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Strategic Thinking, Planning, and Management Practice in the Arab World

Fayez Albadri
Middle East University, Jordan

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Middle East University, Jordan

A volume in the Advances in Logistics, Operations, and Management Science (ALOMS) Book Series



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The editors dedicate this work to their beloved families:

Dr. Albadri's parents, brothers: Sead, Raed, Khaled, Hani, Mohannad and Lo'ai and their families, and direct family members: Baha, Ahmad, Ayah, Omar, Dima, Fadi, Shahd, Maya, Mira, Maria, and (Acid & Lulu).

Dr. Nasereddin's direct family members: Dr. Sana, Dr. Tamara, Dr. Ahmad, Dr. Mohammad, Dr. Sara, Ibrahim, Hala, Zafer, Bana, Dania, Tayma, Yacoub, Mohammad Ahmad, Yousif, Ahmad, Bashar and Yousif Mohammad Raja.

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The chapter employs a mix of research and evaluation tools, derived from strategic management literature and best practices, to evaluate the maturity levels of the adopted strategic practice by Arab states, and examines their impact on government performance pertaining to social justice, sustainable development, and democracy.

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This chapter provides an overview of crisis management as a discipline, highlighting important aspects, such as the definition of crisis, concepts, causes, and characteristics, and distinguishing between crisis management and management crisis in practice, outlining a typical crisis life cycle and its phases as

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(shock phase, regression phase, recognition phase, and adaptation phase). It shifts focus to identifying crisis management strategies, defining preventive strategy technique, emphasizing the importance of effective strategic practices in crisis management, and minimizing their impact. The research concludes by proposing a model to increase the effectiveness of crisis management through effective strategic practices at the state level that Arab governments can benefit from.

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Ayman Al Issa, Chifly Business School, UAE

The chapter discusses strategic technological advancements such as automation, digitalization, digital transformation, data science, data analytics, real-time data acquisition, artificial intelligence, and predictive intelligence, and how all these aspects are affecting the lives of people in the Arab world. In particular, the study highlights the sheer importance for Arab governments and business organization to answer the emerging cyber challenge and how Arab businesses and people can utilize these technology advancements in a safe and secure way.

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The chapter suggests that the majority of Arab business organizations tend to over-emphasize information system specifications that match their operational and tactical requirements with little attention given to strategic requirements, leading to issues with strategic planning and decision making. This chapter reflects on the findings of a study that uses a simple model based on the characteristics and competitiveness indicators of strategic information systems to examine the impact of such systems on the business performance of Arab organizations.

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Mohammad Daradkeh, HealthGate HIT Co., Jordan
Sharefa Murad, Middle East University, Jordan

The chapter provides an insight into an innovative strategic technology-based solution with the potential to integrate the disparate healthcare systems in Jordan and other countries utilizing a healthcare IT cloud model designed as a complete healthcare informatics solution over the cloud that can be used as technical and business framework by Health Authorities, using a centralized enterprise healthcare information system and data repository that is accessed and shared by all subscribed healthcare providers in Jordan and the region.

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Salam Omar, American University in the Emirates, UAE

This chapter reflects on the case of BCAA, a distinguished private school in Al-Ain, UAE, which has managed through the commitment of its leaders to strategic planning and by adopting a structured strategic approach to successfully achieve a shared vision and realize strategic goals and objectives.

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Bashaer Mohamed Al-Kilani, Alef Education, UAE

The chapter deliberates on strategic planning in higher education as a critical success factor for transforming quality of higher education in the Arab World by attempting to investigate and address the factors resulting in universities not fulfilling their role as nations' transformation hubs and suggest solutions to address the gap between current strategic planning practices in Arab higher education institutions and the effective practices that should be adopted to overcome challenges confronting this sector.

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The chapter reflects on the outcome of an empirical study on the Strategic Plan (2017-2021) of the United Arab Emirates, Ministry of Education. The study aims to investigate specifically, the challenges that are faced by the Advanced Science Program (ASP), which was created to select Emirati elite students (ES) from different levels of education and allow them to join a fast-tracked, gifted students program. The focus is to identify the current gap between the strategic plan and the actual strategic practice and to recommend effective practices that might help overcome the persisting challenges

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Foreword

The Population of the Arab League countries and regions as of 2017 is estimated to be 425 million. The median age is about 24 years. Most Arab countries, and despite the 2011-now Arab Spring disruptions and uprising, the demographic opportunity will be reached in various countries between 2029-2031. It is estimated then that the working age population would constitute between 68-70% of the total.

Such demographic attributes add woes and challenges to the planning and management of the economies. By 2030, Arab countries should create (90) million new jobs to absorb the big increases in the youth who will be seeking jobs. What aggravates the situation even further is the evident lack of resources management. While the Arab World commands a large base of natural recourses, energy sources (traditional and renewable), and enjoys top geopolitical position, the capacity to utilize them needs deep- rooted management reforms in both private, civil and public organizations. In the absence of sound and effective strategies and planning and management practices, the alternatives would be chaos, illegal migration and organized crime, especially cyber space crime. What a bleak future such a scenario bears for the Arab World, it's regional as well as neighbors in Europe, Africa and Asia and to the rest of the world.

This book entitled *Strategic Thinking, Planning, and Management Practice in the Arab World* offers a scientific up-to-date literature on the topic, taking both real and virtual spaces into an integrated account. Both Dr. Fayez Ahmad Albadri and Dr. Yacoub Adel Nasereddin have exerted an honorable effort which offers both interested and specialized readers and students an in-depth knowledge into an area that is desperately needed.

Jawad Al Anani
Amman Stock Exchange, Jordan

Jawad Al Anani, *after graduating with a PhD in Economics from the University of Georgia, USA, assumed high level positions in Jordanian Government. From the position of Head of economic research, he became Deputy Minister of Labor. In 1979, he became a Cabinet Minister of Supply, and assumed many positions including Ministry of National Economy and Labor. In 1993, Dr. Anani became the Minister of Information and the coordinator of the peace process with Israel. He was appointed later as a senate member, a position which he kept until 2001. In 1997, he became, Deputy Prime Minister for Economic Affairs and Foreign Minister. Dr. Anani also authored a book with Dr. Reema Khalaf on privatization and governance. While consulting in the Gulf Region, he made several studies for private clients on corporatization of family businesses, and ensuring the adoption of governance principles in such firms. Dr. Anani was appointed the Chairman of the Economic and Social Council in Jordan 2012-2013, Deputy Prime minister in 2016, Senator at the Senate in 2013, and he is the current Chairman of the Amman Stock Exchange since August 2017.*

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Preface

There is no doubt that the Arab region has been and continues to be the focus of the world for its economic, political and social importance, and for its great historical heritage, which was passed down generations after generation. In addition to its strategic geographical location, it has always been the theatre of great events in history that had major influence on its composition of its identity, and to what it has become in our times. The Arab land testifies to the legacy of many great empires and civilizations, including the Canaanites, the Phoenicians, the Pharaohs, the Assyrians, the Babylonians, the Romans, the Persians, the Moslem Khilafat, the Abbasids, the Umayyad, the Fatimids, the Crusaders and the Mongols, and the Ottomans, reaching to the post World War II western colonization, followed by the era of liberation and independence, and the establishment of modern Arab states.

The Arab world today refers to 22 Arab states that are members of the Arab league, and that which occupy an area across Asia and Africa, stretching from the Atlantic Ocean in the west to the Arabian Sea in the east, and from the Mediterranean Sea in the north to the Horn of Africa and Indian Ocean in the southeast. With around 450 million inhabitants, the great majority of Arabs speak Arabic and follow Islam, living side by side with Christians and other ethnic minorities.

The great wealth from Oil and Gas in Arab countries such as Saudi Arabia, Kuwait, United Arab Emirates, Qatar, Iraq, Libya and Algeria has promised of economic prosperity and high standards of living, however reality indicates that the performance of many Arab states in terms of education, literacy, health, employment and welfare generally fall behind many countries of the other regions. Even worse, are the performance indicators of social justice, sustainable development and democracy according to international reports.

DEVELOPMENT INDICATORS IN THE ARAB WORLD

In terms of education, according to the UNESCO, the average rate of adult literacy (15 and older) is 76.9%. This should be read in context as adult literacy ranges from a low 50% in countries such as Mauritania and Yemen to a high 90% in countries such as Jordan and Lebanon and Palestine.

Gender disparity in adult literacy is generally high in the Arab world, especially in countries such as Yemen, Morocco and Egypt. The average person reads four pages a year and one new title is published each year for every 12,000 people.

Literacy rate is higher among the youth than adults. Youth literacy rate (ages 15–24) in the Arab region increased from 63.9 to 76.3% from 1990 to 2002. The average rate of GCC States was 94%, followed by the Maghreb at 83.2% and the Mashriq at 73.6%.

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Other issues of sensitive nature related to development of Arab countries that were reported on by UN include, gender equality, women empowerment, availability of education and information among others.

CONFLICTS AND CRISIS IN THE ARAB WORLD

From a different perspective, the Arab world has been the theatre of many different conflicts in the modern era that had its far reaching impact on all aspects of governance, liberties, economy, education, health and social justice among other things. The region has witnessed numerous armed conflicts that culminated in millions of casualties and major destruction of infrastructure over the past decades, having a major impact on the security, economy and the quality of life. Some of those conflicts are still ongoing to date.

The following is a list of selected modern conflicts that the region has witnessed to; The Arab-Israeli Conflict including wars in 1948, 1956, 1967, 1973, 1978, 1980, 1982, 2006, 2008, 2014 (1948-present), North Yemen Civil War (1962-1970), The Lebanese Multifaceted Civil War (195-1990), The Western Sahara Conflict (1975-1991), The Iraq-Iran war (1980-1988), The Gulf war (1990-1991), Iraq war (2003-2011), Somali Civil War (1991-present), Egyptian crisis (2011-2014), Yemeni Crisis (2011-present), Syrian Civil War (2011- present), Libyan Civil War (2011-present), Iraq-ISIS (2014-present) and Yemeni Civil War (2015-present).

Most of the ongoing conflicts including the Egyptian, Libyan, Syrian, Iraqi and Yemeni, conflicts over the past decade or so are related or resulted from the Arab Spring (The popular protests throughout the Arab world of late 2010 directed against authoritarian leadership and associated political corruption, paired with demands for more democratic rights)

STRATEGIC INITIATIVES IN THE ARAB WORLD

Both Arab states and Arab business organizations, in face of political conflicts, economic crisis and social dilemma and other challenges that the region has continued to experience for many decades, have adopted numerous national strategies to cope with the ever-changing environment that is complex, dynamic, aggressive, and globalized.

Countries in different Arab constituent regions have their fair share of strategic initiatives that had different emphasis ranging from national security strategies to sustainable development, environment protection and poverty eradication among other things. Following are examples of such initiative:

Maghreb Region

The Maghreb countries are made up of the independent countries of Tunisia, Morocco, Mauritania, and Algeria.

- Algeria's National Strategy for the Fight against Poverty (2005-2015) and Five-Year Plan (2010-2014)
- Morocco's National Sustainable Development Strategy (2015)
- Tunisian new sustainable development strategy was prepared (2012-2014)

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- Development Strategy of the New Tunisia (2012); National Sustainable Development Strategy 2016-2020 (2014); Guidance note for the strategic development plan 2016-2020 (in preparation)
- Algeria's National Strategy for the Fight against Poverty (2005-2015) and Five-Year Plan (2010-2014)
- Morocco's National Sustainable Development Strategy (2015)

Mashreq Region

The West Asia countries are made up of the independent countries of Yeman, Iraq, Jordon, Syria, and Lebanon, and Palestine.

- Jordan's National Resilience Plan 2014-16 (2014) and national vision 2030 (in preparation)
- Lebanon's national sustainable development strategy (in preparation)
- Iraq's National Development Plan 2010-2014 (2010)
- Djibouti's Poverty Reduction Strategy Paper (2009)
- Morocco's National Sustainable Development Strategy (2015)

Gulf Region

The Gulf countries are made up of the independent countries of Bahrain, Saudi Arabia, Kuwait, the United Arab Emirates, Oman, and Qatar.

- Qatar's National Vision 2030 (2009) and National Development Strategy 2011-2016
- Saudi Arabia's tenth national development plan and economic long-term vision 2024 (in preparation)
- UAE National Agenda Vision 21; National Green Growth Strategy; and Abu Dhabi Economic Vision 2030
- Bahrain's 2030 National Planning Development Strategy (2007)

Others

The Gulf countries are made up of the independent countries of Bahrain, Saudi Arabia, Kuwait, the United Arab Emirates, Oman, and Qatar.

- The Sudan's Interim Poverty Reduction Strategy Paper (2012)
- Djibouti's Poverty Reduction Strategy Paper (2009)

It is unfortunate that overall, such initiatives had culminated in only limited progress, and occasions have drastically failed to meet the aspirations of a large sector of the Arab public who were looking for political reforms, employment opportunities, social justice, and decent education and health services among other things. Unfortunately, the disappointment, desperation and frustration among certain sectors of society paved the way to waves of extremism, violent protests, and terror.

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Recognizing the importance of problems the Arab world is suffering from and the challenges that it needs to overcome, and considering the humble results and the poor performance of governments and business alike as reported by international reports, this book

This inception of the idea of this book was in a meeting at Middle East University Chairman of Trustees, where the discussion of the current political, social and economic status in the Arab world has led to the need to investigate the status of current strategic practice in the Arab world, and the need promote awareness at all levels of effective strategic practice among academicians and practitioners, and thus prompting the need to publish a strategy book with a difference, a book that captures the full spectrum of strategic practices in the Arab region and that can be used as a a strategic practice reference book and guide for both an audience of high caliber strategists, academic scholars and postgraduate research students.

With the scholarly contribution of 17 authors and 26 members of editorial advisors and reviewers, of prominent strategic management academicians and professionals, from different Arab countries including; Jordan, UAE, KSA, Iraq, Syria, Egypt and Bahrain, the textbook is excepted to enrich the understanding of the issues faced by many Arab countries in their efforts to adopt new and effective strategic practice models to manage terrorism and extremism phenomena, to cope with conflicts and crisis and to drive change in terms of eradicating poverty, improving employment, health and education, and to advance towards achieving social justice, sustainable development and democracy. The work would be also useful and stimulating to researchers, practitioners and consultants from other regions to benefit from the captured experiences.

The book is organized in 14 chapters, covering different aspects and prospects of strategic practice and approaches in the Arab countries specifically those pertaining to; promote social justice, sustainable development and democracy, combating terrorism and extremism, managing crisis and conflicts and adopting effective governance, media, entrepreneurship, healthcare, higher education, school education, information systems, cyber security and digital transformation in the Arab world, among other things.

Chapter 1 discusses the development of strategic management as a formal discipline, and provides an overview of strategic management concepts, models and best practices, highlighting the difference between strategic thinking, planning and management, then zooms into the current strategic practice in different Arab countries, to formulate a reasonable understanding of the effectiveness of such practices in serving governments and organizations, to achieve their strategic goals and objectives.

The study employs a mix of research and evaluation tools, derived from the literature and best practices, to evaluate the maturity levels of the adopted strategic practice by Arab states, and examines their impact on government performance pertaining to achieving social justice, sustainable development and democracy. The chapter is concluded with lessons learned and suggested solutions to drive improvement to the current strategic practice in the Arab world.

Chapter 2 presents an effective strategic framework to help Arab governments and organizations to formulate a counter terrorism and extremism strategy that is able to foil terrorism schemes or prevent and limit their influence, especially on business organizations and investment operations. The chapter is concluded with recommendations and suggested solutions to ensure the effectiveness of the adopted strategy to counter-terrorism and extremism.

Chapter 3 presents the methodology and details of the findings of an empirical study to investigate current Jordanian media strategies, and their effectiveness in combating terrorist ideology and extremism, in face of persisting challenges, and it concludes with suggestions for improvements.

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Chapter 4 discusses the strategies that are used in the healthcare in the United Arab Emirate, Abu Dhabi Emirate in particular. It provide an introduction to the strategic planning of the health sector in the United Arab Emirates, a theoretical background, showing the health challenges and challenges of health planning in UAE, and suggests some solutions that can help in solving persisting issues and challenges.

Chapter 5 presents the outcome of a study that aims to identify the prime concept of entrepreneurship and its practical importance and implications, in developing new projects in Jordan, and to encourage Jordanian youth to adopt self-reliance, through value creation for developing successful and unique ideas. Then study discusses strategies of entrepreneurship in business, considering a set of critical success factors for the establishment of new projects, and in conclusion provides solutions and recommendations to improve the current practice.

Chapter 6 presents the outcome of a study that aims to investigate and assess the effectiveness of human resources management strategies as they are applied by business organizations in Iraq and Jordan, and in conclusion suggests solutions and recommendations to improve the current practice.

Chapter 7 presents the findings of a study to examine the impact of board composition on corporate strategy in Arab organizations. The study revealed positive impact of the board on the decision process, the monitoring and controlling corporate strategy, and the on advising management in Amman stock market – A case from Jordan.

Chapter 8 provides an overview of crisis management as a discipline, highlighting important aspects, such as; the definition of crisis, concepts, causes and characteristics, and distinguishing between crisis management and management crisis in practice, outlining a typical crisis life cycle and its phases as (shock phase, regression phase, recognition phase, and adaptation phase). The it shifts focus to identifying crisis management strategies, defining preventive strategy technique, emphasizing the importance of effective strategic practices in crisis management and minimizing their impact. The research concludes, proposing a model to increase the effectiveness of crisis management through effective strategic practices at the state level that Arab governments can benefit from.

Chapter 9 discusses strategic technological advancements such as Automation, digitalization, digital transformation, data science, data analytics, real-time data acquisition, artificial intelligence, and predictive intelligence, and how all these aspects are affecting the lives of people in the Arab world. In particular, the study highlights the sheer importance for Arab governments and business organization, to answer the emerging cyber challenge and how Arab businesses and people can utilize these technology advancements in a safe and secure way.

Chapter 10 suggests that the majority of Arab business organizations tend to over-emphasize information system specifications that match their operational and tactical requirements, with little attention given to strategic requirements, leading to issues with strategic planning and decision-making. This chapter reflects on a the findings of a study that uses a simple model, based on the characteristics and competitiveness indicators of Strategic Information Systems, to examine the impact of such systems on the business performance of Arab organizations.

Chapter 11 provides an insight into an innovative, strategic technology-based solution, with the potential to integrate the disparate healthcare systems in Jordan and other countries, utilizing a healthcare IT cloud model, designed as a complete healthcare informatics solution over the cloud, that can be used as technical and business framework by Health Authorities, using a centralized enterprise healthcare information system and data repository, that is accessed and shared by all subscribed healthcare providers in Jordan and the region.

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Chapter 12 reflects on the case of BCAA, a distinguished private school in Al-Ain, UAE, which has managed through the commitment of its leaders to strategic planning, and by adopting a structured strategic approach, to successfully achieve a shared vision and realize strategic goals and objectives.

Chapter 13 deliberates on strategic planning in higher education as a critical success factor for transforming quality of higher education in the Arab World, by attempting to investigate and address the factors resulting in universities not fulfilling their role as nation's transformation hubs, and suggest solutions to addresses the gap between current strategic planning practices in Arab higher education institutions and the effective practices that should be adopted to overcome challenges confronting this sector.

Chapter 14 reflects on the outcome of an empirical study on the Strategic Plan (2017-2021) of the United Arab Emirates, Ministry of Education. The study aims to investigate specifically, the challenges that are faced by the Advanced Science Program (ASP), which was created to select Emirati elite students (ES), from different levels of education and allow them to join a fast-tracked, gifted students program. The focus is to identify the current gap between the strategic plan and the actual strategic practice, and to recommend upon that effective practices that might help overcome the persisting challenges.

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Acknowledgment

To ensure that this book is distinctive in its offering to academics, practitioners and graduating university students, preparing to enter the industry, huge time and efforts have been expended on the quality, relevance and knowledge-value of the selected subjects of each of the book chapters, aiming to provide a unique insight into strategic practice in Arab world.

This has proven to be a major undertaking, and an exhausting challenge that needed hundreds of hours, and a lot of focused efforts by the editors, authors, reviewers and others, whose dedication and support made it possible for the book to become a reality, and for the project to successfully reach the shores of safety.

The editors would like to thank all the people who have contributed directly or indirectly through support and encouragement to bring this amazing work to the light. In particular, we thank the respected members of the editorial advisory board for their valuable support throughout this venture, and acknowledge the valuable contributions of the reviewers for the improvement of quality, coherence, and content presentation of the book chapters. However, genuine appreciation must be extended to the chapters' authors for shrewdly sharing and presenting their scholarly knowledge and expertise, to ensure that it is a distinguished scholarly work.

Special thanks are specifically extended to colleagues in the Middle East University, for their support and encouragement, including MEU President, Professor Mohammad Al-Hileh, MEU Vice President, Professor Mahmoud Al-Wadi and colleagues in the Faculty of Business; Prof. Ahmad Ali Salih, Prof. Heba Nasereddin, Prof. Sanaa Maswadeh, Dr. Sameer Al Jabali, Dr. Abd Al Rahman Zuraik, Dr. Abdullah Aldaas, Dr. Saeda Afaneh, Dr. Khaled Ja'arat Dr. Amjad Tweiqat, Dr. Abdel-Aziz Sharabati, Dr. Abdul Aziz Saymeh, Dr. Salim Khanfar, Dr. Mohammad Al-Adayleh, Dr. Rashed Salameh, Dr. Ayman Khaza'leh, Dr. Nahla Al-Nazer, Dr. Mohammad Al Moubaideen, Dr. Hosam Ali, Dr. Nawaf Al Jundi, Dr. Lu'ay Al Ma'ani, Dr. Hassan Mohammad, Dr. Ahmad Al Harasis, Dr. Reem Ara'aj, Dr. Ibrahim Al-Harazneh, Dr. Mohammad Othman, Dr. Odai Momane, Dr. Mohammad Jbara, Dr. Ziad Zubi, Dr. Rad Almestarihi, Dr. Ahmad Saleh Al-Sukkar, Ms. Rania Al Zu'mot, Ms. Razan Al-Adwan, Ms. Rasha Ibrahim, Ms. Yara Kotob, and Ms. Abeer Kassab, in addition to Murad, Hiba, Haneen, Iman, Manar and Qamar.

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Chapter 1
The Impact of Strategic Practice Maturity on Arab States' Performance:
Social Justice, Sustainable Development, and Democracy Perspectives

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ABSTRACT

This chapter introduces the development of strategic management as a formal discipline and provides an overview of strategic management concepts, models, and best practices, highlighting the difference between strategic thinking, planning, and management. It then zooms into the current strategic practice in different Arab countries to formulate a reasonable understanding of the effectiveness of such practice in serving governments and organizations to achieve their national strategic goals and objectives. The study employs a mix of research and evaluation tools, derived from the literature and best practices, to assess the maturity levels of the adopted strategic practice by Arab states and examines its relationship to and impact on government performance, in particular that which is related to achieving social justice, sustainable development, and democracy. In conclusion, the outcome of the investigation is used to suggest solutions to drive improvement to the current strategic practice in the Arab world.

INTRODUCTION

Strategic Management has evolved as one of the important management disciplines that are progressively adopted by different Arab governments and organizations, in order to cope with major political upheavals and socio-economic challenges that have arisen over the past decades, in a swiftly changing environment. Neither the rich legacy of the Arab-Muslim civilization, and its important contribution to humanity, nor the colossal wealth of the oil producing gulf countries, or the common language, history, culture and religion, have translated into economic prosperity, political stability, or even to satisfying

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the basic aspirations of people for peace, security, liberty, social justice and democracy (Abu Ramadan & Borgonovi, 2016).

In a region that has constantly been the theatre for wars, extremism, violence, poverty and illiteracy for many decades, Arab states find their refuge in adopting different strategic practices for their survival and sustainability. Whilst the optimist observers may argue that such adoption of strategic management models and practice may have culminated in some tangible improvement in specific areas such as education and health, others suggest that some governments have drastically failed in more critical areas, pertaining to employment, human development, social justice, democracy and liberties. Nonetheless, there is a clear indicator of a general mode of dissatisfaction, among important sectors of society in different Arab countries, specifically public concerns about security and political corruption, unemployment and the economy, quality of education and health services, liberties and social justice among other things. Many observers suggest that issues such as that may have contributed the eruption of the Arab spring; "a wave of pro-democracy and social justice uprising and protests wave that took place in some of the Middle East and North African Arab countries starting in Tunisia in 2011, and swiftly moving to Egypt, Libya, Syria and Yemen" (ESCWA, 205) .Despite the fact that most of these protests were initially of legitimate and non-violent nature, they have transformed somehow to ugly forms of ferocity and violence that has contributed to major human suffering, through the savage killing, injuring and displacing of millions of innocent people, and which has resulted in a horrific destruction of the major cities and towns (Lynch, 2012).

The main objective of this chapter is to investigate and assess the effectiveness of different strategic management approaches and practices adopted by governments and organizations in the Arab world, to pinpoint gaps and weaknesses and suggest means for improvement.

BACKGROUND

This section is of two parts; Part one, provides an overview of strategic management as a discipline, function and process, both conceptually and as best practice. The coverage has both theoretical and practitioner perspectives, through making reference to relevant studies in the literature, and attaining support of evidence from cases studies, in an attempt to familiarize the reader with the discipline, through its definitions, characteristics, concepts and models. Given the importance of strategic practice to both government and business organizations alike, attention is shifted to point-out the success factors and performance indicators associated with strategic management and its, derivatives, relatives and next of kin, the likes of strategic thinking, strategic planning, strategic depth, strategic choices and strategic decisions.

Part two of this section, introduces the reader to the modern Arab world, as regions and countries in the modern 21st century, highlighting their success and failures, and where they stand compared to other regions and countries in the globe politically, socially and economically.

The rationale behind the inclusion of part one and part two, in this order and this manner, is to set the context for investigating, reviewing and evaluating the effectiveness of strategic practice adopted by different Arab states to cope with the major challenges and problems that have been encountered over the past decades, and to look for evidence linking such successes and failures to the performance of these governments, and what this translates into as a rank in different global indicators.

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Strategic Management

It is not strictly true that 'strategy' is a new concept, and that 'strategic management' is a modern practice. In fact, the word 'strategy' is originated from the ancient Greek word 'strategia' which means 'generalship', and which has appeared for the first time in the English dictionary in the late 17th century, as 'asstrategie'. However, the term 'strategy' itself appeared much later, in the early 19th century, in a military dictionary, and it was associated with long term planning rather than immediate actions tactics. Also, 'strategy' was for a long time use by the Greek as military term that means "what was done out of sight of enemy", until the 1940s, when it started to find its way to civil aspects of life (WikipediA, 2018).

The evolution of the modern practice associated with 'strategy' went through several phases over the years, with each phase having different emphasis that contributed to the maturity of the strategic management discipline as we know it. These phases include; the financial planning phase, the long-term planning phase, the strategic externally oriented planning phase and the strategic management phase. Each phase was marked by important academic publications and research contributions.

Igor Anshoff (1933-1999) also known as the father of strategic management for his important contributions to the discipline in the 70s, which included:

- **1972:** *The publication of a pioneering paper outlining the Concept of Strategic Management, that earned him the title of father of strategic management*
- **1973:** *Holding the first 'International Strategic Management Conference' sponsored by IBM and GE.*
- **1973:** *The publication of the book titled, 'From Strategic Planning to Strategic Management'.*
- **1974:** *1979 The development of a theory which embraces not only business firms but other environment-serving organizations. The resulting book was titled 'Strategic Management', and it was published in 1979.*

Anshoff, defined strategic management, as a "comprehensive procedure, which starts with strategic diagnosis, and guides a firm through a series of additional steps, which culminate in new products, markets, and technologies, as well as new capabilities", and he pointed out that it was aimed to "give people, at all levels the tools and support needed to manage strategic change." He suggested that, "its focus was no longer primarily external, but equally internal – how can the organization seize and maintain strategic advantage by using the combined efforts of the people that work in it?" (WikipediA, 2018)

Other notable scholars who had contributed to the development and maturity of the strategic management discipline include; *Wickham Skinner, Paul Lawrence, Jay Lorsch, Edward McDonnell*, *Henry Mintzberg, Jay Barney, Rosabeth Moss Kanter, Henry Mintzberg, Kathryn Rudie Harrigan, Ralph Stacey, C. K. Prahalad, Gary Hamel, Richard D'Aveni and the well-known Michael Porter* of Harvard Business School (WikipediA, 2017).

Michael Porter, is perhaps the best known of all the strategy theorists, as he was generally more productive than others, and he published numerous popular books and articles in the field of strategic management.

There is no doubt that strategic management has become one of the most noticeable modern management disciplines that is almost inseparable of any type of business, be it government organization, business enterprise or academic institution. In fact strategic management nowadays has found applications

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in virtually every business area and industry sector, including but not limited to governance, commerce, education, health, media, tourism and technology.

Since the introduction of strategic management as a formal management discipline, conceptually and as practice in the early seventies by Anshoff and other scholars (Anshof, 1979), the literature was enriched by the huge number of academic research work, and practitioners' reports that have explored and examined numerous aspects and prospects of strategic management. Clearly, extensive efforts have been put by pioneering scholars to explore and debate strategic management definitions, characteristics, concepts, models, processes and tools (Anshoff, 1979).

For a good understanding of what strategic management is about, and for a reasonable feel of its importance, and insight to what benefits it could potentially offer to governments and business organizations, it is deemed useful to explore some of the different views that have been adopted by related studies. For instance, a study by Abu Ramadan (2016), suggests that strategic management provides "a framework for controlling managerial activities, allocating better resources, supporting objectives and decisions and enhancing performance". The comprehensiveness of the implied benefits in this study was confirmed by Allison & Kaye (2005) and Bryson (2004), who propose that strategic management provides huge benefits to all different types of government and business organizations, including; For-profit and NGOs as well as environment-serving organizations (Ansoff,1979).

In terms of performance, studies do not only confirm that organizations that adopt strategic management outperform those who don't, but also that its application ensures the effective resources allocation, and improves the integration and coordination across the whole organization. According to IBIM (2017), strategic management also "reassures a forward, futuristic thinking approach that enables anticipation of future issues and problems in the business". Additionally, key benefits of strategic management, could be simply linked to "the clarity of strategic vision that leads to focus on what is important strategically, considering changes in the environment". (IBIM, 2017)

Other sources that are interested in the corporate perspective, suggest that strategic management is "mainly concerned with the process, to formulate and realize important corporate goals and objectives, taking into consideration internal competences and resources, and internal and external environment factors, through the execution of relevant projects and initiatives, highlighting the key role of top management as process sponsors, representing and acting on behalf of stakeholders (WikipediA, 2018).

This very same process that is highlighted above is described by some as the prime catalyst for organizations to deal with transformation made necessary, by difficult environments in order to deliver high quality services, at low cost to its customers, and that which "deals with risks" (Ansoff,1979). Nevertheless, a functional view of strategic management tend to emphasize in essence, that it "sets the overall direction of the business and specifies its objectives, then develops the policies and designs the plans to achieve these objectives, by allocating required resources to implement the plans.

Beyond the differences in views, highlighted above, many studies tend to agree that strategic management provides different benefits to governments and business organizations, including; building and enhancing relationships with key stakeholders, improving organizations financial and non-financial performance boosting projects effectiveness and efficiency, and the effective utilization of projects resources.

Other anticipated benefits of strategic management could be traced in the different definitions offered, including that by INVESTOPEDIA (2018), which defines strategic management as "the management of an organization's resources to achieve its goals and objectives" through "setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization" (IIBM, 2017), or as a "bundle of decisions

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and acts which a manager undertakes, and which decides the result of the firm's performance, decided upon analysis of the general and competitive organizational environment so as to take right decisions" (MSG, 2017)

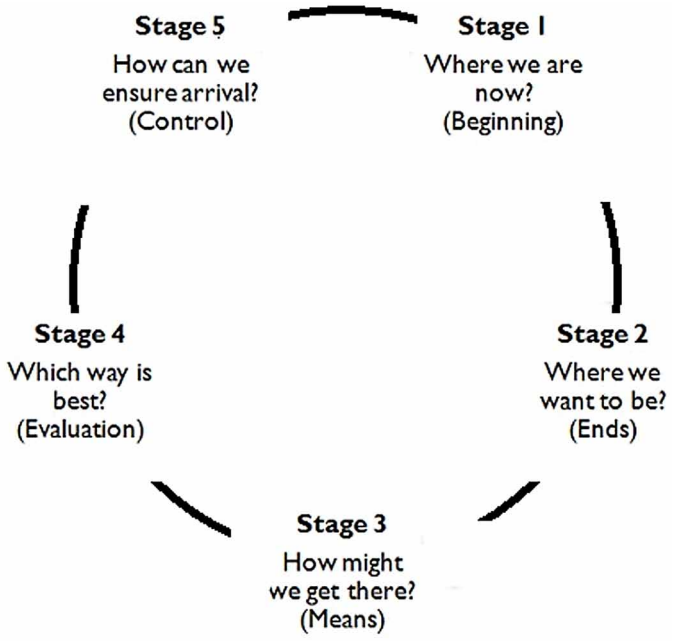
In one aspect, strategic management is basically about "long term planning of both the predictable and unpredictable in any organization of any size, by formulating and implementing suitable strategies to accomplish sustainable competitive advantage, or to set and achieve objectives that shape the future of organizations".(MSG, 2017) It is also the "process that helps the organization to assess their internal and external business environment, forms strategic vision sets objectives, establish direction, formulate and implement strategies that are aligned towards the achievement of the goals of the organization" (Surbhi, 2017).

This dynamic process may include a number of stages that are described slightly differently by different models and methodologies. For instance a five-stage model may include stages described as (Beginning, Ends, Means, Evaluation and Control), or a four-stage model with stages described as; (Designing, Implementing, Analyzing and Controlling), or even a three-stage model with the main stage being; (Formulation, Implementation and Evaluation) as outlined in Figure 1.

Strategic Planning

It is rather unfortunate that many strategists, both academic and practitioners have a basic confusion about the differences, commonalities and relationships between strategic management, strategic planning and strategic thinking. In fact, while these terms are used interchangeably, as synonyms by some people, they are treated as completely disconnected, unrelated processes by others, reflecting ignorance rather than knowledge and insight.

Figure 1. Example of a five-stages strategic management model
(Source: Key Differences)



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As such, although this section is intended to provide an overview of strategic planning, it would be virtually impossible to do that without referring to strategic management or strategic thinking as a contrast or for detecting their relationship.

For example, strategic planning and management are differentiated by the Balanced Scorecard Institute (BSI), Strategy Management Group, by defining strategic planning as "an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.", and defining strategic management as "the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization." (BSI, 2018).

It is obvious that according to BSI, strategic planning is an "effort that guides the organization through the creation of important actions and decisions, providing answers to questions as to nature, purpose and aim of the organization, its activities, products and customers, with a focus on the future. BSI (2018), also advocates that effective strategic planning "articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful."

Looking back at BSI's definitions above, it is not hard to detect that strategic management extends the strategic planning into an integrated system, that "integrates the static planning process, by pre-planning business activities, that may be driving the decision to engage in the planning, and post-planning activities such as strategic monitoring and performance feedback to decision making", that could contribute to review and adjust the plan in synch with change. Also, strategic management is associated with the execution of the plan and amounts to the systematic implementation of a strategy. (BSI, 2018)

This relationship between strategic planning and strategic management is in line with what Anshoff has proposed of a relationship between the two in his third book, *From Strategic Planning to Strategic Management*, in which he advocated that the "complete concept of strategic management embraces a combination of strategic planning, planning of organizational capability and effective management of resistance to change, typically caused by strategic planning"(Anshoff, 1979), and in which he also suggested that strategic management is a comprehensive procedure, that "begins with strategic diagnosis through a series of steps, which culminate in achieving set goals and objectives, providing people at all levels the tools and support to manage strategic change, considering not only external environment but also internal capabilities and resources." (Anshoff, 1979).

As such, BSI typically includes the following steps in its proposed strategic management framework cycle:

1. **Analysis or Assessment:** To develop a good understanding of the current internal and external environments
2. **Strategy Formulation:** To develop a high level strategy and document a basic organization level strategic plan
3. **Strategy Execution:** To translate the high level plan into more operational planning and action items
4. **Evaluation or Sustainment / Management Phase:** For ongoing refinement and evaluation of performance, culture, communications, data reporting, and other strategic management issues.

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Another perspective to reflect on the nature of strategic planning and management and relationship suggest that strategic planning "may be understood as the long-term forward-looking activity, performed by the high-level managers, that focuses on the organization as a whole" and that "it establishes the overall objectives of the enterprise, frame policies and most importantly, assist in the determination of the organizational strategy, to meet competition and survive and grow in the market". Thus it is simply an "official consideration of the future course of action of the enterprise".

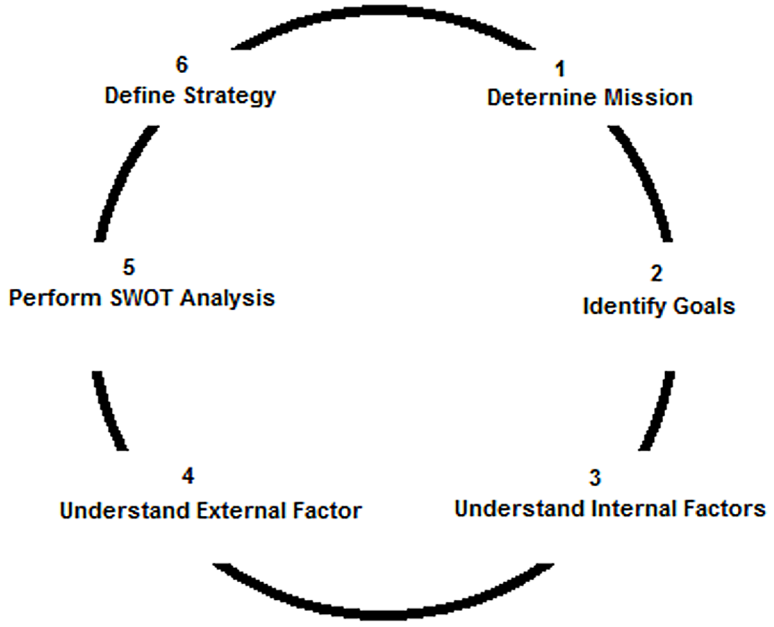
In contrast to the above definition, strategic management is also as "a top management function, which is employed to set priorities, concentrate and channelize resources, reinforce operations, ensuring that the employees are aligned towards the achievement of the goals of the organization and position the organization with respect to the changing environment. It ascertains organization's intent for the next five years."

Looking back at the definitions above it clear that strategic management is emphasized as a top management function, or a system that builds around the strategic planning process, to serve the organization in achieving its goals and objectives, and continually review and adjust the strategies and plans, in accordance with changes in external environment and considering internal capabilities.

With the above in sight, it is important to confirm that strategic planning typically incorporates a top-down approach, in which strategy formulation is centralized and the organization's vision, mission, objectives, and goals are decided centrally, and a bottom-up approach in which shifts responsibility of other strategic tasks to organizational functions and units.

Figure 2 shows that a typical strategic planning process model may comprise a sequence of activities, starting with; determine mission, through defining goals, internal and external assessment, SWOT analysis leading to defining appropriate strategy.

Figure 2. A typical strategic planning process model
(Source: Author)



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Considering the different strategic planning and management perspectives that were discussed earlier, it is clear that strategic planning -which is an activity that determines the objectives, and considers both internal and external environment, to design, implement, analyze and adjust the strategies, to gain competitive advantage- is not exactly the same as strategic management, which implies a stream of decisions, and actions taken by the top level managers to achieve organizational goals. It is nothing but the identification and application of strategies, to improve their performance level and attain dominance in the industry.

The following points are substantial so far as the difference between strategic planning and strategic management is concerned:

- While strategic planning is viewed as a future-oriented activity, which tends to ascertain the organizational strategy and used to set priorities, strategic management is a series of decisions or moves taken by the top managers in relation to the formulation and execution of strategies to achieve organizational goals.
- While strategic planning focuses on making optimal strategic decisions, strategic management is all about producing strategic results, new markets, new products, new technologies etc.
- While strategic planning activity uses management by plans, strategic management process uses management by results.
- While strategic planning is an analytical activity because it is related to the thinking, strategic management is an action-oriented activity.
- Whilst strategic planning involves the identification of actions to be taken, strategic management involves identification actions to be taken, the individuals who will perform the actions, the right time to perform the action, the way to perform those action.
- It is clear from the comparison above that the scope of strategic management is greater than that of strategic planning, and that strategic planning is an important sub-set of strategic management which includes other important components (Surbhi, 2017).

