Designing a domestic meth mix and analysis network process (ANP) to identify and rank the factors affecting into international markets.

Diseñando un método doméstico mixto y un análisis de procesos de redes (ANP) para identificar y clasificar los factores que afectan a los mercados internacionales.

Diseñando un-house domestic mixto and un análisis de procesos de redes (ANP) para identificar e classificar os fatores que afetam os mercados internacionais.

Escrito por:

Sepideh Jafari[33]
Javad Khaligh [2*]

Abstract

Globalization, as a dominant phenomenon in the global economy, makes the issue of entry into global markets more relevant and complex. How to enter the legal boundaries of the country, understand the strengths and weaknesses of the company and recognize its capabilities. Choosing the optimal way to enter the international markets is considered as a factor as a sustainable competitive advantage. Considering the importance of the subject of this research, identification and prioritization of the identification and ranking of effective factors on the method of entering international markets. To achieve the research goal, an expert questionnaire was distributed to managers and international marketing experts based on the hierarchical model.

After verifying and verifying the reliability and validity of the data gathering tool, the research, using the DEMATEL technique, revealed the relationship between the components affecting the method of entering the international markets and the corresponding network model was mapped. The questionnaire was then designed according to the network model. The data on this questionnaire is, in fact, the data of the matrix of paired samples matched to the network model, which was used as an input to the ANP method.

Resumen

La globalización, como fenómeno dominante en la economía global, hace que el tema de la entrada a los mercados globales sea más relevante y complejo. Cómo ingresar a los límites legales del país, comprender las fortalezas y debilidades de la empresa y reconocer sus capacidades. Elegir la forma óptima de ingresar a los mercados internacionales se considera como un factor como una ventaja competitiva sostenible. Considerando la importancia del tema de esta investigación, identificación y priorización de la identificación y clasificación de factores efectivos en el método de ingreso a mercados internacionales. Para lograr el objetivo de la investigación, se distribuyó un cuestionario de expertos a gerentes y expertos en marketing internacional basado en el modelo jerárquico.

Después de verificar y verificar la confiabilidad y validez de la herramienta de recopilación de datos, la investigación, utilizando la técnica DEMATEL, reveló la relación entre los componentes que afectan el método de ingreso a los mercados internacionales y se mapeó el modelo de red correspondiente. El cuestionario se diseñó según el modelo de red. Los datos en este cuestionario son, de hecho, los datos de la matriz de muestras emparejadas que coinciden con el modelo de red, que se utilizó como una entrada para el método ANP.

[33] Department of Humanities, Faculty of Management, Tehran Branch, Islamic Azad University, Tehran, Iran
[2] Applied Mathematics, Optimal Control Trend, Payame Noor University, Tehran, Iran
*e.urbandesign@yahoo.com

The results of the ANP and DEMATEL combined approach for determining the weight of the criteria and prioritizing the effective factors indicate that among the factors, the factors related to the target country (with a weight of 0.345) have the highest degree of importance and factors associated with the company (weight 0.345) are the least important degrees.

Keywords: Entry Strategies - International Markets - Dimetel Method - Method of Network Analysis Process

Los resultados del enfoque combinado ANP y DEMATEL para determinar el peso de los criterios y priorizar los factores efectivos indican que, entre los factores, los factores relacionados con el país objetivo (con un peso de 0.345) tienen el mayor grado de importancia y factores asociados con la compañía (peso 0.345) son los grados menos importantes.

Palabras clave: Estrategias de entrada - Mercados internacionales - Método Dimetel - Método del proceso de análisis de red

Resumo

Globalization, as a dominant phenomenon in the global economy, makes the issue of entry into global markets more relevant and complex. How to enter the legal boundaries of the country, understand the strengths and weaknesses of the company and recognize its capabilities. Choosing the optimal way to enter the international markets is considered as a factor as a sustainable competitive advantage. Considering the importance of the subject of this research, identification and prioritization of the identification and ranking of effective factors on the method of entering international markets. To achieve the research goal, an expert questionnaire was distributed to managers and international marketing experts based on the hierarchical model.

