

The Role Of Blue Ocean Strategy In The Entrepreneur Orientation. Study Of The Views Of A Sample Of The Administrative Leaders Of Some Of The Faculties Of The University Of Mosul

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Abstract

Blue Ocean Strategy is an important topic, and with the pace of change in the entrepreneurial environment of in the organizations, the importance of this subject has grown as one of the options used by organizations to adjust to the requirements of change and competition to achieve precedence and to entrepreneur orientation. In this context, the aim of the research is to explain the nature of the relationship between the strategy of the Blue Ocean with its four components and the entrepreneur orientation in its five dimensions through the adoption of the correlation formula and the effect of the components of the Blue Ocean strategy on the entrepreneur orientation and its dimensions. And the researcher chose the research community represented by the administrative leaders at the University of Mosul, The research relied on a main tool for collecting data, which is the questionnaire, which was designed as a measure of research, as the results of the research sample, which were (88) represents from the administrative leaders working in a number of scientific and humanitarian colleges at the university of Mosul, were analyzed. The research reached a major conclusion that there is a correlation and significant effect of the components of the blue ocean strategy in the dimensions of the entrepreneur orientation. , And concluded the research with a set of proposals that can enhance the positive aspects of the field and address the disadvantages that indicate it if taken in the future.

Keywords: Blue Ocean Strategy ,Entrepreneurial Orientation ,principles , Dimensions.

Introduction

The blue ocean strategy is one of the most important modern and advanced approaches to achieve sustainable competitive advantages. It is a proactive concept which based on creative ideas that dealing with a complex and rapidly changing environment to achieve superiority and leadership, and since the ability of organizations to adapt to the environment in which they work with needs to adopt new and creative approaches and

methods. In a rapidly changing world, the need for educational institutions to continuously identify new opportunities that exist beyond their current capabilities and invest them in a creative way that distinguishes them from other institutions, through their interest in adopting the idea of an entrepreneurial orientation, which requires work to explore the nature of the entrepreneurial orientation in the higher education sector and study the impact of the strategic components of the blue ocean in it.

Research Methodology

First : Research Problem

The research problem lies in monitoring and analyzing the extent of the components of the blue ocean strategy in the researched organization, and to highlight the role of these components and their importance to achieving the effective entrepreneurial orientation that contributes in achieving the aims of the organization as a whole. For that, this research sought to reveal the effectiveness of the Blue Ocean strategy and its impact on the effectiveness of the entrepreneurial approach of a number of administrative leaders at the University of Mosul, by answering the following questions:

The research problem is embodied in the following main questions:

- 1- What is the level of application of the blue ocean strategy for a number of administrative leaders at the University of Mosul?
- 2- What is the level of commitment of the researched organization to the dimensions of entrepreneurial orientation?
- 3- Is there a correlation between the blue ocean strategy and the entrepreneurial orientation of the organization in question?
- 4- What is the impact of the blue ocean strategy in enhancing the entrepreneurial orientation of the researched organization?

Second: the importance of research

The importance of research comes within the framework of growing research interests to deal with the blue ocean strategy and its principles through a philosophical perspective that goes beyond the traditional frameworks in administrative studies, as well as being a basic criterion for the success of most international organizations and achieving their entrepreneurial orientation.

The importance of the research comes from the following:

- 1- To highlight the applied dimension through which the blue ocean strategy contributes to enhancing the entrepreneurial orientation of the researched organization under study.

2- The importance of research also comes from the necessity to adopt the principles of the blue ocean strategy, as a means that enhances the position of the organization and its survival in new and rapid change environments, and facing challenges and building an entrepreneurial orientation by adopting its dimensions, and this supports the importance of research to develop and improve the performance of the researched organizations under study.

3- Through practical application, the research seeks to provide solutions to the problems faced by the researched organizations, in an attempt to reach the value creation of the blue ocean strategy among the administrative leaders in business organizations, whether productivity or service ones.

Research aims :

The research aims to achieve the following objectives: building a theoretical scheme describing the influence form between the main and sub-variables of the research, examining the credibility and scientific and practical feasibility of the hypothetical scheme to reach the necessary conclusions and recommendations, to enable the researched organization to identify the methods of its success and its ability to continue and develop, measuring the effect of applying the blue ocean strategy on the entrepreneurial orientation of the researched organization, providing some suggestions that help searched organization to benefit from modern methods and concepts in the field of strategic management with an entrepreneurial orientation.