Strategic Thinking

Strategic thinking is a process that defines the manner in which people think about, assess, view, and create the future for themselves and others. Strategic thinking is an extremely effective and valuable tool. One can apply strategic thinking to arrive at decisions that can be related to your work or personal life.

Strategic thinking is also viewed as a mental or thinking process, applied by an individual in the context of achieving success in a game or other endeavor. As a cognitive activity, it produces thought.

In an organizational strategic management process, strategic thinking may involve the creation, generation and application of unique and novel business insights and opportunities intended to create competitive advantage for a business organization. (Harvardbusiness.org, 2012; Horwath, R., 2012; CAR, 2012).

Strategic Thinking can be done individually or collaboratively by employees who can positively impact the future of the organization.

Group strategic thinking may create more value by enabling a proactive and creative dialogue, where individuals gain other people's perspectives on critical and complex issues. This is regarded as a benefit in highly competitive and fast-changing business landscapes.

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According to (Think Watson, 2017) effective strategic thinking would be built on a strong foundation of critical thinking, simply because, strategic thinking is about the ability to see the total enterprise, to spot the trends and to understand the competitive landscape, to see where the business needs to go and to lead it into the future. Strategic thinking represents the top level of three-level pyramid:

- Level 1, foundation (Self-awareness); which arises from the ability to think critically, along with an intellectual openness.
- Level 2, Intermediate (Exercise Good Judgment Understand the Business); provide the basic business skills – including decision-making, problem-solving, and a solid grasp of both the business and the customers it serves.
- Level 3, Top (Successfully Create New & Different); the ability to embrace change and ambiguity, and in so doing create something new and different. That, in essence, is strategic thinking.

Relationship Between Strategic Thinking, Planning, and Management

Why 'strategic thinking'? Simply because all strategy starts with strategic thinking and because the simple equation that could sum up the relationship between strategic, planning and management is:

Strategic Management = Strategic Thinking + Strategic Planning

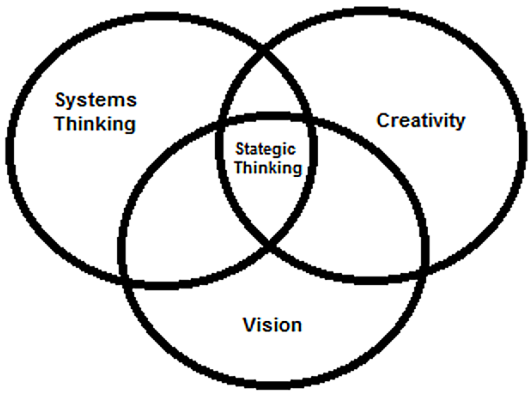
The importance of critical thinking is highlighted by Porter (1980), stipulating that "there are no substitutes for strategic thinking. Improving quality is meaningless without knowing what kind of quality is relevant in competitive terms. Nurturing corporate culture is useless unless the culture is aligned with the company's approach to competing."

Strategic thinking could be viewed as a process by which executives can rise above the daily managerial processes and crises, to gain a different perspective of the organization and its changing environments".

Strategic thinking involves asking two critical questions; 1) What is the structure of your industry, and how is it likely to evolve over time? and 2) What is your own company's relative position in the industry?

Elements of Strategic Thinking as shown in Figure 3, include the overlapping elements of Systems thinking, creativity and vision.

Figure 3. Elements of strategic thinking
(Source: Author)



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From different perspective, some studies that have explored the relationship between strategic thinking and strategic planning, reached the conclusion that relationship is comparable to that of the right brain and left brain.

Comparing the purpose and the thought process features of strategic thinking and strategic planning, whilst the purpose of strategic thinking is to discover novel, imaginative strategies which can rewrite the rules of competitive game, and to envision potential futures significantly different from the present, the purpose of strategic planning is to "operationalize the strategies developed through strategic thinking, and to support the strategic thinking process.

And whilst, the features of strategic thinking thought process can be described as; Synthetic, Divergent and Creative, those of strategic planning process are more like; Analytical, Convergent and Conventional.

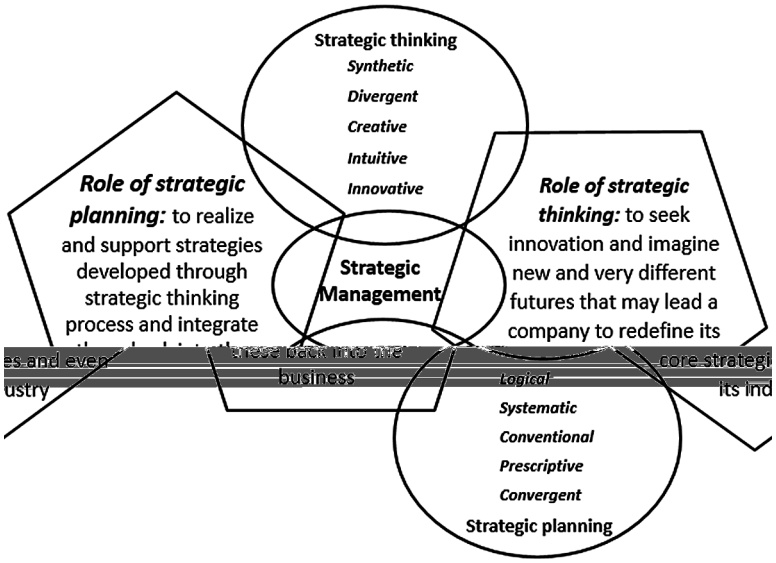
Strategic Practice Maturity and Performance Models

This section is intended to explore a suitable model and tools to examine the effectiveness of the strategic practice, based on the theory and best-practices of strategic thinking, planning and management that were discussed in the previous section. Although several models and frameworks are available to evaluate strategy management effectiveness, the investigation singles out the Strategic Management Maturity Model ™ (SMMM), developed by the Balanced Scorecard Institute (BSI), which although intended for organizations to assess their strategic practices status and to benchmark to peer organizations, however with minor adjustment it can be used to evaluate the maturity level of government strategic approaches and practices fairly well.

Strategic Practice Maturity Model

BSI Strategic Management Maturity Model (SMMM) is widely used by governments and business organizations, to examine the maturity of their adopted strategic practice, and to verify where they stand

Figure 4. A typical strategic thinking model



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compared to high-performing organizations, which can be used in turn to identify best-practices and subsequently initiate improvement. In addition to performance, SMMM also adds strategic management concerns, to judge whether the right things are being done or not.

SMMM includes eight strategic management dimensions in its assessment; 1) Leadership, 2) Culture and Value, 3) Strategic Thinking and Planning, 4) Alignment, Performance measurement, 5) Performance management, 6) Process improvement, and 7) Sustainability of strategic management.

With a clearly defined description of each of the eight dimensions, there are also five strategic management maturity levels; 1) Ad Hoc and Static, 2) Reactive, 3) Structured and Proactive, 4) Managed and Focused, and 5) Continuous Improvement.

The assessment of the strategic management practice in any organization or (state) is performed by scoring the level of performance on each of the five levels of strategic management maturity. By selecting the maturity level that best describes the organization current practice for each dimension, then reading the descriptions and identify the most appropriate level for each of the dimensions in your organization. The strategic maturity level of the organization would be the median.

Knowing this level will help the decision makers to take the appropriate step to target a higher level of strategic practice maturity.

Social Justice Performance Model

As it is the concern of this chapter to examine the relationship between states strategic practice maturity and their performance in terms of social justice, sustainable development and democracy, this section and the following two sections will be mainly concerned with locating suitable tools for measuring the government performance in terms of achieving social justice for its citizens in this chapter and sustainable development and democracy in the following sections.

Out of all Arab states performance indicators, 'Social Justice' is singled out as the most important among all other public demands that was common across all Arab spring demonstrations. It is therefore deemed worthwhile looking at, in order to understand where strategies and policies may have succeeded or failed to deliver to the satisfaction of the Arab public, and to contribute to the Arab states social justice ranking from a worldwide perspective. Nonetheless, the main challenges for doing that there is not a single common understanding of what 'Social Justice' means, how it is defined, and how it can measured, warranting the need to review and explore different definitions, metrics and index(s). (Azour, 2014).

Nonetheless, in 2013, the first composite index ever to quantify social justice for developing countries, with its two versions SJI-1 and SJI-2, was released. The index calculates values for social justice for some developing countries, using the most recent data up till that time. A study compares the recent values of social justice in 2016 with those of 2013, showed how 31 countries (according to SJI-1) and 29 countries (according to SJI-2) managed to improve their levels of social justice, while the indexes of only three countries (according to SJI-1), and six countries (according to SJI-2) have worsened. Nevertheless, the index depicted that some countries performed better than others, by improving their ranks at the expense of others. Comparison of the study's quantitative results with qualitative research seem to provide more support for SJI-2 in echoing social justice compared to SJI-1 (Helmy, 2017).

ESCWA's report titled 'Social Justice in the Arab World (Azour, 2014), investigates the concept and evaluation of 'social justice' as it exists in the Arab world, in an attempt to assess the level of social justice and injustice in the Arab World. The report starts with making clear that the concept of 'Social Justice' has gradually evolved in meaning since the industrial revolution from general issues associated

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with grievances of inequality in society to a more definitive concept that can be measured through related indicators. The report concludes with recommendations on how to advance the principle of social justice in the Arab World more broadly, and how to institutionalize the social justice framework in the Arab World more specifically. The proposed index by ESCWA is based on the assessment of the following indicators; 1) economic growth and development, 2) demographics and human development, 3) growth inclusiveness and equality of opportunity, 4) food security and access to basic needs, and 5) governance frameworks and the role of the state.

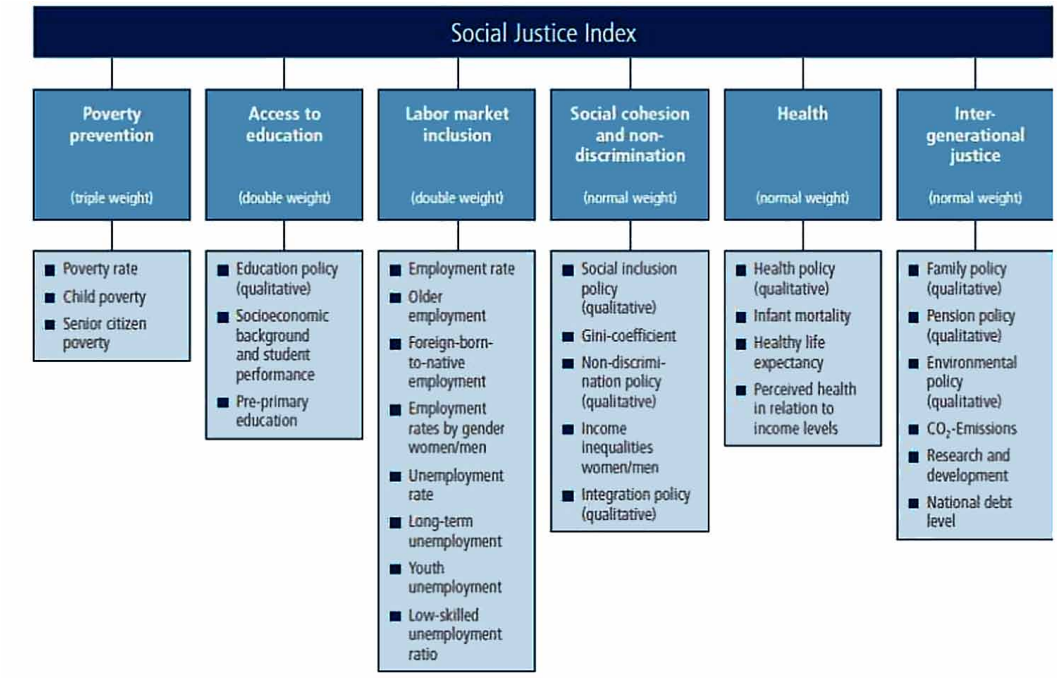
Among the different models and indexes that are used for this purpose, the European Union Social Justice Index (EUSJI) stands out for its comprehensiveness, flexibility to adapt and its ease of use.

The EUSJI (Model) can be used to assess and appraise social justice status in different governments and organizations. As shown in Figure 5, the model comprises 28 quantitative and 8 qualitative indicators that are associated with one of the six dimensions of social justice as per the adopted definition; 1) Poverty prevention, 2) Equitable Education, 3) Labor Market Access, 4) Social Cohesion and Non-discrimination, 5) Health, and 6) Intergeneration Justice.

Sustainable Development Performance Model

This section is concerned with locating suitable tools for measuring the government performance in terms of 'Sustainable Development'. Of the different models to measure sustainable development, the ESCWA Model for Sustainable Development is deemed most suitable for the purpose of this study, due

Figure 5. A typical strategic thinking model
(Source: Bertelsmann Sriftung)



Source: Bertelsmann Stiftung, *Social Justice in the OECD – How Do the Member States Compare*?, p. 14.

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to its structured approach, and to the fact that it is attributed to its comprehensive coverage of strategic aspects of governance which are broken by (Reference, 2017) to seventeen 'Sustainable Development Goals (SDGs) that are also linked to previously set of Millennium Development Goals (MDGs): 1) No Poverty, 2) Zero Hunger, 3) Good Health and well-being, 4) Quality Education, 5) Gender Equality, 6) Clean Water and Sanitation, 7) Affordable and Clean Energy, 8) Decent Work and Economic Growth, 9) Industry, Innovation and Infrastructure, 10) Reduced Inequalities, 11) Sustainable cities and Communities, 12) Responsible Consumption and Production, 13) Climate Action, 14) Life Below Water, 15) Life on Land, 16) Peace, Justice and Strong Institutions, and 17) Partnerships for the Goals.

It is also deemed advantageous that this model was the bases for ESCWA Arab Sustainable Development Report 2015 (ESCWA, 2015), which is an important source of value to investigation on hand.

Democracy Performance Model

This section is concerned with identifying suitable tools for indicating the Arab states relative performance pertaining to 'Democracy'. Of the different reviewed models, the Arab Democracy Index 5 is deemed adequate for the purpose of this study. The index was produced by the *Arab Reform Initiative* in partnership with one of its members, the Palestinian Center for Policy and Survey Research, and national teams in each of the surveyed countries (ARI, 2017). It measures the democratic transition process based on information and opinion polls conducted in a number of Arab countries, and examines the results of a survey conducted in these countries in 2015 (ARI, 2017).

Strategic Management Practices in the Arab World

The Arab World: Introduction

The Arab world refers to twenty two Arab states that are members of the Arab league, and that which occupy an area across Asia and Africa, stretching from the Atlantic Ocean in the west to the Arabian Sea in the east, and from the Mediterranean Sea in the north to the Horn of Africa and Indian Ocean in the southeast.

Arab population is around 422 million inhabitants with over half under 25 years of age. This is also around one quarter of the 1.5 billion Muslims in the Islamic world.

The great majority of Arabs speak modern standard Arabic language and/or local Arabic dialects, and they mainly adhere to Islam, although there are also minorities of Christians living side by side for hundreds of years.

Historically, the middle ages represented the golden era of the Arab-Muslim Empire, an era in which major breakthroughs in art, algebra, science and medicine pioneered by Arab and Muslim scholars and shared with Europe through Arab presence in Andalusia (Portugal an South Spain) and interfacing and enriching the ancient oriental Indian and Chinese cultures. This has laid the grounds for what was to follow of industrial revolution, and later technology and information revolutions.

In terms of education, according to the UNESCO, the average rate of adult literacy (15 and older) is 76.9%. This should be read in context as adult literacy ranges from a low 50% in countries such as Mauritania and Yemen to a high 90% in countries such as Jordan and Lebanon and Palestine.

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Gender disparity in adult literacy is generally high in the Arab world, especially in countries such as Yemen, Morocco and Egypt. The average person reads four pages a year and one new title is published each year for every 12,000 people.

Literacy rate is higher among the youth than adults. Youth literacy rate (ages 15–24) in the Arab region increased from 63.9 to 76.3% from 1990 to 2002. The average rate of GCC States was 94%, followed by the Maghreb at 83.2% and the Mashriq at 73.6%.

Other issues of sensitive nature related to development of Arab countries that were reported on by UN include, gender equality, women empowerment, availability of education and information among others.

The Arab League was formed in 1945 to represent the interests of the Arabs, by adopting the ideology of Pan-Arabism in order to politically unify the Arab world. However, Pan-Arabism has mostly been abandoned as an ideology since the 1980s, and was mainly replaced by either Pan-Islamism or individual nationalisms.

The Arab world has been the theatre of many different conflicts in the modern era that had its far reaching impact on all aspects of governance, liberties, economy, education, health and social justice among other things. The region has witnessed numerous armed conflicts that culminated in millions of casualties and major destruction of infrastructure over the past decades, having a major impact on the security, economy and the quality of life. Some of those conflicts are still ongoing to date.

The following is a list of selected modern conflicts that the region has witnessed to; The Arab-Israeli Conflict including wars in 1948, 1956, 1967, 1973, 1978, 1980, 1982, 2006, 2008, 2014 (1948-present), North Yemen Civil War (1962-1970), The Lebanese Multifaceted Civil War (195-1990), The Western Sahara Conflict (1975-1991), The Iraq-Iran war (1980-1988), The Gulf war (1990-1991), Iraq war (2003-2011), Somali Civil War (1991-present), Egyptian crisis (2011-2014), Yemeni Crisis (2011-present), Syrian Civil War (2011- present), Libyan Civil War (2011-present), Iraq-ISIS (2014-present) and Yemeni Civil War (2015-present).

Most of the ongoing conflicts including the Egyptian, Libyan, Syrian, Iraqi and Yemeni, conflicts over the past decade or so are related or resulted from the Arab Spring (The popular protests throughout the Arab world of late 2010 directed against authoritarian leadership and associated political corruption, paired with demands for more democratic rights)

Arab states are mostly, although not exclusively, developing economies, and derive their export revenues from Oil and Gas, or the sale of other raw materials. Arab Oil and Gas producing countries include: 1) Arabian Gulf, including: Saudi Arabia, Iraq, UAE, Kuwait, and Qatar, 2) North Africa, including; Algeria and Libya, and 3) Other small producers, including: Bahrain, Egypt, Syria, Yemen, Tunisia, and Sudan

Strategic Initiatives in the Arab World

To have a reasonable feel for Arab states strategic practices, following are examples of notable initiative of national development strategies that were adopted by some Arab countries in recent years (UN ESCWA, 2015)

Strategic initiatives by Maghreb countries composed of (Tunisia, Morocco, Mauritania, and Algeria) include:

- Algeria's National Strategy for the Fight against Poverty (2005-2015) and Five-Year Plan (2010-2014)

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- Morocco's National Sustainable Development Strategy (2015)
- Tunisian new sustainable development strategy was prepared (2012-2014)
- Development Strategy of the New Tunisia (2012); National Sustainable Development Strategy 2016-2020 (2014); Guidance note for the strategic development plan 2016-2020 (in preparation)
- Algeria's National Strategy for the Fight against Poverty (2005-2015) and Five-Year Plan (2010-2014)
- Morocco's National Sustainable Development Strategy (2015)

Strategic initiatives by West Asian Arab countries (Yemen, Iraq, Jordon, Syria, and Lebanon, and Palestine) include:

- Jordan's National Resilience Plan 2014-16 (2014) and national vision 2030 (in preparation)
- Lebanon's national sustainable development strategy (in preparation)
- Iraq's National Development Plan 2010-2014 (2010)
- Djibouti's Poverty Reduction Strategy Paper (2009)
- Morocco's National Sustainable Development Strategy (2015)

Strategic initiatives by Arab Gulf countries (Bahrain, Saudi Arabia, Kuwait, UAE, Oman, and Qatar) include:

- Qatar's National Vision 2030 (2009) and National Development Strategy 2011-2016
- Saudi Arabia's tenth national development plan and economic long-term vision 2024 and vision 2030.
- UAE National Agenda Vision 21; National Green Growth Strategy; and Abu Dhabi Economic Vision 2030
- Bahrain's 2030 National Planning Development Strategy (2007)

Strategic initiatives by other Arab African countries (Sudan and Djibouti) include:

- The Sudan's Interim Poverty Reduction Strategy Paper (2012)
- Djibouti's Poverty Reduction Strategy Paper (2009)

Social Justice, Development, and Democracy Status in the Arab World

This section attempts to provide a glimpse of the performance and current status of the Arab world as compared to the rest of the world in terms of Social Justice, Sustainable Development, and Democracy, by reviewing the performance of Arab states through indicators and trends in different studies and reports such as Arab Sustainable Development Report 2015 by Economic and Social Commission of Western Asia (ESCWA, 2015), Social Justice in the Arab World by ESCWA (2014) (Azour, 2014), Social Justice in EU Index Report 2016 (Scharaad & Schiller, 2016) Arab Human Development Report 2016 by UNDP (UNDP, 2016), Stability in the Arab World by Center for Strategic & International Studies (CSIS), Social Justice & Development Policy in the Arab World by ABU Issam Fares Institute for Public Policy and International Affairs (Jamal and Robbins, 2015), and Arab Democracy Index 5 by Arab Reform Initiative (ARI, 2017).

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Social Justice in the Arab World

This section seeks to sketch the current status of social justice in the Arab world as conveyed in the findings of a recent study that was sponsored by American University in Beirut (AUB) and Issam Fares Institute for Public Policy and International Affairs, which is titled the 'Social Justice & Development Policy in the Arab World' (Jamal and Robbins, 2015), and which is focused on Social Justice and the Arab Uprising.

The findings of the study is a reflection of a major research and national surveys by Arab Barometer that included more than 35,000 interviews in 14 Arab countries over three waves (20016-7, 2010-2011 and 2012-2014), conveniently capturing the stages of pre-Arab Spring, During Arab Spring and Post Arab Spring.

This study may compare to the ESCWA's EUSJI model which was described in a previous sections, and which comprises 28 quantitative and 8 qualitative indicators, that are associated with one of the six dimensions of social justice as per the adopted definition; 1) Poverty prevention, 2) Equitable Education, 3) Labor Market Access, 4) Social Cohesion and Non-discrimination, 5) Health, and 6) Intergeneration Justice as shown in Figure 5.

The social justice indicators used in this study are extracted from the adopted definition of social justice, which is stated as; "creating a just or equal society, by ensuring all members of society are treated equitably, human rights are respected, and there is no discrimination based on membership in a group or other forms of identity. In other words, social justice means ensuring equality or at least providing equal opportunities for all members of society".

In summary, the study confirms that the public protests of the Arab spring reflected a general mode of dissatisfaction and resentment towards the status of social justice that was expressed explicitly in the cases of Tunisia and Egypt, and implied in calls for economic, political reforms and human rights as is the cases in countries such as Syria, Yemen and Libya. There is also evidence that limited progress on social justice has been realized, and there is still a long way to go in different areas including; economy and employment, corruption, public opinion influence, democracy and human rights. The findings AUB report summarizes the social justice in the Arab world as follows:

Economy and Employment

- Most citizens have insufficient income to meet their needs
- Economic concerns outdo political and social issues throughout the region.
- Unemployment remains high, especially among youth lead to desire to emigrate.

Corruption

- Majority of citizens across the region say corruption remains endemic.
- Majority believe that 'wasta' – or the use of family or kinship connections – is at least as important as qualifications in obtaining government employment.
- Although far from solved, it appears new governments started to seriously address the problem of corruption.

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Public Opinion Influence on Governments Policies

- More than 50% of the public believed they could influence government policies.
- Many citizens say they have this ability, perhaps reflecting a belief that policy could be affected through non-official means such as protests and demonstrations.

Democracy and Human Rights

- In most countries, government ratings have declined since the Arab Spring.
- There is little change in ratings of democracy and human rights over time, suggesting citizens' dissatisfaction is linked to failure to improve economic issues or seriously address corruption.

The report concludes that "In light of the results, reform is badly needed throughout the region…additionally, in most countries the percentages of citizens who say that the Arab-Israeli conflict is an impediment to reform are increasing over the years, underscoring the need to find a meaningful resolution to this issue.

Sustainable Development in the Arab World

This section seeks to sketch the current status of sustainable development performance in the Arab world as conveyed in the findings of UN ESCWA Arab Sustainable Development Report 2015 (ESCWA, 2017).

The report suggests that despite limited progress that has been accomplished in specific areas, however in other important areas the set millennium and sustainable development goals have not been achieved. The following are excerpts of the study findings, highlighting the trends of selected sustainable development goals that are of particular interest to the investigation on hand (ESCWA, 2017).

Poverty and Hunger

In terms poverty and hunger the report findings is summarized as follows:

- The Arab region failed to achieve millennium target to reduce the population below $1.25 by half.
- The average poverty rates in the region increased by more than a third over the past two decades (based on the international poverty line of $1.25 per day).
- The trend was unfavorable for Mashreq region, moderately favorable for Maghreb region and Gulf sub-region values were zero in both years.
- The Arab region trend to reduce the %age of population living under national poverty line had insignificant change.
- The trends were moderately unfavorable for Mashreq, whilst Maghreb was clearly favourable with a decrease of 42.9%, and 0% Gulf.
- The Arab region failed to achieve millennium target to reduce the underweight children under 5 years old by half, with the trend moderately favourable for the region and Mashreq, clearly favourable for both Maghreb and Gulf which reached the Millennium target.
- In terms of nutrition, the Arab region did not achieve the MDG target of halving the percentage of underweight children under 5 years old.

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- Arab region's arable and permanent crop land area (4.1 per cent) is well below the world average (10.9 per cent), and average value of annual food production of per capita ($191.40) is well below the world average ($311), however the regional trend was moderately positive with 21% increase.

Health and Well Being

In terms of health trends, the report findings include:

- The Arab region failed to achieve the millennium set targets for of universal access to contraception, but the regional trend is moderately favorable.
- Immunization against infectious childhood diseases in the Arab region was slightly above the world average with the trend (moderately favorable), although Mashreq did not exhibit any trend.
- Obesity among children continues to be a problem in the Arab region, much worse than the world average. While no clear trend was clear in Maghreb region, the trend was clearly unfavorable in Mashreq countries and more evident in the GCC countries.

Education

In terms of education trends in the Arab region, the report findings include:

- The Arab region failed to achieve the Millennium target of universal enrolment in primary education, although the region exhibited a favorable trend.
- The Arab region did not achieve the Millennium target of 100 per cent gross intake into the final year of primary education, although the regional value (94.5 per cent) was higher than the world average (92.3 per cent).
- The Arab region failed to achieve the Millennium target of universal literacy, although regional trend was clearly positive and across Mashreq, Maghreb and Gulf.
- Arab Governments spent 17.6 per cent less on education, with the decreasing trend most visible in countries.

Employment

- The Arab region employment to population ratio is the lowest in the world and it has not changed over the past few decades. (Figure 3.15). The 2013 ratio of (44.6%) falls well below the global average of (59.6%) in 2013.
- The Arab region youth employment-to-population ratio fell by nearly 11% over the two decades from 26.7 in 1991 to 23.7 per cent in 2013, and it was well below the global average of 41.2 per cent in 2013. Decline is evident in all sub regions; Mashreq, Maghreb and Gulf.
- Interestingly, more there are more unemployed educated youth than less skilled youth.
- A large share of the labour force is unemployed, as has been the case consistently since the 1990s. In 2013, the unemployment rate for the region was 11.41 per cent, almost double the global average of 6 per cent (figure 3.17).

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- The unemployment situation is even more challenging for women (a detailed analysis of gender issues is provided later in the chapter).
- The Arab region's youth unemployment has been alarmingly high since 1991 and by 2013 had reached around 30% (figure 3.18), this is more twice the global average of 14%.
- In terms of quality of jobs, the regional economy has not only failed to generate enough job opportunities, but also available are often poorly remunerated and insecure.
- Low productivity growth has meant low wage growth; Arab region is the only one in which real wages have declined in recent years.

Equality

- Male adult literacy in the Arab region (85.6 per cent) is lower than the world average (89.1 per cent). The regional trend is moderately favourable. With Maghreb performing slightly better than Mashreq.
- The female employment to population ratio for the Arab region (18.6 per cent) is far below the world average (47 per cent), although regional trend is moderately with Guf countries ahead with the largest improvement.
- The male employment to population ratio for the Arab region (67.9 per cent) is slightly below the world average (72.3 per cent), with no clear trend evident for the region.
- The Arab region failed to achieve the millennium target of eliminating gender disparities in the political sphere; Arab region (13.2%) lower than the world average (22.2%).
- In terms of political representation, the proportion of seats held by women in national parliaments shows a clearly favourable trend for the entire region (+429%), Mashreq, (+127.6%), Maghreb (+741.2%), and Gulf countries, (+1,883.3%).

Peace, Justice, and Strong Institutions

- Refugees from the Arab region stood at 11.3 million, representing 58.1 per cent of the world total number of refugees (19.5 million). This equates to 3 per cent of the Arab population being a refugee population compared to 0.27 per cent for the world. The number of refugees from Arab countries increased alarmingly (+151.4 per cent) between 1997 and 2014 and affects mostly the Mashreq (9.5 million).
- The 8.5 million refugees seeking asylum in the Arab region represent 2 per cent of the population. The number increased by 142.1 per cent between 1997 and 2014, a clearly unfavourable trend. The Mashreq (+169.4 per cent) and the LCDS (+41.9 per cent) saw increases throughout this period, while the Maghreb (-31 per cent) and the GCC countries (-78.7 per cent) witnessed decreases in the number of asylum seekers.
- The Arab region exhibits a clearly unfavourable trend with regard to political stability and the absence of violence/terrorism (with the index value decreasing by 66.1 per cent). All the subregions witnessed a decline to varying degrees, the worse being in the Mashreq (-89.1 per cent). In the GCC countries, Maghreb and LDCs, the decrease was 12.9 per cent, 33.7 per cent and 46 per cent respectively.
- Net ODA received in the Arab region (4.2 per cent of GNI) is above the world average (0.2 per cent of GNI). ODA decreased substantially between 1990 and 2013 for the region (-59.8 per cent).

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- This could be perceived as favourable in terms of less dependency. However, the trend is considered here to be clearly unfavourable, as much of the region, especially the LDCs, still need ODA. Data for the GCC countries are not available.

Democracy in the Arab World

This section seeks to sketch the current status of democracy in the Arab world, as conveyed in a report published by the Arab Reform Initiative and the Palestinian Center for Policy and Survey Research, in partnership with ten research centers in the Arab world, that shows a decline in the Arab Democracy Index, and the shortcomings of the process of democratic change and its inability to transform the Arab region.

As part of its scope, the Arab Democracy Index 5, examines the results of a survey conducted in 2015 to measure the democratic transition process in ten selected Arab countries, representing the three main regions; Mashreq region, Maghreb region, and Gulf region.

There is overall decline in 2015 democracy index that is linked to the "shrinking or closure of the space for freedoms that opened to the Arab communities during the Arab spring in 2011". It is also more evident that that "the optimism of a breakthrough in the process of democratization that accompanied the Arab Spring revolutions was not realistic." (Reference)

The study indicate that Arab governments' higher priority is to enact new laws and not apply them in practice and there is evident deviation from the spirit of democracy. The gravest challenge, according to the study is the lack of well to reform, and the inability of state institutions to ensure democratic transition.

There is a clear evidence of a huge difference between claims of reforms by governments and the realities that people in the region face in their daily lives and in their relations with the state.

The report is concluded with a call to strengthen the monitoring functions of the Arab the political systems, enhance the ability of parliaments to ensure accountability, promote judicial independence, and strengthen oversight of the security services. It also recommends supporting the role of women in the labour force, reforming education, and giving more freedom to the media to contribute effectively to public debate and raising awareness.

INVESTIGATION RESULTS AND DISCUSSION

This section aims to discuss and analyze the effectiveness of strategic practices adopted by Arab states by identifying their strengths, weaknesses, opportunities, and challenges; and to learn from the different experiences. However, to add to the value of the discussion, the strategy maturity model will be used to identify the level of maturity that Arab countries belong to.

The need for the investigation of Arab states strategic practice and performance pertaining to social justice, sustainable development and democracy, is to verify what has been reported in different reports and indexes as discussed earlier.

The Strategic Practices and Performance in the Arab World Matrix

The assessment of the strategic practice in Arab states was facilitated by a number of randomly selected professionals and academicians who had the interest and consent to take part in this investigation. They

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were provided with the details of strategic initiatives and activities initiated/executed by different Arab states over the past 10 years, and the states were indicated by codes rather names to avoid any biases, mimicking blind reviews. The participants were asked to use a rubric based on BSI SMMM Model, following the prescribed criteria, to score on a scale of 10, against each of the eight model's dimensions, and upon that to select the corresponding maturity level against each dimension. The scores of each participant were gathered and for each dimensions the scores of all participants were averaged out after excluding low and high extreme scores.

Figure 6 outlines the outcome of the investigation by showing the code that correspond to each state in the cells that correspond to the maturity level against each dimension.

The results of the assessment of the maturity levels of different Arab states based on the BSI SMMM model show the following:

- In terms of leadership, 18.8% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 36.4% level 2 (Reactive), 36.4% level 3 (Structured & Proactive). Only 3 states (13.6%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)

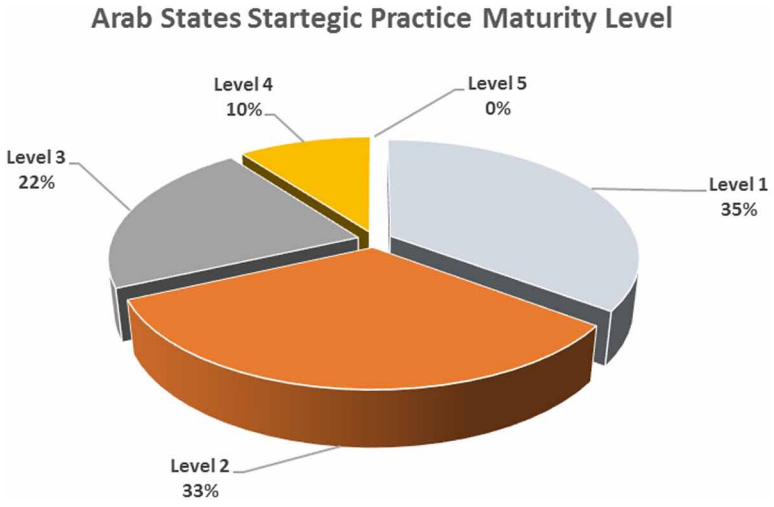
Figure 6. Strategic practice maturity matrix

Dimesions / Levels		Level 1 Ad hoc & Static	Level 2 Reactiive	Level 3 Structured & Proactive	Level 4 Managed & Focused	Level 5 Continuous Improvement
D1	Leadership	q7 b2 s3 s1	b1 q2 q5 s2 q4 q6 b3 s4	q1 q3 b4 f1 f2 f3 f5	f6 f4 b5	
D2	Culture and values	q7 q6 s3 s2 b2	q1 q2 q4 q5 b1 b3 s4 s1	q3 b4 f1 f2 f3 f5	b5 f4 f6	
D3	Strategic thinking and planning	q6 q7 s3	q5 b2 b3 s1 s2 s4	q1 q2 q3 q4 b1 f1 f2 f3 f5	b4 b5 f4 f6	
D4	Alignment	q2 q6 q7 b2 b3 s1 s3 s2	q1 q3 q4 q5 b1 s4 f1 f3 f2 f5	b5 b4 f4 f6		
D5	Performance measurement	q2 q6 q7 q5 b2 b3 s1 s3 s2	q1 q3 q4 b1 s4 f1 f3 f2	b5 f6 b4 f4 f5		
D6	Performance management	q2 q6 q7 q5 b2 b3 s1 s3 s2	q1 q3 q4 b1 f1 f3 f2	b5 f6 b4	f4 f5	
D7	Process improvement	q2 s4 q6 q7 f3 q5 b2 b3 s1 s3 s2	q1 q3 q4 b1 f1 f2	b5 b4	f5 f4 f6	
D8	Sustainability of strategic management	q1 q2 s4 q6 q7 f3 q5 f1 b2 b3 s1 s3 s2	q3 q4 b1 f2	b5 b4	f5 f4 f6	

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- In terms of Culture and Value, 22.7% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 36.4% level 2 (Reactive), 27.3% level 3 (Structured & Proactive). Only 3 states (13.6%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)
- In terms of Strategic Thinking and Planning, 13.6% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 27.3% level 2 (Reactive), 40.9% level 3 (Structured & Proactive). Only 4 states (18.2%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)
- In terms of Alignment, 36.4% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 45.5% level 2 (Reactive), 18.2% level 3 (Structured & Proactive), and none at level 4 (Managed & Focused) and level 5 (continuous improvement)
- In terms of Performance Measurement, 31.8% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 36.4% level 2 (Reactive), 22.7% level 3 (Structured & Proactive), and none at level 4 (Managed & Focused) and level 5 (continuous improvement)
- In terms of Performance Management, 40.9% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 36.4% level 2 (Reactive), 13.6% level 3 (Structured & Proactive). Only 2 state (9.1%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)
- In terms of Process Improvement, 50% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 27.3% level 2 (Reactive), 9.1% level 3 (Structured & Proactive). Only 3 states (13.6%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)
- In terms of Sustainability of Strategic Management, 59.1% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 18.2% level 2 (Reactive), 9.1% level 3 (Structured & Proactive). Only 3 state (13.6%) are at level 4 (Managed & Focused), and none at level 5 (continuous improvement)
- Overall, 35% of the states are at level 1, indicating strategic practice is (Ad hoc & Static), 33% level 2 (Reactive), 22% level 3 (Structured & Proactive), level 4 (10%) of states are at level 4 (Managed & Focused), and none at level 5 (continuous improvement).

Figure 7. Arab states strategic practice maturity level



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- With the majority of Arab states (68%) belonging to level 1 (Ad hoc & Static) and level 2 (Reactive), and that only (10%) belong to the top levels (4 & 5), it is obvious there is a gap to fill, and that the status of strategic practice required major improvement by reviewing the current status of all 8 dimension.
- The fact that no Arab state has made it to level 5 (Continuous improvement) is a very negative indicator of the status quo.
- It is highly recommended that phased out approach to improve strategic practice gradually over a number of years is the preferred approach.
- It is highlight recommended that each level of urgency to take a corrective and improvement action by Arab states is a reflection of the current level.
- Training and Awareness are required as a pre-requisite to implementing change targeting improvement of strategic status level.
- The role of senior management support to drive change for improving strategic status is critical.
- It is important to look at successful strategic practice models as applied by western states and developed countries with high strategic performance for lessons learnt.

The Social Justice Performance: Strategic Practice Chart

The assessment of the social justice performance by Arab states was facilitated by a number of randomly selected professionals and academicians who had the interest and consent to take part in this investigation. They were provided with relevant facts and figures to each state's performance in terms of social justice using EU social justice model. The scores of each participant were gathered, and for each social justice dimension the scores of all participants were averaged out after discarding low and high extreme scores. Figure 8 shows the social justice rating plotted against strategic practice maturity level for the different Arab states.

- It is clear form Figure 8, that there is an overall positive linear relationship between social justice performance and strategic maturity status level, confirming that poor performance by some Arab states in terms of achieving social justice is partly related to ineffective strategic practice.
- Therefore, it is highly recommended to adjust and improve such strategic practice as a pre-requisite to any genuine effort to improve the social justice performance of different Arab states.

The Sustainable Development Performance: Strategic Practice Chart

The assessment of the sustainable development performance by Arab states was facilitated by a number of randomly selected professionals and academicians, who had the interest and consent to take part in this investigation. They were provided with relevant facts and figures to each state's performance in terms of sustainable development using ESCWA Sustainable Development Model and criteria. The scores of each participant were gathered, and for each sustainable development dimension, the scores of all participants were averaged out, after discarding low and high extreme scores. Figure 9 shows the sustainable development ratings plotted against strategic practice maturity level for the different Arab states.