After verifying and verifying the reliability and validity of the data gathering tool, the research, using the DEMATEL technique, revealed the relationship between the components affecting the method of entering the international markets and the corresponding network model was mapped. The questionnaire was then designed according to the network model. The data on this questionnaire is, in fact, the data of the matrix of paired samples matched to the network model, which was used as an input to the ANP method.

The results of the ANP and DEMATEL combined approach for determining the weight of the criteria and prioritizing the effective factors indicate that among the factors, the factors related to the target country (with a weight of 0.345) have the highest degree of importance and factors associated with the company (weight 0.345) are the least important degrees.

Keywords: Entry Strategies - International Markets - Dimetel Method - Method of Network Analysis Process

Introduction

Today's globalization is one of the most important concerns of companies and they are looking for markets for their products beyond geographical boundaries. The rules of the game have gradually developed over many years of commercial relations between foreign countries, and new actors are bound to accept these laws, so that today, the recognition of these rules and the relations between phenomena in the inter-commerce internationally, special significance has been found. (Nejad and, Keshtkar 2018).

One of the important issues in the field of foreign markets is the choice of foreign markets and the choice of how to enter these markets. Companies are increasingly aware of the importance of entering into the right place, in the right way at the right time to succeed in this breathtaking competition (Fazeli et al., 2017). Selection of the most appropriate method of entering the global markets is the formation of strategies for entering an enterprise into these markets. The variety of methods, coupled with the advantages and disadvantages of each of them, has led big companies to take specific measures in this regard.

Theories of entry methods can be categorized into descriptive and prescriptive categories. Descriptive theories are more about describing and analyzing the behavior of their firms and their experiences in entering the global markets, and prescriptive theories based on descriptive theories, by providing a solution

in the decision-making process or introducing effective factors the correct way to enter is to select the correct one. Currently, moving our country towards a knowledge-based economy is of great importance and requires the development, interaction and exchange of knowledge, technology and product with the world. Awareness of the mechanisms and methods of entering the global markets for companies and organizations that are on the path to globalization is indispensable.

Therefore, in this research, the research examines, identifies and ranks the factors affecting the method of entering the international markets using the multi-criteria ANP decision-making method. In fact, the main question of the research is what factors have the greatest impact on the way to enter the international markets?

International Marketing

Is a commercial activity for the delivery of goods and services of a country to customers in other countries in order to obtain international marketing profits also includes the operation of the production and sale of goods and services in more than one country, without goods from the main frontiers of a The country passes.

In international marketing, the goal is not to limit itself to the costs of bringing goods to markets and the speed needed to do it, but we need to become effective competitors. When increasingly dynamic, focused, and professional competition has emerged, marketing operations continue to focus on market focus, focus on competitors, focus on products, and focus on customers, but they must understand we want to work today in markets that accept quality in line with low costs (Shakib et al., 2018).

Some companies in the global market use the combination of marketing elements (product, advertising, price, distribution channels) and minimize their costs, because in the pillars of marketing elements, major data changes Cannot be but in a modified mix of modified marketing elements, a producer changes the elements of the mix of their marketing elements according to the characteristics of each of their target markets. Of course, in this way, the producer will bear more costs, but he hopes to achieve more market share and more markets (Keshtkar 2011). In summary, the main question in marketing is that different products, prices, promotions, and distribution elements must be standardized or imported into the local market (Keshtkar 2016).

Theories of choosing the method of entry

Theories on the choice of entry methods can be divided into two general categories of qualitative theories and quantitative theories. Qualitative theories are mostly conceptual and more in number, while quantitative theories are mostly based on the theory of games and less. In analyzing quality models, Zhao introduced the following five models as the most important quality models of entry methods.