Research Hypotheses :

1-There is a significant correlation between the blue ocean strategy and the entrepreneurial orientation dimensions of a number of administrative leaders at Mosul University.

2-The blue ocean strategy affects the dimensions of the entrepreneurial orientation of a number of administrative leaders at Mosul University.

Search techniques :

The research depends on the analytical descriptive method in its study of the relationship between the blue ocean strategy and the entrepreneurial orientation. Hence, the researcher – to cover the theoretical framework - relied on what was available from Arab and foreign sources related to the subject of the research. As for the field part, it relied in data collection on the questionnaire as a main tool in data collection and was designed to suit the individuals surveyed (deans of colleges and their assistants, heads of departments, and the assistants of the president of the university, as (105) forms were distributed, (88) completed forms were received, (5) forms were neglected because they did not complete the data, (12) not returned were also neglected.

The questionnaire included three parts, the first part focused on the identification data of the respondents, while the second part focused on the measures of the blue ocean strategy (its components), and the third part focused on the measures of the entrepreneurial orientation (its dimensions), which were derived from theoretical and applied studies in this Scale such as (Kim & Mauborgne, 2005:8) (Clercq&Rius, 2007) (Li et al., 2008) Dess et al., 2005) (Ferrell et al., 2008) (Zimmerer et al., 2008) and used a scale Triple Likert, as the weights ranged between (3-2-1) agree, not sure, disagree, respectively, and with a hypothetical arithmetic mean of (2). The statistical analysis that includes frequencies, percentages, arithmetic means, standard deviations, as well as the correlation coefficient and simple regression coefficient has been relied upon using the SPSS program.

Describe the characteristics of the research sample :

Table (1) shows the distribution of the sample members according to various bases: gender, age, academic attainment, scientific title, number of years of service.

It is clear from the analysis of the results of the respondents in the research sample in Table (1) that:

1-The proportion of males was more than females in the sample, as 68% compared to 20%, and this reference to the research sample depends mainly on males, and this indicates the nature of the work they perform.

2- The largest percentage was the age group 50-59, representing 43% compared to varying degrees for other groups, and this is an indication that age groups of the administrative leaders full of (experience and maturity), and this is what management scholars confirm the need to provide job experience, knowledge and ability to balance the burdens of responsibility with business requirements.

3-The percentage of those who gained a doctorate degree was the largest percentage of the academic attainment variable, representing 75% compared to varying percentages for other degrees. This is an indication that the surveyed administrative leaders at the University of Mosul have different academic qualifications, and the majority has a higher university degree. This leaves its clear impact on building scientific perceptions about their work and the reality of the searched organization, making the right decisions regarding work and advancing this organization towards a better future and achieving its goals of survival and growth.

4-The percentage of those whose current service years were (1-9) years, which is the largest percentage, as it represents 85%, compared to a different percentage for other categories. This may represent a good case because it provides the organization with renewed innovative capabilities and skills, as the majority of the administrative leaders which represented by the assistants of university president, deans of colleges and heads of departments, is a positive aspect, and this does not mean that we dispense with those who have experience, training and a long period of specialization.

Table (1) Distribution of the surveyed individuals in the research sample organizations

Variable	Categories and labels	Number	Percentage
gender	male	68	77%
	Female	20	23%
Total		88	100%
Age	25- 29	-	
	30-39	10	11%
	40- 49	35	40%
	50 and over	43	49%
Total		88	100%
Academic attainment	PhD	75	85%
	M.A	13	15%
	Higher Diploma	-	-
Total		88	100%
Years of service	1-9	85	97%
	10-19	1	1%
	20-29	1	1%
	30 and over	1	1%
Total		88	100%

Source: Prepared by the researcher based on the results of the computer.

