the surface indicators to those that try to tap some deeper meaning, some thinkers define it from a narrower aspect as a function that R&D tends to be directed toward the development of new products, the improvement of existing products, and the improvement of existing production processes [25]. Others consider it from a wider aspect and define it as the function that includes basic research into materials and processes, product/process development, application development, and technical service[26]. In other words, Technological development consists of activities completed to improve a firm's product and the processes used to manufacture it. Technological development takes many forms, such as process equipment, basic research and product design, and servicing procedures [27].

A-3: Production and Operations resources

Production and operations resources consist of all the activities required to transform inputs into outputs and the critical functions which add value, such as machining, packaging, assembly, service, and testing [28]. Thus, the primary task of the operations (manufacturing or service) manager is to develop and operate a system that will produce the required number of products or services, with a certain quality, at a given cost, within an allotted time [29].

A-4: Marketing resources

Marketing may be defined as the management process responsible for identifying, anticipating and satisfying customer requirements profitably [30]. It can also be defined as the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives [31].

Whatever was the definition that we consider, certainly, understanding marketing functions helps strategists identify and evaluate marketing strengths and weaknesses [32].

The most fundamental desirable outcomes of firms' marketing efforts have been identified as generating short-term cash flows and building and maintaining resources required to produce longer-term future cash flows. These two outcomes may often conflict and involve trade-offs, but both are required for firms to achieve and sustain superior performance over time [33].

A-5: Financial resources

Financial condition is often considered the single best measure of a firm's competitive position and overall attractiveness to investors. Determining an organization's financial strengths and weaknesses is essential to effectively formulating strategies [34]. The financial capability depends on factors like financial size, growth pattern, profitability, use of working capital, price–earnings ratio, asset structure and capital structure [35].

A- Organizational Structure

Organizational structure specifies the firm's formal reporting relationships, procedures, controls, and authority and decision-making process [36].

The formal and informal structure of organizations and their external linkages have an important bearing on the rate and direction of innovation, and how competences and capabilities co-evolve [37]. Thus, the way the organization is structured will be an important variable in an internal strategic audit [38]. Effective structures provide the stability a firm needs to successfully implement its strategies and maintain its current competitive advantages, while simultaneously providing the flexibility to develop competitive advantages that will be needed for its future strategies [39].

B- Organizational Culture

Culture and more specifically organizational culture has been researched extensively by anthropology, sociology, and management scholars for over a century [40]. Over time, any organization tends to develop assumptions and shared values Culture at the Corporate Level that deeply influence its members' behaviour [41].

An organizational culture is the environment of beliefs, customs, knowledge, practices, and conventionalized behaviour of a particular social group. Every organization, every corporation has its distinct character. People make organizations work, and the culture of the corporation ties the people together, giving them meaning and a set of principles and standards to live and work by [42]. In one word organizational culture is apparent "in the way we do things around here" (as compared with the way things are done in any other organization) [43].

In short, if a company is to win, its culture must produce organizational behavior that meets the strategic demands of today's marketplace or, perhaps more uncomfortably, tomorrow's [44]. Since a firm's culture is complex, causally ambiguous, and endures over time, it lends itself directly to the study of firm heterogeneity and competitive advantage. In fact, Barney (1986a) specifically theorized that a firm's culture can be a source of sustained competitive advantage [45].

1-1-1. Competitive advantages

In most industries, some firms are more profitable than others, regardless of whether the average profitability of the industry is high or low. The superior performers conceivably possess something special and hard to imitate that allows them to outperform their rivals. These unique skills and assets (resources) are referred to as sources of competitive advantages[46].

Competitive advantage is, therefore, the greater attractiveness of any product or service produced by a particular enterprise to a significant group of consumers within a given market [47]. Competitive advantage arises when an organisation has an advantage in competing with its rivals which enables it to earn returns on investment which are higher than the average for the sector [48].

Two basic conditions determine a company's profitability: first, the amount of value customers place on the company's goods or services, and second, the company's costs of production [49]. These conditions generate two competitive advantages: cost leadership and differentiation.

A- cost leadership

'Cost leadership' is the ability of a company or a business unit to design, produce, and market a comparable product more efficiently than its competitors [50].

Cost advantages usually result from productivity in the manufacturing process, in distribution, or in overall administration. For example, technological innovation in the manufacturing process and labour savings from overseas production are common routes to competitive productivity [51].