Development Step Model (SD): This model states that corporate background and experience tend to increase the use of more sophisticated methods. Cost Transaction Analysis Model: Based on this theory, the reduction of transaction costs is the most important factor in choosing the type of entry method. When the transaction cost is high, the willingness to use participatory approaches increases and vice versa.

The model of internalization, location, ownership: This theory, also known as selective theory, points out that decisions about the way of entry are taken on the basis of property advantages, the benefits of internalization, and the advantages of the place or the situation.

Organizational capability model: This theory is based on the source-centered theory of the firm and emphasizes that entry decisions are based on the capabilities and capabilities of the company with the aim of their development and development.

Decision process model: In this model, much emphasis is placed on the decision-making process. What distinguishes this model from other previous models is the emphasis on optimizing the decision-making process rather than computing economic efficiency.

Research Method

One of the important requirements of any study is the availability of reliable information, speed and ease of access to it. With this information, researchers will be given the opportunity to follow the process of studying and analyzing data in order to assess the goals and research hypotheses. The researcher will also be able to achieve the desired goals by spending at least the cost and time. The first step in achieving research goals is collecting information and acquiring facts, and the library method is used in all scientific research. (Hafez Nia, 2002). The research method is descriptive-analytical and it is applicable to the research purpose.

In this research, books, dissertations, articles and databases related to the research topic (internal and external) will be used to collect information on the theoretical basis and research literature and the related background of the factors affecting the method of entering the international markets (Viviana Ñañez Silva and Lucas Valdez, 2017). Then, to determine the significance of these indicators, a questionnaire will be designed based on the indicators, which will be completed by experts and relevant experts. Based on the analysis of this questionnaire, we will determine the weight and significance of each of the factors affecting the method of entering the international markets using the multi-criteria ANP decision-making method.

Dematel Method

Multiple decisions in organizations as well as decision-making models, in order to solve or improve their desired problems, require the assumption of choices (quantitative and qualitative strategies, indicators, and criteria). These indicators and Options in most cases, at the beginning and before the decision, should be determined using the judgment of the experts.

Dematel's method illustrates the influence and interplay of relationships between elements using the graph theory and points out scores with a number. This method uses the feedback of relationships, meaning that each element can affect and affect other elements on equal, higher and lower levels.

The importance and weight of each element in this model is determined not only by the upstream and downstream factors but by all existing factors or the whole model (Taqizadeh, Nursana and Parsa, 2012 and Pacheco et al., 2017). The following steps are taken in order to implement the waste water technique and after identifying the expert.

Step 1: Identify the constituent elements of the system
Step 2: Determine the elements at the vertices of a graph and the relations governing them
Step 3: Determine the law of decision making by the group in order to jointly agree on the judgment of the experts
Step 4: Determine the severity of the relationships between the elements
Step 5: Show the final points as a matrix
Step 6: Multiplying each input from the matrix in reverse is the highest sum of rows of that matrix.
Step 7: Calculating the Total Unlimited Sequence of Direct and Indirect Effects of Elements on Each Other
Step 8: Calculate the extent of impact and impact between factors (elements)

With respect to the matrix S, the sum of the row in D and the sum of the columns in R, and the sum of the rows in the D + R layers and the difference in the columns of the D-R layers is computed. The value of D for each agent indicates the extent of its impact on other system factors. The value of R for each factor expressing the severity of the factor is the other factors. The value of D + R defines the sum of the intensity of an element both in terms of impact and in terms of the impact of the agent in the system, in other words, the factor that has the highest D + R has the greatest interaction with other system factors and indicates importance (Weight) of that agent in the system. The value of D-R is the final value, (only) the effect of each factor on the set of other factors of the system. So that:

$$\begin{cases} D > R \rightarrow D - R > 0 = \text{The effective factor is a discontinuity} \\ D < R \rightarrow D - R < 0 = \textit{The effective factor is definitive} \end{cases}$$

Step 9: Determine the hierarchy or possible structure of the elements

Ultimately, the hierarchy or ultimate structure may identify the elements of the problem. The order of the penetration of the supposed elements in the problem over other elements or under their influence definitely determines the possible structure among the elements in order to improve or solve the problem.