- It is clear form Figure 9, that there is an overall positive linear relationship between sustainable development performance and strategic maturity status level, confirming that poor performance

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Figure 8. Relationship of strategic practice level and social justice performance

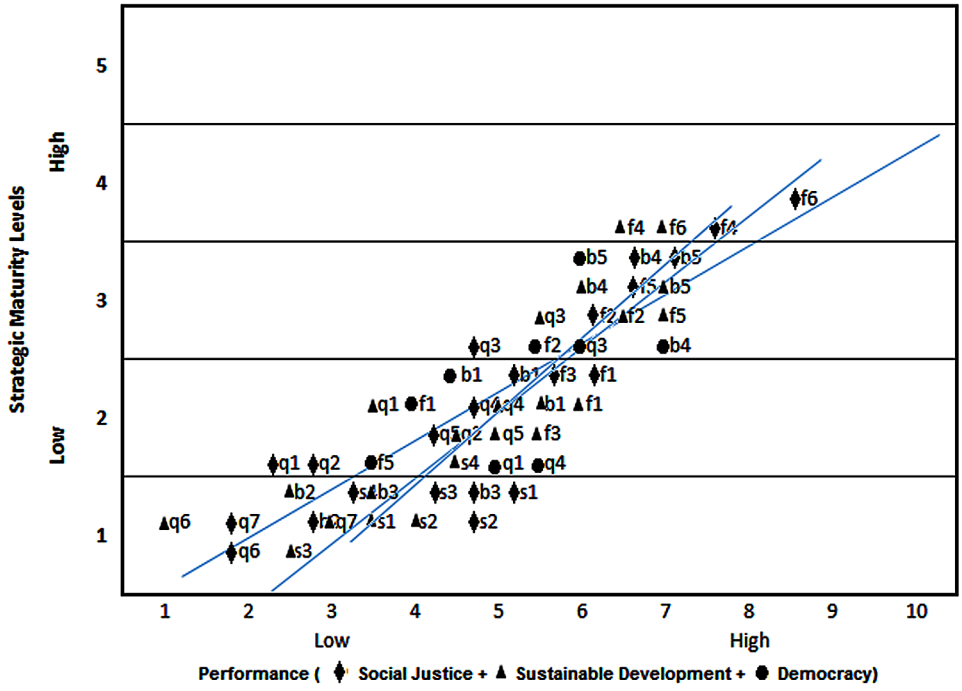
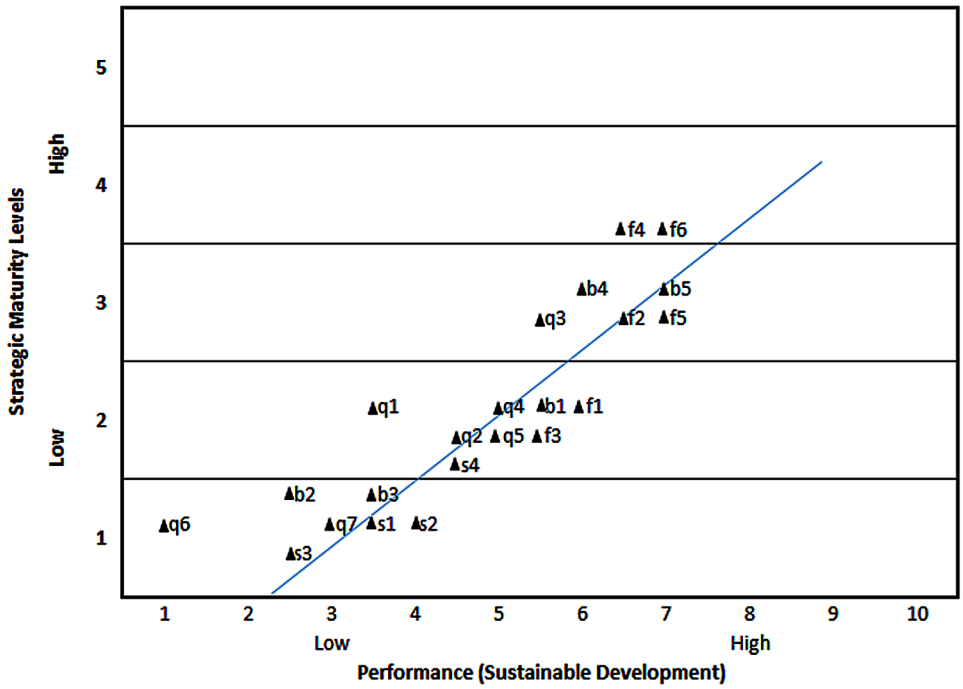


Figure 9. Relationship of strategic practice level and sustainable development performance



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by some Arab states in terms of achieving sustainable development is partly related to ineffective strategic practice.

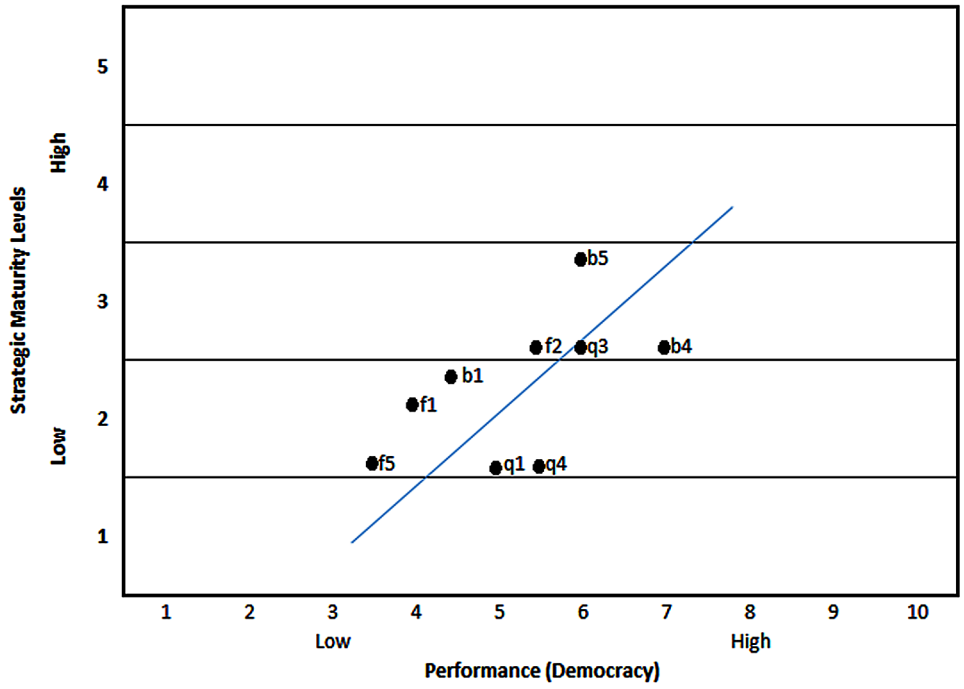
- Therefore, it is highly recommended to adjust and improve such strategic practice as a pre-requisite to any genuine effort to improve the sustainable development performance of different Arab states.

The Democracy Performance: Strategic Practice Maturity Chart

The assessment of the democracy development performance by Arab states was facilitated by a number of randomly selected professionals and academicians, who had the interest and consent to take part in this investigation. They were provided with the outcome of Democracy 5 Index where 10 Arab states were ranked for their democracy performance based on a clearly defined criteria. The team were asked to jointly convert the reported democracy ranks into relative ratings that were plotted against the strategic status practice maturity levels of each of the 10 countries. Figure 10 shows the democracy relative ratings plotted against strategic practice maturity level for the selected Arab states.

- It is clear form Figure 10, that there is an overall positive linear relationship between democracy performance and strategic maturity status level, confirming that poor performance by some Arab states in terms of achieving democracy is partly related to ineffective strategic practice.
- Therefore, it is highly recommended to adjust and improve such strategic practice as a pre-requisite to any genuine effort to improve democracy performance of different Arab states.

Figure 10. Relationship of strategic practice level and democracy performance



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The Overall Performance: Strategic Practice Maturity Chart

Figure 11 illustrates the overall relationship between Arab states performance, combining social justice, sustainable development and democracy, and the strategic practice maturity levels of Arab states.

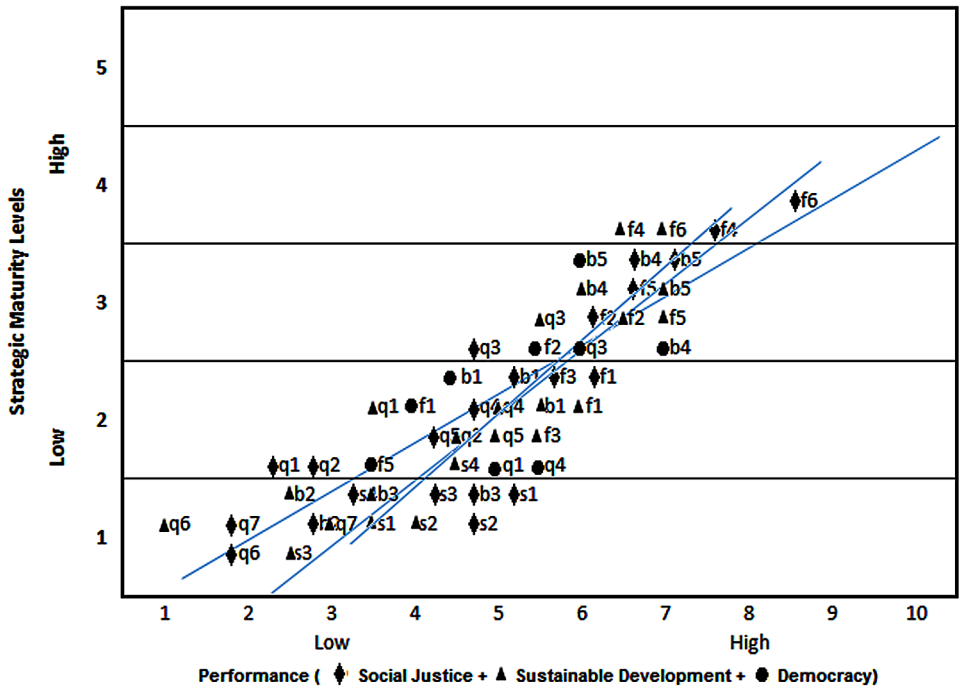
- It is clear form Figure 11, that there is an overall positive linear relationship between Arab states performance (social justice, sustainable development and democracy) and strategic maturity status level, confirming that poor performance by some Arab states is partly related to ineffective strategic practice.
- Therefore, it is highly recommended to adjust and improve such strategic practice as a pre-requisite to any genuine effort to improve overall performance of different Arab states.

CONCLUSION AND RECOMMENDATIONS

This chapter followed a structured approach that included the following:

- The review of the strategic management development as a discipline
- To develop a good understanding of the of strategic thinking, planning and management best practices, we had a thorough review of the literatures.

Figure 11. Relationship of strategic practice level and democracy performance



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- In preparation to conduct an investigation of the relationship of an impact of Arab states adopted strategic practice on the states performance, we reviewed several models and approaches to evaluate strategic practice maturity and to asses social justice, sustainable development and democracy performance.
- After the investigation was carried out, the results were analyzed and reflected in the following charts:
  - Arab States Strategic Practice Maturity Levels Chart
  - Arab States Social Justice Performance vs Strategic Practice Maturity Chart
  - Arab States Development Performance vs Strategic Practice Maturity Chart
  - Arab States Democracy Performance vs Strategic Practice Maturity Chart
  - Arab States Overall Performance vs Strategic Practice Maturity Chart
- There was a clear evidence that adopted strategic practice by majority Arab states was poor and require serious action to improve it.
- There was a confirmation that the performance of Arab states in terms of social justice, sustainable development and democracy is generally poor with some exceptions., and the require genuine initiatives for change.
- A number of recommendations based on the investigation results were focused on improving strategic practice, through adopting strategic thinking, planning and management best-practices, education and awareness, senior management support and by reviewing and having lessons learnt from other states adopted strategic models and approaches.
- It was also evident that further future research would be need, to build on the finding of this investigation to reach more substantial solutions.

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KEY TERMS AND DEFINITIONS

Democracy: A system of government where the citizens exercise power by voting. In a direct democracy the citizens as a whole form a governing body and vote directly on each issue. In a representative democracy the citizens elect representatives from among themselves.

Social Justice: Is a concept of fair and just relations between the individual and society. This is measured by the explicit and tacit terms for the distribution of wealth, opportunities for personal activity, and social privileges.

Strategic Management: Strategic management is the entity that implements the outputs of thinking and strategic planning. Our point of view is to verify, scrutinize and analyze the data of the previous practical experience that touches the daily reality.

Strategic Planning: A systematic process to determine how the organization (the state) moves from its current status to the desired future by covering the following questions: 1) Where is the organization (the state) now? 2) Where does the organization (the state) want to be in the future? and 3) What are the means and tools to reach the desired future?

Strategic Thinking: A special and distinct way of thinking. It has a synthetic feature of ideas and data, and an analytical feature of problems and dilemmas. The production of the strategic thinking is to look forward the future and build an integrated perspective.

Sustainable Development: The organizing principle for meeting human development goals while at the same time sustaining the ability of natural systems to provide the natural resources and ecosystem services upon which the economy and society depend.

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Chapter 2
General Framework for Counter-Terrorism and Extremism Strategy: Administrative and Organizational Perspectives

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ABSTRACT

The Arab world has suffered a great deal from different types and forms of terrorism and extremism, which has not only resulted in major life losses, injuries, economic disturbances, and damage to the infrastructure, but also has posed a major threat to both the state and citizens. This chapter presents a general framework for counter-terrorism and extremism strategy that can be used as a guide to adopt effective strategies to counter-terrorism and extremism in the Arab world. In its first three parts, the chapter covers the conceptual basis and theoretical underpinnings of the study, and in part four, it elaborates on the issues and challenges associated with the practical implementation of the counter-terrorism and extremism in the Arab world. The chapter is concluded with recommendations and suggested solutions to ensure the effectiveness of the adopted strategy to counter-terrorism and extremism.

INTRODUCTION

It is a well-known fact, based on the reality we live in, that the phenomenon of terrorism and extremism in the Arab world has become a de facto, rather than a temporary occurrence, because of failures and evident inability to address this phenomenon, and reduce its severity, in addition to a widespread senseless rush behind incorrect and destructive emotions and slogans.

A subject as critical as this that is handled by an attitude as naïve as this, necessitates the need to explore a suitable strategic framework to prepare an effective strategy to fight terrorism and extrem-

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ism; a strategy that is capable of foiling terrorist schemes, and limiting their various damaging effects, especially on business organizations and investment operations.

The research on hand aims at building such a strategy to combat terrorism and extremism in the Arab world, by relying on relevant statistical analysis and field studies, and extracting as an outcome key ideas, factors and indicators, in a way that shows the conceptual foundations to create the basis for a common understanding of this hideous phenomenon, leading to understanding its dimensions, then identifying the intellectual structures of this strategy; all from an integrated managerial and organizational perspective. The research structure comprises four parts:

The first part, explains the general framework of the research in terms of its justifications, objectives and basic directions.

The second part, presents the conceptual basis of terrorism and extremism, by discussing the following topics; the concept of terrorism, extremism and violence, the causes of terrorism and extremism, types of terrorism and extremism, and the repercussions of terrorism and extremism.

The third part, discusses the intellectual structures of the strategy of combating terrorism and extremism, by discussing the following pillars; structure of the justification for the strategy of combating terrorism and extremism; the goals of the strategy of combating terrorism and extremism; and the structure of the strategy of combating terrorism and extremism which included the following steps: The first step is to conduct Environmental Analysis. The second step is concerned with drafting the strategy, proactive strategy, preventive strategy, remedial strategy, and then building a strategic approach that represents an objective methodology that identifies the country and outlines its expected pathways in the future by building vision, mission and core values as well as formulating of objectives. The third step is to implement the strategy, which means putting strategic plans into practice. The fourth step involves evaluating the strategy, which is concerned with determining the effectiveness of the strategy.

The fourth part of the research is concerned with presenting a set of scientific and practical recommendations that contribute to the development of understanding and recognizing the dangers of this phenomenon and the ways and methods to deal with it.

PART 1: GENERAL FRAMEWORK OF THE RESEARCH

The general framework of the research is defined through the affirmation of the research and clearly defining the research goals prior to exploring the intellectual trends of the research.

Research Justifications

There is a set of justifications for conducting the current research taht can be summarized as follows:

- The rapid increase in the phenomenon of terrorism and extremism, and the upsurge in the number of attacks and the size of human sufferings and material sacrifices.
- The weakness of the economic structure due to the decline in investments in the Arab world as it becomes a discouraging environment for investments because of the phenomenon of terrorism and extremism.
- The prevalence of unacceptable and intolerable social practices and behaviors that drive hatred and weaken the social cohesion and solidarity.

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- The increase in material costs resulting from the losses generated by the phenomenon of terrorism and extremism.

Research Goals

The research seeks to build a general framework of the development and implementation of the strategy of combating terrorism and extremism, with a huge potential benefits for the Arab countries through:

1. Presenting and analyzing the conceptual basis of terrorism and extremism.
2. Building the intellectual structures of the strategy to combat terrorism and extremism.
3. Providing a set of scientific and practical recommendations, that contribute to the development of understanding and acknowledging the dangers of this phenomenon and ways and methods to address and deal with it.

Intellectual Trends of Research

Evidently, there is an increasing number of research work into different aspects of terrorism and extremism. The following summarize the intellectual research trends:

- Research that is concerned with discussing the concept of terrorism, extremism and violence, the causes of terrorism and extremism, the types of terrorism and extremism, and the repercussions of terrorism and extremism.
- Research that is more concerned with discussing the structure and justifications for the strategy of combating terrorism and extremism, objectives of the strategy of combating terrorism and extremism, and the structure of counter-terrorism strategy and extremism, which comprises the following steps:
  - Conducting Environmental Analysis
  - Drafting the strategy, proactive strategy, preventive strategy, remedial strategy. And then build a strategic orientation that represents an objective methodology that identifies the country and outlines its expected paths in the future by building vision, mission, core values, and formulating goals.
  - Implementing the strategy, which means putting strategic plans into practice.
  - Assessing the strategy with focus on determining the effectiveness of the strategy.

PART 2: THE PRINCIPLES OF TERRORISM AND EXTREMISM

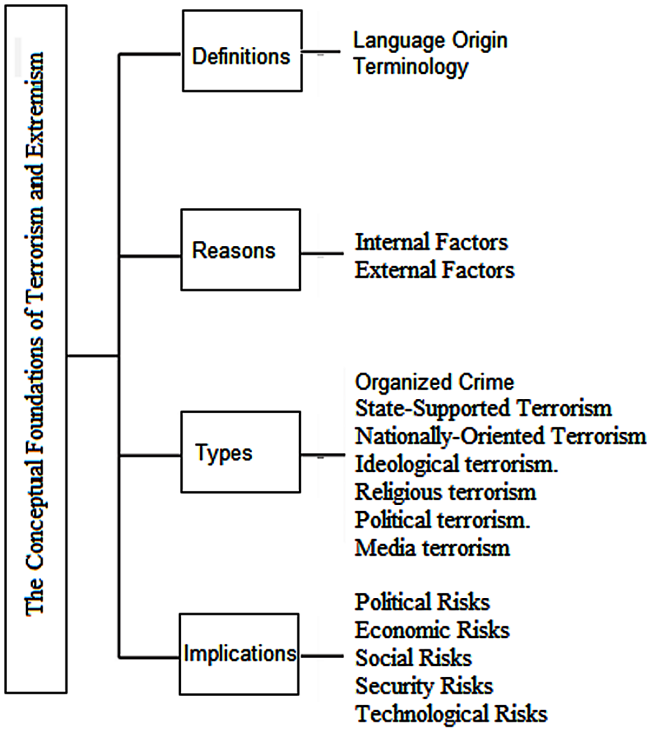
Figure 1 presents the structure of the conceptual foundations of terrorism and extremism

The Conceptual Principles of Terrorism and Extremism

In this section, the conceptual principles of Extremism and Terrorism are established by exploring the definitions of terrorism, extremism and violence, exploring the causes of this phenomena and reviewing means that enable communities cater as self-treatment from Terrorism and Extremism

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Figure 1. The structure of the conceptual foundations of terrorism and extremism



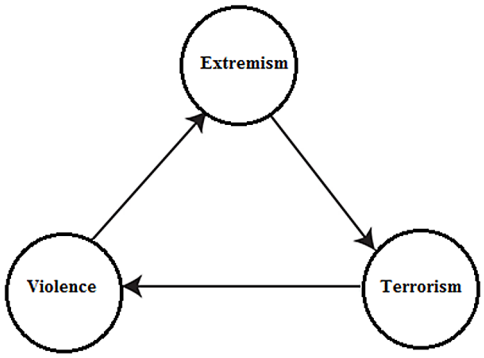
The Concept of Terrorism, Extremism, and Violence

- **Terrorism:** Is derived from the Latin verb Tersere, which later becomes Terrere (Ibn Manthoor, 1995). In terminology: it means the criminal act carried out by individuals, groups or official or non-official institutions to damage public and private properties to disrupt the security situation, stability and national unity, or instilling fear, terror and panic among people or causing chaos for terrorist purposes. (Arafeh, M. A., 2009)
- **Extremism:** To exaggerate to the point of extremism and to insist on the adherence of thought or behavior to a range of ideas that may be religious, ideological, political, economic, literary or artistic. The individual feels that he possesses the absolute and indisputable truth and, accordingly, lives in isolation from the culture environment and society. He separates himself from the social community in which he lives and belongs. He suffers from alienation from the self and the group together. (Abu Douh, K. K.., 2015)
- **Violence:** A destructive or harmful act by an individual or group of individuals against others, which may be either verbal or physical. It has negative effects on the category under which it is committed. (Arafeh, M. A., 2009)

The previous concepts have interrelated relationships, effects and reflections that can be illustrated in Figure 2.

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Figure 2. The relationship between extremism, violence, and terrorism



The above figure shows that extremism leads to terrorism and violence, and that terrorism is followed by violent behavior, and therefore the precise diagnosis of extremism leads to the identification of the causes of terrorism and the confrontation of violence.

The Main Causes of Terrorism and Extremism

The main causes of terrorism and extremism can be divided into external and internal causes.

External causes of terrorism and extremism include the following causes (Al Hayyari, E., 2016) (Piketty, T., 2015):

1. Aggression and rage among peoples of the world due to lack of a just economic system.
2. Foreign interference in the natural resources of some states.
3. Damage in economic structures and infrastructure of some countries.
4. The spread of poverty and hunger.
5. The domination and authority of major powers countries over the world economy.
6. The spread of injustice in all social, economic and political fields.
7. Unequal economies among countries.

Internal causes of terrorism and extremism could be divided to:

1. Un-equal, non-rewarding opportunities among citizens, which leads privileged access of certain groups and individuals to opportunities without others, and this increases the discontent, deviation and sense of social injustice.
2. The unequal distribution of wealth and development gains. This means that certain areas or categories have access to development projects, while other areas are deprived, thus weakening loyalty and belonging.
3. The absence of governance and its principles, which leads to the absence of good governance and the loss of governance principles with its main constituents of Broad community participation in decision-making processes, Accountability by empowering relevant individuals in the community, and Transparency through the design and application of systems, mechanisms, policies and legislation (Nasereddin, Y. (2012).

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4. Democratic practice, which means placing political power in the collective will of society. The most important elements of a democratic state is based on the fact that individuals of their own will and experience have established the power without being imposed on them. They retain this power to govern themselves (Al Shawi, M., 2013)
5. Civil States, which means the existence of culture, understanding and equality of relations away from intolerance or influence to specific groups over others.

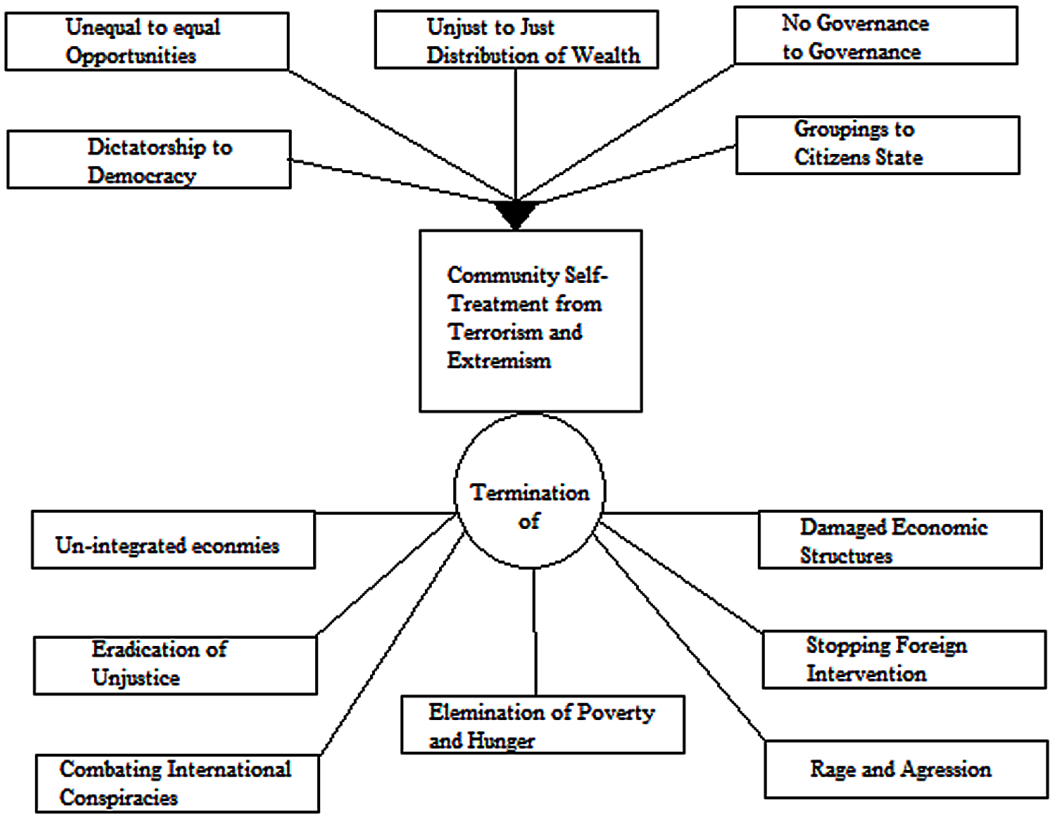
Figure 3 outlines the internal factors, that have the potential if contribute to the community's ability to treat itself, from terrorism and extremism, and which will form a deterrent force to face external challenges and factors.

Types of Terrorism and Extremism

Although the way terrorism is covered by traditional media and social media as a singular term descriptive of the nature of violence associated with the terrorism acts, fact is there terrorism is of different types based on its nature, drivers and causes.

Accoring to Al Rawaber Centre for Strategic and Political Studies (2018), the types of Terrorism may include; 1) Transnational organized crime, 2) Terrorism supported by states, 3) Nationally oriented

Figure 3. The society healing itself



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terrorism, 4) Ideological terrorism, 5) Religious terrorism, which excludes competitors by the logic of sacred power, 6) Political terrorism, 7) Media terrorism that calls for a culture of violence and the atonement of the other, and 8) Tourist terrorism.

The Implications of Terrorism and Extremism

There are a set of implications of terrorism and extremism that take the form of contextual risks that may include; Political, Economic, Social, security, and Technological Risks described briefly as follows:

- Political risks (Draib, M. et al.,2017; Mohamed, H., 2011; Rickards, J., 2011; Mekhlef, M., 2017) may weaken the regional influence of the state, expose the state to political scaling and lead to the intervention of powerful states in the internal affairs of states.
- Economic risks, which could lead to the decline in foreign investments, the weakness of tourism investments, the deterioration of the economies of countries, lack of development and weak infrastructure.
- Social risks, including; Disintegration of the family, Spread of ignorance and weak education, Degradation of living conditions, And Poor commitment to real values and principles.
- Security risks, including: Security alert in the state, Security violations, Assault on public and private property and frequent occurrence of riots and vandalism acts.
- Technological risks, including: Breakthrough accounts of institutions and countries, Breakthrough personal accounts, Transfer of illegal funds, Fueling public opinion in a wrong way, Spread false news, Intimidating peace and security, Electronic Warfare, and Attacking databases.

PART 3: THE INTELLECTUAL STRUCTURES OF THE COUNTER-TERRORISM AND EXTREMISM STRATEGY

Figure 4 presents the intellectual structures of the strategy to combat terrorism and extremism.

The Intellectual Structures of the Counter-Terrorism and Extremism Strategy as shown in Figure 4 has two main components; 1) Structure of Justification, which addresses Why strategy, what are the objectives of the strategy and what are the principles of the strategy, and 2) Structure of Procedure, which guides the Strategic Analysis, Strategy Formulation, Strategy Implementation and Strategy Monitoring and Evaluation.

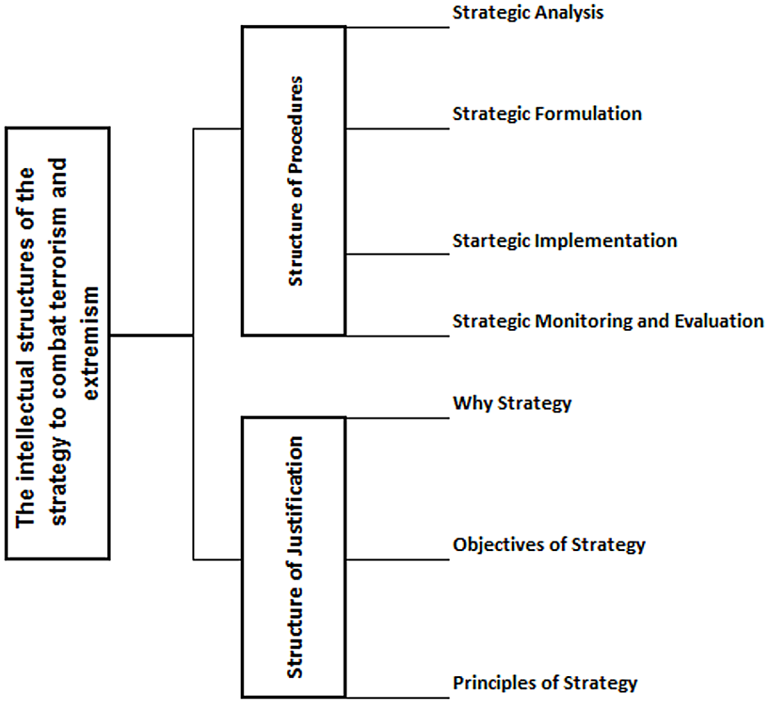
Structure of Justifications

Why Strategy?

The answer to ‘Why Strategy?” (Sarhan, A., 2009; Sabe, R. M., 2011; Hettini, M., 2016) provides an insight into the far-reaching devastating impact that terrorism has on the polity, society and individuals highlighting the criticality of having an effective strategy that is capable of combating terrorism. Some of those reasons are as follows:

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Figure 4. The intellectual structures of the strategy to combat terrorism and extremism



1. Because terrorism and extremism are a threat to life, peace and security that reflects negatively on all aspects of life and disrupts the development process.
2. Because terrorism and extremism represent a definite danger to the prevailing culture and lifestyle that negatively reflect on the upbringing of generations and create incorrect behavioral practices.
3. Because terrorism and extremism embody high costs that consist of social costs that involve creating fear and terror, displacement of normal life, the prevailing of mistrust and low loyalty, and belonging; and costs that involve large losses due to damage and terrorist acts and losses of direct and indirect investments.
4. Because terrorism and extremism are a burden on the state budget and the government as a result of increased security and defense expenses.
5. Because terrorism and extremism increase administrative and financial corruption, manifestations of lawlessness and the rule of individual and collective chaos.

Objectives of the Strategy

The strategy seeks to combat terrorism and extremism, foil its schemes and actions, and reduce its political, economic, social, technological, ethical and environmental effects by:

1. Analyzing the environment inside and outside the country, and diagnosing strengths weaknesses points in addition to opportunities and threats.
2. Drafting the strategy through strategic thinking and strategic planning.

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3. Building a strategic direction that includes vision, mission, values and goals.
4. Implementing the strategy on the ground by providing requirements and supplies.
5. Evaluating and monitoring the strategy through feedback instruments.

The Principles of Strategy

The main principles of an effective strategy to combat terrorism include (Jarrar, A., 2011; Mohamed, H. (2011):

1. To spread the culture of combating terrorism and extremism by adopting all means and methods of media.
2. To strengthen the spirit of citizenship as well as social and national responsibility, and to make citizens the basis of the power to fight terrorism and extremism, and to strengthen social solidarity. This in turn helps in a multitude of areas including human resources development, consolidation of democratic life, and making citizens a part of the state.
3. Boost the level of citizens loyalty and sense of belonging of citizens through active fulfilment of citizen's needs, actively engage them in
4. Strengthen regional and international relations and cooperate in investing international resources in the fight against terrorism and extremism.

Structure of Procedures

The structure of the procedures represents a set of steps and methodologies adopted in the preparation of the strategy to combat terrorism and extremism. Figure 5 illustrates this structure. The structure shows the following:

Step 1: Strategic (Environmental) Analysis

A set of concepts and techniques, to achieve a clear understanding of the key features through, understanding and awareness of the internal and external environment of the organization, in order to select the best response actions (Nasereddin, Y. (2017). Environmental analysis focuses on diagnosing the strengths and weaknesses of the internal environment as well as opportunities and threats in the external environment.

Step 2: Strategy Formulation

The process includes three sensitive practices including; strategic thinking, strategic planning, and strategic orientation building.

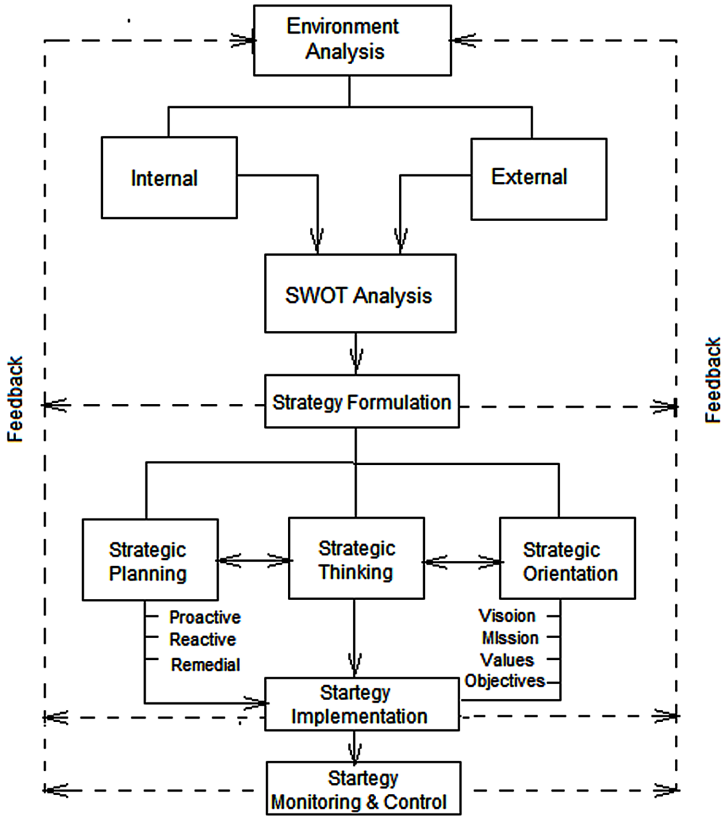
Strategic Thinking

It is the premier of cognitive and intellectual processes. It consists of a set of advanced mental processes that enable man to define the parameters of the environment in which he lives and the methods of dealing with them and the product of thinking is thought (Nasereddin, Y. (2017).

Strategic thinking in combating terrorism and extremism should focus on the following aspects:

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Figure 5. The structure of the procedures to prepare a strategy to combat terrorism and extremism (Nasereddin, 2018)



1. Analyzing the degree of environmental ambiguity (the situation).
2. Identify the main and subsidiary factors that constitute the situation.
3. Prospecting of the indicators and factors affecting the future (Nasereddin, Y. (2018)).
4. Identify sufficient capacities to deal with all possibilities (Nasereddin, Y. (2018)).
5. Determine the required leadership specifications.
6. Identifying the sources of terrorism and analyzing its ideology.
7. Draw a successful road map.

Strategic Planning

Planning is the prediction and readiness to confront the future. It is a systematic process to determine how the organization moves from the present situation to a desirable future. (Nasereddin, Y., 2017). The strategic planning consists of three domains; the International domain, the Regional domain and the Local domain.

The International domain: diverse and multiple factors (political, economic, social, cultural, legal, technological) that diverse and vary with a very high state of instability and great changes of very high risks and enormous effects.

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Table 1. Quadratic analysis matrix (SWOT)

Opportunities	Threats
• There is an international willingness for the coalition to fight against terrorism and extremism. • The existence of local, regional and international legislations and laws to combat terrorism and extremism. • There is a great social resentment against terrorism. • The investment in information and communications technology. • The possibility of drying up the sources of terrorism.	• The existence of local, regional and international incubators to sponsor terrorism. • The existence of large funds and institutions to turn them into places of terrorism. • The existence of Fatwas encouraging terrorism. • The prevalence of a culture that considers terrorism to be heroic. • Bad investment in information technology.
Strength	**Weakness**
• The rising of the behaviors of good citizenship. • Loyalty and belonging. • Awareness of the seriousness of terrorism. • Citizen is a tool of confrontation. • State capabilities. • Advanced capabilities of the armed forces. • High security sense of the security services.	• Failure to update security plans. • Weak media and media strategy. • Limited economic potentials. • Poor punitive policies. • The presence of mean-spirited people. • The spread of drug phenomena. • The increase in unemployment rates. • Ignorance and disease.

The Regional domain: diverse and multiple factors (political, economic, social, cultural, legal, technological) that have some kind of relative similarity with a very high state of instability to some extent with specific risks and enormous effects to some extent.

The Local domain: several factors some fixed with the others variables. Some of them can be influenced while others can't. Timelines play a role in that.

The strategic planning duty is to formulate three types of strategies:

1. **Proactive Strategy:** It is the strategy that is based on the presumption: (it is assumed that an attack is about or is on its way to occur) (Na'ima, B., 201). The proactive strategy is characterized by; 1) Quickness in foiling enemy's attack, 2) Obstructive to the enemy and limiting his abilities, and 3) Inflicting significant and certain losses to the enemy (Al Omairi, B. M., 2006).

The pillars of proactive strategy include the political pillar referring to the capabilities to contribute to the improvement of international relations and fruitful cooperation, and the Military/Security pillar that is concerned with having in place plans and deterrent forces of high quality training and preparation.

2. **Preventive Strategy:** The strategy that depends on the assumption that the situation can (prevent future threats) (Al Dulaimi, F. M., 2005), and it most important characteristics include; 1) Recognize the enemy's intent to attack, 2) having some margin to maneuver early preparations, and 3) Act to prevent future threats.

The pillars of the preventive strategy include the legal pillar referring to the excuses and justification that could be used to prevent threats, and the military/security pillar which is concerned with having in place preventive plans and capabilities (Al Dulaimi, F. M., 2005).

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3. **Remedial Strategy:** The strategy that depends on the assumption that you could (wait until the danger occurs and then move to face it). The remedial strategy is characterized by; 1) Wait and watch, 2) Move after the event, and 3) Limited initiative.

The pillars of the remedial strategy include the construction pillar referring to the capabilities to execute post-attack construction, and the military/security pillar which is concerned with having in place plans to reorganize military and security forces.

- **Strategic Orientation:** The strategic orientation represents an objective methodology that identifies the country and outlines its expected paths in the future by building the vision, mission, core values, and drafting of goals (Nasereddin, Y., 2017). The strategic orientation in combating terrorism and extremism can be defined as follows:
  - **Vision:** A country that is free from terrorism and all types of extremism
  - **Mission:** Enhance the loyalty and belonging spirit to the country and educating the citizen to confront terrorism and extremism practices and encouraging good citizenship practices

Core Values:

- Loyalty and belonging to the country
- Good citizenship
- Trust in citizen
- Social responsibility
- National commitment
- Cooperation
- Tolerance

Strategic Goals:

- Foiling terrorism and extremism schemes before thinking in them
- Prevention of Terrorism and Extremism when they occur
- Solidarity and building on capabilities
- Developing local, regional and international relations to eliminate terrorism and extremism

Step 3: Strategy Implementation

To put the strategic plans in place of actual implementation. The implementation process requires the following:

- Provide strategic leadership, by transforming organizations from what they are now to what the leader wants to be, because it is a proactive process oriented towards the goals and focuses on the creation and implementation of creative vision.
- Develop human resources and distinct capabilities characterized as; 1) Advanced skills, 2) In-depth experiences, and 3) New knowledge.

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- Provide legislative, legal, reformative, directive and deterrent rules.
- Provide advanced technological information and communication systems.

Step 4: Evaluating the Strategy

The effectiveness of the strategy is determined by:

- Polls.
- Discussion sessions.
- Specialized evaluation center.
- Review plans and policies.
- Measuring the level of awareness.
- Counting the numbers of those who left the terrorist groups and returned to the national ranks.