In the case of being a successful cost leader, the firm is endowed with having lower operating (unit) costs than its rivals. Then (crucially) as long as the firm is not at a demand disadvantage relative to its rivals (say, due to inferior product/service quality) it will always earn more profit than its rivals no matter how intense competition becomes [52], i.e. If a firm can establish a position of cost leadership then it can use its cost advantage to undercut its rivals on price [53].

B- Differentiation

'Differentiation' describes the uniqueness which a firm incorporates into its offerings. Differential advantage occurs when a firm is able to obtain a price premium from its differentiation in the market that exceeds the cost of providing differentiatio[54]. Differentiation is implemented by creating a product or service that is unique in some important way, usually higher quality, customer service product features, or innovation [55].

To build differentiation that truly attracts customers, it is first necessary to understand the sources for customer value. The quality of the product, or rather the perception of quality by the consumer, is a key variable. The better a product satisfies the perceived wants of the consumer, the more attractive is the product to the consumer [56].

II– Methods and Materials:

This study investigates a representative sample of Algerian firms operating in the industrial zone of Bordj Bou Arreridj. To do this, a questionnaire was designed based on the theoretical background of the current study as well as the previous studies, and was presented to a group of specialist to

The study sample consists of all firms' executive managers and decision makers in Bordj Bou Arreridj industrial zone, a total of 87 questionnaires were distributed and 82 of them were returned, achieving a response rate of (94.25%). SPSS V.21 Program was used for processing data collected from the respondents.

To test the questionnaire's reliability we calculated Alpha Cronbach's coefficient which was equal to (0.91), this means that the questionnaire is reliable for the study. then we tested the study hypotheses using the regression coefficient.

III- Results and discussion :

This section includes results and analysis of the study variables (factors of internal strategic assessment and elements of competitive advantages)

1: descriptive statistical analysis

The internal strategic assessment is divided into three axes: Internal assessment (Factors of Firm's Resources, organizational structure and organizational culture) and competitive advantages (cost leadership and differentiation) as shown in tables (1).

As the table (1) shows, the overall mean of factors that form the firms' resources was under moderate (2.96), which means that Algerian organizations possess slight strengths in their internal resources. More precisely, statistical means for the dimensions of **production and operations, marketing, finance** are above moderate (3.36), (3.03), (3.11). Whereas general means for the dimensions **human resources**, **research and development** are under moderate (2.78 and 2.48). The overall mean for the organizational structure was (3.13), which means that Algerian organisations do consider the importance of the organizational structure, and for the organizational culture it just surpassed the moderate (3.07), and this maybe evidence that Algerian organisations consider just a little bit the organizational culture.

Concerning competitive advantages, as shown in Table (1) the means of cost leadership and differentiation are slightly above the moderate (3.26; 3.27), which indicates that Algerian organizations possess little competitive advantages, but they are not sufficient.

1- Hypotheses testing

Table (2) reports the Pearson intercorrelations between firms' resources and competitive advantages. The table shows that there is a significant positive relationship between firms' resources and the dependent variable including its two sub-variables. The relationship can be summed-up in the following linear equation:

$$f(x)_{\text{(competitive advantages)}} = 0.320\, x_{\text{(firms resources)}} + 2.138$$

According to these results, we can reject the first sub-hypothesis of the study and replace it with the alternative hypothesis: "there is a statistically significant effect of firms' resources on enhancing competitive advantages in the study sample.

Table (3) reports the Pearson intercorrelations between firms' organizational structure and competitive advantages. Based on the table' results we can see that there is also a significant positive relationship between organizational structure and the competitive advantages including its two sub-variables. The relationship can be summed-up in the following linear equation:

$$f(x)_{\text{(competitive advantages)}} = 0.267\, x_{\text{(organizational structures)}} + 2.428$$

According to these results, we can reject the first sub-hypothesis of the study and replace it with the alternative hypothesis: "there is a statistically significant effect of the organizational structure on enhancing competitive advantages in the study sample.

As shown in table (4), it is clear that there is a significant positive relationship between organiztional culture and competitive advantages (cost leadership and differentiation). We can summurize this relashionship in the following linear equation

$$f(x)_{\text{(competitive advantages)}} = 0.211\, x_{\text{(organizational culture)}} + 2.438$$

According to these results, we can reject the first sub-hypothesis of the study and replace it with the alternative hypothesis: "there is a statistically significant effect of the organizational culture on enhancing competitive advantages in the study sample.