First: Blue Ocean Strategy

1- Concept of Blue Ocean Strategy:

(Kim & Mauborgne, 2005: 8) describes the blue ocean as the place or market that includes industries that yet to emerge. They are the virgin markets and uninhabited areas that have not yet been discovered and not polluted by red colour (colour of bloody competition), which means creativity and innovation in products and services despite the intense competition nowadays, and in these discovered areas, demand is made for the first time. And he (Al-Douri and Al-Saedi, 2009: 4-5) explained that the blue ocean represents those markets that are still undiscovered and industries that yet to come into being, and no demand for their products yet, and that do not have strong competition. The need for blue oceans leads to create and innovate value, not just to add it.

2-Principles of Blue Ocean Strategy Application

The principles of the blue ocean strategy are as follows (Butler, 2008, 170):

A- Rebuilding the market boundaries to bypass competition: (Kim, Mauborgne, 2005, 48):

*Stereotyping the industry sector in which you operate and focusing on being the best in it.

* Consider their industries as strategies group accepted in general (e.g. luxury cars and family cars) and the struggle of these organizations to differentiate into the strategic group in which they have placed themselves.

*Focus on the same segment of consumers.

*Determine the purpose of the products and services provided by its industry.

*Acceptance of the functional or emotional direction of its industry.

*Focusing on the perspective of time in offering the product or service.

B - Focus on the big picture, not the numbers.

This principle is based on the need for the organization to focus on the whole and not on the details, in order to preserve the aims from being lost and scattered (Mahmoud, 2016, 153). (Kim & Mauborng, 2005, 16) determines the four steps to show the strategy towards the blue ocean as follows: mental awakening, mental exploration, mental strategy gallery, and mental communication.

C- Extension beyond the current demand:

If the organization wants to increase the size of its blue ocean to take an opposite path, instead of focusing on customers, it should look at human resources (individuals, agents, suppliers, customer attractors, human capital), as (Themaat, 2011, 67) explained. And instead of focusing on differences between customers, it should base its work on strong commonalities in value to these customers, as this allows organizations to extend beyond current demand to open a new mass of customers that did not exist before.

D- Apply the correct strategic sequence:

(Themaat, 2011,43) mentioned that organizations seeking change and development in all their activities are working to apply the blue ocean strategy correctly, and this is done by strategic leaders who are conducting a survey of the internal and external environment. The criteria for building a blue ocean strategy in organizations fall within the context of (customer benefit, price, target cost, and adoption) (Vermeer, 2008, 19), and this means to implement to achieve a strategy that has been identified in a certain way in order to achieve goals and employ expertise to reach the requirements of customers in each stage (Lee, 2006, 11) (Vermeer, 2008, 19) (Talib, and Albannaa, 2012, 93).

Second, The entrepreneurial approach

1- Concept of Entrepreneurial Orientation:

The entrepreneurial orientation considers as one of the strategies that organizations race to adopt the initiative and enter new markets to obtain technological progress, create wealth and achieve organizational distinction (Lumpkin & Dess, 1996: 135). (Frese et al, 2009: 457-458) described the entrepreneurial orientation as a strategy based on the formulation of new businesses, which constitute the active and driving elements of growth and the basis for the development of organizations in a dynamic environment that affects the performance of the organization.

2-Dimensions of entrepreneurial orientation

Both researchers (Dess et al., 2005. Clercq & Rius, 2007. Dess et al., 2007. Li et al., 2008. Desset et al., 2008. Ferrell et al., 2008. Zimmerer et al. , 2008) agreed that the entrepreneurial orientation is carried out in five dimensions, including (creative, independence, proactive, competitive offensive, and risk tolerance).

1- Creativity: It is one of the main entrepreneurial strategic components, as it requires organizations to leave existing technology and practices and move to risk and venture after the status quo (Hitt et al., 2007:378). And creativity is a concept centered on distinguishing entrepreneurial work, and the extent to which organizations tend to be creative. It supports new ideas through renovation, experimentation and innovation processes that produce new products or new services or improve technological processes (Lumpkin & Dess, 1996: 142).

2 -Independence: Independence is a form of validation and empowerment that is driven by excellence and increased entrepreneurial opportunities. And independence at work is the desire that leads to vision and the pioneering opportunity, it is applied to each of the individuals, groups and teams that work outside the existing organizational principles, and this is used by the independent work units to raise the existing strengths in new fields and distinguish the opportunities that stand behind the current capabilities of the organization and encourage besides development of new projects or improvement of work procedures, it helps the members of the organization to think independently to find opportunities and take the time necessary to complete them and work more freely and adopt new ideas and put them into practice, and here entrepreneurial should be part of the culture of the organization (Dess, et al, 2005: 427).