PART 4: RECOMMENDATIONS

In light of the presented framework and pertaining analysis, the following recommendations are made:

- Adopting the strategy presented in this lecture after evaluating it and determining the areas of benefiting from it.
- Developing strategic awareness of the importance of countering terrorism and extremism through direct dialogues, increasing the effectiveness of media programs and enriching their intellectual content.
- Countering cyber warfare with advanced methods and strategies that abort all terrorist schemes.
- To promote loyalty and belonging among the citizen through paying attention to his needs and desires.
- Developing security systems and providing them with all necessary capabilities.
- Establishing specialized training programs in the field of building the strategy of terrorism and extremism and how to implement them properly.
- Designing specialized courses in developing students' awareness of the dangers of this phenomenon and how to deal with it and address it.
- Preparing administrative and security leaders specialized in crisis management and addressing the phenomenon of terrorism and extremism in accordance with the latest international programs in this field.
- Exchanging of experiences and knowledge between the Arab countries, from one side, and between them and the international community on the other side, in order to increase the effectiveness of confronting the phenomenon of terrorism and extremism.

FUTURE RESEARCH DIRECTIONS

There are plenty of strategic practices issues that are related to terrorism and extremism, and which need to be thoroughly research investigated. In particular, exploring and benchmarking the strengths and

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weaknesses of different adopted models by different countries who have engaged actively in combating terrorism and extremism for lessons learnt and in order to adjust adopted strategies for effectiveness. This can be done as case studies type of research using both qualitative and quantities research tools.

CONCLUSION

This chapter focused on the development of a general framework for adopting a counter terrorism and extremism strategy that is both effective and flexible to cope with the complexity and diversification of the types and forms of terrorism and extremism and the tactical and strategic implications of both the threats and actions. The research confirms the criticality and need for a structured rather than ad-hoc approach to understanding terrorism and extremism and their causes and tools before rushing into reactive actions or back-firing strategies.

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KEY TERMS AND DEFINITIONS

Extremism: To exaggerate to the point of extremism, and to insist on the adherence of thought or behavior to a range of ideas that may be religious, ideological, political, economic, literary, or artistic to the extent that individuals feel that they possess the absolute and indisputable truth, and acts accordingly.

Strategic Management: Strategic management is the entity that implements the outputs of thinking and strategic planning. Our point of view is to verify, scrutinize, and analyze the data of the previous practical experience that touches the daily reality.

Strategic Orientation: An objective methodology that identifies the state and delineates its expected paths in the future by building vision, mission, values, formulating the main goals and objectives, and developing the procedural plan to achieve the competitive advantage.

Strategic Planning: A systematic process to determine how the organization (the state) moves from its current status to the desired future by covering the following questions: 1) Where is the organization (the state) now? 2) Where does the organization (the state) want to be in the future? and 3) What are the means and tools to reach the desired future?

Strategic Thinking: A special and distinct way of thinking. It has a synthetic feature of ideas and data, and an analytical feature of problems and dilemmas. The production of the strategic thinking is to look forward the future and build an integrated perspective.

Terrorism: A criminal act carried out by individuals, groups, or official or non-official institutions to damage public and private properties to disrupt the security situation, stability, and national unity, or to instill fear, terror, and panic among people or causing chaos for terrorist purposes.

Violence: A destructive or harmful act by an individual or group of individuals against others, which may be either verbal or physical. It has negative effects on the category under which it is committed.

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Chapter 3
Jordan's Media Strategy and Its Role in Combating Terrorism:
An Opinion Leaders' Perspective (Cases of Jordan TV and Roya TV)

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ABSTRACT

There is no doubt that media plays a key role in modern societies, as it has become the main source for the formation of collective awareness among citizens around the world. In light of the real vile war the Arab world has been witnessing against terrorism, media has become a major player in the confrontation. Today, the Arab world is facing terrorist and fanatic attacks that take religion as a cover for its atrocities and hideous actions, disturbing the peace and amity in communities, and causing a lot of harm to innocent people, destruction of infrastructure, and devastating impact on economy and the social structure. Unfortunately, Jordan's media—as is the case with other Arab media—seems to have issues with their adopted strategies to deal with terrorism, its causes, and influencing factors. The chapter provides the details and findings of a study that attempts to characterize the approach adopted by Jordan's media coverage of terrorism and to investigate and appraise the strategic value of such approach, leading to the recommendation for a more effective strategy that is based on proper understanding of the political, social, and economic environment and other key factors.

INTRODUCTION

There is no doubt that media plays an essential role in contemporary societies. Media has become the main source to form collective awareness among citizens around the world. It is very critical due to its far-reaching impact on public awareness through promotional messages and communication, and it is the cornerstone of the general strategy of states, especially in times of crisis and war. As the Arab world

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is facing a real nasty war against terrorism nowadays, the media element has become a key player in the overall confrontation, at a time the old media "radio and television" is becoming less present in the face of the new media and is losing a lot of ground to "social networks". The influence of traditional media is partly weakened due to lacking interactivity, which is one of the most important features of the new media. Today, the Arab and Islamic world is facing a terrorist fanaticism that uses religion as a cover for its actions, and recruiting members and supporters in the name of religion.

Despite the perceived value of media agencies and public need for them, they do not seem to have a clear, well-defined strategy and a comprehensive approach to counter terrorism, unfortunately, Jordanian media, is no different to other Arab media in not only lacking effective professional media strategies to cope with terrorism, its causes and factors, but also they lack qualified media cadres and competent resources. All that the traditional media seem to be able to offer in the event of an accident is a reactive coverage that is characterized by panic and short-termism. A report on a terrorist incident is filed-aired sometimes in the context of obtaining a spontaneous press release rather than being part of a more systematic planning approach. Such incoherent, ad-hoc approach would definitely fail to be up to address an issue as important as terrorism and provide meaningful answers to the questions and concerns of the general public.

There is a lack of interpretation and analysis of the phenomenon of terrorism in general. "Ideological" terrorist incidents, as they are known, are mixed with incidents of armed robbery, theft or drug traffickers and even with incidents against members of the police and security officers that occur sometimes for reasons of revenge or retaliations.

Therefore, this chapter reflects on the findings of a quantitative research that was designed and conducted to shed light on the Jordanian media coverage of the phenomenon of terrorism through the Jordan TV and the Roya TV channels.

Terrorism

Terrorism is one of the most serious hostile phenomena faced by modern societies because it poses a threat to the ideology, creed and political entity of peoples. There is no single definition of terrorism agreed upon by specialists, because of differences of opinions and trends between those who dealt with this subject as well as the different positions of the states regarding it. What some consider to be terrorism, others view it as legitimate action, defense of the homeland and legitimate resistance. Thus, the definition of terrorism is linked to a number of other concepts such as the concepts of political violence, political crime or organized crime (Al Jumni, 2000).

"Terrorism is a term used to refer to those who take the path of violence to achieve political goals," (Al-Waseet Lexicon, 1985). The British Encyclopedia defines it as, "The systematic use of unpredictable terror or violence against governments, the public or individuals to achieve a political goal" (Nafie, 1994).

The CIA defines terrorism as "the threat of violence by individuals and groups. It also defines the terrorist as an individual or group that wishes to achieve political ends using violent means" (Shami and Zaki, 2003).

Terrorism traces its roots back to ancient time for religious, social, economic or political reasons. However; in the 19th century, terrorist ideology was systematically introduced through the formation of secret societies in Italy, Spain and Germany. These organizations used bobby trapped messages and

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explosive devices extensively to attack important figures and intimidate their supporters. Communism also adopted the ideology of organized terrorism as a method of action for revolutionaries in the form of gangs, where "Lenin" considered terrorism a tool of war's tools" (Al Terturi & Jwihan, 2006).

However, the events of September 11 in the United States considered a qualitative shift in the development of terrorism and appeared closer to what is known as the new terrorism rather than a form of old traditional terrorism. The new concept of terrorism characterized by distinct features that differ from the previous in terms of organization, armament and objectives. It includes individuals belonging to groups of different nationalities and not united by national issues, but they have a specific religious or political ideology that is not bounded to a single locale. (Al-Nawaafah, 2010)

Noam Chomsky (2002) notes that America has played a major role in the development of terrorism through its terrorist practices in many continents. The spread of terrorism in the Arab region is often explained as emerging as a reaction to the Israeli occupation of Palestinian territories since 1967 as well as divisions among the Arab countries, the complexity of the population structure of many of these countries, and the injustice practiced by foreign powers on the Arab peoples (Al Alawneh, 2011).

Causes and Motives of Terrorism

The motives of terrorism are varied. They differ according to time and place. The motives of terrorism can be divided into the following levels (Al-Nawaafah, 2010):

- **Individual Level:** it includes the motives that make the individual turn to terrorism as a means in his life, such as psychological problems and physical pressures, especially when the gap between the rich and the poor widens and the class inequity increases, thus the terrorist organizations succeed in recruiting them.
- **National Level:** It includes the motives of terrorism at the internal level within a single state. They vary according to the historical circumstances and demographic composition of the society. There are several factors that help the emergence of terrorism at this level, such as:
- **Political Motives:** It includes the political struggle and the overthrow of regimes, alerting the local and international public to a particular political problem, harming the interests of the state in order to influence its policy towards some issues, trying to influence the political decisions of the state and demonstrate its weakness to achieve national gains or the right to self-determination of a people.
- **Social and Economic Deprivation:** Some society groups may suffer from social or economic deprivation on ethnic, sectarian, linguistic or religious grounds or as a result of misuse of authority by ruling groups or manipulating national capabilities which may lead to a deterioration in the living conditions of citizens. Accordingly, these groups experience social injustice and as a result resort to terrorism as a mean to change their situations and attain their rights.
- **International Level:** it includes a set of international situations that encourage terrorism. The most important motivations of terrorism on the international level can be identified as follows:
    - Sponsorship of some states and political regimes for terrorism to maintain their interests: For example, the sponsorship of the United States and Britain to terrorist organizations and movements at South America, Africa, Afghanistan, Iraq, and Sudan in order to serve their interests.

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- The existence of tension hotspots in the world: Many of the tension hotspots in the world helped the offspring of terrorist groups and organizations. Examples of tension hotspots include: Chechnya in Russia, Iraq and Afghanistan, Kashmir between India and Pakistan and the Basque Autonomous Community in Spain.

Terrorism in Jordan

Jordan has suffered from terrorism in all its forms and types for a number of reasons. The most important of these are the geographical location of Jordan between regional hotspots and its proximity to the most central regional issues: the Palestinian cause, as well as suffering from the shockwaves of the occupation of Iraq and the successive migrations to Jordan and what they carry of extreme thoughts and ideologies- as well as Jordan's policy on combating drugs and punishing drugs traders and its agents because of the drugs' link with terrorism and organized crime. Terrorists attempt to undermine national unity and destabilizing Jordan's security and stability. Among the terrorist attacks that Jordan witnessed at the beginning of the third millennium:

- 2002, a cell affiliated with /led by "Zarqawi" (Al Qaeda Leader in Iraq) that assassinated the US diplomat Lawrence Foley, who worked for the US Agency for International Development.
- 2002, a cell belonging to "Zarqawi" that targeted the area near a military hospital in the southern Aqaba area with Katyusha rockets, killing one person and injuring four. (Jihad in Sham group) has adopted this operation.
- 2005, Amman hotel bombings that adopted by al-Qaeda in Mesopotamia, targeting three hotels in the center of the capital, which killed sixty people and wounded hundreds.
- 2014, the kidnap of the Jordanian Ambassador to Libya by a terrorist group. The ambassador was freed in exchange for the release of a Libyan terrorist who was held in Jordanian jails following a terrorist attack he planned to carry inside the Kingdom.
- 2014, the brutal execution of a Jordanian pilot with the rank of lieutenant, who was captured by ISIS on Wednesday, December 24, 2014, after the fall of his warplane while carrying out a military mission at ISIS sites at the province of Raqqa, north of Syria.
- 2015, an armed attack inside a Jordanian security training center in Muwaqqar area east of Amman, killing five military trainers, including two Jordanian officers, two Americans and one from South Africa in addition to the person who carried out the attack. The government back then considered the incident as an attack that "carried by individual for psychological reasons."
- 2016, a security officer from Jordanian special forces killed after the storming of the headquarters of a cell linked to ISIS in the city of Irbid, north of Jordan. Seven of the armed cell were killed during the clash while the others arrested.
- 2016, five officers of General Inelegance Department killed in an armed attack targeted the office of the Department in Baq'a Palestinian refugee camp north of Amman.
- 2016, the city of Irbid witnessed a security confrontation with a terrorist cell that was trapped in an apartment, killing seven trained terrorist members and a Jordanian officer.
- 2016, seven Jordanian army soldiers killed and 14 others injured after they were targeted by a car bomb coming from the Syrian side in Al-Rikban border.(1)

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LITERATURE REVIEW (PREVIOUS STUDIES)

A study by Al Sharqawi (2014) entitled "The Nature of Relationship between New Media and Terrorist Practices: Applied Study on Social Media Networks". The study aimed to identify the nature of the relationship between communication technology, the new media and the terrorist practices that are based on this media through third-party impact theory. The results showed that 100% of the respondents were not negatively affected by videos and publications posted by the terrorist groups on social media at all, and that the negative effects of these publications are more influential on the average citizen, especially young people because they are the most exposed individuals to media content available on social media platforms. They are also less experienced and don't have much knowledge and they are the most affected by the material temptations.

The researcher recommended the need to promote a free democratic environment in which the media can freely move to play their effective role in confronting terrorist practices, raising awareness of citizens to exercise their social responsibility freely, and preparing qualified media cadres capable of formulating clear and effective media messages to counter messages disseminated by terrorists.

A study by Alawenah (2011) entitled: "Press Coverage of the Amman Terrorist Bombings in the Jordanian Daily Newspapers: An Analytical Study." aimed at examining the coverage of the Jordanian daily newspapers (Al-Rai and Al-Arab Al-Youm) on the issues of terrorism, represented by the Amman bombings in October 2005. The main findings of the study were that the two newspapers represented 2.94% of the bombings topics on internal pages, (9.3%) on the front page, 9.1% on the last page. 4.63% of the topics on bomb attacks carried emotional reactions versus 9.25% were of informed analyses.

A study by Junayd (2002) entitled "The role of media in shaping elite perceptions about the concept of terrorism." The study aimed to uncover the different perceptions of the elite in Egyptian society towards the concept of terrorism and to identify the role of media in the formation of the elite's perceptions and trends towards how media deals with the concept of terrorism. The study concluded that television was the main source of news. The concept of terrorism was different to the elite according to their backgrounds.

The study recommended the importance of raising the efficiency of the local television and the need to address terrorism in accordance with a limited time plan of multi-stage and objectives rather than a temporary plan to deal with emergency crises, with the need to provide the correct information to the public opinion.

A study by Michael Jetter (2017) entitled "Terrorism and the Media: The Effect of US Television Coverage on Al-Qaeda Attacks."

The study aimed at analyzing daily media coverage of Al-Qaeda on US televisions since September 11 and the terrorist attacks of this organization. The findings indicated a strong positive statistical impact of Al-Qaeda coverage on CNN, NBC, CBS and Fox News channels on the subsequent attacks of al-Qaeda. The result has an impact of the emergence of new estimates and alternatives, with news coverage of one day causes almost a single attack by the organization next week. The researcher wondered whether a media coverage of a terrorist organization could encourage further attacks.

A study by Anat Shoshani & Michelle Slone (2008) entitled "The Drama of Media Coverage of Terrorism: Emotional and Attitudinal Impact on the Audience." The study aimed at exploring the symbiotic relationship between terrorism and media coverage from the perspective of public reactions. The effects of television broadcasting on terrorism were examined on the emotional and behavioral reactions of viewers in Israel through the themes of anxiety, anger, stereotype and the mental image of the enemy before and after the exposure to media. The findings showed high levels of emotional and behavioral

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influences on respondents as a result of terrorist news or non-terrorist violence. These findings reflect the considerable emotional and behavioral impact of media on the public on terrorism issues.

A study by Domke David (2000) entitled "Strategic Elites, the Press and the Race Relations". The study aimed at revealing the extent of relation between media and political elites and the extent to which political elites used the media to raise the issue of Iraq and to know the impact of such views on public awareness of the issues. The study found the importance of the political elites in influencing the public awareness of issues, forming opinions and taking a stand toward them. This comes through the great attention paid by media to the views of the political elites.

THE STUDY

The Study Problem

The study problem is summarized by the lack of efficiency of Jordanian media in dealing systematically with the phenomenon of terrorism in terms of investigating, analyzing and subsequently confronting it. The media coverage provided by the Jordanian media to the phenomenon of terrorism is evidently ad-hoc, incoherent, irregular and discontinuous. Accordingly, this coverage comes interrupted- becomes more intensive during the operations, occasions and conferences and then weakens, disappears and may totally vanish, which negatively affects the strength of its influence.

Terrorist incidents are often confused with incidents of violence. The media amplification of these incidents and crimes harm the society. Fear and economic losses increase, especially in the tourism sector. The mechanism to address the roots of the phenomenon of terrorism, its political, social, economic and religious causes is absent, this making it difficult to understand and be confident in applying the suitable tactics and strategies to cope with it on both short and long terms. Accordingly, media coverage of terrorism is conducted as being independent incidents that have no relation with the conditions of its surrounding socioeconomic environment. The Jordanian media coverage of the phenomenon of terrorism is not often based on theories rooted in the media and communication domains, and it does not use appropriate persuasive approaches. Therefore, this study will adopt the Third-Party Theory to study media strategies of the Jordan TV and Roya TV channels in dealing with the issues and challenges of terrorism.

The Objectives of the Study

This study attempts to achieve the following objectives:

1. To highlight the role of media in Jordan in fighting terrorist ideology.
2. To appraise the approach adopted by Jordan media for dealing with the phenomenon of Terrorism by investigating the cases of two leading TV channels; Jordan TV and Roya TV.
3. To recommend a more effective media strategy in the war against terrorism.

The Importance of the Study

The importance of the study is demonstrated in the following:

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- The study is a pioneer in dealing with the issue of how leading Jordanian TV channels are addressing the issue of terrorism. The two channels are representative of Jordanian public and private media entities.
- The study aims to contribute to forming a reliable database to rely on in building constructive media and security strategies.
- The study reveals the Jordanian media strategy in countering terrorism from the perspective of opinion leaders.

The Study Questions

The study seeks to answer the following questions:

- What is the media (communication) strategy used by the Jordanian televisions (Jordan TV and Roya TV) in covering terrorist operations in Jordan during 2016-2017 from the perspective of opinion leaders?
- What are the values and implications that carried by the topics of media coverage of the Jordanian televisions (Jordan TV and Roya TV) for terrorist incidents in Jordan during 2016-2017 from the perspective of opinion leaders?

TERMS OF THE PROCEDURAL STUDY

- **The Media Strategy Procedurally:** is the plan that guides the Jordan TV and Roya TV channels to interact with the issue of terrorism in order to achieve a cohesive, organized and targeted effect to resist it, respond to the situation and establish a social basis for relying on informing a widely endorsed vision against the phenomenon of terrorism.
- **Leaders of Opinion:** Jordanian opinion leaders in Jordan are distinguished ministers, dignitaries, deputies (members of the elected chamber of parliament) and media professionals such as journalists, editors, media academics and university professors in Jordanian public universities and tribal leaders.
- **Jordan Television (Jordan TV):** It is a satellite and public channel sponsored by the Jordanian government. Launched on 27 April 1968 by its founder Mohammed Kamal, where King Hussein bin Talal launched the broadcast from Jordan to be a leading country in this domain. Since then, the Jordanian screen has become the image of Jordan and its voice, expressing Jordan's national message and a tool of communication nationally and with neighboring countries.
- **Roya TV Channel:** is a private Jordanian satellite channel that was launched in 2011. It broadcasts from Jordan and owned by Al Sayegh Group, which owns and operates the Dubai-based channel "Decision Making". The aim of the channel is to create TV content that is modern and available on digital platforms, which reflects high quality media content and meets the interests and aspirations of the Arab and Jordanian viewers at home and abroad. The channel broadcasts has a grid offering diverse programming, including news, cultur and entertainment content through varied and professional formats.

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Study Hypotheses

1. The first main hypothesis:

The media strategy of Jordan TV in dealing with terrorist incidents was ideological, politicized, vague and temporary.

2. The second main hypothesis:

The media strategy of Roya TV in dealing with terrorist incidents was ideological, politicized, vague and temporary.

3. The third main hypothesis:

The demographic factors (gender, age, educational qualification) of public opinion leaders have influenced their views on the media strategy of Jordan TV in dealing with terrorist incidents

4. The fourth main hypothesis:

The demographic factors (gender, age, educational qualification) of public opinion leaders have influenced their views on the media strategy of Roya TV in dealing with terrorist incidents

The Study Adopted Hypothesis

The present study is based on the theory of third-party influence, which is considered one of the important widely used modern approach in the world, which focuses on detecting the indirect effects of media messages and the social effects of communication methods. The historical roots of the third-person influence theory are based on German sociologist Davison, who went on to say that the public believes they are not influenced by the media messages they are exposed to - as the first person - and the same ruling applies to their peers who are similar to them – as the second person - while greatly influenced by others who do not resemble them socially and culturally - the third person. (Davison, 1983).

This theory assumes that individuals tend to overestimate the impact of media messages on the attitudes and behavior of others. They expect that these messages have greater impact on others than on themselves, which leads them to adopt a behavioral procedure to protect those others. This theory was formulated by Davison who said that there are two important elements influencing the third-person. First: individuals expect that communication has a greater influence on others than on themselves. Second: the expected impact on others may lead to predictions that influence the behavior of those who expect a certain response rather than the effects of the communication message on attitudes and behaviors as a whole (Sharqawi, 2014).

Scientists have identified a set of factors that influence the perception toward the impact of the third-person as follow:

- **Demographic Factors:** demographic factors, such as age and educational level, are the most important cognitive factors that influence the perceptions of individuals regarding the impacts of

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media on others and on themselves. For example, Tidej concluded in his study that he conduct in 1991 that the impact of the third-person is greater among older age group and among respondents of higher educational levels. (Hadeedi, 2009)

- **Exposure Intensity:** The researchers found that individuals that are most exposed to media messages are the ones who are classified as being the most influential. These findings are consistent with Vistenger's theory of cognitive dissonance, which dealt with the relations between cognitive factors, including attitudes, believes and behaviors. (Jennifer & Gilkins,2007)
- **The Extent of Social Acceptance of the Media Message**: Studies have shown that individuals are more acknowledging the impact of media messages that have social acceptance than the messages that do not have social acceptance. Individuals tend to see themselves better than others and negative media messages have a strong impact on the attitudes and behaviors of other deceived public. This belief is explained by the tendency to self-esteem (Stephen & Banning, 2006)
- **Social Distance**: Studies that Perloff reviewed have shown that there are a general tendency in the individual to the cognitive bias toward individuals belonging to the same group or individuals who are similar in appearance to him in order to show the members of the group to which the individual belongs in an image better than individuals who do not belong to him (Perloff, 2002)
- **Level of Knowledge or Experience**: Some studies have pointed out that the cognitive gap between the impact of media messages on self and others increases when respondents believe they are more informed and aware of the issue contained in the media messages. This was supported by Tedge study which he conducted in 1991. He said that the cognitive gap are increasing and expanding more for educated individuals as they consider themselves from the elites and that their level of education makes them less influenced by the media than others. (Nada, 2002)
- **Public Perception of Source Bias:** Studies have shown that individuals when they realize that the communicator has a negative bias, the influence of the third person increases, that is, the other are more likely to be deceived by this negative bias. (Hadidi, 2009)

Methodology of the Study

This study is based on descriptive studies, which seek to provide a precise and appropriate description of the topics of terrorism. The importance of this type of studies stems from the fact that they deal with the phenomena as they are in reality and determine the correlation between the variables that affect the phenomenon. Their use also helps predict and infer future situations, which will lead to the phenomenon, and thus provide facts, information and data of scientific value on phenomena and events.

The Community of the Study and Its Sample

The study community consists of leaders of public opinion in the Jordanian society who rewrite and direct the media message through the traditional media, such as intellectuals, clerics, politicians, university professors, writers, journalists and prominent social figures; as a result of those figures influence on rephrasing and reading events and ideas according to their view and through the message they deliver to the public. The study sample consisted of (260) individual distributed as follows: (110) media, writers and prominent journalists of both genders, (65) academics from different fields of science (51) males and (9) females, and (60) politicians (males) and (25) tribal leaders (males).

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Study Tool

The study was based on the statistical survey method through the use of the questionnaire.

The Temporal and Spatial Boundaries: The study dealt with Jordanian media strategies in dealing with terrorism in Jordan from the point of view of the leaders of public opinion during 2016-2017 in the Hashemite Kingdom of Jordan.

Stability Test

The study instrument was verified by the distribution of the study tools on a survey sample of the study community and from outside the study sample which consisted of (30) individuals. Two weeks later the study tools were applied again in the same sample to determine the stability coefficient of the study tools. Test and retest were applied using the Pearson correlation coefficient. The coefficient of stability in this method reached (81.3), which is acceptable for study purposes.

Statistical Processing

Distribution of Members of Study Sample by Demographic Variables

1. **Gender:** Table 1 shows that the percentage of males was 80% of the total number of respondents who responded to the form, with women accounting for 20%.
2. **Age:** Table 2 shows that the percentage of those aged between 40 and 50 years is the majority to reach 70% of the sample. The lowest percentage was of those aged under 30 years.
3. **Scientific Qualification:** It is clear from the Table 3 that the Bachelor degree holders are the majority in this sample as the percentage of students in the sample was 47% of the total number

Table 1.

Gender	Frequency	Percentage%
Male	208	80
Female	52	20
Total	260	100%

Table 2.

Age	Frequency	Percentage%
Less than 30	10	3.8
Less than 40	22	8.5
Less than 50	181	69.6
More than 50	47	18.1
Total	260	100%

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Table 3.

Scientific Qualification	Frequency	Percentage%
Secondary school or less	21	8.1
Diploma	5	1.9
Bachelor	122	46.9
Master	48	18.5
PhD	64	24.6
Total	260	100%

of respondents. The Doctorate was followed by 24.5% while the diploma holders is the lowest and reached 5 out of 260 people.

4. **Specialization:** According to Table 4, the journalists were the majority of respondents to the sample, reaching 110 and more than 42%, while the academics accounted for 25%, the politicians were 60, while the tribal leaders did not exceed 10% of the sample.
5. **Gender Factor Compared to the Nature of the Work of Respondents to the Sample:** Table 5 shows that the number of females who responded to the study was 52, were 32 women were journalists and 20 were academics, and none of them were political or tribal leaders.

The Questionnaire

1. Do you watch the Jordan TV? Table 6 shows that Jordan TV viewership exceeded 80% of the total sample.
2. If your answer is yes, how often do you watch the Jordan TV? According to Table 7, those who watch Jordan television on a daily and regular basis are 178 which represents 84% of the total

Table 4.

Specialization or Occupation	Frequency	Percentage%
Journalist	110	42.3
Academic	65	25
Politician	23.1	60
Tribal leader	25	9.6
Total	260	100%

Table 5.

Gender/Work	Journalist	Academic	Politician	Tribal leader	Total
Male	78	45	60	25	208
Female	32	20	0	0	52
Total	110	65	60	25	260

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Table 6.

Answer	Frequency	Percentage
Yes	212	81.5
No	48	18.5
Total	260	100%

Table 7.

Answer	Frequency	Percentage
Daily and on regular basis	178	84
Intermittently	34	16
Total	212	100%

number of viewers who are watching Jordan TV, and those who watch it intermittently 34, 16% of the total who watch Jordan TV.

3. Do you watch the Jordanian Roya TV channel? Table 8 shows that the percentage of viewership of the Jordanian Roya TV channel increased by 83% of the total sample.
4. If your answer is yes, do you watch the Roya TV: According to Table 9, those who watch the Roya TV channel on a daily and regular basis are 176 and 81.4% of the total number of viewers watching this channel. Those who watch it intermittently are 40 and 18.6% of the total viewers of this channel.
5. Do you watch programs related to terrorism issues broadcast on Jordan TV? According to Table 10, the number of people viewing programs related to terrorism issues on Jordan television is 191, and their percentage is 90%.

Table 8.

Answer	Frequency	Percentage
Yes	216	83.1
No	44	16.9
Total	260	100%

Table 9.

Answer	Frequency	Percentage
Daily and on regular basis	176	81.4
Intermittently	40	18.6
Total	216	100%

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Table 10.

Answer	Frequency	Percentage
Yes	191	90
No	13	10
Total	212	100%

6. Do you watch programs related to terrorism issues broadcast on Roya TV? According to Table 11, the number of people who watch the programs related to terrorism issues broadcast on Roya channel 187, out of those who watch the channel and their percentage reached 87%.

The Questions Related to the Jordan TV and the Jordanian Roya TV Channel

1. Attitudes of opinion leaders towards the media strategies of Jordan TV in combating terrorism from the point of view of the leaders of the public opinion

The First Paragraph: The Media Strategy of Jordan TV in Dealing With Terrorist Incidents Was Dogmatic

From Table 12 first paragraph, we find that the media strategy of Jordan Television in dealing with terrorist incidents was dogmatic. The number of those who agreed on the phrase "I believe that the terrorist programs provided by Jordan TV would raise the awareness of the Jordanian and Arab citizens of the seriousness of terrorism" was of 245 by increase in percentage 94.8% from the respondents with an average of 4.88 and a standard deviation of 0.536, while the expression "I believe that the treatment of Jordan TV for terrorism issues agrees with the view of ISIS" with a frequency of strongly disapprove reached 247 answers and 95% with an arithmetic mean 1.08 and a standard deviation of 0.422.

The Second Paragraph: The Media Strategy of Jordan TV in Dealing With Terrorist Incidents Was Politicized

From Table 13 of the second paragraph, Jordan TV's media strategy in dealing with terrorist incidents was politicized, the number of those who strongly agreed with the phrase "Jordan TV tries to broadcast programs related to terrorism, reflecting the state's point of view" reached 237 with an increased percentage of 91% of the respondent ratio to the sample with an average of 4.82 and a standard deviation of 0.663 while the statement "I consider that the Jordan TV news programs on terrorism is a terrorism" neutral 232 answers and 89.2% with an average of 3.05 and a standard deviation 0.494

Table 11.

Answer	Frequency	Percentage
Yes	187	87
No	29	13
Total	216	100%

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Table 12. A table showing the frequencies, percentages, arithmetic, and standard deviations of the respondents' answers on the first paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
Jordan TV focuses on programs related to terrorism directed to Arab countries only	13	5	233	89.5	9	3.5	5	1.9	0	0	3.98	.402
Jordan TV's view is consistent with Western media's view of terrorism, including resistance movements	0	0	2	0.8	6	2.3	245	94.2	7	2.7	2.01	.285
I believe that the treatment of terrorism by Jordan TV is in line with the view of point of ISIS	1	0.4	1	0.4	4	1.5	7	2.7	247	95	1.08	.422
Programs dealing with the issues of terrorism in Jordan TV provoke the feelings of the poor in the Jordanian society	2	0.8	5	1.9	247	95	3	1.2	3	1.2	3.00	.329
I believe that the terrorist programs offered by Jordan TV will raise the awareness of Jordanian and Arab citizens of the seriousness of terrorism	245	94.2	7	2.7	3	1.2	3	1.2	2	0.8	4.88	.536
Jordan TV reflects the views and visions of terrorist groups in its coverage of terrorist programs	1	0.4	2	0.8	7	2.7	245	94.2	5	1.9	2.03	.333

Third Paragraph: The Media Strategy of Jordan TV in Dealing With Terrorist Incidents Was Ambiguous

In Table 14 of the third paragraph, Jordan TV's media strategy in dealing with terrorist incidents was ambiguous. The number of those who strongly agreed with the phrase "Jordan TV follows the method of selectivity during its presentation of terrorist events" reached 237 responses, which exceeded 91% of the respondents to the sample with an average of 4.81 and a standard deviation of 0.686, while the phrase "I believe in the validity of what presented by the Jordan TV on terrorism without doubt because its sources are reliable" with a neutral answer 242 answers and 93.1% with an average of 3 and a deviation of the standard of 0.388

Fourth Paragraph: Jordan TV's Media Strategy in Dealing With Terrorist Incidents Was Immediate

From Table 15 of the fourth paragraph, the media strategy of Jordan TV in its handling of terrorist incidents indicates was immediate. The number of those who agreed to the phrase "Jordan TV repeatedly confirms through some of its programs that the drying up of the sources of terrorism can only be achieved by changing the reality of cultural backwardness in societies Arab and Islamic "came to 241

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Table 13. A table showing the frequency, percentages, arithmetic, and standard deviations of respondents' responses on the second paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
I think Jordan TV deals with terrorism issues according to a political agenda	202	77.7	28	10.8	16	6.2	8	3.1	6	2.3	4.58	.911
I believe that those who carry out terrorist acts in Jordan have been affected in some way by the terrorist programs they have seen on Jordan television	194	74.6	23	8.8	22	8.5	12	4.6	9	3.5	4.47	1.056
I think Jordan TV has contributed to the spread of terrorist propaganda in some ways	200	76.9	22	8.5	24	9.2	10	3.8	4	1.5	4.55	.922
Jordan TV is trying to broadcast programs related to terrorism to reflect the state's point of view	237	91.2	11	4.2	5	1.9	3	1.2	4	1.5	4.82	.663
I consider that Jordan TV broadcasts of terrorism news programs were terrorism	8	3.1	11	4.2	232	89.2	5	1.9	4	1.5	3.05	.494
I am following what Jordan TV shows about terrorism because it is a neutral channel	31	11.9	48	18.5	161	61.9	15	5.8	5	1.9	3.33	.832

answers by nearly 93% of the ratio of respondents to the sample with an average of 4.85 and a standard deviation of 0.604, while the words" Jordan TV offers awareness programs on terrorism on a weekly basis, "with disagreement frequency of 243 answers and by 93.5% with an average of 2.07 and a standard deviation of 0.496

2. Attitudes of opinion leaders towards the media strategies of Roya TV in combating terrorism from the point of view of the leaders of the public opinion

The First Paragraph: The Media Strategy of Roya TV in Dealing With Terrorist Incidents Was Dogmatic

From Table 16 first paragraph related to Roya TV section, we find that the media strategy of Roya Television in dealing with terrorist incidents was dogmatic. The number of those who agreed on the phrase "I believe that the terrorist programs provided by Roya TV would raise the awareness of the Jordanian and Arab citizens of the seriousness of terrorism" was of 241 in percentage 87.7% from the respondents with an average of 4.02 and a standard deviation of 0.512, while the expression " Programs dealing with the issues of terrorism in Roya TV provoke the feelings of the poor in the Jordanian society " with a frequency of strongly disagree reached 232 answers and 89.2% with an arithmetic mean 2.05 and a standard deviation of 0.506.

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Table 14. A table showing the frequency, percentages, arithmetic, and standard deviations of the respondents' responses on the third paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
It is difficult for me to distinguish between what is terrorism or not, while following up on the Jordanian media	16	6.2	219	84.2	13	5	9	3.5	3	1.2	3.91	.589
Jordan TV adopts the method of selectivity in its presentation of terrorist events	237	91.2	9	3.5	5	1.9	6	2.3	3	1.2	4.81	.686
I do not believe in the validity of the Jordan TV programs related to terrorism and I use my mental judgment in judging them for incorrect information provided by it	2	0.8	245	94.2	5	1.9	6	2.3	2	0.8	3.92	.427
I believe in the validity of the Jordan TV report on terrorism without any doubt because its sources are reliable	3	1.2	6	2.3	242	93.1	5	1.9	4	1.5	3.00	.388
The meaning of terrorism in Jordan TV extends to murder, threats, vandalism, horrific practices and drug accidents	3	1.2	234	90	10	3.8	8	3.1	5	1.9	3.85	.571
Jordan TV mixes in its programs between terrorism and resistance	30	11.5	189	72.7	12	4.6	21	8.1	8	3.1	3.82	.855

The Second Paragraph: The Media Strategy of Roya TV in Dealing With Terrorist Incidents Was Politicized

From Table 17 of the second paragraph, Roya TV's media strategy in dealing with terrorist incidents was politicized, the number of those who strongly agreed with the phrase "Roya TV tries to broadcast programs related to terrorism, reflecting the state's point of view" reached 240 with a percentage of 92.3% of the respondent ratio to the sample with an average of 3.98 and a standard deviation of 0.439 while the statement " I believe that those who carry out terrorist acts in Jordan have been affected in some way by the terrorist programs they have seen on Roya television " neutral 250 answers and a percentage of 96.2% with an average of 3.01 and a standard deviation 0.31

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Table 15. A table showing the frequency, percentages, arithmetic, and standard deviations of respondents' responses to the fourth paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
Jordan TV repeatedly confirms through some of its programs that the drying up of the sources of terrorism can only be achieved by changing the reality of cultural backwardness in the Arab and Islamic societies	241	92.7	9	3.5	4	1.5	3	1.2	3	1.2	4.85	.604
Jordan TV offers awareness programs on terrorism on a daily basis	2	0.8	3	1.2	2	0.8	249	95.8	4	1.5	2.04	.371
Jordan TV offers awareness programs on terrorism on a weekly basis	6	2.3	0	0	6	2.3	243	93.5	5	1.9	2.07	.496
Jordan TV covers terrorism news only when it is occurred	237	91.2	14	5.4	3	1.2	4	1.5	2	0.8	4.85	.582
Jordan TV promotes fatwas that affirm that Islam constantly prohibits terrorism in all its forms	229	88.1	16	6.2	5	1.9	6	2.3	4	1.5	4.77	.736
Jordan TV sometimes focuses on the fact that different beliefs do not prevent cooperation between people and all religions to combat terrorism	203	78.1	34	13.1	10	3.8	6	2.3	7	2.7	4.62	.882

Third Paragraph: The Media Strategy of Roya TV in Dealing With Terrorist Incidents Was Ambiguous

In Table 18 of the third paragraph, Roya TV's media strategy in dealing with terrorist incidents was ambiguous. The number of those who strongly agreed with the phrase " It is difficult for me to distinguish between what is terrorism or not, while following up on the Roya media " reached 252 responses, with a percentage 96.9% of the respondents to the sample with an average of 4.02 and a standard deviation of 0.205, while the phrase " Roya TV mixes in its programs between terrorism and resistance " with a disapproval answer 224 answers and 86.2% with an average of 2.11 and a deviation of the standard of 0.595

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Table 16. A table showing the frequencies, percentages, arithmetic, and standard deviations of the respondents' answers on the first paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
Roya TV focuses on programs related to terrorism directed to Arab countries only	26	20	226	86.9	1	0.4	4	1.5	3	1.2	4.03	.519
Roya TV's view is consistent with Western media's view of terrorism, including resistance movements	5	1.9	5	1.9	9	3.5	218	83.8	23	8.8	2.04	.611
I believe that the treatment of terrorism by Roya TV is in line with the view of point of ISIS	5	1.9	4	1.5	10	3.8	13	5	228	87.7	1.25	.768
Programs dealing with the issues of terrorism in Roya TV provoke the feelings of the poor in the Jordanian society	3	1.2	5	1.9	7	2.7	232	89.2	13	5	2.05	.506
I believe that the terrorist programs offered by Roya TV will raise the awareness of Jordanian and Arab citizens of the seriousness of terrorism	23	8.8	228	87.7	2	0.8	4	1.5	3	1.2	4.02	.512
Roya TV reflects the views and visions of terrorist groups in its coverage of terrorist programs	4	1.5	15	5.8	221	85	12	4.6	8	3.1	2.98	.535

Fourth Paragraph: Roya TV's Media Strategy in Dealing With Terrorist Incidents Was Immediate

From Table 19 of the fourth paragraph, the media strategy of Roya TV in its handling of terrorist incidents indicates that it was immediate. The number of those who agreed to the phrase " Roya TV sometimes focuses on the fact that different beliefs do not prevent cooperation between people and all religions to combat terrorism " came to 236 answers by nearly 90.8% of the ratio of respondents to the sample with an average of 4.83 and a standard deviation of 0.617, while the words" Roya TV offers awareness programs on terrorism on a weekly basis, "with disagreement frequency of 233 answers and by 89.6% with an average of 2.13 and a standard deviation of 0.526

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Table 17. A table showing the frequency, percentages, arithmetic, and standard deviations of respondents' responses on the second paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
I think Roya TV deals with terrorism issues according to a political agenda	11	4.2	232	89.2	9	3.5	6	2.3	2	0.8	3.94	.485
I believe that those who carry out terrorist acts in Jordan have been affected in some way by the terrorist programs they have seen on Roya television	3	1.2	3	1.2	250	96.2	2	0.8	2	0.8	3.01	.310
I think Roya TV has contributed to the spread of terrorist propaganda in some ways	4	1.5	6	2.3	239	91.9	6	2.3	5	1.9	2.99	.430
Roya TV is trying to broadcast programs related to terrorism to reflect the state's point of view	12	4.6	240	92.3	3	1.2	2	0.8	3	1.2	3.98	.439
I consider that Roya TV broadcasts of terrorism news programs were terrorism	148	56.9	51	19.6	25	9.6	25	9.6	11	4.2	4.15	1.189
I am following what Roya TV shows about terrorism because it is a neutral channel	25	9.6	187	71.9	6	2.3	31	11.9	11	4.2	3.71	.946

The Study Hypotheses

The First Main Hypothesis

There is no statistically significant effect at the level of (ɑ 0.05) of opinion leaders' attitudes towards the strategies of Jordanian TV in combating terrorism from the point of view of the leaders of public opinion as (ideological, politicized, ambiguous, immediate).