Network Analysis Process (ANP)

The method of network analysis process is a comprehensive and powerful method for making accurate decisions using empirical information and individual judgments of each decision maker, which is achieved through the following steps:

Step 1: Build the model and configure the problema
At this stage, at first, the problem must be clearly defined and the criteria that are relevant to the final decision are identified. Criteria, options, and network structure according to expert opinion and opinion, use of subject literature, interview with experts and relevant experts, or other appropriate methods. After the elements of the network are identified, they are connected to each other by their type of communication with their internal elements.

Step Two: Generate Paired Comparison Matrices and Calculate Priority Vectors (Relative Weights)
The relationships between the elements in each network generate multiple matrices from the pair comparisons, through which one can compare the importance of the criteria in the payment model and the priorities of the options; according to the score for each a calculation is determined. Similarly, similar to the hierarchical analysis process, decision elements in each cluster compare to a control element in a pairwise manner and the clusters are compared to their importance in meeting the goal. At this stage, the results of the paired comparison are analyzed from the aspect of compatibility through the inconsistency rate. Each time the index for each pair of matrix matrices has a value greater than 0.1, the comparisons and weights assigned to each other Inconsistent results should be corrected immediately.

Table 1: Scoring Scale

Explanation	Comparison of the ratio i to j	Preferred value
The option or index i is equal to or greater than j.	Preference or importance or desirability of the same	1
The option or index i is slightly more important than j.	A little bit more important or a little reference or a bit more desirable	3
The option or indicator i is more important than j.	Preference or importance of strong utility	5
The option or index i has a much higher priority than j.	Preference or significance or very strong utility	7
The option or index is not i more than j, and it is not comparable to j.	Quite important or quite desirable	9
Shows the middle values between preferential values		6‹8‹4‹2

Step 3: Creating a Special Matrix (Super Matrix)
In order to evaluate the weights of the elements of the hierarchical analysis process, we use the special vector of the matrix of comparisons.
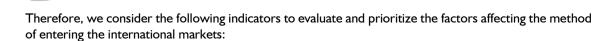
Step 4: Select the best option
If the resulting matrix converges to a finite matrix and covers the entire network, the weights of the options and the elements of different categories can be found in the corresponding columns in a certain matrix and if the matrix does not cover the particular part of the entire network, all matrices will be averaged.
(The number of super matrices is n) $\lim (1/n) \sum w_i^k$

6. Hierarchical model of effective factors for entering international markets
In relation to the conceptual model of the research, it can be stated that the main and final goal, which is to examine and determine the degree of importance of the factors affecting the method of entering the international markets, is at the first level of the decision hierarchy. At the next level, the main indicators will be included, which include professional and general factors. At the final level, the hierarchy of decision-making will be sub-indicators (Simple, 2014).

Therefore, we consider the following indicators to evaluate and prioritize the factors affecting the method of entering the international markets:

❖   Factors related to the target country
❖   Factors related to mother country
❖   Factors related to the product
❖   Factors related to the company

These evaluation criteria are used as standard criteria to identify and rank factors affecting the way to enter international markets. After conducting interviews and interviewing experts, the following targets were targeted:

After interviewing and interviewing experts, the following were identified as indicators of the mother country:
✓   Costs
✓   Membership in the Treaties
✓   National interests and macro goals
✓   Monetary and financial policies

After interviewing and reviewing experts, the following product indicators were identified:
✓   The physical characteristics of the product
✓   Advertise and promote
✓   Services
✓   the expired price
✓   Place in the life cycle
✓   The degree of self-sufficiency of the product
✓   product quantity

After interviewing and reviewing the experts, the following indicators were identified:
✓   Goals and Strategies

Resources and capabilities of the company
✓   Experiences of the company
✓   Technology
✓   Corporate Validity
✓   Structural Features
✓   Cultural Features

7. Determine the internal relations of the components using the metamaterial
After organizing the meetings and determining the indices and sub-indexes, we examine the internal relationships of the components using the methylated process. The method is used for metrics. The findings provide the ideas of managers and experts who after the discussion of the effect of criteria on one another is obtained.