3-Proactivity: Proactivity is the organization's tendency to take initiative in future needs and environmental changes through the use of new methods and modern technologies (Jantunen et al, 2005: 226). The proactive characteristic is one of the most important characteristics of the entrepreneurial organizations, which involves the desire of the upper management to be the first who respond to the needs of customers and achieve their needs and desires according to what is best and new. Pioneer organizations seek to act quickly for making maximum use of the market before any other company and not wait for others to accomplish tasks, and thus proactive is the organization's willingness to anticipate future demand. (Alderman, 2011: 559).

4-Competitive offensive: It differs from creative and proactive in that it seeks to go directly to the competitors, while creative and proactive focus on new opportunities that organization exploit, whether they are service or productivity, and whatever the form of those organizations are. Aggressive-oriented organizations often prefer to find battles with competitors through sacrificing profits by reducing prices to gain market share, or to reach manufacturing capacity in spending heavily. These are methods used by the organization as a way to develop and grow the organization (Dess, et al., 2005: 431).

5- Risk tolerance: Risk represents the tendency of upper management to take calculated risks in order to become more innovative (Frishammar & Andersson, 2009: 66), citing (Morris, 1987). And the risk is that framework for the entrepreneurial trend that points to the desire to venture into the unknown without knowing the potential consequences, which involves investing in technology or entering into unknown or previously tried markets, in addition to the financial risks that may afflict the organization (Alderman, 2011: 588).

Field Side

First - a description of the two dimensions of research and their diagnosis

1-Describe and diagnose the variables of the blue ocean strategy components

The data in Table (2) refer to the arithmetic means and standard deviations of the dimension of the blue ocean strategy. In total, an arithmetic mean (2.57) and a standard deviation (0.0529) was obtained, and the answers of the research sample towards the components of the blue ocean strategy, it was found that (58%) confirm that the respondents they have what includes the components of the blue ocean strategy, which is an average of more than half compared to (zero) who do not agree with that, And that (42%) took a somewhat agreed stance on the indicators of components of the Blue Ocean Strategy. and this is a positive indicator that reflects the possession of the sample members with knowledge of the components of the blue ocean strategy and contributed to the positivity of this changing dimension (x1) represented by (rebuilding the market boundaries to overcome competition), as The arithmetic mean was (2.62) and the standard deviation was (0.0519), while the variable (x4) which includes the phrase (application of the correct strategic sequence) had the lowest arithmetic mean of (2.39) with a standard deviation (0.0637), and the remaining variables were between the values of the two previous variables.

Table (2) Describe and diagnose the variables of components of the blue ocean strategy

Variables	3	2	1		
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	Agreed		neutral		not agreed		Arithmetic mean	Standard deviation
	F	%	F	%	F	%		
X1	55	62.5	33	37.5	-	-	2.62	0.0519
X2	54	61.4	31	35	3	3	2.57	0.0599
X3	42	47.7	44	50	2	2.3	2.45	0.0581
X4	40	45.5	43	48.9	5	5.7	2.39	0.0637
Average	51	58	37	42	-	-	2.57	0.0529

2- Describe and diagnose the variables of the entrepreneurial orientation elements

The data of Table (3) on arithmetic means and standard deviations indicate the dimensions of entrepreneurial orientation that this variable in total achieved an arithmetic mean of (2.54) with a standard deviation of (0.0534), and this is a positive indicator of the variables related to the elements of entrepreneurial orientation, as the variable (x1) achieved- Which includes the expression (creative)- the highest arithmetic mean and standard deviation of (2.60) (0.0525), respectively. It also contributed to the positivity of this variable dimension (x3), which includes the phrase (proactive) supported by an arithmetic mean and standard deviation of (2.59) (0.0575), respectively, while the variable (x2) represented by the following phrase (independence) achieved the lowest arithmetic mean of (2.49) with a standard deviation of (0.0583), and the remaining variables were between the values of the two previous variables.