The following four hypotheses emerge from this main hypothesis:

1. The media strategy of Jordan TV in dealing with terrorist incidents was dogmatic.
2. The media strategy of Jordan TV in dealing with terrorist incidents was politicized.
3. The media strategy of Jordan television in dealing with terrorist incidents was ambiguous.
4. The media strategy of Jordan TV in dealing with terrorist incidents was immediate.

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Table 18. A table showing the frequency, percentages, arithmetic, and standard deviations of the respondents' responses on the third paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
It is difficult for me to distinguish between what is terrorism or not, while following up on the Roya media	7	2.7	252	96.9	0	0	1	0.4	0	0	4.02	.205
Roya TV adopts the method of selectivity in its presentation of terrorist events	29	11.2	218	83.8	3	1.2	6	2.3	4	1.5	4.01	.596
I do not believe in the validity of the Roya TV programs related to terrorism and I use my mental judgment in judging them for incorrect information provided by it	0	0	246	94.6	2	0.8	3	1.2	9	3.5	3.87	.590
I believe in the validity of the Roya TV report on terrorism without any doubt because its sources are reliable	3	1.2	5	1.9	227	87.3	3	1.2	22	8.5	2.86	.631
The meaning of terrorism in Roya TV extends to murder, threats, vandalism, horrific practices and drug accidents	9	3.5	233	89.6	1	0.4	1	0.4	16	6.2	3.84	.764
Roya TV mixes in its programs between terrorism and resistance	1	0.4	17	6.5	5	1.9	224	86.2	13	5	2.11	.595

Table 20 shows the arithmetical mean, the standard deviation of each of the paragraphs, and the Likert index for each of the study's sections. These are related to the attitudes of the leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the opinion leaders

From Table 20, the arithmetic mean and the standard deviation of the first sentence, which states that "Jordan TV's media strategy in dealing with terrorist incidents was ideological" is 2.83 and 0.164, respectively, and that the level of this expression is neutral. The arithmetic mean and standard deviation of the second phrase, "The media strategy of Jordan TV in dealing with terrorist incidents was politicized "is 4.13 and 0.388 and that the level of this phrase is Agree. While the mean and standard deviation of the third and fourth terms converged. The mean and standard deviation of the third expression was 3.88 and 0.266, respectively. The second expression was 3.87 and 0.265, and the level of this expression was Agree. In other words, the respondents agreed with the third and fourth terms, "Jordan TV's media

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Table 19. A table showing the frequency, percentages, arithmetic, and standard deviations of respondents' responses to the fourth paragraph

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic Mean	Standard Deviations
	No.	%	No.	%	No.	%	No.	%	No.	%		
Roya TV repeatedly confirms through some of its programs that the drying up of the sources of terrorism can only be achieved by changing the reality of cultural backwardness in the Arab and Islamic societies	10	3.8	230	88.5	18	6.9	2	0.8	0	0	3.95	.370
Roya TV offers awareness programs on terrorism on a daily basis	6	2.3	16	6.2	13	5	220	84.6	5	1.9	2.22	.689
Roya TV offers awareness programs on terrorism on a weekly basis	2	0.8	11	4.2	10	3.8	233	89.6	4	1.5	2.13	.526
Roya TV covers terrorism news only when it is occurred	235	90.4	8	3.1	16	6.2	1	0.4	0	0	4.83	.534
Roya TV promotes fatwas that affirm that Islam constantly prohibits terrorism in all its forms	216	83.1	13	5	12	4.6	11	4.2	8	3.1	4.61	.979
Roya TV sometimes focuses on the fact that different beliefs do not prevent cooperation between people and all religions to combat terrorism	236	90.8	13	5	4	1.5	5	1.9	2	0.8	4.83	.617

Table 20.

No.	Phrase	Arithmetical Mean	Standard Deviation	Level
1	The media strategy of Jordan TV in dealing with terrorist incidents was dogmatic	2.83	0.164	Neutral
2	The media strategy of Jordan TV in dealing with terrorist incidents was politicized.	4.13	.388	Agree
3	The media strategy of Jordan television in dealing with terrorist incidents was immediate	3.88	0.266	Agree
4	The media strategy of Jordan TV in dealing with terrorist incidents was ambiguous	3.87	0.265	Agree

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strategy in dealing with terrorist incidents was immediate" and "the media strategy of Jordan television in dealing with terrorist incidents was ambiguous."

Table 21 shows the arithmetic mean and the standard deviation of each axis related to the opinion leaders' attitudes towards Jordan TV's counterterrorism strategies from the point of view of the opinion leaders as a whole in all four paragraphs

From Table 21, the arithmetic mean and the standard deviation of the paragraph "Attitudes of opinion leaders towards the strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of public opinion" are 3.68 and 0.143 respectively. The level that corresponds with this is the expression "agrees", where the agree level on the Likert five-digit scale starts from 3.41 and up to 4.2, that is, the respondents' opinion on this paragraph is that the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of public opinion is as (ideological, politicized, ambiguous, immediate) in general.

Second Main Hypothesis

There is no statistically significant effect at the level of ≤)0.05 (ɑ)) of opinion leaders' attitudes towards the media strategies of the Roya TV channel in the fight against terrorism from the point of view of the leaders of the public opinion (ideological, politicized, ambiguous, immediate)

1. The media strategy of Roya TV in dealing with terrorist incidents was dogmatic.
2. The media strategy of Roya TV in dealing with terrorist incidents was politicized.
3. The media strategy of Roya television in dealing with terrorist incidents was ambiguous..
4. The media strategy of Roya TV in dealing with terrorist incidents was immediate.

Table 22 shows the arithmetical mean, the standard deviation of each of the paragraphs, and the Likert index for each of the study's sections. These are related to the attitudes of the leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the opinion leaders

Table 21.

No.	First Group	Arithmetical Mean	Standard Deviation	Level
1	Attitudes of opinion leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.68	0.143	Neutral

Table 22.

No.	Phrase	Arithmetical Mean	Standard Deviation	Level
1	The media strategy of Roya TV in dealing with terrorist incidents was dogmatic	2.73	0.24	Neutral
2	The media strategy of Roya TV in dealing with terrorist incidents was politicized.	3.63	.296	Agree
3	The media strategy of Roya television in dealing with terrorist incidents was immediate	3.45	0.257	Agree
4	The media strategy of Roya TV in dealing with terrorist incidents was ambiguous	3.76	0.23	Agree

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From Table 22, the arithmetic mean and the standard deviation of the first fifth, which states that " Roya TV's media strategy in dealing with terrorist incidents was ideological" is 0.24 and 2.73, respectively, and that the level of this expression is neutral. The arithmetic mean and standard deviation of the sixth phrase, "The media strategy of Roya TV in dealing with terrorist incidents was politicized "is 3.63 and 0.296 and that the level of this phrase is Agree. While the mean and standard deviation of the seventh and eighth terms converged. The mean and standard deviation of the seventh expression was 3.45 and 0.257, respectively. The eighth expression was 3.76 and 0.23, and the level of these two expressions was Agree.

Table 23 shows the arithmetic mean and the standard deviation of each axis related to the opinion leaders' attitudes towards Roya TV's counterterrorism strategies from the point of view of the opinion leaders as a whole in all four paragraphs

From Table 23, the arithmetic mean and the standard deviation of the paragraph "Attitudes of opinion leaders towards the strategies of Roya TV in the fight against terrorism from the point of view of the leaders of public opinion" are 3.63 and 0.296 respectively. The level of this expression is "agrees" where the agree level on the Likert five-digit scale starts from 3.41 and up to 4.2, that is, the respondents' opinion on this paragraph is that the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of public opinion is (ideological, politicized, ambiguous, immediate).

Third Main Hypothesis

There is no statistically significant effect on the level of significance (≤0.05) ق of the demographic factors (gender, age, academic qualification) of opinion leaders on the media strategy of Jordan TV in dealing with terrorist incidents.

1. **Gender:** It is clear from Table 24 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media

Table 23.

No.	Second Group	Arithmetical Mean	Standard Deviation	Level
1	Attitudes of opinion leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.63	0.296	Agree

Table 24.

Variable	Male		Female		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.68	0.143	3.35	0.101	0.072	0.789

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strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on gender (males and females)

2. **Age:** It is clear Table 25 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on age
3. **Qualification:** It is clear from Table 26 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on scientific qualification

Fourth Main Hypothesis

There is no statistically significant effect on the level of significance (≤0.05) ɋ of the demographic factors (gender, age, academic qualification) of opinion leaders on the media strategy of Roya TV in dealing with terrorist incidents.

1. **Gender:** It is clear from Table 27 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media

Table 25.

Variable	Less than 30		Less than 40		Less than 50		More than 50		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.35	0.111	3.32	0.11	3.36	0.113	3.34	0.128	1.097	0.351

Table 26.

Variable	Secondary School and Less		Diploma		Bachelor		Master		PhD		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Jordan TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.37	0.105	3.29	0.106	3.35	0.121	3.36	0.121	3.35	0.118	0.53	0.714

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Table 27.

Variable	Male		Female		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.25	0.114	3.24	0.126	0.225	0.636

strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on gender (males and females)

2. **Age:** It is clear from Table 28 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on age
3. **Qualification:** It is clear from Table 29 that there are no statistically significant differences at the level of significance 0.05 among the respondents regarding the attitudes of the leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion, depending on scientific qualification

Table 28.

Variable	Less than 30		Less than 40		Less than 50		More than 50		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.19	0.129	3.26	0.11	3.25	0.118	3.23	0.109	1.571	0.197

Table 29.

Variable	Secondary School and Less		Diploma		Bachelor		Master		PhD		F Test	
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation	Value	Incorporeal
Attitudes of opinion leaders towards the media strategies of Roya TV in the fight against terrorism from the point of view of the leaders of the public opinion	3.27	0.095	3.23	0.105	3.25	0.126	3.26	0.087	3.23	0.124	0.615	0.652

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FINDINGS

According to the previous results, the media strategy of the Jordan TV and the Roya TV channels was (ideological, politicized, ambiguous and immediate) from the point of view of opinion leaders, and there was no effect on demographic trends (gender, age, scientific qualification) on the attitudes of the respondents towards the media strategies of Jordan TV and Roya TV in terms of terrorism. This indicates a general vision of opinion leaders of various backgrounds and their level of education towards Jordanian media strategies.

It is unclear for any observer to know the bases on which the media strategy was formulated and adopted by the Jordanian satellite channel. It is obvious that the Jordanian media strategy did not rely on data or scientific information, and its elements were often general, loose making it difficult to find the truth, which may lead to the inability to identify the perpetrators of the terrorist act and in some cases, some limited media coverage and professionalism will create the sympathy of some public with the terrorist. The public feels that this media is neither independent nor mediocre. It is a politicized media that reflects the state's point of view, as clearly demonstrated by people about the terrorist Karak incident. The rumors say that the terrorists are only former inmates in a Jordanian prison who tortured in prison. If the first rumor that indicates that they are from ISIS is the official version of the incident, the Jordanian street has been disturbed by other stories, which are more accurate than the news channels. This brings us back to the starting point that the Jordanian media in general lacks a systematic media strategy to resist terrorism, to spread awareness among citizens, to show the truth and to carry out its social responsibilities, security and independence.

RECOMMENDATIONS

One of the most important reasons for the Jordanian and Arab media strategy to strive to combat terrorism:

- The need for an enlightened media that deepens moderation, tolerance and respect of the other, and discusses its needs and issues with transparency and objectivity so as to receive the trust of the recipient in what it offers. Taking into account that the other side's media is a deliberate and non-spontaneous with a media strategy that has its objectives in transmitting its message in accordance with an extremist ideology, taking advantage of the ever-evolving technological revolution to reach various societies and countries through advanced means. The urgency for Jordanian and Arab media to seek effective strategies to combating terrorism is linked to the fact that the media of terrorist groups has succeeded as a result of the absence of counter-media, as evidenced by the growing numbers of those joining these groups from around the world.
- The media strategy should provide clear details and facts based on accurate figures, data and scientific studies that can be relied on. It should not reflect the viewpoint of the state, but be independent from it. Independence, impartiality and truthfulness are the essence of media work.
- The need for a systematic strategy to confront terrorism is reflected in reality, so that the public will interact with it and reject terrorist ideology in all forms
- The starting points and references of Jordanian media strategy to combat terrorism should be based on human rights, freedom of opinion and expression and the comprehensive approach that adopts

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more than one point of view. Otherwise, it will inevitably be a narrow strategy that motivates a climate that may be more capable of adopting terrorist ideology, consciously or unconsciously.

- The importance of cooperation between all governmental and institutional efforts and all official and civil authorities involved in improving the standard of living of Arab citizens. There is no value to the media in the absence of solving the problems of poverty, illiteracy and unemployment, and there is no value to security in light of the citizen's sense of injustice and the abuse of freedoms and violations of rights, deprivation of decent living and gain, without entanglement of the state to the livelihood of citizens and sources of livelihood, and most importantly the development of educational curricula and the rejection of political persecution, and respect for human rights.

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KEY TERMS AND DEFINITIONS

Communication: The imparting or exchanging of information by speaking, writing, or using some other medium.

Media: The main means of mass communication (broadcasting, publishing, and the internet) regarded collectively.

Strategic Management: The continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives.

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Strategic Planning: Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

Terrorism: A criminal act carried out by individuals, groups, or official or non-official institutions to damage public and private properties to disrupt the security situation, stability and national unity, or instilling fear, terror, and panic among people or causing chaos for terrorist purposes.

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Chapter 4
The Healthcare Strategic Practice in Abu Dhabi, United Arab Emirates

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ABSTRACT

This chapter aims to review the healthcare strategies in the United Arab Emirates (UAE) with a special focus on the Emirate of Abu Dhabi. The chapter starts with an introduction to the adopted strategic planning of health sector in the UAE. Then it provides the theoretical background to the subject, outlines the persisting health issues and concerns, in addition to the main challenges of health planning in the United Arab Emirates. This will be followed by an overview of the current health system and regulations in the UAE, and will elaborate on the adopted health strategies, and upon that will suggest solutions and tips that can help in overcoming challenges and resolving critical issues. The review concludes with recommendation for future researches that could expand the scope of this review to be more comprehensive and focused on the strategic option for achieving excellence in the healthcare sector.

INTRODUCTION

The United Arab Emirates (UAE), a member country of the GCC, is a confederation of seven emirates; Abu Dhabi (the capital), Dubai, Sharjah, Ras Al Khaimah, Fujairah, Umm Al Quwain and Ajman. The population of the UAE has reached nearly 9.2 million, predominantly expatriates, representing multiple different nationalities, languages and cultures. The UAE nationals account for about 19% of the total population (Nair, Ibrahim and Celentano, 2013). The per capita income in UAE is among the top ten countries of the world according to the World Bank report (2017). The country's prosperity and economic superiority has followed the discovery of oil and natural gas almost forty-five years ago. Interestingly, despite the spike in the number of publications in recent years, the government has not been successful in addressing public health and the business of healthcare (Colliers International, 2017).

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Abu Dhabi being the capital of the UAE and the largest of the seven emirates in terms of land mass and population, comprises three geographical regions: the Central Capital District, the Eastern Region, and the Western Region. The health system in Abu Dhabi has been regulated by the Health Authority of Abu Dhabi (HAAD), which it was recently renamed the Department of Health (DOH) and it has been provided by the Abu Dhabi Health Services Company (SEHA)since 2007. Although enjoying descent levels of quality health services, the UAE suffered from high population-burden of morbidity and mortality related to chronic diseases (Paulo, Loney and Lapão, 2017).

In 2010, the government launched the UAE Vision 2021, with the aim to make the UAE among the best countries in the world by the Golden Jubilee of the Union, marking the 50 years anniversary of the creation of the UAE. Furthermore, the Government of Abu Dhabi announced a long-term plan for the transformation of the emirate's economy, in-line with the UAE leadership vision, and Abu Dhabi Economic Vision 2030 plan. Abu Dhabi Executive Council has set targets to promote the efficiency of the health system in Abu Dhabi, in order to match the levels of global standards so that healthcare could be identified as one of the key strategic pillars, with a vision to position Abu Dhabi as a center of excellence and innovation in 'Healthcare SEHA,2010,2014)

The healthcare business tends to be more complex than other businesses and managing it is also more complex, according to Al Balkhi, (2016). He also suggests that leaders are responsible for the management of healthcare institution which are continuously confronted by increasing clients' needs and demands despite the limitations in the health organizations concerned.

It is important to point out that such leaders need to critically adopt and master effective leadership style and behaviors in order to success in today's intensive work environment with challenges, and to construct a balance between the competing demands. Al Balkhi (2016) also stated that the success of any organization depends on leaders' capability to optimize its human and non-human resources, and that an effective organization requires an effective leadership

Fundamentally, there is a need to identify the gaps the in UAE and Abu Dhabi healthcare facilities, and to develop a strategic plan for future healthcare services. Once the strategic opportunities have been recognized and potential dangers considered, a list of steps that will be taken to actualize the arrangement ought to be shaped.

The UAE, like other countries including advanced countries, has a number of challenges in the development of healthcare; thus strategies have been developed and implemented to improve the health sector especially in the Emirate of Abu Dhabi. Despite the fact that some of these strategies have been implemented and have contributed to develop the health sector, but it is still in need for substantial improvement and still needs more improvements.

BACKGROUND

Strategy developed from a practical need is a distinguishing factor between failure and success in many organizations (Haque et al., 2014; Haur et al., 2017). As suggested by Jim Clayton, (2018), the five stages of the strategy process are; goal-setting, analysis, strategy formation, strategy implementation and strategy monitoring. According to Doncho Donev et al, 2010 applying the most advanced health planning and programming methods combined with the improvement of health system organization and performance, represents permanent matters of concern for every country. An eminent example of the strategic approach is the well-known dialogue from the popular Lewis Carroll's Alice in the Wonderland:

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Cheshire Puss would you tell me, please, which way I ought to go from here? ——That depends a good deal on where you want to get to, said the Cat. ——I don't much care where- said Alice. ——Then it doesn't much matter which way you go, said the Cat. —— so long as I get somewhere, Alice added as an explanation. ——Oh, you are sure to do that, said the Cat".

This dialogue reflects very well the essence of a good strategy, which is about the results that should be achieved and what the ways are. Planning provides the direction and the sequence of activities in accomplishing goals and objectives. To make a good plan it is necessary to know what the expected results are. In other words, an organization without a strategy is like a ship without a rudder, going around in circles.

According to (Peter M. Genter et al, year, although changes affect all industries, nowhere has greater change occurred than in healthcare sector, whereby strategic management enables leaders to make a sense of change, and develops strategies to position organization for success in the continuously evolving health care environment. An effective strategy for the success of organizations is to implement strategic planning, however, there are always two versions of a given strategy: (1) strategy as contemplated or intended, and (2) strategy as realized (Nickols, 2016).

In exploring the nature of strategic management, it is important to note that strategic management decisions are largely judgmental, yet are crucial to the success of the organization. Nevertheless, strategic thinking, strategic planning, and strategic momentum work jointly to attempt to achieve a fit between the demands of the external environment and the organization's internal capabilities. A strategy may also be viewed as a guideline or a plan to help assure decision consistency in the future.

The concept of strategic management has been successfully used by business organizations, the military, and in government agencies but introduced to the health industry much time later. Today, health care managers view strategic management as essential for their organizations, as well as the increasing awareness that strategic management in organizations is specific and very different from the generic health policy (Swayne, Duncan & Ginter, 2008).

Fred Neckols, (2016), claims that "there is a great deal of strategic thinking that must go into developing a strategic plan, and once the plan is developed, a great deal of strategic management would be required to bring its aims to fruition", but as several authors have pointed out, the objective is indeed to think and manage strategically, not to blindly engage in strategic planning for the sake of strategic planning. However, when it comes to specifying the substance of the distinctions among strategic thinking, strategic planning and strategic management, all authors are noticeably reticent. So, those distinctions may be taken as amounting to a well-meant caution against confusing the form of strategic planning with its substance

In the view of Graetz (2002), strategic thinking and planning are "distinct, but interrelated and complementary thought processes", that must sustain and support one another for effective strategic management. Graetz's model holds that the role of strategic thinking is "to seek innovation and imagine new and very different futures that may lead the company to redefine its core strategies and even its industry". Strategic planning's role is "to realize and to support strategies developed through the strategic thinking process and to integrate these back into the business".

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. Strategic planning became prominent in corporations during the 1960sand remained an important aspect of strategic management. It is executed by strategic planners or strategists, who involve many parties and research sources in their analysis of the organization and

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its relationship to the environment in which it competes (EPMS, 2018). Strategic planning also helps an organization making choices, and responding to all existing pressures of emerging issues, needs and mandates.

The subject of adopting strategic management has stands out amongst the most essential and most debated topics inside the health sector. Strategic planning encompasses a huge policy driven towards the implementation of quality standards. At the heart of any such quality change, exertion is the issue of estimation (Al Mansoori et al., 2017).

HEALTH CARE IN THE UNITED ARAB EMIRATES AND ABU DHABI

Healthcare services are regulated by the Ministry of Health (MOH), which also operates more than one-third of hospitals in the country. Depending on the emirate, the operational functions of the MOH are delegated to the local health regulators, such as the Health Authority of Abu Dhabi (HAAD), which was recently replaced by the Department of Health (DOH), Dubai Health Authority (DHA), Sharjah Health Authority (SHA), Ajman Health Authority (Ajman), Umm Al Quwain Healthcare, Ras Al Khaimah Municipality, Public Health and Environment, and Fujairah Municipality, Public Health and Environment (Nair, Al Marzouqi, & Khameri, 2018).

In 2010, SHEA has proceeded with its continued efforts for the establishment of Abu Dhabi Health Services Company (PJSC), and in 2011, the fourth year of its operation, and the first year of its strategic implementation, leading successfully to SEHA acquiring the recognition of the Arab Hospital Federation with the Excellence Award for Development of the Arab Healthcare Sector and, most recently, in Brussels with the European Award for Best Practices 2011 (Gold Category), for achieving customer satisfaction and outstanding results in quality management. The recognition attests to SEHA's commitment to improve its quality management system, by implementing the European Society for Quality Research quality performance model. In 2013, SEHA further refined its strategic planning to match the company's evolution and development, towards its long-established goal of world-class healthcare excellence. Metrics now focus intensely on achieving continuously higher standards, and are concentrated on four primary areas in priority order; quality, access, cost, and people. Year 2016 was the first year of the second Five-year strategic implementation plan (2016-2021) as indicated in SEHA's website.

The emirate's health care sector has seen notable improvements in the recent years. According to DOH, mortality rates have been declining steadily while infant mortality fell from 22 to 7 per 1000 live births between 1990 and 2011, and the number of available hospital beds rose by 21% between 2009 and 2013. Nonetheless, improving the quality of care is dependent on building upon these recent gains. A DOH survey on patient satisfaction, released in June 2015, found that the overwhelming majority of Abu Dhabi residents are happy with the treatment they receive in the emirate's hospitals. The authority reported that out of 38,806 survey respondents, more than 80% were satisfied with inpatient, outpatient and emergency care, although 9902 patients cited quality of care, communication and prompt service as the top-three areas in need of improvement. DOH has been active in addressing existing quality control issues and focusing on the improvement of patient safety and experience, notably through the expansion of the Jawda program (Oxford Business Group, 2018).

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The UAE law and regulations stipulate that all UAE nationals and residents must receive health insurance through their employer or sponsor. UAE nationals enjoy special benefits in form of full medical coverage provided by the state., while emergency healthcare is free of charge in all public hospitals, including for visitors to UAE.

By means of government investments, UAE has been able to improve its healthcare system over the past few years. At present, the government covers the majority of healthcare costs., however, various initiatives to further privatize this sector have been launched. There are already many private hospitals and medical facilities with excellent doctors and international staff. More and more primary healthcare centers open their doors all over Abu Dhabi to cater to the needs of all patients. There are walk-in clinics, offering integrated services 24/7. Public hospitals collaborate with these centers to offer specialized care and transfer patients to different units when needed.

Aside from primary healthcare centers, there are various types of medical facilities in Abu Dhabi offering different services: Ambulatory Care Clinics: Patients can visit these facilities without prior appointment. Abu Dhabi has a comprehensive network of ambulatory care clinics offering primary and specialist care 24/7. Family Medicine Clinics: These facilities have been open since 2009 and have often developed out of primary healthcare centers. Patients benefit from the advantages of trained staff and modern equipment but can be treated by their personal family physician at the same time. Many of the facilities mentioned above also function as educational institutions to train medical and science students (Mariaux & Loura, 2018).

Affiliation with western managed healthcare organizations such as Mayo Clinic, Cleveland Clinic, Johns Hopkins Medicine International, Bumrungrad International and University of Vienna, to name a few, was initiated in the year 2005, which contribute to SEHA's success by transferring knowledge, education, and guidance, reaching to transform healthcare to modern practices.

In 2007, health insurance coverage was made mandatory in the emirate of Abu Dhabi and recently enforced in Dubai. The Daman insurance provider is the government leading insurance company in the country in addition to various others such as Abu Dhabi National Insurance Company and Saudi Arabian Cooperative Insurance Company. Daman exclusively manages the aforementioned "Thiqa" program for U.A.E, In July 2016, DOH announced changes to the "Thiqa" program with a view to making the healthcare sector more sustainable. Under these changes, Thiqa cardholders would need to pay 20% of the cost of hitherto free treatment at private hospitals; treatment at public hospitals would still be free. Thiqa cardholders would also need to pay 50% (as opposed to 90% formerly) of the cost of treatment outside Abu Dhabi, except in cases where that type of treatment was unavailable inside the Abu Dhabi. U.S.-U.A.E. Business Council, (2016), Insurance for all workers, including domestic, is required and funded by sponsors.

The compulsory health insurance plan for private sector employees, as implemented in Abu Dhabi, came into effect across the country in 2008. Hallmarks of the new system included a clear and transparent reimbursement process, affordable access for all residents and reliable funding for quality health care in Abu Dhabi. A charitable fund continues to operate for underinsured expatriates and to aid in financing more serious medical conditions such as cancer, dialysis, polytrauma and disability (Uae-embassy.org, 2018).

Malaffi hospital information system, provides exchange of health information across the various public hospitals. Every patient encounter in the health facility is captured real-time by the health authority and

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the insurance providers. The federal medical liability law governs the practice of healthcare in the UAE. The law (Law number 10, 2008) was recently modified (Law number 4, 2016) to accommodate stringent patient safety measures and to enhance medical practice accountability (Nair, Farida, & Aisha, 2018).

According to the World Bank estimates, health expenditure has escalated from 2.6% in 1995 to 3.6% in 2016 as a percentage of total Gross Domestic Product (GDP) (The World Bank. (2016), 2017). The distribution of public and private hospitals is uneven. The majority of the hospitals (63%, 66/104) are private-owned and the remainder is public hospitals (37%, 38/104), although more than three-quarters of the total beds are in the public hospitals and almost 90% of the patients are outpatients (Colliers International, 2017). However, by 2008 the National Health Council established a more efficient system of coordination between the different health care providers across the country, including the private sectors (Koornneef et al., 2012).

The government has continuously strived to ensure that healthcare facilities are equipped with technologically-advanced equipment for the diagnosis and treatment of diseases to sustain the optimum quality of health and wellbeing of the population. The department of health verifies the qualification, experience, competence and licensing of the healthcare providers to meet the expectations of high-quality healthcare service delivery (U.S.-U.A.E. Business Council. (2016), 2017). Key performance indicators, to assure effectiveness and efficiency in delivering healthcare services, are continuously measured by the regulators (U.S.-U.A.E. Business Council. (2016), 2017).

Currently, health care delivery in Abu Dhabi is undergoing a significant transition that will affect the entire spectrum of stakeholders: patients (citizens and expatriates), providers and those responsible for planning, assuring the quality of services and financing the health system. The key objectives for the DOH in Abu Dhabi are to:

- Improve quality of care, always the primary consideration, to be promoted through application of rigorous service standards and performance targets across the board.
- Expand access to services, giving all patients access to the same standard of care with the power to choose health care services thus promoting excellence through free-market competition.
- Shift from public to private providers safely and efficiently so that private providers, rather than government, service health care needs, with the role of government restricted to the development and enforcement of new, world-class health care standards.
- Implement a new financing model through an innovative system of mandatory health insurance.

Regulators and Guidelines

According to, Nair SC, Al Marzouqi F and Al Kahmeri A (2018), the healthcare structure in the UAE is different to that of its neighbors, there are four regulators in the UAE, each entity has the responsibility for facilities, licensing of doctors and nurses and market regulation within its jurisdiction. The four regulators are.

- The Ministry of Health and prevention
- Department of Health Abu Dhabi (DOH)
- Dubai Health Authority (DHA)
- Dubai Healthcare City Free Zone

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Similar to the health sector, healthcare research, which is part of health policy, is governed by MOH and the delegated health authorities in each emirate, the UAE Medical Liability Law No. 10 (2008) (8) prohibits medical research involving human participants unless a license is obtained from one of the following bodies, as per their jurisdiction:

- Dubai Health Authority
- Dubai Healthcare City Authority
- Ministry of Health
- Department of Health Abu Dhabi
- Public Universities

THE AUTHORITIES THAT DEVELOP HEALTHCARE STRATEGIES IN THE UNITED ARAB EMIRATES

Successful healthcare regulation and industry development requires coordination between many different organizations working together, to create and support the growing infrastructure, knowledge base, and daily operations that make up the UAE healthcare industry (U.S.-U.A.E. Business Council. 2016, 2017).the UAE ministry of health & prevention participates in the development of health strategies in Abu Dhabi, and throughout the UAE. It is the federal government of the UAE which is responsible for the implementation of health care policy in all areas of technical, material, and coordination with the ministries of different emirates, and cooperation with the private sector in health locally and internationally (the UAE Ministry of Health & Prevention, 2015).

Part of its health strategy, Abu Dhabi government created in 2007, two organizations: Health Authority – newly (DOH), (Abu Dhabi Law No. 1 of 2007), and Abu Dhabi Health Services Company (SEHA) (Abu Dhabi Amiri Decree No. 10 of 2007) (Paulo, Loney and Lapão, 2017).

The DOH is responsible for the definition of health system strategies, evaluation, and analysis of health issues of the population and performance of the system regulating all healthcare actors (public/private, provider/payer/professionals). The aims of DOH is to achieve, develop, follow-up and monitor high standards in health, curative, preventive, medical services and health insurance in the Emirate of Abu Dhabi, and to keep high international standards (Health Authority Abu Dhabi. Book 1, 2007). The DOH has a healthcare strategy with clear priorities and goals and its own public health programs.

SEHA (the Arabic word for health), established in 2007, is responsible for operating the publicly funded health system of Abu Dhabi, and to upgrade and deliver world-class healthcare. The purpose of SEHA is to provide comprehensive healthcare services in cities and rural areas, with the latest technology and treatments and technical and medical specialists in all facilities. SEHA owns and manages the public healthcare system of the emirate, and upgrades and improves healthcare delivery based on international standards and external accreditation (SEHA, 2014).

It is a public healthcare firm that has spread its wings across the whole Emirate of Abu Dhabi and it has grown to own 12 hospitals, 62 health centers, two blood banks and employ 16,700 people as of June 2015 (Al Mehairbi, n.d.).

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Health Care Strategies in the UAE and Abu Dhabi

Strategies for healthcare in the UAE were built according to 2021 vision, and the Economic Vision 2030 plan, and the UAE Ministry of Health & Prevention Healthcare (MOHAP) Strategy, defined through its vision, mission, values and objectives as follows; (Mohap.gov.ae, 2018)

The Vision

An effective and sustainable Healthcare System for a happy society.

The Mission

To enhance community health by providing comprehensive, innovative, and fair healthcare services as per international standards, and performing its role as a regulator and supervisor of the healthcare sector through a modern and integrated health legislative system.

The Values

- **Patient Priority:** Patients are at the center of our attention and care.
- **Excellence and Leadership:** Healthcare in line with the highest standards of excellence & professionalism aiming at global leadership in health.
- **Initiative and Productivity:** Effective contribution and proactive approach to achieve the best possible results.
- **Accountability:** Act responsibly at all levels and to take the necessary measures to ensure optimal performance.
- **Respect:** Demonstrate high regards to the rights and privacy of all concerned parties.
- **Innovation:** Embrace creative thinking as a life style to ensure readiness for the future.
- **Teamwork:** Team spirit and synergy with all concerned patients.

Objectives

To deliver comprehensive and integrated health care that exceeds the expectations for a happy community, ministry of health and prevention built its Strategic Objectives 2016 – 2021 as:

First Objective: Provide a comprehensive and integrated healthcare, in innovative and sustainable ways, to prevent the spread of diseases in. the community.

Second Objective: Develop effective health information systems and apply global standards in the management of health facilities and infrastructure.

Third Objective: Build quality and safety for therapeutic, healthcare and pharmaceutical systems according to international standards.

Fourth Objective: Provide a vital legislative framework, governance, distinctive regulatory and supervisory services for the healthcare sector.

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Fifth Objective: Ensure and guarantee the provision of all administrative services according to the standards of quality, efficiency and transparency.
Sixth Objective: Entrench a culture of innovation in the institutional work environment.

On December 24th, 2014, the Department of Health – Abu Dhabi (DOH), revealed the Healthcare Sector Strategic Plan for the next 5 years, and because of the healthcare sector is a top priority in the Abu Dhabi Government agenda to deliver the set outcomes towards achieving Abu Dhabi's vision 2030," DOH sets 58 initiatives covering all 7 priority areas:

- **Continuum of Care:** Reducing capacity gaps in healthcare services and minimizing reliance on international patient care; improving healthcare services in rural areas; and introducing mental health programs for the community, are among the initiatives set to address care for individuals.
- **Improving Quality of Healthcare:** To improve quality of healthcare, the authority has launched "Jawda" initiative that enables a careful monitoring of the quality of healthcare, in preparation for linking it to incentives and other measures. The quality outcomes will be carefully studied, validated and benchmarked prior to releasing the results to the public. In addition, the authority will support research and innovation to drive the improvement in healthcare delivery.
- **Attracting and Retaining Workforce:** The authority is also working on a comprehensive plan to attract, train and retain healthcare professionals with the focus on increasing the number of Emirati work force. To this effect, a memorandum of understanding was signed in November between (DOH), Abu Dhabi Healthcare Services Company (SEHA), Tawteen Council and Higher Colleges of Technology (HCT) to attract, train and recruit UAE nationals seeking careers in the healthcare industry.
- **Emergency Preparedness:** Emergency preparedness is a key priority for (DOH) with plans to improve healthcare sector preparedness during emergencies and disease outbreaks. DOH will be working with key stakeholders on improving information and communication infrastructure and establishing necessary policies to govern the sector's response to emergencies.
- **Wellness and Prevention of Disease:** The wellness and prevention priority will address public health initiatives with a focus on the Weqaya program for UAE Nationals, injury prevention, mother and child care, occupational health, combating and preventing communicable disease, updating vaccine programs, reducing hereditary illnesses, and improving oral health in children.
- **Ensuring Value for Money – Cost-Effectiveness:** To ensure value for money and to sustain healthcare spending, DOH has set a number of initiatives to monitor utilization of healthcare services, a plan to optimize spending on medical products, a system to assess health insurance premiums; and a network of medical laboratories to achieve savings.
- **E-Health:** A major component of the healthcare sector strategy is healthcare informatics and e-Health. DOH is planning to create a health information platform to enable exchange of data among providers and this will facilitate the other priorities.

Furthermore, and in order to be more effective in reaching its goals, Abu Dhabi Health Services Company, SEHA sets its healthcare strategy in line with DOH with the following priority perspectives:

Perspective 01 - Financial Priority Area 1: Manage financial performance to achieve efficiency and competitiveness.

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Perspective 02 - Customer and Community Stakeholder, Priority Area 2: Manage patients, and stakeholder expectations effectively.
Perspective 03 - Service, Quality, and Operational Efficiency, Priority Area 3: Provide integrated high quality and patients centered services.
Perspective 03 - Priority Area 4: Deliver superior operational execution.
Perspective 04 - Priority Area 4: Learning, growth, and infrastructure.
Perspective 04 - Priority Area 5: Establish SEHA among UAE employers of choice.
Perspective 04 - Priority Area 6: Develop national leadership and support Emiratization.
Perspective 04 - Priority Area 7: Develop infrastructure to achieve world class standard.
Perspective 04 - Priority Area 8: Promote research and education.

As per Mehairbi, A. (2011) the strategy of SEHA was successes based on the comparison statistics from their 2012 and 2010 operational dashboard summarized as follows:

- **Objective Setting:** SEHA's objectives are being achieved, and thus the management is also doing a good job. This good work is evident with the increase in revenues and numbers of patients based on a comparison of their 2010 and 2012 annual reports
- **Crafting of Strategies:** The management recognized problems facing the company and crafted strategies to combat them. They crafted a plan on how to increase the proportion of Emiratis in their company. Furthermore, they also drafted a plan to increase the swiftness of how they got medical supplies from international suppliers. The management can be commended on their identification of issues and reacting with action plans.
- **Implementing Strategy:** SEHA's management has implemented various strategies. They have done renovations on OR and Pediatric SKMC, made a partnership with Dell to assist in management, achieved a HIMMS level 6 designation (Corniche Hospital) that only 350 hospitals have achieved worldwide and completed a dialysis clinic at Mafraq. The implementation is excellent, but it has fallen short of reducing operational costs that have increased according to their 2012 annual report.
- **Leading Corrective Adjustments:** Echoing the saying "no man is perfect", SEHA recently had a dip in the customer satisfaction levels according to surveys conducted. However, the management decided to refocus its efforts in customer service.

Furthermore, the total admissions increased slightly with 104,085 admissions in 2010 while 109,972 admissions were made in the year 2012; there was also an increase in staff from the administrative ones, doctors and nurses to paramedics. In 2010, the total number of personnel was 16,727 while in 2012 they had risen to 17,503, the total number of outpatient visits to SEHA's hospital also took a forward leap from 4,040,354 to 4,385,360 in 2012, and government had a policy agenda that SEHA had aligned itself with its Emiratization strategy.

This agenda had the theme of increasing career development opportunities for Emirati individuals. As of 2010, Emiratis occupied 15.3% proportion of the total workforce. In 2012, an increase was evident with a percentage of 18.6%, on the financial performance, the net patient revenue grew by 18.4% from 2011's financial year, due to management effort to increasing the revenues and progress towards becoming a world-class healthcare facility.

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Pursuing improvement, SEHA launched the 'SEHA Customer Happiness Indicator. The announcement came in an effort to instill the values of happiness and positivity and ensure the welfare of employees and customers at all SEHA facilities. The "SEHA" customer happiness indicator" goals as follows:

- Achieving transparency as one of SEHA values.
- Fulfilling the customer's needs as per the highest international healthcare standards.
- Creating a competitive spirit among SEHA employees to achieve the best and the highest outputs in the healthcare system.
- Enhancing individuals' skills and their communications abilities at SEHA.
- Updating patients' information and providing up-to-date database for SEHA.
- Giving patients the opportunity to suggest innovative ideas for better healthcare Services.
- Creating a positive professional image about SEHA for patients and reviewers (SEHA, 2018).

According to (Hamada, 2016), the feedback from surveys, showed that inpatients are satisfied with services provided, and also SEHA received a number of awards for best healthcare environment, customer satisfaction, excellence, excellence satisfaction, and quality award in the following years, 2010,2011,2013,2014, 2015, & 2018,

From a different perspective, applying strategic thinking is still a challenge in business, but it was noticed that SEHA adopted strategic practices comprised all its three elements, strategic thinking, planning and management and that strategic thinking was developed through "group strategic planning initiative" in open discussion of SEHA strategy with all partners, strategic team, employees and the partners in healthcare, (SEHA, 2017).

Issues, Controversies, and Challenges

Over the past few decades, healthcare in the UAE has reached a completely new level and has undergone many radical changes. The level of development and qualitative growth of the health care system of UAE increases rapidly, and it is comparable to that of most developed countries.