Table 2: Direct relationship matrix for key criteria

	Target country	Mother country	Product	Company
Target country	0	2.11	3.78	1.3
Mother country	0	0	2.9	0
Product	0	0	0	2.2
Company	0	1.9	0	0

Use Formulas (1) and (2) to normalize the above.

Formula (1)

$$H_{ij} = \frac{z_{ij}}{r}$$

Where r is obtained from the following equation:

Formula (2)

$$r = max_{1 \le i \le n}(\sum_{j=1}^{n} z_{ij})$$

Table (3) shows the normalized matrix.

Table 3: Direct relationship matrix for normalized metrics

	Target country	**Mother country**	**Product**	**Company**
Target country	0	2.11	3.78	1.3
Mother country	0	0	2.9	0
Product	0	0	0	2.2
Company	0	1.9	0	0

After calculating the above matrices, the matrix of total relations is obtained according to formula (4-3).

Formula (3) $\qquad T = \lim_{k \to +\infty} (H^1 + H^2 + \cdots + H^k) = H \times (I - H)^{-1}$

In this formula I, the matrix is one. The results of calculating the matrix T are shown in Table (4-5).

Table 4: Matrix of Total Communication Matrix

	D+R	**D-R**
Target country	1.6625	1.3704
Mother country	1.4680	0.5184
Product	1.4735	0.4100
Company	0.5927	0.2066

The next step is to get the total matrix row and column. We obtain the sum of the rows and columns given formulas (4) and (5).

Formula (4)

$$(D)_{n \times 1} = (\sum_{j=1}^{n} T_{ij})_{n \times 1}$$

Formula (5)

$$(R)_{1 \times n} = (\sum_{i=1}^{n} T_{ij})_{1 \times n}$$

Which D and R are $n \times 1$ and $1 \times n$ matrices respectively.

The next step is the importance of the indicators $(D_i + R_i)$ and the relationship between the criteria It is indicated. ($D_i - R_i$) If $D_i - R_i > 0$ The relevant benchmark is effective and if $D_i - R_i < 0$ the relevant benchmark is effective.
Table (6) $D_i + R_i$ and $D_i - R_i$ is showing.

Table 5: Matrix of Total Communication Matrix

	D+R	D-R
Target country	1.6625	1.3704
Mother country	1.4680	0.5184
Product	1.4735	0.4100
Company	0.5927	0.2066

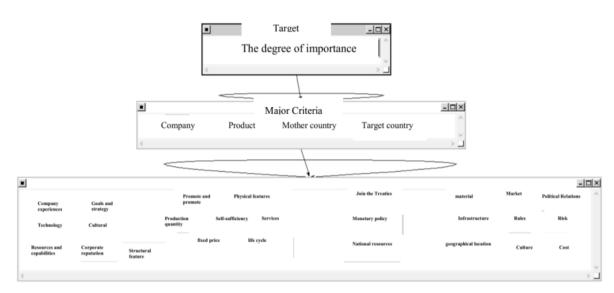Using datasets (D+R) and (D-R) as shown in Table (5),

Figure 1: Design of the model in superconducting software

Ranking by ANP

We developed the general problem model as a network model (Fig. 1). The relationships between the following indices based on questionnaires were applied to the paired matrix matrices and ranked them using the ANP method.