Table (3) Describe and diagnose the dimensions of the entrepreneurial orientation variables

Variables	3		2		1		Arithmetic mean	Standard deviation
	Agreed		neutral		not agreed			
	F	%	F	%	F	%		
X1	53	60	35	40	-	-	2.60	0.0525
X2	45	51.1	41	46.5	2	2.3	2.49	0.0583
X3	54	61.3	32	36.3	2	2.3	2.59	0.0575
X4	50	57	35	40	3	3.4	2.53	0.0604

X5	36	41	38	43.1	14	16	2.52	0.0762
Average	48	54.5	40	45.4	-	-	2.54	0.0534

Second - Research Hypotheses Test

This axis is concerned with identifying the nature and strength of the correlation and influence relations between the research variables as follows:

First: the first hypothesis test

This hypothesis is concerned with the relationship between the two research variables, and Table (4) shows the results of the correlation analysis.

The data in Table (4) indicate that there is a significant positive correlation between the variables of the blue ocean strategy and the Entrepreneurial Orientation, when the correlation coefficient was (0.602**). This relationship indicates that the more the orientation towards the components of the blue ocean strategy is, the more the Entrepreneurial Orientation are enhanced and properly activated., and this indicates sufficient interest in benefiting from the blue ocean strategy by the administrative leaders in supporting the dimensions of the entrepreneurial orientation by them. On this basis the first hypothesis is accepted, which is say: (There is a positive significant correlation between the blue ocean strategy and the entrepreneurial orientation of the administrative leaders in the researched organization). The following is a statement of the correlation of each dimension of the blue ocean strategy in the dimensions of the entrepreneurial orientation.

A- The relationship between blue ocean strategy and creativity

The data in Table (4) indicate that there is a positive significant correlation between the blue ocean strategy and creativity, as the degree of correlation (total index) was (0.542), and the correlation was between the rebuilding of the market boundaries to overcome competition and creativity (0.260 *) and after focusing on the whole view not on numbers (0.514), extending beyond the current demand (0.478) and applying the correct strategic sequence (0.328).

B- The relationship between the blue ocean strategy and independence :

Table (4) shows that there is a positive significant correlation between the components of the blue ocean strategy and independence, as the degree of correlation (total index), (0.409). It is noted from the results of the analysis at the level of the Blue Ocean Strategy sub-variables that there is a positive correlation between rebuilding market boundaries to transcend competition and independence, as it was (0.094 *) and after focusing on the whole view and not on the numbers (0.435), extending beyond the current demand (0.294) and applying the correct strategic sequence (0.308).

C-The relationship between blue ocean strategy and proactive :

It is noticed from Table (4) that there is a positive significant correlation between the components of the blue ocean strategy and the proactive, as the degree of correlation (total index) was (0.495). From the observation of the results of the analysis, it is clear that there is a positive correlation between each of the components of the blue ocean and the proactive ocean, as follows: Rebuilding the market boundaries to overcome competition, as it was (0.247 *), focusing on the whole view and not on numbers (0.407), extending beyond the current demand (0.253) and applying the correct strategic sequence (0.476).

D- The relationship between blue ocean strategy and Offensive competitiveness

The data in Table (4) indicate that there is a positive significant correlation between the blue ocean strategy and offensive competition, as the degree of correlation (total index) was (0.534). The correlation was between rebuilding the market boundaries to overcome competition and offensive competitiveness (0.360 *) and after focusing on the whole view and not on numbers (0.449), extending beyond the current demand (0.370) and applying the correct strategic sequence (0.445).

E- The relationship between blue ocean strategy and risk tolerance

It is noticed from Table (4) that there is a positive significant correlation between the components of the blue ocean strategy and the risk tolerance element of the entrepreneurial trend, as the degree of correlation (total indicator), (0.286), and it is noted from the results of the analysis that there is a correlation between each of the variables of the blue ocean strategy And the risk tolerance element, as the correlation was between re-establishing market limits to bypass competition and risk tolerance (0.109), after focusing on the whole view and not on numbers (0.171), extending beyond the current demand (0.297), and applying the correct strategic sequence (0.224).