Table (5) reports the Pearson intercorrelations of the study variables. The correlation value for the internal environmental analysis and dimensions of competitive advantage was 0.534 at $p < 0.05$ significance level, which means the existence of a positive relationship between the two variables of the study. This relationship can be presented in the following linear equation:

$$f(x)_{\text{(competitive advantages)}} = 0.285\, x_{\text{(internal strategic assessment)}} + 1.980$$

According to these results, we can reject the main hypothesis of the study and replace it with the alternative hypothesis: "there is a statistically significant effect of the internal strategic assessment on enhancing competitive advantages in the study sample.

IV- Conclusion:

Organization's resources, organizational structure and organizational culture are the key elements in shaping its strengths and weaknesses: they are the essential constants upon which the firm could establish itself in the market place and the primary sources for surpassing competitors and raising profitability. The key method for competitive advantages creation through the Internal Strategic Assessment is understanding relationships between organization's resources, organizational structure and organizational culture and the two aspects of competitive advantages.

The study sample, however, proved to have some kind of competitive advantages, the studied organizations are still below market expectations. Also, the process of SWOT analysis is still not very common and widely spread among the studied firms.

The studied organizations develop convenient products to meet customers' needs, they also have multiple distribution channels, and in addition they study the market to develop and produce new products. On the other hand they do not adopt adequate advertising strategies, besides they cover a small fraction of the national demand and do not have the ability to conquer international markets.

Results also showed that the studied organizations have deficiencies in their incentives systems and that many workers are of medium skills. These organizations do not pay enough attention to attracting staff with high scientific qualifications, and most of these organizations do not rely on scientific methods in selecting and hiring their workforces.

From the empirical study analysis, we concluded that there is a weak interest in the research and development process in these organizations, and they do not develop new methods of management. In addition, they do not support and encourage innovations and innovators, this is apparent in the small amount of resources allocated to research and development.

The study results showed significant correlations between internal strategic assessment and competitive advantage's dimensions (cost leadership and differentiation).

Accordingly, the study recommends that Bordj Bou Arreridj Industrial Zone's organizations should improve their advertising strategies, and take advantage of their unexploited production capacities. This certainly will help them cover a larger market share. It's also recommended that firms must pay greater attention to the research and development and promote innovation and creativity. Relying on scientific methods in attracting, selecting and appointing their personnel that align with their organizational cultures is also recommended for building and sustaining competitive advantages.

Finally, the study sample's organizations are recommended to consider the sustainability of their competitive advantages. Having a competitive advantage is a positive thing, but it is insufficient at all for organizations to preserve the advantage… they must sustain it.

- Appendices:

Table (1): means and standard deviations of the study's variables

Item	Mean	Std dev
Factors of Firm's Resources	2.96	0.53
Production and Operations	3.36	0.69
Marketing	3.03	0.81
Finance	3.11	0.82
Human Resources	2.78	0.91
Research and Development	2.48	0.97
Organizational Structure	3.13	0.87
Organizational Culture	3.07	0.82
Cost Leadership	3.26	0.63
Differentiation	3.27	0.69

Source: SPSS V21 outputs

Table (2): Correlation Coefficients between firm's resources and Competitive Advantages

Independent variable	dependent variables	The constant α	Regression coefficient ß	Coefficient of determinationR^2	sig
Firm's resources	Cost leadership	1.696	0.528	0.197	0.000
	differentiation	2.940	0.113	0.070	0.045
	Competitive advantage	2.318	0.320	0.122	0.020

Source: SPSS V21 outputs

Table (3): Correlation Coefficients between the organizational structure and Competitive Advantages

Independent variable	dependent variables	The constant α	Regression coefficient ß	Coefficient of determination R^2	sig
Organizational structure	**Cost leadership**	2.282	0.312	0.188	0.000
	differentiation	2.575	0.223	0.080	0.012
	Competitive advantage	2.428	0.267	0.233	0.000

Source: SPSS V21 outputs

Table (4): Correlation Coefficients between organizational culture and Competitive Advantages

Independent	dependent	The	Regression	Coefficient of	sig
Organizational culture	**Cost**	2.259	0.326	0.183	0.000
	differentiation	2.617	0.214	0.065	0.023
	Competitive	2.438	0.270	0.211	0.000

Source: SPSS V21 outputs

Table (5): Correlation Coefficients between the internal strategic assessment and Competitive Advantage

Independent variable	dependent variables	The constant α	Regression coefficient ß	Coefficient of determination R^2	sig
Internal strategic assesment	**Competitive advantage**	1.980	0.421	0.285	0.000

Source: SPSS V21 outputs

Referrals and references:

1- BUIGA, A. (2012). ***European Steel Industry: A SWOT Analysis***. Metalurgia International, XVII (11), pp. 87-90.