In order to rank the model, first we will index the indexes relative to the model and we will get the weight of the main indexes. To do this, we first construct the matrix of the pair comparison of the indicators with respect to the target, according to the opinion of the experts.

Using the obtained data, namely the matrix of the paired comparison of the main indicators with respect to the target, the pairwise matrix of the sub-indices compared to the main indicators and the comparison matrices of the pair to the sub-indices, the final weight of the indicators The principal is calculated relative to the target and the relative weight of the sub-indices in relation to the main indicators. After determining the indices and sub-indices, first, in order to rank the main indices, the matrices of the corresponding paired matrices are entered into the Super Decision, and then the software will determine their weight.

Relying on software outcomes, it was found that the compatibility coefficient in all matrices was less than 0.1 for the pair comparison so the system's compatibility was proven. Regarding the system compatibility, the data of the pair comparison was entered into the Super Decision software and the weight of each component was calculated.

In the first step we calculate the weight of the main indexes. For this purpose, the matrix of the corresponding paired comparisons and the weight of the indexes were obtained by the ANP method in the Super Decision software in the form below.

Table 5: the matrix of paired comparison indices relative to the target

Inconsistency	Product	Mother country	Country of destination
Company	↑ 1.7000	↑ 1.8999	↑ 2.2999
Product		↑ 1.1	↑ 1.6
Mother country			↑ 1.2

Figure 2: the weight of the indicators relative to the target

According to the software output, the final rating of the indicators was determined (Table 6).

Table 6: the final rank of indicators relative to the target

ranking	Weight	Elemental components
1	0/345	Factors related to the target country
2	0/274	Factors related to mother country
3	0/236	Related Factors
4	0/144	Company related factors

In the next step, we calculate the weight of the sub target country of the target. For this purpose, the matrix of the corresponding paired comparisons and the weight of sub-indicators of the target country were obtained by the ANP method in Super Decision software in the form below.

Table 7: the matrix of paired comparisons of country targets

Figure 3: the weight of sub-indicators of specialized factors

According to the software output, the final rank of the sub-indicators of the target country was determined (Table 8).
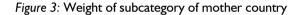
Table 8: The final ranking of the sub-country target country

ranking	Weight	Elemental components
1	0.203	Primary material
9	0.031	Political relations
3	0.153	Infrastructures
5	0.102	Culture
8	0.046	Market
6	0.098	Risk
7	0.068	Rules
2	0.176	Geographical location
4	0.118	Costs

Next we calculate the weight of the sub-indicators of the mother country. For this purpose, the matrix of the corresponding paired comparisons and the weight of the sub factors of the specialized factors by the ANP method in the Super Decision software were obtained in the form below.

Table 7: the matrix of paired comparisons in the subcategories of the mother country

Inconsistency	Join	National resources	Costs
Politics	↑ 1.8	← 1.4	↑ 1.6
Join		← 2.7	← 1
National resources			← 2.1

Inconsistency: 0.13368	
Politics	0.19436
Join	0.35251
National resources	0.22375
Costs	0.22939

Figure 3: Weight of subcategory of mother country

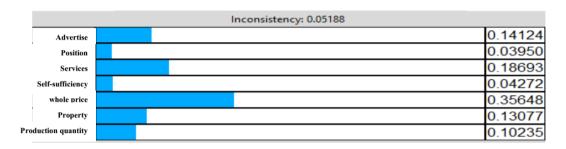According to the software output, the final rank of the sub-indicators of the country was determined (Table 8).

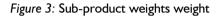**Table 8: the final ranking of the country's sub-indicators**

ranking	Weight	Elemental components
2	0.229	Costs
1	0.352	Join the Treaties
3	0.224	National interests and macro goals
4	0.194	Monetary and financial policies

Next, we calculate the weight of the sub-indicators of the product. For this purpose, the matrix of the corresponding paired comparisons and the weight of the sub factors of the specialized factors by the ANP method in the Super Decision software were obtained in the form below.