Table (4) The relationship between the blue ocean strategy and the entrepreneurial orientation at the macro level of the variables

Blue Ocean Strategy	Rebuild market boundaries to overcome competition	Focus on the whole view, not the numbers	Extension beyond the current demand	Apply the right strategic sequence	overall index
Entrepreneur Orientation					
Creative	0.260*	0.514**	0.478**	0.328**	0.542**
Independence	0.094*	0.434**	0.294**	0.308**	0.409**

Proactive	0.247*	0.407**	0.253**	0.476**	0.495**
Offensive competitiveness	0.360**	0.449**	0.370**	0.445**	0.534**
Tolerance	0.109	0.171	0.297**	0.224*	0.286**
Overall index	0.273*	0.529**	0.460**	0.463	0.602**

Significant at the level (0.05)* (0.01)p**

Source : Prepared by the researcher based on the results of the computer.

Second: The second hypothesis test

This hypothesis aimed to identify the nature of the effect of the blue ocean strategy on the entrepreneur orientation. Table (5) indicates the testing of this hypothesis.

Table (5) Results of the regression analysis of the blue ocean strategy in the entrepreneurial orientation at the macro level

Independent variable				F	
Dependent variable					
Entrepreneur Orientation	R2	B1	B0	calculated	tabular
				39.950	6.85
	0.317	0.563	0.568		

P(0.01) at the level of significance D.F(1,86) N=88), T=(4.575)**

Source: Prepared by the researcher based on the results of the computer.

The results of the regression analysis at the total level of the variables in Table (5) indicate that there is a significant effect of the indicators of the components of the blue ocean strategy on the entrepreneurial orientation. The calculated (F) value was (39.950), which is higher than its tabular value (6.85) at two degrees of freedom (1.86) (with a significant level of (0.01)), and the coefficient of determination of the general model was (57%) of the variance in the entrepreneurial orientation explained by the components of the strategy The blue ocean of the respondents in the researched organization, and the remaining percentage represents the other influenced variables that were not included in the current research, And, by following the beta coefficients included in the model, it becomes clear that the coefficient of the entrepreneurial

orientation is (0.317), and this indicates that the components of the blue ocean strategy have an impact on the elements of the entrepreneurial orientation and its ability to activate the components of the blue ocean strategy and work to achieve them to reach the entrepreneurial orientation that leads to the organization interest and gain its desired goals.

Table (6) The results of the regression analysis are the components of the blue ocean strategy in the entrepreneurial orientation at the micro level

Independent variables / Dependent variables	B0	Rebuild market boundaries to overcome competition	Focus on the whole view, not the numbers	Extension beyond the current demand	Apply the right strategic sequence	R2	F calculated
Creative	1.021	0.011	0.034	0.373	0.328	0.299	8.864
Independence	1.295	0.012	0.300	0.119	0.051	0.156	3.824
Proactive	0.811	0.090	0.206	0.108	0.345	0.309	9.294
Offensive competitiveness	0.914	0.047	0.245	0.111	0.237	0.237	6.436
Tolerance	1.046	0.052	0.093	0.183	0.038	0.074	1.660

N=88

D.F (5.83)

P. 0,01

Source: Prepared by the researcher based on the results of the computer.

1- The impact of the components of the blue ocean strategy on creativity

Table (6) shows the results of the regression analysis represented by the presence of a significant effect of the blue ocean strategy on creativity, and it enhances the calculated (F) value (8.864), which is greater than its tabular value (2.29) at two degrees of freedom (5,83) and at a significant level (0.05), and it was the coefficient of determination (R2) (30%) and from follow the beta coefficients, it is clear that the highest rates of influence on creativity were due to the two dimensions of the blue ocean strategy represented by extending beyond the current demand, and then applying the right strategic sequence, as the regression coefficient and beta for each of them (0.373) (0.328), respectively.

2- The effect of the blue ocean strategy on the independence of the researched organization.

Table (6) indicates that there is a significant effect of the blue ocean strategy on the independence adopted by the researched organization in the entrepreneurial orientation, as the calculated (F) value was (3.824), which is greater than its tabular value (2.29) at two degrees of freedom (5,83) with a significant level (0.05). With a coefficient of determination (R²) (16%) and by follow (beta) coefficients, it became clear that the highest percentages of influence in the entrepreneurial orientation component (independence) were due to the components of the blue ocean strategy represented in focusing on the whole view and not on numbers and then extending beyond the current demand as the regression coefficient and beta for each were (0.300) (0.119), respectively.