Owing to the active government support, medical specialists have an opportunity to use the most advanced medical equipment, and to follow latest modern scientific achievements. Moreover, the healthcare in the UAE often takes leading positions in the international rankings of health care systems (En. dubai-freezone.ae, 2018).

The UAE has a comprehensive, government-funded health service and a rapidly developing private health sector that delivers a high standard of health care to the population. Here are some of the important targets that have been successfully achieved:

- Most infectious diseases like malaria, measles and poliomyelitis that were once prevalent in the UAE have been eradicated. New vaccination campaigns are taking place to protect against chicken pox, peruses and the rotavirus.
- In addition, access to clean water in urban and rural areas is assured for 100 per cent of the population, and close to 100 per cent use modern sanitation facilities. Pre-natal and post-natal care is on par with the world's most developed countries: the new-born (neonate) mortality rate has been reduced to 5.54 per 1000 and infant mortality to 7 per 1000. Maternal mortality rates have dropped to 0.01 for every 100,000 (Uae-embassy.org, 2018).

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- Due to the success of this high standard of care across all stages of the health care system, life expectancy in the UAE is 76.8 years, reaching levels similar to those in Europe and North America. To date, health care in the UAE has been funded mainly by the government. The UAE in its modernization and path of reform is now evolving this funding to focus on increasingly important public-private partnerships. The UAE's public policy for health care focuses on developing organizational and legal frameworks based on best practice, and to overhaul and upgrade the private and public sector health service capabilities. In addition, public policy action sets priorities for health services development within the sector (Uae-embassy.org, 2018).

Major improvement of the level of health care in the UAE is also evident in different areas (Emery, 2017) including:

Electronic Health System

In 2008, the UAE Ministry of Health (MoH), launched 'Wareed', an electronic healthcare information system that virtually links all the MoH's hospitals and clinics in Dubai and Northern Emirates. The system provides a centralized platform to store patient data, which enables physicians' quick access to a patient's medical history and other critical information. Each patient in the system has a unique ID and can access their own medical records and use the system to connect with their doctor for an online consultation. Wareed has numerous advanced technological features, such as a decision support system for doctors, which significantly reduces medical errors, prevents medication prescription duplication and in many ways improves health safety and efficiency.

In Dubai recently, the telecoms company Du partnered with hospital group NMC Healthcare to implement the storage and sharing of Electronic Medical Records with the use of Block chain technology. Although still in the pilot phase, the technology is expected to bring data integrity, security and trust to the flow of patient information between the health providers and the patient. Du announced that this is part of the government's vision to have all government documents in block chain by 2020.

Prevention Is Better Than Cure

In Abu Dhabi, the Health Authority of Abu Dhabi (DOH), has implemented a preventive health public service called the Weqaya Program. This public health service recruited nearly all adult UAE Nationals living in the emirates into a health screening program, enabling DOH to rapidly extract data from the results of the screening for various whole population epidemiological studies. One of the most important studies emanating from this looks at the burden of non-communicable diseases in the emirates. This has enabled DOH to quickly implement changes to health policy to tackle this burden. Through Weqaya web portal, individuals can check their health status and get proper follow-up consultations if they are at risk of developing cardiovascular disease and diabetes.

24/7 Telemedicine

Mubadala Development Company, an investment and development company owned and operated by the Government of Abu Dhabi, partnered with Swiss company Medgate to establish the Abu Dhabi

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Telemedicine Centre. The center operates 24/7, and provides consulting by phone by a staff of general practitioners, who are specially trained to practice telemedicine. In seeking a diagnosis, they use a series of questions applying the same medical methodology of elimination as in a hospital or clinic setting. The center has also developed a free mobile application, Telemed, to enable patients to send photos of an affected area of the body, of labels of medication they're using, or any other photos that may assist in the diagnosis. The center has helped relieve local hospitals of the burden of being inundated with non-emergency cases. It is also cost efficient and convenient for the patient who can now be diagnosed and receive guidance on treatment while at home.

Patient Engagement

The Dubai Health Authority (DHA) has also taken the initiative to get people connected with healthcare, by launching a number of Smartphone apps to encourage this, such as the 'Tummy Fish' App that encourages children to remember to drink water – an important initiative in the hot desert climate – and the 'Smart Toothbrush' app that teaches children how to brush their teeth correctly. The DHA has also developed a Smartphone app for doctors that enable easy access to the Rashid Medical Library's collection of digital content, including multimedia, e-journals and electronic books on evidence-based medicine, pharmaceuticals and medical guidelines that can be used for reference and continuous medical education. These types of initiatives that use technology to promote connected healthcare, on small and large scales, are being adopted rapidly by a generally young UAE population eager to show they are technologically advanced. With a growing awareness of the importance of taking care of their health, they're finding this is an efficient and relatively simple way to improve their wellness.

However, the healthcare system of the UAE is not without challenges, but they are not major, and the state is working to solve all these challenges. These main challenges could be summarized as: (Abdul Ghafour et al., 2017)

Insurance Coverage

According to Abdul Ghafour (2017), health insurance coverage was a challenge in the past, but in 2018, 98% of Abu Dhabi citizens and residents are health insured. The situation is similar in Dubai, but the numbers in northern emirates still need to be included under the health insurance program.

The Emiratization Plans

Government working hard on the Emiratization plan, but one of the challenges is the percentage of Emiratisation of Medical Professions, and nursing are still below expectations, government is working on encouragement of citizen for this type of studies

Leadership of the Second Row

Government is working efficiently to build leaders through programs, but there is still a shortage in the development of health leaders, especially leaders of the second grade.

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Competencies Between Public and Private Sectors

competencies between public and private sectors is a challenge, while government pays a high salaries, still there is a leakage to the private, and this mostly because of the strict system applied in government hospitals and clinical centers, since these hospitals are accredited by JCIA. Therefore, mechanisms should be established to attract doctors and technicians to work in places far from the main cities and increase citizens' awareness of the importance of the nursing profession and attract this group especially females. The motivation for them is to stay away from night shifts and to stay in outpatient clinics and health care centers.

Investments in Cosmetic Issues

One of the challenges that must be reconsidered is that investments in the health sector are focused on skin diseases and cosmetic services.

CONCLUSION

The UAE has continued to play its role in conducting studies to develop its health system, in cooperation with health organizations that have strategic competencies for the entire health sector, both governmental and private. It has fought hard for the implementation of quality in health services, and succeeded with the cooperation of health organizations in the adoption of national health projects that have contributed to the development of this important system that addresses the most important human right to life: health. The UAE is faced with challenges to ensure the continued success of its health care system. Some of these challenges are of local context and are uniquely UAE specific, while others are common to many other countries in the Gulf Region or the Middle East. These challenges include geographic considerations, cost, demographics, service access, quality and accountability.

The Ministry of Health in the UAE seeks to promote the health of the individual, and to ensure the provision of high quality, sustainable and accessible health services to the entire population, in accordance with health policies by using the best available resources for health care based on scientific evidence and criteria adopted.

Improving the health status of the community and preserving the health of the population is one of the major priorities of the Ministry of Health at the national level. This is to be done through achieving the comprehensive health of the individual, the family and the community. Primary health care represents the first level and the main entry point of the health system. Health promotion contributes to the fight against communicable and non-communicable diseases, and other threats to health through primary health care services that are comprehensive, integrated and centered on the individual. It aims at a healthy, productive and global society, through an increased focus on early disease detection programs, the development and implementation of public policies to promote healthy lifestyles, through highly qualified and evolving teams, safe and optimal use to the available resources and with the active participation of society.

The UAE has made good use of the advantages of strategic health management, so success has been its ally in the health care area. It has a supportive leadership and a high health council that is active and oriented to the health system. The State has also established a systematic legal basis for the Ministry of

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Health within the health sector. It did not forget to develop a modern health infrastructure in terms of modern technologies and the availability of health facilities. It has also been concerned with the creation of well-qualified national health professionals. We cannot forget to talk about accessibility and access to comprehensive community health services that meet the needs of the individual and society. The State has also made primary health care services comprehensive and advanced. In the end, a series of distinctive health services were created in accordance with a long-term human resources plan.

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KEY TERMS AND DEFINITIONS

Health Emiratization: Making the workers in the health sector from sons of the country.

Health Insurance: Insurance against the risks of individual health conditions, including the costs of screening, diagnosis, and treatment.

Health Management: Health management is considered a specialized branch of administrative and health sciences. Health Management is a social applied science that combines a combination of business administration, public administration, medical science, public health, epidemiology, health policy, health systems science, and other health management sciences such as health research, scientific research, health planning and health education, and health program evaluation.

Healthcare: Services that are provided by the state to care for the health of its citizens.

Strategic Management: Strategic management is a set of processes associated with each other that fully seeks to achieve the planned objectives of the organization. It consists of many processes which are namely to the planning, organization, direction, control, and the ability to deal with problems and solve them. It provides the ability to make the right and right decisions by making better use of all available resources, including human resources, labor force, skills and expertise, natural resources, as well as material resources or capital.

Strategic Planning: Strategic planning is a long-term planning. This planning takes into account all external and internal variables, and identifies all segments and target sectors, in addition to competitive methods. This type of planning is one of the basic components of strategic management, and depends on the vision of the future status of the organization, and then work to prepare for it.

Strategic Thinking: Strategic thinking is the way in which managers can guide the organization to success and confront crises through a different vision that combines knowledge, experience and full awareness of current events, including ultimately the best possible use of the organization's capabilities. Strategic thinking focuses on solutions that include intuition and creativity.

UAE Healthcare Sector: The sector which provides healthcare services to citizens in The United Arab Emirates.

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Chapter 5
Entrepreneurship Strategies in the Arab World:
Analytical Perspective vs. Practice Perspective

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ABSTRACT

The aim of this chapter is to explore the concept and practical implications of entrepreneurship and its importance in developing new projects, and to encourage Arab youth self-reliance by using entrepreneurship as a tool for creating value and developing successful and unique ideas. This leads to a discussion of entrepreneurship strategies in business, highlighting that the success of any new entrepreneurial projects depends on having appropriate opportunity, sufficient resources, and dedicated leader. Once these factors are in place, the entrepreneurial project must adopt an appropriate strategy, new entry, imitating, or adaptive strategy. The chapter is divided into four parts. The first presents the concepts of leadership and pioneering projects and their importance in community development. The second deals with the analysis of a pilot project. The third deals with analyzing, discussing, evaluating, and criticizing entrepreneurship strategies. And the fourth presents a summary of the subject and a set of recommendations. The chapter is concludes with recommendations and suggests solutions to ensure effectiveness of the adopted entrepreneurship strategy.

INTRODUCTION

Entrepreneurship is widely viewed as a process that involves activities and tasks leading to the creation of a new business by the owner or a manager who are usually referred to as the entrepreneur (Miles et al., 2003).

Also entrepreneurship is defined as the “capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit” Tyszka et al., 2011) emphasis of the risks associated with the launching and operating of the new business in this definition is common

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across most of the entrepreneurship definitions, due to the focus the perceived high risks in the creating and launching new start-ups, and a general impression that a high ratio of failure among new start-ups due to a variety of reasons including; poor business planning, issues related to funding, poor decision-making, market demand issues, economic crisis among other things (Belicove & Mikal, 2012). However, the 'Entrepreneur' could also be viewed as "An entity which has the ability to find and act upon opportunities to translate inventions or technology into new products". In other words, the entrepreneur has the ability to spot and identify "commercial potential of the invention and organize the capital, talent, and other resources that turn an invention into a commercially viable innovation." Audretsch, et al, 2002). Clearly, this highlights the innovation aspect of entrepreneurship, as an important activity.

Another important aspect of entrepreneurship that is indicate in the Dictionary.com (2018) is its aiming to make profit, through taking initiatives and risks as part of managing the business enterprise. In fact, the role of entrepreneurs is critical to the success of the business enterprise, by managing and overseeing the business creating, launching and running, with a focus on a clearly defined aims and objectives that are linked to the vision and mission of the owners.

From another perspective, entrepreneurship can be defined as "the process by which either an individual or a team identifies a business opportunity and acquires and deploys the necessary resources required for its exploitation" (Miles et al., 2003).

According to Shane (2003), entrepreneurship requires the following conditions to be fulfilled; "1) there must be opportunities or situations to recombine resources to generate profit, 2) entrepreneurship requires differences between people, such as preferential access to certain individuals or the ability to recognize information about opportunities. Third, taking on risk is a necessary. Fourth, the entrepreneurial process requires the organization of people and resources".

Although early work on entrepreneurship by Richard Cantillon and Adam Smith goes back to as early as the late seventeenth and early eighteenth centuries, it was much later, in the 1970s that entrepreneurship has resurged profoundly, in business and economics. The modern definition and understanding of entrepreneurship in the twentieth century, is credited to the work of the prominent economists including; Joseph Schumpeter, Carl Menger, Ludwig von Mises and Friedrich von Hayek. For instance, Schumpeter, defined an entrepreneur as "a person who is willing and able to convert a new idea or invention into a successful innovation", and that "creative destruction" is used by entrepreneurship to replace inferior innovations across markets and industries, simultaneously with the creation of new products and business models, culminating in the industry dynamism, and economic growth, that is long-term, substantial and tangible. An alternative proposition suggests that the majority of innovations may be much more incremental improvements.

Nevertheless, effective entrepreneurial opportunities could be ensured through a methodical process approach that includes the following tasks (Hisrich & Robert 2011):

- The development of a business plan.
- The hiring of suitable and competent human resources
- The acquisition of both financial resources and material resources
- The provision of a visionary and inspiring leadership
- The stipulation of the principles of responsibility and accountability for both success and failure
- The minimization of threats to the enterprise through applying a Risk Aversion Strategy.

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As such, it is a logical conclusion that entrepreneurship would operate effectively only within its own ecosystem that includes the following elements:

- Governmental promotion and support to entrepreneurship and entrepreneurs
- Non-governmental support to entrepreneurship and small-business associations
- Other organizations that lobby governments for entrepreneurship support and business-friendly laws and regulations
- Entrepreneurship resources and facilities
- Entrepreneurship education and training programs
- Entrepreneurship financing

More recent definitions of "entrepreneurship" attempts to address the questions of how and why opportunities are identified, evaluated and then exploited (Scott & Venkatraman, 2000). It is concerned with how these opportunities can be exploited to develop new products, services, and launch start-ups and generate wealth (Brush et al., 2003). However, since opportunities is futuristic and their realization is subject to how they are handled and exploited, there will be an inherit uncertainty in the entrepreneurial process (Ramoglou, 2016; Tsang et al., 2016)

BACKGROUND

The idea of the research came from the urgent need to identify the concept and importance of entrepreneurship and entrepreneurship projects in the Arab world, and the role of these entrepreneurial activities in activating the economic movement and organizing the social relationship and reducing the demand for government jobs, through the ability of these jobs to provide many job opportunities for different age groups, especially the Arab youth, many of who are although university graduates or vocationally skilled yet suffering from frustrating unemployment.

Therefore, the research seeks to present an integrated framework of entrepreneurship, as a valid alternative option, to consider by Arab governments and non-governmental organizations in helping to resolve unemployment among Arab youth, and boosting the economy, via the encouraging, sponsoring and supporting Arab youth launching their own small and medium enterprise (SME) businesses. The main features of the proposed entrepreneurship framework includes the following:

- It provide a clear insight into the following terms: Entrepreneurship, Entrepreneur and Entrepreneurial Management.
- It provides a multi-perspective show the importance of entrepreneurship in the following aspects: the economic aspect, the social aspect, and the operational aspect.
- Review the characteristics of entrepreneurs, noting that they are unique characteristics in terms of thinking and adoption of risk and creativity.
- Analyze the entrepreneurial process, management of entrepreneurial opportunities and entrepreneurial resources; explaining the components of the entrepreneurial process, its results, the concept of entrepreneurial opportunities, sources, characteristics and its most important features. Then the research discussed the concept of resources and their three sources: financial, human and social.

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- Clarify the strategies of entrepreneurship in business. First, the research explained the concept of entrepreneurial strategy and its role in determining the basic mechanisms in the drawing of the strategy, and then presented the strategies of entrepreneurship, which are three: the entrepreneurial new entry strategy, the imitating new entry strategy and the adaptive new entry strategy.

PART 1: CONCEPTS AND IMPORTANCE OF ENTREPRENEURSHIP

The general framework of the research is defined through the affirmation of the research and clearly defining the research goals prior to exploring the intellectual trends of the research.

Following we present a set of concepts and definitions related to leadership and entrepreneurship in order to create a clear idea of these concepts and the nature of the relationship between them.

Entrepreneurship

The term "entrepreneurship" is defined as, the integrated activities aimed at exploiting unique opportunities to achieve outstanding performance by adopting a risk behavior that results in new opportunities and high profits (Miles et al., 2003)

From the above definition, we could extract entrepreneurship main features as the following:

- Integrated activities and this means that it is an integrated and coherent system of activities.
- Activities with a specific mission of exploiting unique opportunities.
- Targeted activities that have a specific goal of achieving outstanding performance and high profits.
- Activities that adopt risk behavior. Without this risk the work is not considered pioneering.

Entrepreneur

The term "entrepreneur" is used primarily to describe those who (take the risk) that may occur between buying and selling, or carrying out new tasks such as starting a good project (Wickham, P., 2001).

He is therefore a person who compiles and then integrates the necessary resources (money, people and business model) Miles et al., 2003) and the strategy with his ability to take risks to transform creativity into a viable company or business (Barringer & Ireland, 2012).

Entrepreneurs Types

Entrepreneurs are usually of two main types (Schermerhorn & Bachrach, 2015):

1. A classic entrepreneur, who looks for opportunities in situations where others see problems and threats.
2. A serial entrepreneur, who starts and runs businesses and non-profit organizations over and over, and shifts from interest and opportunity to another.

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Entrepreneurship Management

The term "Entrepreneurship Management" refers to the approach and the intellectual style of the pioneering process, to bring about change in the organization through the use of creativity in gaining opportunities. Entrepreneurship management is characterized by four features, namely (Wickham, 2001):

1. Focus on change.
2. Focus on opportunities.
3. Organization-wide management.
4. Focus on adventure.

The difference between the entrepreneurship management and traditional management is summarized in Table 1.

Entrepreneurship Projects

New activities usually begin with small work and grow into large projects, relying on creativity as a culture and strategy as a methodology for efficiency and effectiveness and adopting risks as a way to exploit opportunities.

The Importance of Entrepreneurship

First: Economic Importance

Entrepreneurship has great importance in improving economic aspects and influencing them by:

- Increasing creative attempts and finding patents that increase revenues and returns of companies and individuals.
- Creating many jobs by establishing entrepreneurial projects (Barringer, B. & Ireland, R., 2012).

Second: Community Importance

This importance is achieved by motivating all ages, especially young ones, to self-reliance and to create productive employment without relying on the search for jobs in government companies and institutions (Kelly D, Bosma N. and Amoros J.E., 2010).

Table 1.

Entrepreneurship Management	Traditional Management
All-inclusive view of the organization	Partial overview of certain parts of the organization
Leadership of Change and introducing of new	Leadership of stability and maintain the current situation
Creating and exploiting opportunities	Dealing with existing resources
Strong Risk Management	Risk Management that adopts avoidance

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Third: Operational Importance

This importance comes from the role of entrepreneurship projects in supporting and assisting companies and institutions to increase their efficiency and effectiveness by manufacturing parts or building business models for large and medium business organizations or contributing to finding business solutions to the problems of these companies.

Characteristics of Entrepreneurs

Based on Wickham (2001) and Barringer & Ireland (2012), the main characteristics or the entrepreneur may include:

- The ability of self-management as they are the managers of themselves.
- Pursuing their own ideas.
- Search for money and success.
- The passion for work.
- Focus on the customer.
- Intelligence implementation.
- Persistent perseverance.
- Accept risk.
- Maximize investor returns.
- The first to take action.
- Proactive in ideas and experiences.

Innovation and Entrepreneurship

Freeman & Engel, (2007) have discussed models of innovation in startups and corporations. The process of innovation occurs in two approaches depending on the size and age of the company. If it is large mature company, the model is called corporate innovation. If it is a small or startup company that was recently started by entrepreneurs, the model is called an entrepreneurship model. Freeman and Engel have questioned why big companies do not dominate and control all business opportunities and why entrepreneurs do not have more successful innovative breakthroughs. The answer to the question is the speed at which innovations enter the market.

The agility and flexibility of startups in terms of resource allocation enables them to bring new products to market relatively quickly (Hoskisson, Hitt, Johnson & Grossman, 2002). However, entrepreneurship or innovation is not limited to startups companies only. Big companies have developed their entrepreneurship practices as a part of their plans, especially when it comes to successful innovation strategies (Baden-Fuller, 1995). A corporate entrepreneurship mindset is needed to deal with new fresh opportunities with the same agility and motivation that a startup entrepreneur might have (Dess & Lumpkin, 2005). Thus, the concept of entrepreneurship has evolved and extended from its classical usage with startup companies to corporate entrepreneurship where it is being used to activate the innovation process (Veeraraghavan, 2009). Successful organizations can drive more revenue, charge extra premiums, and reduce operational costs by innovating in their products or services (Sharma & Chrisman, 1999). Gaining such advantages requires a supportive organization that is capable of combining change with

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fast proactive actions. However, there are still gaps in understanding why some companies are better at enabling innovation than others (Troy, Szymanski, & Varadarajan, 2001).

In the field of entrepreneurship, as a startup grows, matures, and develops, its innovation process slows and falls into a trap of its own initiation, and it becomes similar to innovation in the corporate model (Weiblen & Chesbrough, 2015). This cycle can create an agency problem which results when managers who lead corporations are different from owners-shareholders and may use company resources for their own benefits (Arye, Bebchuk & Fried, 2003). Conversely, the owners/entrepreneurs are the managers of startups, so this problem does not exist (Jones & Butle, 1992). This issue plays a main role in the speed and flexibility of resource allocation decisions in the execution of innovation strategies.

In the corporate model of innovation, invention and execution do not usually occur in the same department (Ernst, Hoyer & Rubsaamen, 2010). Having products generated in one department and implemented in another may cause a conflict of interest and may even face some resistance (McIntyre, 1982). For this reason, using an open innovation approach which involves acquiring existing innovative businesses in the market has become more popular in the corporate model because it overcomes the slowness and the conflicts of the innovation process (Gassmann, Enkel & Chesbrough, 2010).

According to Freeman and Engel (2007), a hybrid model of innovation has emerged which combines the corporate and entrepreneurship models of innovation. This new model includes the active collaboration of proper resources and adequate funding to accelerate innovation. When a startup is very young, it is dominated by inventors, and when it is older, it is dominated by general managers. Therefore, corporations can opt for the hybrid model by either going with open innovation and innovative startups, or by doing innovation internally by creating pockets of entrepreneurship that can create separate strategic business units.

Freeman & Engel, (2007) have discussed models of innovation in startups and corporations. The process of innovation occurs in two approaches depending on the size and age of the company. If it is large mature company, the model is called corporate innovation. If it is a small or startup company that was recently started by entrepreneurs, the model is called an entrepreneurship model. Freeman and Engel have questioned why big companies do not dominate and control all business opportunities and why entrepreneurs do not have more successful innovative breakthroughs. The answer to the question is the speed at which innovations enter the market.

The agility and flexibility of startups in terms of resource allocation enables them to bring new products to market relatively quickly (Hoskisson, Hitt, Johnson & Grossman, 2002). However, entrepreneurship or innovation is not limited to startups companies only. Big companies have developed their entrepreneurship practices as a part of their plans, especially when it comes to successful innovation strategies (Baden-Fuller, 1995). A corporate entrepreneurship mindset is needed to deal with new fresh opportunities with the same agility and motivation that a startup entrepreneur might have (Dess & Lumpkin, 2005). Thus, the concept of entrepreneurship has evolved and extended from its classical usage with startup companies to corporate entrepreneurship where it is being used to activate the innovation process (Veeraraghavan, 2009). Successful organizations can drive more revenue, charge extra premiums, and reduce operational costs by innovating in their products or services (Sharma & Chrisman, 1999). Gaining such advantages requires a supportive organization that is capable of combining change with fast proactive actions. However, there are still gaps in understanding why some companies are better at enabling innovation than others (Troy, Szymanski & Varadarajan, 2001).

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PART 2: ANALYSIS— ENTREPRENEURIAL PROCESS, OPPORTUNITIES, AND RESOURCES

Components of the Entrepreneurial Process

According to Barringer, B. & Ireland, R., 2012), the entrepreneurial process consists of the following four basic steps:

Step 1: The Decision to Become an Entrepreneur

People become entrepreneurs to become their own managers. They follow their ideas, and earn financial rewards. Typically, there is a particular event that gets to the individual and urges him to become an entrepreneur. For example, a person may lose his job and decide that it is time to start his own business or he may receive inheritance and for the first time in his life he got the money to start his own business. Lifestyle issues can also create professional careers, for example, women may wait until their youngest child reaches school before they decide to launch of their own project.

Step 2: Develop Successful Business Ideas

Many new companies failed not because the entrepreneur did not work hard, but because there was no real opportunity to start with. The development of successful business idea includes an insight of the opportunities, feasibility analysis, writing business plan, analysis of the industry and the development of an effective business model.

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Step 3: Turning an Idea to Entrepreneurial Company

The first step in turning the idea into reality is to prepare an appropriate moral and legal basis for the company, including choosing the appropriate form of commercial ownership.

Step 4: Managing and Developing Entrepreneurship

Given today's competitive environment, all companies must be properly managed and developed to ensure their continued success. This is the final stage of the entrepreneurship process

Results of the Entrepreneurship Process

Wickham, P. (2001), suggested that the commitment to the processes of entrepreneurship will contribute to generating wealth by finding the following:

1. Active manager regarding the task he performed and the way he manages it.
2. Economic change: the economic effects that will be generated by the entrepreneurship activity.
3. Entrepreneur person: finding a leading person with personal and psychological characteristics.

Managing Opportunities and Entrepreneurial Resources

First: Management of Entrepreneurial Opportunities

Entrepreneurship opportunities: Opportunity is a gap in the market where there is a possibility to do something better and create value by winning this opportunity. The process of identifying new opportunities is one of the main tasks of entrepreneurs Wickham (2001). Another definition of opportunity is: conditions that stimulate the creation of new goods and services that contribute to the satisfaction of market needs (Hitt, Ireland, Duance, & Hoskinsson, 2005).

Hitt, Ireland, Duance, & Hoskinsson, 2005) list the reasons for the lack of entrepreneurial opportunity as:

1. Asymmetry in market competition.
2. Asymmetry of production factors used in the production of goods and services.
3. Asymmetry of competition information.

According to Barringer & Ireland (2012), the entrepreneurial opportunity is characterized by the following set of attributes:

- Attractive.
- Exist at appropriate time.
- Solid.
- Add value.

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Characteristics of Entrepreneurial Opportunity

Bryant, a. (2012 advocates the following sources for the entrepreneurial opportunity and in all entrepreneurial project:

1. Current or past work experiences.
2. Hobbies that grow into business or lead to inventions.
3. Suggestions from friends or family.
4. Events leading to attention to unsatisfied needs.
5. The process of identifying entrepreneurial opportunities comes in two phases (Dess et al., 2012)
6. Discovery of opportunity: refers to the stage of recognition of the concept of new business. It is identified either by:
7. Chance: and investing this coincidence with foresight and prediction.
8. Intentional research: the search for a new project opportunity or innovative solutions to business problems.
9. Nevertheless, the most important sources of opportunity discovery are the creativity and brainstorming method.

Opportunity Evaluation: Analyze the opportunity to determine whether it is applicable and strong enough to be developed into a whole new project. The methodology of feasibility studies is used as a method to evaluate the opportunity.

Second: Managing the Entrepreneurial Resources

Entrepreneurship opportunities require entrepreneurial resources. Entrepreneurial resources represent a set of tangible and intangible resources capable of pursuing and acquiring entrepreneurial opportunities. According to Dess, G. et.al.,, 2012, the resources typically include:

1. Financial resources.
2. Human capital.
3. Social capital.

Financial Resource

Along with the importance of markets and marketing to create new projects, projects must also get funding. In fact, the level of funding available is often a strong determinant of how to start and ultimately succeed. Cash financing is certainly important, but access to capital, such as continued credit or favorable terms of payment with the supplier, can also help the success of the new project. Generally, financial resources take a form of debt or property rights:

- **Equity:** Funds invested in a property such as shares. The value of shares increases or decreases depending on the performance of the company. Usually it is required from the founders of the business to give up some property and hand over some control over the business.
- **Debt:** Is the borrowed funds such as interest loans. In general, debt must be paid regardless of performance. It is usually requires the use of certain commercial or personal assets as collateral.

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Human Capital

Human capital is a source of creativity and strategic innovation, because it is the result of the exchange of ideas and the development of the formation of operations (Bontis et al., 1999.

Human capital is defined as a value derived from intangible sources: knowledge, skills and capabilities that enable workers and organizations to produce goods and services that affect the cash income and psychological factors of individuals (Jashapara, 2011).

Human capital achieves a number of advantages (Sullivan, 1998):

1. Increases the organization's (entrepreneurial project's) ability to innovate and invent.
2. Develops the intellectual performance of the capital system by increasing the effectiveness of structural capital and customer capital.
3. Creates value difference for the organization (the entrepreneurial project) by increasing knowledge production and changing employee behavior.
4. Increase staff commitment and deepen loyalty towards the organization's (entrepreneurial project's) goals.

Social Capital

Social capital is one of the most important intangible resources of the organization. It is defined as: an asset embodied in the relationships of individuals, communities or networks of relationships (Webber, 1993).

Others defined it as: the feature of social relations within the organization, which is perceived at the member level through a collective goal and shared trust (Caddy, 2000).

Dess et al. (2012) proposes that social capital is of great importance to entrepreneurial projects for the following reasons:

- Supporting the work of the entrepreneurial project through previous jobs, industrial organizations and business groups (such as Chamber of Commerce and Industry).
- Providing a growing network of relationships with various stakeholders such as consultants and reference groups that can be contacted and benefit from their views.
- Encouraging strategic alliances that represent one of the cornerstones of the success of entrepreneurial projects, especially at the beginning of their establishment.

PART 3: ENTREPRENEURSHIP STRATEGIES

Entrepreneurship strategy is an intellectual methodology through which the organization seeks to play the role of the principal player in a particular industry (Jones & Hill, 2013). The entrepreneurship strategy defines the following mechanisms:

Market Entry

The entry method can be one of the following (Vesper, K., 1990)

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1. New products: entering into the market with a radical new product that does not exist and therefore has few direct competition.
2. Serving a new segment with existing products: entering the market with business products that were successful in a market for a particular category and introducing the same products to another market segment.
3. Creating value for customers: entering the market with a fairly new product or service that is sufficiently different to create new value for customers and gain market share.

Place of Competition

Determining where to compete? The answer comes either in Red Ocean or Blue Ocean according to Kim & Mawborgne, (2005), as follows:

1. **The Red Ocean**: The markets and products in which the competition are very high and there is no room for penetration and establishment of any activity. The competition here reaches the limit of non-existence.
2. **Blue Ocean**: markets and products suitable for the adventurous projects and there is no competition or the competition is few in it. The most important elements of the Blue Ocean are:
    - Create an undisputed market space.
    - Make the competition irrelevant.
    - Attract new demand.
    - Monitor differentiation and lower cost simultaneously.

The Nature of the Strategic Behavior of Creativity

In describing the nature of creativity strategic behavior, Hitt, Ireland, Duance, & Hoskinsson (2005), suggested that there were two types of strategic behavior of creativity, namely:

1. Autonomous strategic behavior: Process from the bottom up to the top level through which product advocates track new ideas, through a formal process and by using means through which the activities required to make the new product or service commercially viable are developed and coordinated in order to achieve success in the market.
2. The induced strategic behavior: the process starts from the top level down to the bottom, so that the current strategy and structure of the organization are compatible with creations that are closely linked to strategy and structure. In this type of entrepreneurship, the highest alignment between the structure and the strategy is achieved, thus achieving internal innovations.

What Strategies Should Be Adopted to Enter the Market?

According to Vesper (1990), the market entry strategies include any one or a combination of the following:

First, The Pioneering New Entry Strategy: Newcomers who have a radical new product or innovative service can change the way business is managed in the industry. This type of penetration creates

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new ways to solve old problems or to meet the needs of customers in a unique new way. This is referred to as a new pioneer entry. If the product or service is unique enough, it may actually face a few direct competition. For example, the first PC was a leading product; there was nothing quite like it and a revolution in computing was created. The first Internet browser introduced some kind of leading services. These breakthroughs created entirely new industries and altered the competitive landscape. Superior innovations continue to inspire pioneering leadership efforts.

Second: The Imitator New Entry Strategy: While innovators are often the innovators or developers of new technology, imitators are usually have a strong marketing orientation. They are looking for opportunities to take advantage of the successes already established in the market. The imitator new entry strategy is used by business people who see products or business concepts that have been successful in a market for a particular category and introduce the same product or service to another market segment. Sometimes the key to success with the imitation strategy is to create a market space where previously the need was insufficient. Entrepreneurs are also required to be imitators when they realize that they have the resources or skills to do a better job than the current competitor. This can actually be a serious problem for start-ups companies if the imitator is a startup company.

Third: The Adaptive New Entry Strategy: Most new entrants use a strategy somewhere between "pure" imitators and "pure" pioneer which means that they provide impartially new product or service that are sufficiently different to create new value for customers and gain market share. These characteristics are adaptive in the sense that they are aware of market conditions and the perception of access strategies to take advantage of current trends. "Every new idea is just a recycling of an old idea, knowing that this relieves pressure away from thinking that you have to be completely creative, sometimes there is one slight evolution of an old idea that can cause all the difference," said entrepreneur trainer Tom Monhan. Thus, the adaptive new entry approach does not involve "reinventing the wheel", nor is it merely an imitation. It involves taking an existing idea and adapting it to a particular situation.

Figure 1.



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PART 4: CONCLUSION

Strategic Entrepreneurship Framework Features and CSF's

Considering the state of the economy and the high unemployment figures among youth in the majority of Arab countries, this research is intended to familiarize all concerned parties with entrepreneurship as a valid alternative option, initially by highlighting the concept and importance of entrepreneurship and entrepreneurship projects, and the role of entrepreneurial activities in activating the economic movement and organizing the social relationship, and reducing the demand for government jobs through the ability of these jobs to provide many job opportunities for different age groups, especially the youth. Based on this the research proposed an integrated conceptual framework with the following features:

- It provide a good insight into the meaning of the following terms: Entrepreneurship, Entrepreneur and Entrepreneurial Management.
- It highlights the importance of entrepreneurship from economic, social and operational perspectives.
- It reviews the key traits and characteristics of the "entrepreneurs", noting that there are unique characteristics in terms of thinking and adoption of risk and creativity.
- It analyzes the entrepreneurial process, management of entrepreneurial opportunities and entrepreneurial resources; explaining the components of the entrepreneurial process, its results, the concept of entrepreneurial opportunities, sources, characteristics and its most important features. This is followed by discussion of the concept of resources and their three sources: financial, human and social.
- It spells out the strategies of entrepreneurship in business. First, the research explained the concept of entrepreneurial strategy and its role in determining the basic mechanisms in the drawing of the strategy, and then presented the strategies of entrepreneurship, which are three: the entrepreneurial new entry strategy, the imitating new entry strategy and the adaptive new entry strategy.

Strategic Entrepreneurship Critical Success Factors

Factors that may predict entrepreneurial success according to Scott A. Shane (2008) may include the following:

Methods:

- Establishing strategies for the firm, including growth and survival strategies
- Maintaining the human resources (recruiting and retaining talented employees and executives)
- Ensuring the availability of required materials (e.g. raw resources used in manufacturing, computer chips, etc.)
- Ensuring that the firm has one or more unique competitive advantages
- Ensuring good organizational design, sound governance and organizational coordination
- Congruency with the culture of the society (Perry-Rivers, P., 2014)

Market:

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- Business-to-business (B2B) or business-to-consumer (B2C) models can be used
- High growth market
- Target customers or markets that are untapped or missed by others

Industry:

- Growing industry
- High technology impact on the industry
- High capital intensity
- Small average incumbent firm size

Team:

- Large, gender-diverse and racially diverse team with a range of talents, rather than an individual entrepreneur
- Graduate degrees
- Management experience prior to start-up
- Work experience in the start-up industry
- Employed full-time prior to new venture as opposed to unemployed
- Prior entrepreneurial experience
- Full-time involvement in the new venture
- Motivated by a range of goals, not just profit
- Number and diversity of team members' social ties and breadth of their business networks

Company:

- Written business plan
- Focus on a unified, connected product line or service line
- Competition based on a dimension other than price (e.g. quality or service)
- Early, frequent intense and well-targeted marketing
- Tight financial controls
- Sufficient start-up and growth capital
- Corporation model, not sole proprietorship

Status:

- Wealth can enable an entrepreneur to cover start-up costs and deal with cash flow challenges
- Dominant race, ethnicity or gender in a socially stratified culture

RECOMMENDATIONS

Solutions and recommendations as suggested by the research are summarized below in fields of ICT implementation in education.

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Recommendations:

1. To increase cultural awareness within the Arab society about the importance of entrepreneurship and its role in providing many job opportunities, eliminating unemployment and strengthening the social fabric.
2. To establish joint entrepreneurial projects between the advanced Arab and foreign countries in this experiment, on the one hand, and between the Arab countries among themselves on the other in order to share knowledge, experiences and experiments.
3. To develop the capabilities and skills of the entrepreneur in how to identify and manage entrepreneurial opportunities through training programs and seminars.
4. To develop the capabilities of the entrepreneur in the subjects of resource management and budget preparation.
5. To increase the industrial tourism programs to the advanced countries in the entrepreneurial projects and to include all age groups interested in entrepreneurial affairs, with a focus on young groups.
6. To establish a mechanism for cooperation between the government and private sectors to create entrepreneurial opportunities and to join forces to implement them.
7. To establishment a specialized business association called (Association of Entrepreneurship and Youth Development).

FUTURE RESEARCH DIRECTIONS

There are plenty of strategic practices issues that are related to crisis management, and which need to be thoroughly research investigated. In particular, benchmarking the incorporating of risk management as a central aspect of the process and comparing the strategic practices in handling crisis management in the Arab world with that of western countries, Singapore, China, Australia and Japan, in order to identify gaps and weaknesses, and take necessary adjustments for improvement.

CONCLUSION

This chapter focused on presenting a structure practice approach and a guide for managing crisis in the Arab world through the adoption of a holistic strategic practice approach, based on a clear understanding of the definition that integrates strategic management, strategic planning and strategic thinking to produce effective strategic practice.

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KEY TERMS AND DEFINITIONS

Enterprise Business: An online interactive learning approach that provides e-content, activities, tests, and feedback directly to the student supported by various communication technologies.

Entrepreneur: An instructional approach that connects learners to the learning resources at a distance from the between instructor in terms of place and/or time using media technologies.

Entrepreneurial Management: An instructional approach that connects learners to the learning resources at a distance from the between instructor in terms of place and/or time using media technologies.

Entrepreneurship: An instructional approach that connects learners to the learning resources at a distance from the between instructor in terms of place and/or time using media technologies.

SMEs: An online interactive learning approach that provides e-content, activities, tests, and feedback directly to the student supported by various communication technologies.

Strategic Practice: An online interactive learning approach that provides e-content, activities, tests, and feedback directly to the student supported by various communication technologies.

Strategies: Offering various types of self-learning through online workshops/programs to the institution staff, student and faculty members regardless of the place and/or time.

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Chapter 6
Strategic Human Resources Management:
Strategies in Iraq and Jordan

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ABSTRACT

The chapter aims to identify the level of human resources management strategies in the Arab business organizations in Iraq and Jordan as a model in an attempt to bridge the shortage of descriptive and comparative Arabic studies. In order to achieve the goal of this chapter, it is structured to cover the following sections: 1) introduction and intellectual background to subject, 2) literature review, 3) the human and organizational characteristics of the Arab business organizations in Iraq and Jordan, and 4) The reality of human resource management strategies in the Arab organizations in Iraq and Jordan and their future directions.

INTRODUCTION

Strategic Human Resources Management is an approach to develop and implement a human resources strategy which integrates with business strategy and enables the organization to reach its goals. Therefore, strategic human resources management is considered a factor in the success of the organization as a means of achieving success and thus excellence. In addition to its role in assessing the skills and abilities of individuals who work on organizational strategies and place them in the right position, which supports the overall strategy that leads to the competitive advantage.

Strategic human resources management is defined as a set of long-term strategies that reflect the organization's policy in dealing with the human resource in the work environment in a manner consistent with the organization's strategy through planning, organizing, directing and monitoring aspects of finding individual and working on their development, compensation and preservation, in the sake of achieving the objectives of the organization and improving its performance and productivity.