Table 7: Comparison matrix of product sub-indices

Inconsistency	position	Services	Self-sufficiency	whole price	Property	Production quantity
Advertise	← 4.3	↑ 1.4	← 3.3	↑ 1.8	↑ 1.3	← 1.6
position		↑ 5.8	← 1.4	↑ 6.1	↑ 5.5	↑ 2.2
Services			← 5.1	↑ 1.7	← 1	← 2.1
Self-sufficiency				↑ 5.9	↑ 2.5	↑ 1.9
whole price					← 3.8	← 7.1
Property						↑ 2

Inconsistency: 0.05188	
Advertise	0.14124
Position	0.03950
Services	0.18693
Self-sufficiency	0.04272
whole price	0.35648
Property	0.13077
Production quantity	0.10235

Figure 3: Sub-product weights weight

According to the software output, the final rank of the sub-indicators was determined (Table 8).

Table 9: the final rank of product sub-indices

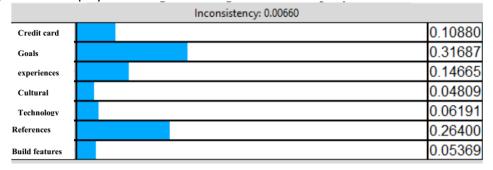| ranking	Weight	Elemental components
4	0/131	Physical product attribute
3	0/141	Promote and promote
2	0/186	Services
1	0/356	fixed price
7	0/039	Position in the life cycle
6	0/042	Product self-sufficiency
5	0/102	Product quantity

In the next step, we calculate the weight of the sub-indexes of the company. For this purpose, the matrix of the corresponding paired comparisons and the weight of the sub-indexes of the company by the ANP method in Super Decision software were obtained as follows.

Table 10: Comparison matrices of the sub-indexes of the company

Inconsistency	Goals	experiences	Cultural	Technology	References	Build feature
Credit	↑ 3.2	↑ 1.3	← 2.2	← 1.5	↑ 2.7000	← 2.8
Goals		← 2.4	← 5.1	← 4.8	← 1.4	← 5.7
experiences			← 3.6	← 2.8	↑ 1.9	← 2.4
Cultural				↑ 1.4	↑ 5.3	↑ 1.2
Technology					↑ 4.2	← 1
References						← 5.3

Figure 3: Weights under company indicators

According to the software output, the final rating of the company sub-indexes was determined (Table 8).

Table 10: the final ranking of the sub-indexes of the company

ranking	Weight	Elemental components
1	0.316	Goals and Strategies
2	0.264	Resources and capabilities of the company
3	0.146	Experiences of the company
5	0.061	Technology
4	0.108	Corporate reputation
6	0.053	Structural features
7	0.048	Cultural Features

Conclusion

Globalization as a dominant phenomenon in the global economy in recent years has had a tremendous impact on the strategies of manufacturing and service organizations. One of these effects is the importance and complexity of entering the global markets. If in the past, entering a foreign market through transit and sales in the target market, there are now several methods and mechanisms for entering a foreign market, the choice of appropriate entry method among them can be successful. Attend a destination market. The purpose of this research is to identify and prioritize factors affecting the entry method to international markets. To achieve the research goal, an expert questionnaire was distributed based on the hierarchical model. After verifying the reliability and validity of the data gathering tool, the study first used the DEMATEL technique to determine the relationship between the effective component of the method of entering the international markets and the corresponding network model. Then, a questionnaire of experts was developed based on the network model. The data on this questionnaire is, in fact, the data of the matrix of paired samples matched to the network model, which was used as an input to the ANP method. The results of the ANP and DEMATEL combined approach for determining the weight of criteria and prioritizing factors affecting the method of entering the international markets indicate that among the factors, the factors related to the target country (with a weight of 0.345) have the highest degree of importance and factors Relative to the company (with a weight of 0.345), the lowest values are important

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