3-The effect of the blue ocean strategy on proactive.

Table (6) indicates that there is a significant effect of the components of the blue ocean strategy in the proactive dimension of the researched organization, as the calculated F value was (9.294), which is greater than its tabular value (2.29) and with a significant level (0.05) and a determination factor (30%) and through following beta coefficients showed that the highest percentages of influence in the proactive element were due to the two dimensions of the components of the blue ocean strategy represented in applying the correct strategic sequence and then focusing on the whole view and not on the numbers, as the regression and beta coefficients for each were (0.345, 0.206), respectively.

4-The effect of the blue ocean strategy on the element of offensive competitive.

Table (6) indicates that there is a significant effect of the blue ocean strategy on the entrepreneurial orientation using the offensive competitive element, as the calculated (F) value was (6.436), which is greater than its tabular value (2.29), with a significant level (0.05) and a coefficient of determination (24%). By following its beta coefficients, it became clear that the highest percentage of impact on offensive competitive was due to the components of the blue ocean strategy represented in applying the correct strategic sequence and then focusing on the whole view and not on the numbers, as the value of the coefficient of determination and beta for each of them was (0.237, 0.245), respectively.

5- The effect of the blue ocean strategy on the element of risk tolerance

The data in Table (6) indicate that there is an insignificant effect of the components of the blue ocean strategy represented in risk tolerance, as the calculated (F) value was (1.660), which is smaller than the tabular (F) value (2.29) and the level of significance (0.05) and the coefficient of determination (R²) (7%), and by following up on its beta coefficients, it became clear that the highest impact rates in the dimension of risk tolerance were due to the components of the blue ocean strategy represented in

extending beyond the current demand, as the regression coefficient and its beta were (18%) in the dimensions of the entrepreneurial orientation focused on risks tolerance of the researched organization.

Conclusions and Recommendations

First: the conclusions

1-The analysis indicators showed that the administrative leaders of the University of Mosul have knowledge and awareness of the components of the blue ocean strategy at a higher than average level.

2-The field research indicators showed that the administrative leaders have the ability to interact with their entrepreneurial orientation, as it was at a higher than the average level as well.

3-The field research data indicated that there is a significant correlation between the components of the blue ocean and the entrepreneurial orientation in a way that can adopt the conclusion that any attempt of the administrative leaders at the University of Mosul, the subject of research, to enhance the level of the entrepreneurial orientation depends on the extent of interaction with the components of the blue ocean strategy.

4-The results of the field analysis of the research showed that there is a positive significant correlation between each of the components of the blue ocean strategy and the management of the entrepreneurial orientation of the administrative leaders of the searched organization.

5-The indicators of the components of the blue ocean strategy show significant indicate in the management of the entrepreneurial orientation of the administrative leaders working at the University of Mosul (at the macro and dimensional level) in a way that can be concluded that the management of the entrepreneurial orientation of the administrative leaders depends to some extent on what its leaders and administrations have of the strategy Blue ocean represented by its components.

Second: suggestions

1- Attempting to benefit from the components of the blue ocean strategy in influencing the administrative leaders, as it is very vital in activating the strategies achieved by the blue ocean strategy, it helps the administrative leaders to reach beyond the current demand by adopting the correct strategic sequence for empowerment, cooperation and coordination among the upper administrative leaders.

2- The necessity of strengthening the role of the entrepreneurial orientation of the administrative leaders of the searched organization in a fast-changing and highly competitive business environment based on the principles of the Blue Ocean strategy and its activation among the administrative leaders at the University of Mosul.

3- Studying all the means and tools that support the principles of the blue ocean strategy because this variable plays a major role in managing the entrepreneurial orientation, which the researcher was unable to implement due to the limited time available.

4-Interest, activation and knowledge sharing among the administrative leaders at the University of Mosul, researched, because of its importance in achieving competitive advantage, through training and participation in scientific and technical courses specialized in senior administrative leaders with advanced levels, for their positive effects in forming the intellectual and knowledge basis, in a way that enhances the capabilities of the researched organization, to understand and apply these strategic topics in order to achieve pioneering and excellence.

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