2- Hossein, R., Saeideh, K., & Hadavi, M. H. (2011, November). ***Hybrid Approach of Fuzzy AHP and SWOT Marketing Strategies Formulating in a Large commercial Bank***. IJCRB , 3 (7), pp. 315-329.

3- al-Rousan, M., & Qawasmeh, F. (2009). ***The Impact of SWOT Analysis on Achieving a Competitive Advantage: Evidence from Jordanian Banking Industry***. International Bulletin of Business Administration (6), pp. 82-92.

4- Shinno, H., Yoshioka, H., Marpaung, S., & Hachiga, S. (2006, june). ***Quantitative SWOT analysis on global competitiveness of machine tool industry***. Journal of Engineering Design , 17 (3), pp. 251-258.

5- Duncan, J. W., Gintei, P. M., & Swayne, L. E. (1998). ***Competitive advantage and internal organizational assessment***. Academy of Management Executive , 12 (3), pp. 6-16.

6- Oliver, C. (1997). ***Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views***. Strategic Management Journal , 18 (9), pp. 697-713.

7- Shrivastava, P. (1995). ***Environmental Technologies and Competitive Advantage***. Strategic Management Journal , 16, pp. 183-200.

8- Wright, P. M., McMahan, G. C., & McWilliams, A. (1993, November). ***Human Resources and Sustained Competitive Advantage: A Resource-Based Perspective***. Center for Effective Organizations (G93-19), p. 239.

9- Barney, J. (1991). ***Firm Resources and Sustained Competitive Advantage***. Journal of Management , 17 (1), pp. 99-120.

10- Grant, R. M. (1991, Spring). ***The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation***. California Management Review , pp. 114-135.

11- Hess, E. D. (2010). ***Smart Growth***. USA: Columbia University Press, P75.

12- Ali Gorener, Kerem Toker, Korkmaz Uluçay. (2012). ***Application of Combined SWOT and AHP: A Case Study for a Manufacturing Firm.*** Social and Behavioral Sciences, Vol 58 pp. 1525 -1534

13- JOHN W. CORDES, DAVID DUNBAR and JEFF GINGERICH. (MAY-JUNE 2013). ***How to Evaluate a Faculty Governance Structure. Academe***, Vol. 99, No. 3.

14- Macmillan, H., & Tampoe, M. (2000). ***Strategic Management***. USA: Oxford University Press, P115.

15- Hunger, D. J., & Wheelen, T. L. (2011). ***essentials of strategic management*** (éd. 5). USA: Prentice Hall, P58.

16- Markides, C. C. (2000). ***All the Right Moves: A Guide to Crafting Breakthrough Strategy***. USA : Harvard Business School Press, P131.

17- Rainey, D. L. (2010). ***Enterprise Wide Strategic Management***. NY, USA: Cambridge University Press, P290.

18- Lowson, R. H. (2002). ***Strategic Operations Management***. USA: Routledge, P48.

19- Smit, H. T., & Trigeorgis, L. (2004). ***Strategic investment: real options and games***. USA: Princeton University Press, P53.

20- Ketchen, David. J; Bergh, Donald.D. (2005). Research Methodology in Strategy and Management. UK : ELSEVIER Ltd, P01

21- Hitt, M. A., Freeman, E. R., & Harrison, J. S. (2006). ***The Blackwell Handbook of Strategic Management***. USA: Blachwell Publishing, P668.

22- Choo, C. W., & Bontis, N. (2002). ***The Strategic Management of Intellectual Capital and Organizational Knowledge***. USA: OXFORD University Press, P277.

23- Armstrong, M. (2008). ***Strategic Human Resource Management*** (éd. 4). UK: Kogan Page, P79.

24- O'Riordan, Joanana. (2017), ***The Practice of Human Resources Management***. State of The Public Service Series: Institute of Public Administration.

25- Katsioloudes, M. I. (2006). ***Strategic Management-Global Cultural Perspectives***. UK: Elsevier Butterworth-Heinemann, P113.

26- Jones, R. F. (2003). ***Strategic Management for Plastic Industry***. USA : CRC Press, P73.

27- Hitt, M. A., Ireland, D., & Hoskisson, R. E. (2011). ***Strategic Management: Competitiveness and Globalization: Concepts*** (éd. 9). USA: South-Western Cengage Learning, 2011.

28- McGee, J. (2005). ***The Blackwell Encyclopedia of Management -Strategic Management-*** (éd. 2). USA: Blackwell Publishing, P38.