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Based on the above, the present chapter aims to identify the level of human resources management strategies in the Arab business organizations in Iraq and Jordan as a model in an attempt to bridge the shortage of descriptive and comparative Arabic studies.

In order to achieve the goal of the chapter, its structure consisted of five main sections:

1. Introduction and intellectual background to subject, including (intellectual dilemma, rationale justifications, main objectives)
2. Theoretical Background and Literature Review, including:
    a. Basic Concepts (Strategic Human Resource Management Concept, the necessities that dictate the practice of strategic human resources management, Strategic Human Resource Management Models).
    b. Human resources management strategies (human capital strategy, talent management strategy, engagement strategy, and learning strategy and development).
3. The human and organizational characteristics of the Arab business organizations in Iraq and Jordan, it includes (a description of the characteristics of the human resources in the Arab organizations in terms of scientific qualifications, field experience, skills and training level) as well as description of the organizational characteristics, including (The nature of the activity of the organizations, the types of their products and services, their sizes).
4. The reality of human resource management strategies in the Arab organizations in Iraq and Jordan and their future directions:, including: (Presenting and analyzing the reality, comparing the practice of strategies, looking at future prospects)
5. Basic guidelines for developing the performance of human resource management strategies in Arab business organizations in Iraq and Jordan. It covers two areas:
    a. Recommendations for Arab business organizations in Iraq and Jordan in order to develop the performance of their current human resources management strategies.
    b. Proposals for Arab business organizations in Iraq and Jordan in order to develop the performance of future human resource management strategies.

INTELLECTUAL BACKGROUND TO THE SUBJECT

The Intellectual Dilemma

The literature attracted to management in general and human resources management in particular has devoted considerable attention to strategic human resources management (SHRM), because strategic human resource management is considered as one of the factors in the success of the organization and a means of achieving success (Pongpearchan, 2015) by supporting business strategies through providing and sustaining adequate human capital which result in a competitive way (Noe et al., 2017). In addition to its significant role in reducing voluntary turnover rates and increasing retention of remarkable employees (Selden et al., 2013) and contributing to the development of their capacities through the modernization of means of performance development and the creation of an innovative environment (Cao et al., 2016) and creating justice in wages and evaluation of posts objectively (Kline et al., 2017).

Despite the importance of strategic human resources management, the practice of its strategies is still limited and not in depth, especially in the Arab world, as work and application are still focused on

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specific jobs. There is also no descriptive and comparative studies among the Arab countries in this field. (Salih & Alnaji, 2014; Odeh, 2014; Salih & Abdulrahman, 2015; Al-Shemmmari, 2017; Al-Jadani, 2002)

In the light of the above, the features of the intellectual dilemma are evident. These can be summed up as follows: keeping the human resources management and the exercise of its strategies in the Arab world without study and a descriptive analysis and a comprehensive comparison and being limited to the study of specific practices will miss the opportunity for Arab business organizations to invest these practices in order to develop their competitiveness and achieve excellence and global presence.

Logical Justifications

The focus on study and analysis of the reality of the practice of strategic human resource management strategies in the Arab world stems from a number of logical justifications, which include:

- The need to identify the level of strategic human resource management practices in Arab business organizations in order to explore the degree of performance of these practices on one hand and what practices that were focused on and which ones are absent.
- The need to provide information and descriptive and analytical data on the reality of the practices of strategic human resources management in the Arab business organizations, allowing the comparison of global and Arab reference and thus determine the size of the real gap in order to work to narrow it and then close it.

Main Goals

- Identifying the level of practice of strategic human resources management strategies in Arab business organizations (Iraq and Jordan model).
- Identify the differences and gaps between the practice of strategies of strategic human resources management among Arab business organizations (Iraq and Jordan model).
- Provide appropriate recommendations for work development and current and future performance.

THEORETICAL BACKGROUND AND LITERATURE REVIEW

Strategic human resources management is defined as a set of decisions and actions to provide strategic resources to the organization (Findley, 2003). According to Hall et al. (2009), it is the process of adaptation and integration of human resources with the Organization's strategy. While Uysals (2013) stated that it is a system that works to attract, develop, motivate and retain employees in order to effectively implement the work and ensure the survival of the organizations.

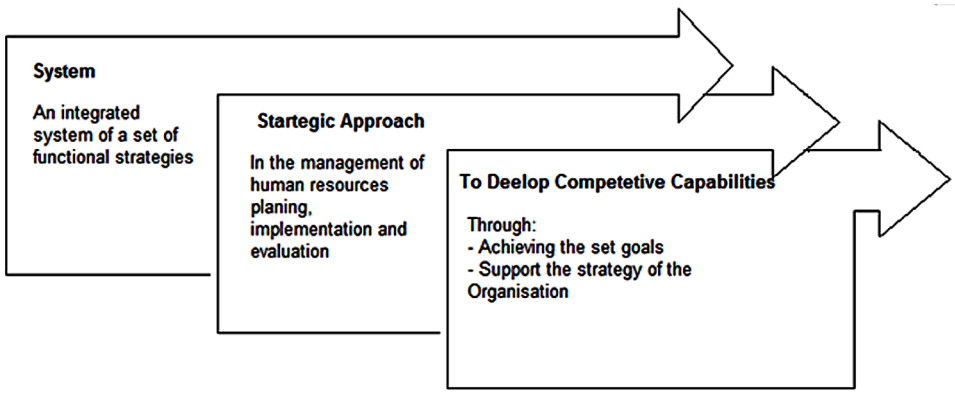
Noe (2017) described it as a strategic approach to planned human resources in terms of intended activities that enable the organization to reach the goals.

In light of the above concepts, we can represent the concept of strategic human resources management as figure 1.

Strategic human resources management is an important methodology in achieving the competitive advantage and excellence of organizations. Therefore, a set of necessities that dictate the practice of strategic human resources management can be summed up as follows: (Mondy & Mondy,2012)

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Figure 1. The concept of strategic human resources management
(Source: Prepared by the Author)



1. Strategies of human resources management are an essential part of the organization's overall strategy and business strategies.
2. The director of human resources department is an important and pivotal member of the senior management team as a strategic partner in the formulation of the organization's strategy.
3. Human resources strategy is an essential part of the integration of business strategies in the organization.
4. The organization's strategic human resources management is responsible for the preparation of human capital.

STRATEGIC HUMAN RESOURCE MANAGEMENT MODELS

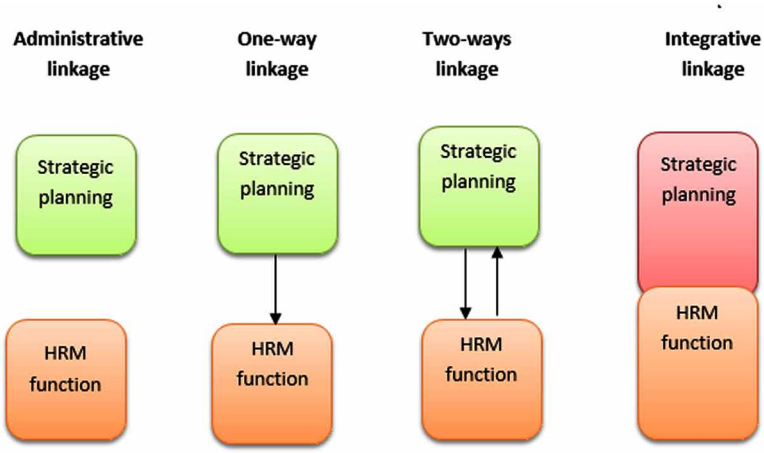
The two researchers (Golden & Ramanujam) in their article entitled (Between a Dream and a Nightmare: On the Integration of the Human Resource Function and the Strategic Business Planning) suggested four models of Human Resource Management Relationship with the strategy and the strategic planning as illustrated in Figure 2.

The following is an explanation of these models: (Noe et al., 2017)

1. **Administrative Linkage:** In this model, the human resource department is only deal with day to day business and has no part in in any component of the strategic management process in both strategic formulation and strategic implementation.
2. **One Way Linkage:** In this model, the human resource department is informed about the organization plan and take a part in design the system/program that implement the strategic plan. but still in this strategic has no part in formulating the strategic plans
3. **Two Ways Linkage:** In this model, the human resource department has role in formulating and implementing the strategic place through three steps:
   a. Human resource informed by the company with the various strategies
   b. Human resource executive analyze the implication of the various strategies

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Figure 2. Strategic human resource management models
(Source: Noe et al.,2017)



c. Human resource executives resent the results to planning team
d. After the decision has been made the chosen plan passed to human resource executives.

4. **Integrative Linkage:** In this model, the human resource function made into strategy formulation and implementation.

Strategic Human Resource Management Strategies

The current study has adopted strategic human resource management strategies that are transformational and non-traditional or routine, and the transformation strategies are five strategies:

- Human Capital Strategy.
- Talent management strategy.
- Engagement Strategy.
- Learning and development strategy.

The above strategies focus on transforming the organization from its current status into a better status through knowledge and strategic thinking and organizational development, such strategies drain about (15%) of total organizational time (Noe et al., 2017). Here is an explanation of these strategies:

Human Capital Strategy

Human capital is an important indicator of the strategic and organizational performance management system (Gates & Langevin, 2012) and a critical source of value innovation (Wood & Reynolds, 2013) and the core pillar of Intellectual Capital (IC) to generate its components and other inputs (structural and customer capital) which represents balance of intangible assets in the organization which represents the intangible aspect of the Organization. (Hitt et al., 2001; Mertins, 2006; Shihetal, 2010)

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Human capital is defined as a combination of knowledge, attitudes, competencies, experience, skills, implicit knowledge, creativity, problem-solving, and innovation that contribute to the achievement of high organizational performance levels (Kontić & Čabrilo, 2009)

It is also known as the knowledge, skills and ability of human resources to provide solutions to customers because it reflects the organization's overall capability to derive the best solutions from its human resource knowledge, which is the source of innovation and strategic innovation (Bontis & Fitz-enz2002).

From Jashapara's point of view (2011), it represents the value gained from knowledge, skills, and capabilities that enable individuals to produce goods and services, which affect cash income and psychosocial factors cumulative.

A group of authors and researchers agreed that human capital represents the collection of knowledges, experiences, skills and competencies of a group of individuals in the organization that enable them to achieve outstanding creations and solve non-traditional problems and make their implicit knowledge balance. (Kontic & Cabrila, 2009 ;Khalique etal., 2011 ; Jashapana,2011 ; Jimenez & Valley 2013)

The Importance of Human Capital (Salih, 2015)

Human capital represents the implicit knowledge balance in the minds of human resources, which accounts for 75-85% of the organization's knowledge stock, which is generated from the human mental capacity that is formed by an interactive portfolio of intangible assets which include (Knowledges, experiences, skills, education and historical heritage) that must be invested in because the productivity curve of these assets increases with age and thus is not subject to diminishing yield law, in addition to multiple and simultaneous use as opposed to other assets. Because investment will lead to the extraction of implicit knowledge and transform it into behaviors and practices to use realistically in:

- Drawing a strategy to attract and embrace and develop talents capable of producing innovative ideas and manufacturing successive creations.
- Developing the entrepreneurial capacities and characteristics and developing the culture of entrepreneurship.
- Building the fundamental characteristics and distinct capabilities that are difficult for the competing organizations to imitate or duplicate.
- Increase the area of technological innovation utilization through learning how to extract the value of creativity.
- Leading excellence in performance through the continuity in the provision of products and services, which contributes to increasing the economic added value and market added value.
- Achieving competitive advantage and ensuring sustainability through the development and enhancement of original ideas that increase the gap of knowledge between the organization and the competing organizations, making them organizations that are lavish and wasteful in the cost of imitation.

Talent Management Strategy

The main starting point for discussing the concept of talent management is to identify the problem of the concept, as it is difficult to determine the exact meaning of the term because of the confusion over the contents, the multiplicity and the multitude of definitions; there are more than (8,000,000) concepts and content of this term (Lewis & Heckman, 2006)

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Talent Management represents a set of processes that seek to formulate a strategy that focuses on planning the company's immediate and future talent needs of the gifted and attract them on one hand, and identifying the level and quality of the talents available at the company and at all organizational levels to develop and enrich their knowledge based on objective criteria and sustainable development programs on the other hand, beside work to maintain the talented by providing them with the appropriate conditions and encourage them to support them in career management (Salih, 2015)

It is also defined as an administrative strategy aimed at achieving the company's long-term objectives, ensuring its continuity and progress, also enabling it to encounter the economic and financial challenges and difficulties by attracting, retaining, developing, evaluating and planning talented personnel, as well as providing security and job satisfaction for talented employees which motivate them to highlight their capability which is reflected directly on corporate organizational performance (Oladapo, 2014)

It is also defined as a set of strategies adopted by companies to increase productivity through the development and improvement of processes and methods of attracting and retaining talent and the integration of talented capabilities in the company's productive operations. Talent management also develops the skills required to meet current and future business needs (Mohammed, 2015).)

The Importance of Talent Management

Talent Management contributes to improving the recruitment and development of individuals with the required skills to meet current organizational needs. The diverse characteristics of these include recruitment, selection, supervision, performance management, career development, leadership development, alternative planning, excellence and reward. (Gupta, 2010)

Talent management gives companies and organizations a strong ability to encounter the current economic challenges. With the financial collapses of companies around the world showing the importance of talent and capabilities that are the main support for the progress and rigidity of companies and institutions, it also greatly contributes to the empowerment of companies and to the advancement of their performance and production, which enables them to have the highest competitive position compared to other companies that have not invested in the potential of talent and haven't give it enough attention (Farndale et al., 2010).

Talent Management offers many unique opportunities because to engage in the labor market and to meet its needs is considered the most important opportunities offered by talent management for companies, and to make them the first to provide various services and innovative products to customers, which contributes to maintain the stability of companies and stability in the economic crisis, which contributed to suggest solutions to the administrators fears in companies. As explained by (Oladapo, 2014)

The importance of talent management is the ability to develop the work of companies and enhance their organizational performance through the use of strategies to attract, retain and develop talents and integrate the abilities of talented employees with the objectives of the company's performance and competitive productivity, which contributes to ensure the continuity of business and achieve competitive places at the local and global level. (Al Ariss, et al., 2014).

Engagement Strategy

The term "employee engagement" refers to the practice of employee engagement in the 1920s in the studies of the preparations of groups of people to achieve the goals sought by organizations, and the crystallization as a term was conducted by (William A. Kahn) in (1990).

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He defined employee engagement as the dedication and passion of employees and by using effective leadership skills of the company and senior management, for that reason, there must be leaders of human resources with high skills in dealing with staff, this is reflected positively on the morale and commitment of staff in the organization, because the organizational success depends on the employee productivity of which is speeded up by his commitment to the direction of his organization (Saragi & Nayak, 2016).

The Engagement Strategy represents a vital element for the success and prosperity of the organization and this component forces organizations environment to improve efficiency in the production and effectiveness in achieving goals through further efforts, and to be able to gain access to this element a light must be shed on the following issues; which are the strategic employment and development of leadership skills (Khan, 2013).

It is also known as a critical factor that allows organizations to exploit their financial potential, whereas healthy relations between employees at all levels of management contribute to increase engagement, which in turn affects the economic results that is the interest to all organizations. This requires a significant organizational effort to motivate behaviors and push them towards Interaction (Zajkowska 2012)

The engagement strategy is a way of describing several factors that are composed of the emotional (expressive) and behavioral (physical) and cognitive (mental) of the employee and closely linked to his job in the organization in order to achieve the objectives of the organization and the workers within the organization, taking into account several other factors that influence the degree of the engagement of the employee, including leadership, rewards, rules of human engineering and others (Ariani, 2013)

The engagement strategy is considered as a very important issue. Therefore, when developing the engagement strategy, the first step should be to determine what is happening now, and in light of this, it will be determined what should be done in those areas, therefore, levels of engagement must be measured regularly in order to determine the gap between the planned and the actual, and in order to have a high level of engagement there must be a concentration on the role of the executive directors in the organization to enhance engagement. (Armstrong & Taylor, 2014)

The Importance of Engagement Strategy

(Stairs & Galpin, 2010; Sparrow, 2013; Armstrong & Taylor, 2014) agreed that the importance of the engagement strategy is:

1. Decrease percentage of absence and increase employee commitment.
2. Increase staff efforts and productivity.
3. Improve quality and reduce error rates.
4. Sales Increase.
5. Achieve high profitability and high return per share.
6. Increases in shareholders' returns.
7. Enhance customer satisfaction and loyalty.
8. Increase business growth speed.
9. Increase the chances of business success.

Learning and Development Strategy

The development and the rapid and unexpected change currently taking place in the world has had a great impact on business organizations, these organizations have become more complex and more threatening,

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this has increased the responsibility of managers and leaders in these organizations to adapt to these changes by creating a learning and developing environment within their organizations which provides the workers with the necessary information and skills they need in their business to achieve interest of the organization. (Sharmane & Bachrach, 2015)

In order for the learning and development environment to be effective it must be formulated in a strategy called learning and development strategy, which is known as the set of assumptions, policies, adjustments, guidance, and knowledge spreading among the organization's human resources in order to develop their competencies, skills, experience, and behavior high performance level. (Armstrong & Taylor, 2014).

The Importance of Learning and Development Strategy

1. Human resources provide confidence to their employees, by providing them with new experiences that enable them to develop higher functional positions, with flexibility in their practical lives and raise their morale (Berends et al., 2003)
2. It also contributes to the development of the work of groups and working groups where it improves social relations, and increases the effectiveness of decision-making, conflict resolution and feedback. It also develops organizational performance by updating organizational structure, laws, regulations and policies (Sara Pitiz, 2015)
3. It increase the organization's commitment and effectiveness towards achieving organizational development goals and adapting to changes that evolve as considered two dimensions of organizational effectiveness (Chien, 2010)

Components of Learning and Development Strategy

There are four basic components of the learning and development strategy:(Kreitner, & Cassidy, 2011; Armstrong & Taylor, 2014; Noe et al., 2017)

- **Learning:** A constant relative change in the individual's behavior resulting from practice and reading and acquiring new skills and experiences.
- **Training:** Providing the individual with new skills, experiences and knowledge through programs which are planned for this purpose in order to develop his abilities in his present job.
- **Development:** Expanding the individual's perception, enriching his knowledge, developing his abilities and preparing him to perform a new job tasks that are higher than his job in terms of responsibilities and authorities.
- **Education:** Developing the general knowledge of the individual in all aspects of life and in a broader manner than the information required to perform his job.

HUMAN AND ORGANIZATIONAL CHARACTERISTICS OF ARAB BUSINESS ORGANIZATIONS IN IRAQ AND JORDAN

The study adopted the exploratory approach because of the lack of information and knowledge about the problem, its secrets and its real causes, and it is a necessity to improve the level of knowledge in its

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content and relations. The exploratory approach is based on interviews and questionnaires in the collection of information and on hypotheses in the test of relationships. (Sekaran & Bougie 2016).

The field of study was a group of industrial, construction, marketing and service companies in Iraq and Jordan, with total number of (105) organizations, which the researcher could access and expressed cooperation with him either by direct meeting or e-mail or using academic colleagues. As for the sample of the study; it was (accidental Sample), which is a suitable sample for such studies, which is difficult to determine their communities precisely because of the size and scope of the community; the sample size was (1350) individuals. Table 1 is a description of the human and organizational characteristics of the Arab business organizations in Iraq and Jordan covered by the present study.

The results of Table 1 show that the highest percentage at the sample level as a whole was for the title (employee in the different departments of the organization) by (64%) which is higher than the sample average, then it was followed by the title (HR Generalist) by (11%), the lowest percentage was for the title (General Manager) by (2%). While in the organizations in Iraq, the highest percentage was for the title (employee in the different departments of the organization) by (55%) which is higher than the average of the sample slightly, and the ratio of the (HR Generalist) followed also by (16%), while the lowest percentage was for the title (member of the board of directors) by (2%). The organizations in Jordan had the highest percentage for the title (employee in the different departments of the organization) by (71%) which is higher than the sample average, it was followed by (HR Specialist) by (8%), while the lowest percentage was for the title (General Manager) by (2%). Table 2 shows the organizational characteristics of the studied organizations by means of activity, number and geographical location.

The results of the table show that the highest percentage at the sample level as a whole was for the (industrial) activity by (33%), which is lower than the sample average; the lowest percentage was for (service) activity by (19%). While in the organizations in Iraq, it was for the (industrial) activity by (42%), which is slightly below the sample average; and the lowest percentage was for (service) activity by (14%). The highest rate in the organizations in Jordan was for the (construction) activity by (35%), which is lower than the sample average, the lowest percentage was for (agriculture) activity by (16%).

Table 1. Human characteristics of the studied organizations by job title, number and geographical location

All Sample (Organizations in Iraq and Jordan)		Organizations in Jordan		Organizations in Iraq		Position
Percentage	Number	Percentage	Number	Percentage	Number	
3%	40	2%	12	4%	28	Board of Member
2%	30	3%	18	2%	12	General Manager
5%	70	8%	45	3%	25	Vice general manager
7%	95	9%	56	5%	39	Human resource manager
11%	150	16%	97	7%	53	Generalist HR
8%	101	7%	41	8%	60	Specialist HR
64%	864	55%	323	71%	541	employee in other department
100%	1350	100%	592	100%	758	Total

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Table 2. Organizational characteristics of the studied organizations by means of activity, number and geographical location

All Sample (Organizations in Iraq and Jordan)		Organizations in Jordan		Organizations in Iraq		Organization Activity
Percentage	Number	Percentage	Number	Percentage	Number	
33%	35	26%	15	42%	20	Industrial
20%	21	16%	9	25%	12	Agricultural
19%	20	23%	13	14%	7	Service
28%	29	35%	20	19%	9	Construction
100%	105	100%	57	100%	48	Total

- **Methods of Collecting Information:** In addition to reviewing the literature, the researcher used the following methods:
  - **Interviews:** To identify some information and inquiries that cannot be collected by the questionnaire.
  - **Questionnaire:** A questionnaire was developed and was consisted of two parts:
- **Part 1:** Information on the characteristics of human and organizational organizations (job title, type of organization activity, geographical location of the organization).
- **Part II:** Information on the concepts of human resource management strategy, HRM strategic models, and the level of practice of the four human resource management strategies which are adopted in this study (Human Capital Strategy, Talent Management Strategy, Engagement Strategy, and Learning and development strategy).

The reality of human resource management strategies in the Arab organizations in Iraq and Jordan and their future directions:

This part of the study focuses on answering the following key questions:

Question 1: What is the most common concept of strategic human resources management in the studied organizations?

Question 2: What is the most used model for strategic human resources management in the studied organizations?

Question 3: What is the level of strategic human resources management strategy in the studied organizations?

To answer these questions, the following statistical methods were used:

- The mean and the standard deviation.
- Test the value (t) of the difference between two averages of two independent samples.
- Cutting thresholds for level determination as follows:
- Low level if the mean ranged between (1 -2.33).
- Average level if the mean ranged between (2.34 -3.67).
- A high level if the mean averages ranged between (3.68 -5).

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Demonstrate, analyze, and discuss the answer to the first question: What is the most common concept of strategic human resources management in the studied organizations?

Table 3 presents the results of the answer to the first question to determine the most common concept of strategic human resources management.

The results of this table are as follows:

- The concept of (integrated system of a set of functional strategies with a strategic approach in human resources management that has planning, implementing and evaluating to develop competitive capabilities by achieving the objectives set and supporting the strategy of the organization and contributing to the leadership of excellence) gained the highest level of mean between the business organizations in both countries, and its level was (High) in both countries, besides, there is no difference between these means, and this shows that business organizations in both countries adopt this concept in their practices and transactions and there is an agreement between them on adopting it for work and performance. This means that organizations in the two countries agree to adopt a strategic approach to human resource management and to consider practices as strategies rather than jobs.

Table 3. Results of the answer to the first question to determine the most common concept of strategic human resources management

Result	(t) Value	Business Organization in Jordan			Business Organization in Iraq			Concept	No.
		Level	SD	Mean	Level	SD	Mean		
No differences between business organization for both countries	1.02	high	0.91	3.89	High	0.82	3.97	A comprehensive set of functional strategies with a strategic approach to human resource management Planning, implementation and evaluation to develop competitive capabilities by achieving the objectives set, supporting the organization's strategy and contributing to excellence leadership.	1
There are differences between organizations in favor of business organizations in Jordan.	2.17	high	0.86	3.11	middle	1.02	2.36	The process of adaptation and integration of human resources with the strategy of the Organization.	2
There are differences between organizations for business organizations in Iraq.	3.16	middle	0.99	2.45	high	0.78	3.77	The system works to attract, develop, motivate and retain employees in order to effectively implement the work and ensure the survival of the organizations.	3
No differences between business organization for both countries	1.28	low	1.32	2.24	low	1.18	2.15	A strategic approach to planned human resources in terms of the intended activities that enable the organization to reach the goals.	4
No differences between business organization for both countries	1.02	low	1.45	2.01	low	1.91	1.88	A set of decisions and actions relating to the provision of strategic resources to the Organization.	5

The (t) value of the tabular (1.96).

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- Regarding the following two concepts (The process of adaptation and integration of human resources with the strategy of the Organization) and (A system that works to attract, develop, motivate and retain employees in order to effectively implement the work and ensure the survival of the organizations) there was a differences in their means between organizations in both countries; the first concept a higher mean in the Jordanian business organizations than in the Iraqi business organizations and therefore there were differences between the mean in the favor of the Jordanian organizations. This indicates that the Jordanian business organizations are more applicable to this concept in their practices.

While the mean of the second concept in the Iraqi business organizations was higher than in the Jordanian business organizations, therefore, there were differences between the means in favor of the Iraqi organizations. This indicates that the Iraqi business organizations are more applying for this concept in their practices. The difference in the adoption of these two concepts is due to the nature of the organizations' view of their human resources. In Jordanian business organizations there is a view and an attempts to make HR management a strategic partner by integrating them with the organization's strategy. While in Iraqi business organizations there is a view to make HR management a business partner services by focusing on transforming HR functions into strategies, developing their systems and contributing to problem solving.

- Regarding the following concepts (Strategic approach to planned human resources in terms of intended activities that enable the organization to reach the goals) and (A set of decisions and actions relating to the provision of strategic resources to the Organization), their means were low and non-existent between the organizations in both countries, this is a sign that business organizations in both countries agreed that the two concepts are not practiced significantly in the accomplishment of their tasks. The reason for this may be that the organizations' view of the two countries is broader than the contents of these two concepts, which focus on the partial view and some practices without the overall outlook and practices.

Demonstrate, analyze, and discuss the answer to the second question what is the most used model for strategic human resources management in the studied organizations?

Table 4 shows the results of the answer to the second question to determine the most used model for strategic human resources management in the studied organizations.

The results of the above table are as follows:

- The two models (administrative) and (one-way) had a mean of (low) level in the business organizations of the two countries in addition to the absence of differences between these means; which indicates that there is an agreement between business organizations in the two countries on the scarcity or limited use of these models, so, the perception of human resource management in these organizations has exceeded the traditional and functional view of practices and transactions and has shifted towards a strategic view.

There was a difference between the means of the (two-way) model as it was (mid) in the Iraqi business organizations, and was (high) in the Jordanian business organizations; and there were differences in the means in favor of Jordanian business organizations. This means that there is adoption and use

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Table 4. Results of the answer to the second question to determine the most used model of strategic human resources management in the studied organizations

Result	Value (t)	Business Organization in Jordan			Business Organization in Iraq			Model	No.
		Level	SD	Mean	Level	SD	Mean		
No differences between business organization for both countries	1.11	low	1.45	2.08	low	1.7	2.11	administrative model	1
No differences between business organization for both countries	2.15	low	1.07	2.25	low	0.78	2.31	one way model	2
There are differences between organizations in favor of business organizations in Jordan.	2.81	high	0.86	4.22	middle	0.96	3.52	Two ways models	3
No differences between business organization for both countries	1.6	middle	3.6	2.15	middle	1.09	3.28	integrated model	4

The (t) value of the tabular (1.96).

of the (two-way) model in both countries, but the level of use in the Jordanian organizations is greater than that of the Iraqi organizations, this is a clear indication that human resources management in both countries is considered as a strategic partner to a large extent but not a full strategic partner as to the concept and the practice, however, is a healthy and encouraging sign because it shows that in the near future, human resources management will become a full strategic partner.

- The (integrative) model in the business organizations in both countries obtained a mean at the level of (average), and without differences between the value of these two means, the interpretation of this means that there is conviction, attempts and practices of the integrated model but are still below the level of ambition and it needs more effort for the practice of this model to be high; if business organizations in both countries reach a high level of application, human resources management will be a full strategic partner.

Analysis and discussion of the answer to the third question: What is the level of strategic human resources management strategy in the studied organizations?

Table 5 presents the results of the answer to the third question to determine the level of practice of strategic human resources management strategies in the studied organizations.

The following can be derived from the results of this table:

- There was a difference in means of the practice of (human capital strategy) between business organizations in Iraq and Jordan, the average level in the Iraqi organizations was (average) while in the Jordanian organizations was (high), also differences were found between the values of the two means in favor of the Jordanian organizations. This means that there are practices for the (human capital strategy) in the business organizations of the two countries, but they were more capable

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Table 5. Results of the answer to the third question to determine the level of practice of; the (t) value of the tabular (1.96)

Result	(t) Value	Business Organization in Jordan			Business Organization in Iraq			model	No.
		Level	SD	Mean	Level	SD	Mean		
There are differences between organizations in favor of business organizations in Jordan.	3.16	high	0.91	3.8	middle	1.6	2.1	Human Capital Strategy	1
No differences between business organization for both countries	1.28	middle	0.97	3.2	middle	1	3.2	Talent Management Strategy	2
No differences between business organization for both countries	1.28	low	0.97	3.2	low	1.2	2	Engagement strategy	3
No differences between business organization for both countries	1.82	high	0.87	4.6	high	0.76	3.71	Learning and development strategy	4

and applied in the Jordanian business organizations than the Iraqi organizations. The reason is that the capacity of the activities and transactions of the business organizations in Jordan and their openness to multiple countries, in addition to huge various in human resources compared to Iraqi business organizations.

- The practices of (talent management strategy) in the business organizations of the two countries was at an (average) level and without differences between their means. This indicates that there are practices for this strategy, but it is still below the level of ambition. This may be due to the recent practice of the talent management strategy and the lack of clarity in some aspects of the application, however the results are reassuring and stimulating to improve the level of the practice.
- The practices of the (engagement strategy) in the business organizations of the two countries was at a (low) level and without differences between the two means, which is a sign of the scarcity or limited practices of this strategy. This is due to the recent issue of the (engagement) topic in the resource management on the one hand, and the lack of clarity in the mechanisms of implementing this strategy on the other hand, and therefore the need to expand the study and analysis of the practices of this strategy and the intensification of training and learning programs around it.
- The practices of the (learning and development strategy) achieved at a (high) level in both business organizations of the two countries and without any differences between the two means, which can be explained by the fact that the business organizations in both countries are practicing this strategy effectively and actively and agree on its importance and necessity and its contribution to ensuring survival, enhancing competitiveness, and achieving competitive advantage.

FORESIGHT OF THE FUTURE TRENDS

In the framework of presentation, analysis and discussion of the answer to the study questions, we include below the foresight of the future trends of human resources management in Iraq and Jordan:

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1. Adopting the strategic approach in the management of human resources practices.
2. Transition from human resources management functions approach to human resources management strategies.
3. Consider human resources management as a full strategic partner in building the organization's strategy.
4. Engaging human resources management in the formulation of business strategies.
5. Increase investment in human capital.
6. Expanding investment methodologies in talent management.
7. More awareness of the importance and necessity of talent management strategy.
8. Diversify and update methodologies and techniques of learning and development strategy.

Basic guidelines for developing the performance of strategic human resource management strategies in Arab business organizations in Iraq and Jordan.

1. First: Recommendations to Arab business organizations in Iraq and Jordan in order to develop the performance of their current human resources management strategies:
    a. Adopting the strategic approach to human resources management through:
        i. Introduce the contents of strategic thinking to human resources management practices when building plans.
        ii. Continuing training on the contents of strategic thinking in order to raise awareness of its importance.
        iii. Adopting a competitive approach based on human resources.
    b. The need to shift from the human resources management functions approach to human resources management strategies, by looking at:
        i. Considering each practice that it has strength and weakness versus opportunity and threat.
        ii. Each practice contributes to the achievement of competitive advantage.
        iii. The performance of each exercise properly requires the absorption of external and emergency variables.
    c. Consider human resources management as a strategic partner in building the organization's strategy, by:
        i. Contribute to clear proposals and suggestions in building strategic plan.
        ii. Have the ability to diagnose their needs of current and future human resources according to their competencies.
        iii. Have the capacity to identify the training, learning and strategic development programs required for upgrading the quality of human resources.
    d. Adopting multiple methodologies and techniques to manage investment in human capital, such as:
        i. Brainstorming.
        ii. Focus groups.
        iii. Virtual Groups.

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e. Expand adoption of talent management strategy practices through:
   i. Preparation of the talent specification table.
   ii. Prepare a list of talent competencies.
   iii. Develop a plan to attract and retain talent.
f. Paying attention to the practices of engagement strategy through:
   i. Linking capabilities to performance.
   ii. Create a positive environment that support creativity.
   iii. Achieve organizational justice to create satisfaction with human resources and increase their level of commitment.
   iv. Motivate human resources through an effective performance management system with diversification of incentives.
g. Increase the effectiveness of learning and development strategy through:
   i. Adopting learning and development programs based on competencies.
   ii. Introducing strategic learning in learning and development programs.
   iii. Evaluating the effectiveness of learning and development programs and indicating their ability to achieve their goals.

2. Second: suggestions for Arab business organizations in Iraq and Jordan in order to develop the performance of future human resource management strategies.
   a. Restructure the human resources departments in a way that makes them a strategic partner.
   b. Increase digital capital practices in the operations, practices and transactions of human resources management so that the performance of this administration is fully electronic in order to accelerate achievement and reduce deviations and increase objectivity in performance.
   c. Switching from a performance evaluation model to a performance management approach.
   d. Increase the number of HR Specialist either by attraction from outside the organization or by preparing and rehabilitating from within the organization.

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Chapter 7
The Impact of Board Composition on Corporate Strategy in the Arab Region Context:
A Case Study From Jordan

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ABSTRACT

The board of directors plays an essential role in ensuring good corporate governance in any companies or institutes regardless of the size or nature of work. The purpose of this chapter is to examine the impact of board composition on corporate strategy and its contribution to strategic decisions and management monitoring and control of the corporate strategy in Arab organization by examining a case from Jordan. The study adopted analytical descriptive (quantitative) approach; a questionnaire was used for data gathering, and SPSS software was used for data analysis. The questionnaires were distributed randomly to workers in selected companies and banks that are registered in Amman Stock Market, and around 100 responses of members of board of directors (BOD) and other workers were collected and analyzed. The results confirmed the impact of the board on its contribution to the decision process, on the monitoring and controlling strategy, and on its contribution to advising management in Amman Stock Market. The study revealed that the board is primarily responsible for overseeing board performance and achieving a proper return for shareholders, while preventing conflicts of interest and balancing competing demands on the company. The study recommended the need for implementation plans and instructions in order to identify deviations.

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INTRODUCTION

Board of Directors plays an essential role in having a good corporate governance in any companies or institutes regardless to the size or nature of work. All government take the responsibility to develop a soled legislation to govern the companies' way of running their business to ensure the companies are balancing all stakeholders interest and make shareholders trust the board and be confident that they are working on behalf of them and their benefit.

One of the main mandate of board of directors to make sure that the companies having the right vision, mission and strategy that meet the shareholders needs and expectations. Trusting in board of director's capabilities and their transparency is vital factors that make the ownership of each company to continue invest their many and adding more investment. All of this is leading to trust the economy.

Purpose of the Research

The purpose to examine if there is an impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy in Arab contest world by having case study from Jordan.

Problem Statement

All the literature in Arab contest is measuring directly the impact of governance or governance body(board of directors) directly on the company's profit or out comes while examining the relation of the composition of the board of directors are limited, even having legislation in all Arab country to govern managing the companies but there is different maturity and relative among board of directors members which make their contribution in advising management and participating in strategic decisions process are limited and the same in monitoring and controlling the corporate strategy. (Carrpenter.M; Westpharl .J,2001;wade,o'reilly,&chandratat,1990)

Research Aims and Hypotheses

The aim of the study is to:

1. Understand the composition of board of directors in Arab contest
2. Examine the impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy.
3. Validate the theoretical model of research that developed by researcher.

The research hypotheses as follows:

The NULL Hypotheses

H01: Board composition has no impact on board contribution to decision process
H02: Board composition has no impact on monitoring and controlling strategy
H02: Board composition has no impact on board contribution to advising management.

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Alternative Hypotheses

H1: Board composition has positive impact on board contribution to decision process
H2: Board composition has positive impact on board contribution to monitoring and controlling strategy
H3: Board composition has positive impact on board contribution to advising management.

Type of the Research

Literatures in this regards will be collected through scholarly research agent and reviewed focusing on the literature in Arab context, Quantitative research will be conducted to Examine the impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy, survey from previous research will be used to examine the effect, the survey from previous research where reality and validity are tested will be distributed to randomly selected companies that have registered in Amman stock market, at least 100 response will be collected and analyze to reach proper and supported finding.

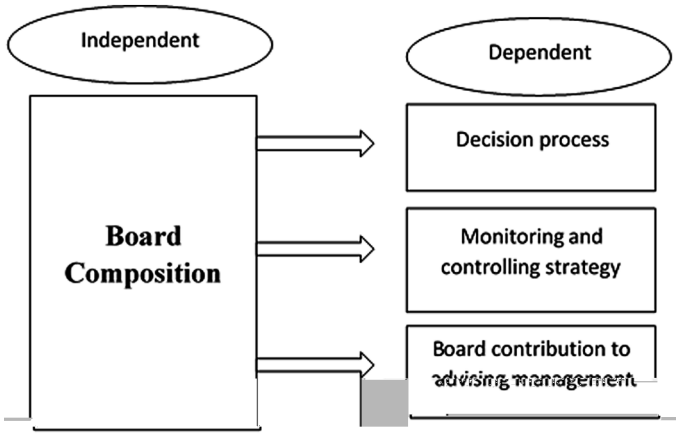
Research Significant

The research will be significant to the government in developing the regulation related to corporate governance and significant to corporate to enhance the effectiveness of board and their contribution to the decision process and others strategic activities. In addition to add value to the knowledge in the corporate governance application in Arab country and to the scholar in addition to open further area for research.

LITERATURE REVIEW

This section is concerning on investigating different roles of Board of Directors in different fields, especially in decision-making, monitoring, and advising management fields. As well as, the impact of Board

Figure 1. Research theoretical model



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of Directors on corporate governance and its composition will be reviewed, in addition to investigate different studies generally similar to this study.

The Importance of Board of Directors in Corporate Governance

Institutional governance is by its principles and procedures different from the separation of ownership from management and the emergence of the theory of the agency. Institutional governance is far from being a reaction to financial crises (Ibrahim & Abdul Samad, 2011). However, the crystallization of the concept of institutional governance and its spread was associated with the emergence of financial problems. Also, the subsequent demands of having a set of controls, customs, ethical and professional principles to achieve confidence and credibility in the information contained in the financial statements. Good corporate governance provides the Board with incentives (Tornyeva & Wereko, 2012), which would serve the interests of various parties and improve the efficiency of resource utilization and channeling them to serve the organization and achieve its objectives (Tang & Wang, 2011).

Under the concept of corporate governance, the Board of Directors will be specifically responsible for investors' accountability to achieve the company's objectives and strategies, and to achieve the interests of investors. This is why a sufficient degree of independence should be given to the Board of Directors to enable it to codify its ability to control and dismiss managers (Manolescu, Roman & Mocanu, 2011).

Good governance of the company, by accounting to the board of directors, leads to better economic performance. Emphasis on liability accounting simply improves the company's ability to produce wealth, and the firm knowledge of auditing has been working to improve accountability and performance at all levels in the firm (Otman, 2014).

There are many studies that have examined the relationship between good governance and the successful company's performance. The result is that there is a statistically significant relationship between companies that follow good governance practices that have been measured by having independent active boards and better corporate performance. This underlines the importance of the role played by the Board of Directors in relation to the performance of the Company, achieving its strategies and to protect the rights of investors (Parry, 2014).