29- Hunger, D. J., & Wheelen, T. L. (2012). ***strategic management and business policy*** (éd. 13). USA: pearson education inc, P56

30- Shaw, S. (2007). ***Airline marketing and management*** (éd. 6). USA: Ashgate Publishing Company, P01.

31- Wilson, R. M., & Gilligan, C. (2005). ***Strategic Marketing Management –Planning, Implementation and Control*** (éd. 3). UK: Elsevier Butterworth-Heinemann, P03.

32- Hui Feng, Neil A. Morgan and Lopo L. Rego. (2015). ***Marketing Department Power and Firm Performance***. Journal of Marketing, 79 (5). pp. 1-20.

33- David, F. R. (2011). ***Strategic management: concepts and cases*** (éd. 13). Pearson Education Inc, P103.

34- Dobson, P., Starkey, K., & Richards, J. (2004). ***Strategic Management Issues and Cases*** (éd. 2). USA: Blackwell Publishing, P43.

35- Michael A. Hitt, D. I. (2011). ***Strategic Management: Competitiveness and Globalization: Concepts*** (éd. 9). USA: South-Western Cengage Learning, P319.

36- Teece, D. J. (2008). ***Technological Know-How, Organizational Capabilities, and Strategic Management***. USA: World Scientific Publishing Co. Pte. Ltd, P39.

37- Katsioloudes, M. I. (2006). ***Strategic Management-Global Cultural Perspectives***. UK : Elsevier Butterworth-Heinemann, P114.

38- Hitt, M. A., Ireland, D., & Hoskisson, R. E. (2007). ***Strategic Management: Competitiveness and Globalization*** (éd. 7). USA: THOMSON South-Western, P337.

39- Mueller, F. (2011). ***Sales Management Control Strategies in Banking*** (éd. 1). Germany: GABLER Research, P101.

40- Pietersen, W. (2002). ***Reinventing Strategy***. USA: John Wiley & Sons, Inc, P152.

41- Cleland, D. I., & Ireland, L. R. (2002). ***Project Management –Strategic Design and Implementation*** (éd. 4). USA : McGraw-Hill, P559.

42- Morden, T. (2007). ***Principles of Strategic Management***. USA : Ashgate Publishing Company, P381.

43- Dudik, E. M. (2000). S***trategic Renaissance: New Thinking and Innovative Tools to Create Great Corporate Strategies-***. USA: AMACOM Books, P196.

44- Robert E. Ployhart, Donald Hale, Jr. (2014). ***The Fascinating Psychological Microfoundations of Strategy and Competitive Advantage***. Annual Reviews, 145-165.

45- Bharadwaj, S. G., Varadarajan, P. R., & Fahy, J. (1993). ***Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions***. Journal of Marketing , 75 (4), 83-99.

46- White, C. (2004). ***Strategic Management***. USA: Palgrave Macmillan, P270.

47- Hannagan, T. (2002). ***Mastering Strategic Management***. USA: Palgrave, NY, P122.

48- Hunger, D. J., & Wheelen, T. L. (2009). ***essentials of strategic management*** (éd. 2). Canada : South-Western Cengage Learning, P78.

49- Hunger, D. J., & Wheelen, T. L. (2012). ***strategic management and business policy*** (éd. 13). USA: pearson education inc, P185.

50- Blocher, E. J., Stout, D. E., & Cokins, G. (2010). ***Cost Management*** – a Strategic Emphasis (éd. 5). USA: McGraw-Hill, P16.

51- Dobson, P., Starkey, K., & Richards, J. (2004). ***Strategic Management Issues and Cases*** (éd. 2). USA: Blackwell Publishing, PP 62-63.

52- Sadler, P. (2003). ***Strategic Management*** (éd. 2). UK: Kogan Page Limited, P183.

53- ibid, P190.

54- Blocher, E. J., Stout, D. E., & Cokins, G. (2010). ***Cost Management – a Strategic Emphasis*** (éd. 5). USA: McGraw-Hill, P16.

55- Becerra, M. (2009). ***Theory of the Firm for Strategic Management***. USA: Cambridge University Press, P257.

56- White, C. (2004). ***Strategic Management***. USA: Palgrave Macmillan, P 278.

How to cite this article by the APA method:
Ahcene Salaheddine BENAHCENE (2019), **Internal Strategic Assessment and its contribution in enhancing corporate competitiveness: a field study in a Sample of Organisations in Bordj Bou Arreridj**, El-Bahith Review, Volume 19 (01), Algeria: Kasdi Marbah University Ouargla, pp. 619-630.