On the other hand, good governance through the supervision and control of the Board of Directors increases the possibility of rapid response of the company to changes in the business environment, crises and inevitable periods of decline in business, which assure investors that their investments will remain safe. The supervision of the board of directors should prevent administrative complacency and focus managers' attention on improving the performance of the organization. It should also ensure the replacement of managers who fail to perform their business (Parry, 2014).

Otman (2014) stated that good corporate governance through supervisory boards provides a reduction in the cost of capital as well as confidence in market entry and survival. The importance of corporate governance trust reflects on paying more money by investors. Therefore, companies around the world, whether owned by a large number of investors or a few individuals and a controlled entity, can improve corporate valuation by improving the quality of corporate governance practices. The company will benefit by reducing the cost of capital and improve the level of performance and shareholders benefit by rising stocks.

There is no single system of good governance for the company that is applicable in all countries and across all companies. Governance practices vary among companies depending on the circumstances, and are different among countries (Manolescu, ROMAN & Mocanu, 2011). Corporate governance should be

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flexible, but the global reality is that market demands for transparency and protection for investors require states and companies to scrutinize their governance system and move towards providing the guarantees required by investors and other stakeholders. The most important of these guarantees are the existence of boards of directors with the ability to perform their supervisory functions efficiently and effectively, and the elements of the system provide guidance on how the boards of directors are accountable for corporate performance in general terms (Ganiyu & Abiodun, 2012).

There are three basic components that the Board of Directors must have, which are independent supervision, the board's ability to compete, and the role of the board of directors in developing the company's strategy (Yusoff, 2010).

For independent supervision, a prudent and independent board of directors is the part of the corporate governance process that adds the greatest value to the company. When board members become active and vigilant, they prepare themselves to be more closely aligned with shareholder interests. This will lead the company's management to increase net profits and maximize the value of the company over the long term (Yusoff, 2010).

Boards around the world have begun to move beyond the structural changes that have been made within the Boardroom to conduct behavioral changes that are related to the core issues of the board's work. The most important of the principles of corporate governance on this subject, is that the participation of the Board in the development and composition of the strategy is crucial, and this includes both the strategy of each unit of work and strategy of the company (GUPTA, 2005).

The strategy of each unit of work means how to create a competitive advantage in each aspect of the business in which the company competes. The strategy of the company means the business that the company should be involved in and how the company's management should manage that large number of business units (Stanford Graduate School of Business, 2016).

In order for the board to participate in the strategy, it must have a thorough understanding of the company's main tasks, how to connect, harmonize and coordinate between these works and how they are managed and carried out (such as the administrative pyramid, power lines, and unit structures). It should set its own agenda that the Board of Directors can have the means to review the strategy periodically and systematically, and deal with unexpected and unavoidable events that require management to reassess the strategy from time to time (Hopfmüller, 2010).

From the foregoing, it is clear that active supervision and independence, competitiveness and participation in the strategy are the three aspects that demonstrate the practical association of good governance with the performance of the company and are the basis for ensuring that the board is accountable for the responsibility of the executive management, for the Board's participation in improving the Company's performance and enhancing the value of the shares.

Composition of Board of Directors in Arab Countries

The size of the board of directors varies from one company to another. The boards of directors of companies are small in size and usually include investors and executives, and sometimes adding one or two experienced members, especially in the field of the company's activity. While older companies with more diversified portfolios tend to select 10 to 20 board members (Al-Tamimi, 2002).

In recent years, a large number of boards attracted most of its members from among company's top managers, but most boards have ended up with a majority of non-executive members (Donaldson & Da-

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vis, 1991). Board members are usually selected for the experience they can add to the boardroom, most of whom are former or current Chief Executive Officers (CEOs) of other companies (Al Saeed, 2013).

In accordance with the UAE Banking Regulations, the Board of Directors consists of eleven members, ten of whom are non-executive members elected or appointed by the Bank's shareholders and the Chief Executive Officer who is an Executive Director (Al-Suwaidi, 2006).

Gebba (2015) stated that the Board considers that there is an appropriate balance between its executive and non-executive members. The majority of the members of the Board of Directors are nationals of the United Arab Emirates in accordance with the provisions of the Federal Commercial Companies Law and the provisions of the basic law of the Bank. Members have the appropriate knowledge, experience and skills to fulfill the Board's responsibilities and guide the Bank. The Board is aware of the other obligations of its members and is satisfied that such responsibilities do not conflict with their functions and obligations as members of the Board of Directors of the Bank (Al-Suwaidi, 2006).

There is a clear separation and distinction between the functions of the Chairman of the Board of Directors and those of the Chief Executive Officer, both of whom hold a qualified experience. There are clear differences between the functions and responsibilities of the Chairman and Chief Executive Officer (ADCB, 2016).

ADCB, (2016) clarified that main responsibilities of the Chairman include lead and guide the Board and ensure the active participation of all members of the board, so that the board can fulfill all its legal and organizational responsibilities with high efficiency, ensuring effective communication with shareholders and ensuring that Board members understand the views of majority shareholders. Chairman is also responsible for supervising the annual performance evaluation of the Board of Directors and each of its members, develop a constructive relationship with the CEO and manage his performance (ADCB, 2016). The Board of Directors is delegated to the Chief Executive Officer and the Senior Management Team to manage the day to day business of the Bank, so that the Chief Executive Officer and the senior management team are responsible for monitoring and follow-up of the Bank's business, and making recommendations to the Board of Directors regarding the strategies adopted and management of the Bank's staff (ADCB, 2016).

In Egypt, the Board of directors consists of (Egyptian Managers Center, 2011):

Chairman of the Board: He is the chairman of the meetings and manages the affairs of the Board of Directors.

- **Managing Director:** Managing director his role to head and manage the activities of the company, he is at the top of the hierarchy of the executive authority of the company.
- **Executive Board Member:** he is a board member holds an executive Job in the company.
- **Non-Executive Board Member:** A member of the Board of Directors does not hold an executive position in the company.
- **Independent Member of the Board of Directors:** This member does not represent the owner and has no substantial dealings with the company and does not receive any fees, except attendance allowances or commissions, and has no interest of the company. As well as a he does not have relative relationship with any of the other members of the Board, or not from senior employees or consultants of the company or the leaders of the company (Amer, Ragab & Ragheb, 2014).

In Egypt, the Company's Board of Directors also manages its affairs. Therefore, the ultimate responsibility for the company remains with the Council, even if it formed committees or authorize other

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parties or individuals to do some of its work. Although the board of directors consists of representatives selected from different groups of shareholders, once a board member has been appointed, he must consider himself a representative of all shareholders and is committed to doing what is in the interest of the company in general and not to the benefit of the group he represents. (Amer, Ragab, & Ragheb, 2014).

Marashdeh (2014) stated that Companies are managed either by a general director or a board of directors, in accordance with the Jordanian Companies Law. Each company shall have a board of directors elected from its owners, taking into consideration other stakeholders and the objectives of the company and its sustainability. So, Board's mission is to ensure strategic direction of the company and to monitor executive management effectively and be accountable to the Company and its stakeholders.

The Jordanian Board of Directors focuses on establishing the necessary procedures to ensure that all shareholders, including non-Jordanians, obtain their rights and transactions in a way that achieves justice and equality without discrimination, taking the necessary measures to ensure compliance with the provisions of the legislation in force, The Company shall, under special internal regulations, prepare annual, semi-annual and quarterly reports and the results of the annual preliminary work on the Company's business, including the financial statements for each period, in accordance with the provisions of the applicable legislation. The date of disclosure of these financial statements shall be announced in advance of the date of their announcement by not less than three working days (Marashdeh, 2014).

The Jordanian Board of Directors should set the disclosure and transparency policy of the company and follow up its implementation in accordance with the requirements of the regulatory bodies and the legislation. The procedures should be designed to prevent insiders in the company from exploiting confidential internal information for material or moral gain. In addition to establishing a clear delegation policy in the company to determine the authorized persons and the limits of delegated authority, appointment of the general manager of the company and termination of its services, determine the functions and powers of executive management in the company (Al Saeed, 2013).

Board of Directors and Company Strategy

The objective of the company's strategy is to achieve a sustainable competitive advantage, including the definition of the company and its business. It also includes the choice of means of transforming the strategic objective into a competitive advantage. The company's strategy is not the only strategy that the company should set. It also needs to formulate job strategies and business strategies; these strategies are strongly applied to the company's strategy (Ferrer & Banderlipe, 2012) .

The strategies are meant as visions, aspirations and future visions that are brought up by the senior leaders in the organizations to face the future, to deal with its challenges and create its requirements. They may be formulated in the form of goals, plans or policies or translated through mechanisms, techniques and practices. These strategies may not be documented or organized but may be the outcome of discussions and dialogues among leaders to be committed to managing work and day to day activities to overcome weaknesses and threats, and seeking to strengthen strengths and exploit opportunities (Sjöstrand, Berglund, Grönberg, Kallifatides, Poulfelt, Pöyry & Sigurjonsson, 2016).

At the level of the strategic business unit, the strategy aims to achieve the company's distinctiveness from its competitors by creating a unique source of value to the market, and this source determines the value of the distinctive ability of the company (Lorsch, 2012).

Lorsch (2012) stated that the formulation of the strategy is a difficult task requires great craftsmanship, and the scope is to choose the appropriate target and means of the company. In its broader sense,

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a successful strategy must work uniquely to provide an enabling environment for market opportunities to match the company's capabilities, values and obligations.

Some of the considerations that form the basis of strategic trends, such as market opportunities, require the necessary knowledge and expertise of management. Some other considerations, such as evaluating the company's strengths and weaknesses, require both management experience and independent evaluation, and may be achieved by drawing on the contributions of both managers and non-executive board members (Hendry, 2003).

Sometimes the Board's intervention in strategic options is necessitated by the nature of those options, not the need to secure managerial capabilities or to ensure administrative fidelity. The interests of shareholders may differ from interests of managers in some decisions, which may lead managers to make decisions that appear to be well intentioned but absorb the company's resources without giving the owners an opportunity to benefit from it (Amoli & Esmaeili, 2013).

Fauvera & Fuerst (2004) clarified that before proceeding to explain and understand the roles of the US and German Supervisory Boards in influencing the company's long-term strategic direction, first of all the relationship between owners, board members and managers needs to be considered. Adams, Hermalin & Weisbach (2010) argues that there is a cultural, historical, economic and legal force that forms a corporate governance system in every state, and determines strongly the role played by the boards of companies in them, as these forces determine how to understand the interests of the company and what is expected to contribute to the Board of Directors in those forces.

In Germany, the primary responsibility of the supervisory boards is to promote the long-term prosperity of the company. The board of directors is legally bound to recognize and reconcile the rights of all stakeholders in the company, in particular the interests of shareholders and employees. German law also separates administrative and supervisory functions, and clearly prevents supervisory boards from exercising any administrative activities. Its responsibility is to supervise the administrative apparatus only (Mallin, 2016; Tricker, 2015). Of course, the scope of the supervisory function can be broadly explained, and the Supervisory Board still has at least a very serious and strategically important duty to conclude contracts or terminate them with members of the administrative body (Buetje & Hodzic, 2017).

In United States, although the laws governing corporations are formulated by states, the prevailing view on the primary responsibility of the board is to protect shareholders' interests and maximize their wealth. Corporate law in the United States does not separate between administrative and supervisory functions of the Board of Directors, and in practice this creates what managers and board members call the gray area of uncertainty when separating the functions of executive board members from those of non-executives (Buetje & Hodzic, 2017).

Participation of the BOD in Enhancing Companies' Performance

The Board of Directors is responsible for adopting the plans that will be used to guide the decisions and actions of the Foundation; therefore, they must be involved in the planning process. If all members of the Board of Directors are not involved in planning, they should be placed in the form of developments in the planning process and its achievements. The strategic planning process is an important opportunity to involve the board in shaping the future of the institution (Mehta & Chandani, 2013).

The strategic planning process is not a random or simple process that takes place through a session or meeting. It is a process that needs careful planning, usually for three years or longer. The strategic

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planning process is an important and fundamental process for the development and sustainability of institutions. Planning and preparing for this process is also an important step, and it is considered by managers and planners as a first step in the strategic planning process because it is critical to the success of the strategic planning process and achieving the desired results (Shahin, 2011).

The formulation of the company's strategy or correct assessment is time-consuming, difficult, and requires extensive information and experience. The role of non-executive board members in each task depends on the amount of time they are expected to be or are able to allocate to corporate governance. Also, their role also depends on the experience they add to the Board of Directors (Mehta & Chandani, 2013).

The role of non-executive board members depends on the size of the board. The larger the board, the more time it takes for discussions to be discussed and the less likely to reach consensus (Pathan & Skully, 2010). On the other hand, the role of Non-executive board members in formulating and evaluating the company's strategy differ in Germany than in the United States.

German law requires large corporations to form supervisory boards, often with twenty members. Some of these members have considerable board and business experience. They are often executives of other large companies and banks. However, because managers do not want to discuss detailed strategic issues with staff representatives, in addition to limited level of supervisory responsibilities of the Supervisory Board, most of the important discussions between non-executive board members and managers are conducted through informal channels (Davies, 2000). Also, meetings of supervisory boards established by law and the Board of Directors, which reviews the affairs of the individuals required by law as well as the Finance Committee, and this limit of their activity in determining the direction of the company. While the US law did not provide the size of the board of directors (Buetje & Hodzic, 2017).

As for the exclusive responsibility of the Board of Directors in the UAE banks (Gebba, 2015):

- **Strategy and Management:** Setting long-term business objectives and strategies, in addition to monitoring management performance.
- **Structure and Capital:** Adoption of changes in the capital structure, organizational structure of the Bank and governance and control structures.
- **Financial Reports and Controls:** Adoption of interim results, final results, annual report, final accounts, dividends, work plans and budgets (including financing plans), significant changes in accounting policies or practices, remuneration and appointment or retirement of auditors and other significant accounting policies.
- **Internal Controls:** Set up and follow internal controls.
- **Risk:** Develop risk management strategies and the Bank's ability to withstand those risks and follow up the Bank's approach to key risks.
- **Major Transactions:** The adoption of capital investments and major projects because of the large amounts or sizes of such investments and projects, including acquisitions and mergers and large contracts outside the normal course of business.

Appointments of Board Members and Other Appointments: Appointment or removal of Board members, CEO, Board Secretary and Senior Management Team members, succession planning and terms of reference of committees emanating from the Board of Directors, membership of these committees and annual performance review of Board members and Board Committees.

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- **CEO:** Assessing and supervising the CEO's performance annually.
- **Rewards:** Develop remuneration policy for board members and senior executives, develop and approve incentive schemes and other reward schemes.
- **Mandate:** Follow up on matters delegated to committees of the Board of Directors, Management Committees and Management Team.

BOD Role in Advising Management, Monitoring, and Controlling Strategy

Efficiency of corporate boards is promoted by board of directors (Jiraporn, Singh & Lee, 2009). Harrison (1987) mentioned two basic board committee kinds, which are monitoring and management operating or supporting. Operating board of directors is responsible for advising management about basic decisions of business. Their counterparts of monitoring are aimed to maintain the benefits of shareholder by providing aim, autonomous review of affairs and organization executives.

Monitoring and advising management are two essential tasks of boards of directors (Monks and Minow, 2004). The function of monitoring needs the board to do a "watchdog" task to stratify the management incentives with the benefits of the shareholders. But, in the advisory task, the board does additional hands-off methods related to monitoring and uses the experience of its members to advice management in establishing organization policies and strategies.

The function of monitoring has been characterized clearly in the academic literature and popular press, particularly after Sarbanes-Oxley Act (SOX) passaging, and the novel criteria of exchange listing. Economic literature was reviewed by Hermalin and Weisbach (2003), which concerned on corporate of boarders, in specific independent directors, are mostly efficient in the conventional monitoring task, like succession of decisions regarding CEO and CEO compensation, but are usually not linked with organization performance.

Responsibilities of Board of Directors are classified into three sets, which are control, resource dependence, and services. due to director's role in working in the best shareholders' interest, the control function requests the directors to be accountable for hiring and firing managers and CEO, in addition to monitor that managers are working in the best shareholders' interests.

The service function contains of counseling the directors and advising the CEO and top managers who related to any managerial and administrative cases, in addition to framing the strategies of the company.

Investigating of Existing Work in the Roles BOD

The study of Hopfmüller (2010) focused on the role of boards of directors in cases of company performance decline. It studied the role of board group and its effects, cognitive alignments and compositional impacts, in addition to the way that these factors are linked with company's performance and strategy and development. It found that the evaluative control function is a basic entry of the quality evaluations processes of board of directors in times of crisis, in addition, it considered as more significant than under more stable conditions. However, the role of this Board goes far beyond just supervision of executives, by including effective involvement of the boards, in addition to the interactions quality with key stakeholders of the board.

This study of Abu-Sur'a (2010) aimed at explaining and detailing the relationship between the internal audit and the external audit and the role of the board of directors, and the importance of such integration at the level of achieving the objectives of the auditors and the level of success of the establishment

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and achieving its objectives. The study concluded that the integration and cooperation between the two parties has a role in achieving the quality and effectiveness of the parties and the company. The study recommended that each company, regardless of its size or type, should have an independent and objective internal audit. There should be an independent external auditor who submits his reports, books and correspondence to the highest executive authority in the company represented by the board of directors.

The objective of the study of Mihret (2011) was to identify the factors influencing the external auditor's reliance on the work of the internal auditor and to highlight the importance of interaction between the four components of governance: management, board of directors, internal audit and external audit. The study reached several conclusions, the most important of which is that the performance of the internal auditor is the most important factor determining the extent of the external auditor's reliance on the work of the internal auditor and their great reliance on the Board of Directors in the process of monitoring.

The study of Al-Ashhab (2015) aimed at highlighting the role played by Board of Directors in governance by applying the principles, which considered as one of the most modern means of protecting the company and ensuring its stability, achieving transparency and fairness in the financial statements in addition to protecting shareholders' rights. It also works to reduce risks of the Board of Directors, where the latter is a modern phenomenon of rapid spread, threatening the economic entity of companies.

The study conducted at Sonalgaz concluded that the level of implementation of the principles of corporate governance is unacceptable according to the views of the sample of the study and the level of the Board's presence in the neutral field. A study found that there is a very weak correlation between the principles of corporate governance and Management, noting that the principle of corporate governance does not have an effective role in the board of directors in the company under study, nor does it contribute to improving the management of the company and maintaining its stability and development.

METHODOLOGY

This section describes the methodology of the study, the members of the study community and its sample, as well as the study tool used and the methods used to prepare it. It also describes the procedures that were used to standardize and implement the study tools. Finally, the statistical treatments relied on in the analysis of the study.

This study is part of descriptive analytical research, which aims to capture, analyze and evaluate the characteristics of a specific group or situation, or to examine the current facts regarding the nature of a phenomenon, a situation or a group of events in order to obtain sufficient and accurate information about it without entering its causes. In addition to that, it aims to estimate the frequency of occurrence of a particular phenomenon, and the extent of its association with a phenomenon or other group of phenomena.

Research Approach

The choice of a particular approach of study is subject to its nature and purpose. The approach is defined as the way in which the researcher studies the truth and answers the questions and queries raised by the subject of the research (Pandey & Pandey, 2015). Therefore, the analytical descriptive (quantitative) approach was adopted in this case, which is defined as a set of research procedures that are integrated to describe the phenomenon based on the collection of facts, data, classification, processing and analysis,

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a sufficient and accurate analysis to derive its significance and reach conclusions and generalizations about the phenomenon being studied (Kothari, 2004).

Literature is collected through scholarly research agent and reviewed focusing on the literature in Arab context. Quantitative research will be conducted to examine the relation (Sukamolson, 2007) between the composition and diversity of board of directors and board of directors' member roles in strategic decision making, advising management and monitoring & controlling strategy.

The data was obtained through the questionnaire prepared for this purpose, and the data was analyzed of the results using the Statistical Package for Social Science (SPSS).

Study Sample

Questionnaire will be distributed to randomly workers in selected companies and banks that have registered in Amman stock market, at least 100 responses from the Board of Directors and other workers will be collected and analyzed to reach proper and supported finding.

Study Tool

The questionnaires represent the study tool, in addition to reference to the previous studies and comparing the results with the results of the current study. The results will be analyzed using the SPSS program.

Data Analysis

The research is a quantitative method; Data will be collected through web-based survey that will be distributed to banks and companies in Jordan stock market.

Descriptive analysis, One Sample T. Test analysis (Faraway, 2002) will be conducted to find the impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy using SPSS software.

Sources of Data Collection

The researcher relied on data collection on the following sources:

- **Secondary Sources:** It is collected from Arab and foreign sources that available in previous studies, research, publications and books, which obtained from libraries and the Internet.
- **Primary Sources:** It represents the questionnaire which was distributed to companies and banks registered on the ASE.

Structure of the Questionnaire

The questionnaire consists of forty-six (46) questions, in which the closed questions are used to help the researcher concentrate and facilitate the answer. These questions were formulated using the five-weight LIKERT SCALE.

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As it was divided into three sections, the first is to identify the impact of Board on board contribution to the decision process", the second section concerns on the impact of Board on monitoring and controlling strategy and the last is related to the impact of Board on board contribution to advising management.

Questionnaire's Reliability and Validity

The validity of questionnaire's paragraphs is examined by depending on:

Arbitrators Validity

The questionnaire was presented to a group of arbitrators consisting of (10) members of the teaching staff, specializing in management, economics, accounting and statistics. The opinions of the arbitrators were met and the necessary deletion and modification was made in the light of their proposals. The paragraphs were accepted if it Approved by more than 8 arbitrators. Paragraphs has been amended if approved by (6-8) of the arbitrators, and was rejected if approved by less than (5) arbitrators. So, the test came out in its final form to be applied to the survey sample.

Internal Consistency Validity of the Questionnaire Paragraphs

The internal consistency of the test paragraphs was calculated and conducted on the study sample of 100 individuals by calculating the correlation coefficients between each paragraph and the total score of the field (Busschaert, De Bourdeaudhuij, Van Holle, Chastin, Cardon, & De Cocker, 2015).

The internal and external validity was chosen by means of the following procedures:

- To define the exact categories of analysis from the exploratory study and to define the categories of analysis contained in the questionnaire in a manner that achieves the objectives of this study and the answers to questions.
- Determine the method of measurement through which the content was converted to quantitative units to help achieve the objectives of the study, and answer the questions.
- The questionnaire was presented to a number of arbitrators to ensure that the categories of analysis were appropriate and comprehensive, and to benefit from their observations. Accordingly, the categories of analysis were carefully defined and adjusted throughout the study period, in order to ensure their validity to achieve the objectives of the study.
- Formulation of the survey questions in a way that enables the researcher to verify the veracity of the respondents' answers, and thus the possibility of excluding duplicate forms of answers.

Reliability

The process of ascertaining reliability is either by selecting another researcher to re-analyze the content of a sub-sample of the study sample. After the results are unloaded, the degree of reliability coefficient is calculated between the analysts. Or that the researcher himself to re-analyze the sample of the content of the sample of the study, and measures the stability of the analysis in the two periods, or to use the two methods together (Bartlett, 2014).

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Stability steps were carried out on the same exploratory sample in two ways, which are the Split-Half Coefficient and the Cronbach's alpha factor.

Study Tool (Questionnaire)

To detect if there is an impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy in the Arab contest world by having a case study from Jordan, and Validate the theoretical model of research that developed by the researcher.

Questionnaire Design

In line with the aim of this study, the main purpose of this questionnaire was to study the impact of board composition on corporate strategy on contributing to strategic decisions, advising management and monitoring & controlling the corporate strategy, and the questionnaire consisted of (25) items distributed on three fields. The researcher has used the fifth Likert scale to measure the opinions of the participants, (totally agree) given (5) and (agree) given (4) while (Neutral) was given (3), and (disagree) is given (2), and finally (Totally disagree) was given (1). Table 1 shows the classification has been approved to judge averages.

Questionnaire Validity

The researcher has distributed the questionnaire to some expert to confirm the validity of domains items and suitability to measure the aims of the study and test the study hypothesizes.

Questionnaire Reliability

the researcher will distribute the questionnaire of the pilot study (100 responses in Amman stock market) and compute extents questionnaire reliability by calculation of internal consistency using Cronbach' alpha values, the highest Cronbach' alpha value reached (0.764) for "The impact of board composition on corporate strategy in Arab region contest".

Table 1. Mean values and their interpretation

Mean Values	Response Standard (Degree)
From 1 - 1.80	Totally Disagree
From 1.81 - 2.60	Disagree
From 2.61 - 3.40	Neutral
From 3.41 - 4.20	Agree
From 4.21- 5	Totally Agree

Appendix (A) illustrates the final script of the questioner.

Note: Rank is the order of the sentences in terms of the highest mean, where the upper sentence gives the mean number one and then the followed by the number 2 and so on to the lowest value of the mean.

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Study's Procedures

Aiming to achieve the objectives of the study, the researcher has followed the following procedures:

- Reviewing the literature and the previous studies correspondent to the study.
- Conducting study's tool (the questioner).
- Making sure of the reliability of the study's tool (the questioner).
- Identifying the population and the sample of the study.
- Distributing the questioner among participants and processing data.
- The researcher has submitted the questionnaire in its final script to the sample that consists of (100) response in Amman stock market.
- Data was processed and analyzed by computer using (SPSS) to find out the results.
- In the light of the results of the study, many recommendations have been suggested.

Statistical Treatment

The following statistical treatments through statistical software packages (SPSS) were used:

- The reliability (Cronbach Alpha).
- Frequencies and percent of the characteristics of the study sample.
- Means and standard deviation for study domains.
- One Sample T. Test.

ANALYSIS

This chapter presents the findings of the study which aims to the impact of board composition on corporate strategy in the Arab region contest, case study from Jordan, to detect the impact of board composition strategic decision making, and advising management and monitoring & controlling the corporate strategy in the Arab contest world. Also, the results will be displayed depending on the hypotheses of the study.

Hypothesis Testing

The first Null hypothesis: Board composition has no impact on board contribution to the decision process.

To test this hypothesis was extracted arithmetic means and standard deviations for all the paragraphs of the impact of Board on board contribution to the decision process, and to explore overall average to measure the impact of Board on board contribution to the decision process (one Sample T. Test), and overall average.

Shown in the Table 2 that the arithmetic means of paragraphs " the impact of Board on board contribution to the decision process " ranging from (2.79- 4.45), and most notably the highest means reached (4.45) out of (5) for item (1) " The board determines and distributes responsibilities and tasks to serve the objectives of the company " by Totally agreeing, then for item (2) " The Board ensures that senior management is responsible for developing and implementing the strategic objectives " by Totally agree

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Table 2. Means and standard deviation for "the impact of Board on board contribution to the decision process" items and total means of them (n= 100)

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The board has sufficient knowledge of professional standards.	3.90	.785	3	Agree
2	The Board ensures that senior management is responsible for developing and implementing the strategic objectives.	4.44	.868	2	Totally Agree
3	The board determines and distributes responsibilities and tasks to serve the objectives of the company.	4.45	.892	1	Totally Agree
4	Decisions are ratified and monitored by the Board within the strategy process.	3.34	.844	7	Neutral
5	Board depends on their subjective judgments and experience when it decides a future course of action.	2.79	.844	8	Neutral
6	The Board is the officially defined final decision maker.	3.48	.745	6	Agree
7	The Board is the basic company's device of corporate governance.	3.82	.869	4	Agree
8	The Board is responsible for developing a strategy to identify the risks facing the Company.	3.79	.820	5	Agree
Total Means		3.75	.431		

(means 4.44). And the lowest means was (2.79) for item (5) " Board depends on their subjective judgments and experience when it decides a future course of action " by Neutral.

The total mean for "the impact of Board on board contribution to the decision process " reached (3.75) and standard deviation (0.431).

Table 3 shows that there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the impact of Board on board contribution to the decision process, where "t" value reached (87.110) by statistically significant (0.000), which indicates the presence of the impact of Board on board contribution to the decision process. So the first Alternative hypothesis were accepting "Board composition has positive impact on board contribution to decision process "

The second Null hypothesis: Board composition has no impact on monitoring and controlling strategy.

To test this hypothesis was extracted arithmetic means and standard deviations for all the paragraphs of the impact of Board on monitoring and controlling strategy, and to explore overall average to measure the impact of Board on monitoring and controlling strategy (one Sample T. Test), and overall average.

Shown in the Table 4 that the arithmetic means of paragraphs " the impact of Board on monitoring and controlling strategy " ranging from (2.07- 3.89), and most notably the highest means reached (3.89) out of (5) for item (6) " The Board is primarily responsible for overseeing Board performance and achieving

Table 3. One- Sample T.Test results of the overall average to the impact of Board on board contribution to the decision process

	No	Mean	SD	Std. Error Mean	DF	T-Value	Sig.
The impact of Board on board contribution to the decision process	100	3.751	0.4306	0.04306	99	87.110	0.000

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Table 4. Means and standard deviation for "the impact of Board on monitoring and controlling strategy" items and total means of them (n= 100)

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	There is an effective control system in the company used by the Board.	3.59	.712	4	Agree
2	The implementation of plans and instructions issued in order to identify deviations is monitored by the Board.	2.50	.905	9	Disagree
3	The Board develops and strengthens the lines of responsibility and accountability.	3.71	.902	2	Agree
4	The Board discloses its financial statements in a timely and accurate manner.	2.88	.769	6	Neutral
5	The administration is subject to the accountability in front of the Board.	2.54	.979	8	Disagree
6	The Board is primarily responsible for overseeing Board performance and achieving a proper return for shareholders while preventing conflicts of interest and balancing competing demands on the company.	3.89	.815	1	Agree
7	The Board, monitor devices and incentive strategies.	2.07	1.492	10	Disagree
8	The Board has adequate policies to ensure proper and efficient administration homogeneity.	2.62	.982	7	Neutral
9	The Board set up committees to ensure the safe and efficient functioning of the company.	3.39	.875	5	Agree
10	The effectiveness of the control environment depends on the policies and actions of the board.	3.71	.782	2	Agree
Total Means		3.09	.538		

a proper return for shareholders while preventing conflicts of interest and balancing competing demands on the company " by agreeing, then for item (10) " The effectiveness of the control environment depends on the policies and actions of the board " by Agree (means 3.71). And the lowest means was (2.07) for item (7) " The Board, monitor devices and incentive strategies " by disagreeing.

The total mean for " the impact of Board on monitoring and controlling strategy " reached (3.09) and standard deviation (0.538).

Table 5 shows that there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the impact of Board on monitoring and controlling strategy, where "t" value reached (57.420) by statistically significant (0.000), which indicates the presence of the impact of Board on monitoring and controlling strategy. So the second Alternative hypothesis were accept "Board composition has positive impact on board contribution to monitoring and controlling strategy"

Table 5. One- Sample T.Test results of the overall average to the impact of Board on monitoring and controlling strategy

	No	Mean	SD	Std. Error Mean	DF	T-Value	Sig.
the impact of Board on monitoring and controlling strategy	100	3.090	0.5381	0.05381	99	57.420	0.000

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The third Null hypothesis: Board composition has no impact on board contribution to advising management.

To test this hypothesis was extracted arithmetic means and standard deviations for all the paragraphs of the impact of Board on board contribution to advising management, and to explore overall average to measure the impact of Board on board contribution to advising management (one Sample T. Test), and overall average.

Shown in the Table 6 that the arithmetic means of paragraphs " the impact of Board on board contribution to advising management " ranging from (3.42- 4.58), and most notably the highest means reached (4.58) out of (5) for item (4) " The chief of the Department of Board provides advice, direction, and guidance while allowing the Executive Management Team to carry out the master plans and procedures, in accordance with established policies" by Totally agreeing, then for item (1) " Advising management is a basic function of the company's Board " by Agree (means 3.89). And the lowest means was (3.42) for item (3) "Committees formed by the Board get legal and financial administrative or technical advice from an external consultant" by agreeing.

The total mean for "the impact of Board on board contribution to advising management" reached (3.82) and standard deviation (0.451).

Table 7 shows that there is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the impact of Board on board contribution to advising management, where "t" value reached (84.644) by statisti-

Table 6. Means and standard deviation for "the impact of Board on board contribution to advising management" items and total means of them (n= 100)

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	Advising management is a basic function of the company's Board.	3.89	.737	2	Agree
2	The Board uses its members' experience in counsel management to establish company's strategies.	3.86	.652	4	Agree
3	Committees formed by the Board get legal and financial administrative or technical advice from an external consultant.	3.42	.819	7	Agree
4	The chief of the Department of Board provides advice, direction, and guidance while allowing the Executive Management Team to carry out the master plans and procedures, in accordance with established policies.	4.58	.654	1	Totally agree
5	The Board provides advice to the staff on applicable laws, regulations, and standards, and disseminates policies and guidelines.	3.51	.772	6	Agree
6	The Board provides strategic advice on behalf of shareholders.	3.88	.868	3	Agree
7	The Board is responsible for advising on strategies.	3.61	.803	5	Agree
Total Means		3.82	.451		

Table 7. One- Sample T.Test results of the overall average to the impact of Board on board contribution to advising management

	No	Mean	SD	Std. Error Mean	DF	T-Value	Sig.
the impact of Board on board contribution to advising management	100	3.8214	0.4515	0.04515	99	84.644	0.000

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cally significant (0.000), which indicates the presence of the impact of Board on board contribution to advising management, so the third Alternative hypothesis were accept " Board composition has positive impact on board contribution to advising management"

CONCLUSION AND RECOMMENDATIONS

This chapter deals with the main conclusions that the researcher has come to as a result of the analysis, it also deals with the suggested recommendations and ends with suggestions for further research.

Conclusion

The analyses of the results of the present study revealed that the participants achieved the main aim of the study examined the impact of board composition on corporate strategy in the Arab region contest. The results proved the impact of the board on board contribution to the decision process, the impact of Board on monitoring and controlling strategy, and the impact of Board on board contribution to advising management in Amman stock market.

The conclusion is they the impact of Board on corporate strategy regarding the board contribution to the decision process, monitoring and controlling strategy and board contribution to advising management.

The results of the analysis suggest that the impact of Board on board contribution to the decision process are that the board determines and distributes responsibilities and tasks to serve the objectives of the company. The present study revealed that the Board is primarily responsible for overseeing Board performance and achieving a proper return for shareholders while preventing conflicts of interest and balancing competing demands on the company is the most important the effects of Board on monitoring and controlling strategy.

The analyses of the results of the present study revealed that the impact of Board on board contribution to advising management is the chief of the Department of Board provides advice, direction, and guidance while allowing the Executive Management Team to carry out the master plans and procedures, in accordance with established policies.

Many previous studies have confirmed the importance of examining the impact of board composition on corporate strategy in the Arab region contest, Abu-Sur'a (2010) reached that the integration and cooperation between the two parties have a role in achieving the quality and effectiveness of the parties and the company.

On the other hand, Hopfmüller (2010) found that the evaluative control function is a basic entry of the quality evaluations processes of the board of directors in times of crisis, in addition, it considered as more significant than under more stable conditions. However, the role of this Board goes far beyond just supervision of executives, by including effective involvement of the boards, in addition to the interaction quality with key stakeholders of the board.

In addition, Al-Ashhab (2015) and Sonalgaz concluded that the level of implementation of the principles of corporate governance is unacceptable according to the views of the sample of the study and the level of the Board's presence in the neutral field. And study Mihret (2011) reached that the most important of which is that the performance of the internal auditor is the most important factor determining the extent of the external auditor's reliance on the work of the internal auditor and their greater reliance on the Board of Directors in the process of monitoring.

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Recommendations

In the light of through previous results of the present study, the following recommendations are suggested:

- Decisions should be ratified and monitored by the Board within the strategy process.
- The necessity of the implementation of plans and instructions issued in order to identify deviations is monitored.
- Reconsidering in providing advice to the staff on applicable laws, regulations, and standards, and disseminates policies and guidelines.
- Depending on Advising management, which a basic function of the company's Board.
- The increase sufficient knowledge of professional standards of the board.

FURTHER RESEARCH

In the light of the present study results, conclusions and recommendations, the following suggestions for further research seem pertinent:

- Make studies about the impact of board composition on corporate strategy.
- Make study to explore the relationship between the composition and diversity of the board of directors and board of directors' member roles in strategic decision making, and advising management and monitoring & controlling the corporate strategy.
- Replicating the present study. It could be replicated in other samples and over a longer period of time in order to further test its hypotheses

LIMITATIONS

This study just like other studies suffers from several limitations:

- The data for this study were confined on the impact of board composition on corporate strategy in one country.
- This research's measurements finding were acceptable in terms of reliability and validity, absolutely there is a need for further effort to perfect measures, in addition to a research that can be conducted to overcome these limitations.

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KEY TERMS AND DEFINITIONS

ADCB: Abu Dhabi Commercial Bank.

Accountability: Responsible to the stakeholders for all action taken in the company and all the action can be justified and accept, anyone can hold the company to account.

Board of Directors: Is a group of competent people whom appointed by the owners of the company to oversee the company activities.

Chief Executive Officer (CEO): The highest position in the company responsible for taking strategic decisions.

Corporate Governance: The process and rules of how the company is directed and controlled to meet stakeholders' interest.

Corporate Strategy: Corporate strategy presents the corporate long vision and goals that put in actions to create values to all stakeholders and to maintain sustainable growth and competitive advantage.

Executive Board Member: The member that has executive role in the company such as finance, marketing.

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No-Executive Board Member: The member that has no relation with the company activities or any person in the company.

Shareholders: Anyone has share in the company (the company's owners).

Stakeholders: Anyone who has interest in the company (customers, partners, owners, employees, government entities, etc.).

Transparency: Is being open, giving a clear picture and honest in all company communications with all stakeholders.

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Chapter 8
Strategic Practices and Crisis Management:
A State Governance Framework

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ABSTRACT

Important as it is, crisis has become the hallmark of the present era, making it necessary to confront, contain, and reduce its negative effects. As a science, crisis management is associated with responding to crises, and as an art, it is about making decisions under exceptional pressure in the absence of information. It also needs to follow methodical practices such as strategic thinking, strategic planning, and strategic management to ensure effectiveness. This chapter provides an overview of crisis management as a discipline, highlighting important aspects, such as the definition of crisis and related terms (accident, conflict, danger, and disaster), concepts, causes, and characteristics, and distinguishing between crisis management and management crisis in practice. The study also outlines a typical crisis life cycle and its phases (shock phase, regression phase, recognition phase, and adaptation phase). The research then moves to identifying crisis management strategies, defining preventive strategy technique, emphasizing the importance of effective strategic practices in crisis management, and minimizing their impact. The research concludes by proposing a model to increase the effectiveness of crisis management through effective strategic practices at the state level.

INTRODUCTION

Crises have become the hallmark of our present era. States are constantly in crises, whether political, economic, social, military, financial or natural. This has imposed on States great human and material consequences, exceptional efforts and constant concern. It is therefore necessary to confront and contain these crises and to reduce their negative effects.

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Crisis management is an important approach for reducing or responding to crises. It is also viewed as the art of making decisions before, during and after crises, under exceptional pressures, and in the absence of information. Crisis management also needs structured approaches, methodologies and practices that increase the effectiveness of its response to the crisis, more than the remedial responses. Such methodologies and practices may include strategic thinking, strategic planning and strategic management.

Since this study presents itself as a best practice guide for consultants and practitioners who are engaged in crisis management, it endeavors to comprehensively cover all the important aspects of crisis management processes and activities to focus on in crisis time, and how crisis management works.

However, to set the context right, it begins with identifying the main concepts of crises and crisis management which include the definition of crisis and the most important terms that accompany it including (accident, conflict, danger, disaster) and the concept of crisis management, then provides details of the following aspects and prospects of crisis management in practice:

1. Identifying the causes and characteristics of crises.
2. Distinguishing between crisis management and management with crisis, and how to use them in the working life.
3. The clarification of the life cycle of the crisis (shock phase, regression phase, recognition phase, and adaptation stage).
4. Identifying crisis management strategies.
5. Defining preventive strategy techniques for crisis management.
6. Clarifying the importance of the strategic practices in crisis management and minimizing their impact at the level of the state.
7. Identifying the role of the strategic practices in increasing the effectiveness of crisis management at the state level.
8. Designing a model, to increase the effectiveness of crisis management through the strategic practices at the state level.

BACKGROUND: GENERAL FRAMEWORK OF THE RESEARCH

This section of the chapter is divided into three parts:

Part One: The conceptual framework of crisis and crisis management.
Part Two: The conceptual framework of the strategic practice
Part Three: The role of strategic practices on the effectiveness of crisis management.
Part Four: Recommendations.

PART 1: CONCEPTUAL CRISIS MANAGEMENT FRAMEWORK

The conceptual framework covers the key concepts and terms of crisis and crisis management, the causes and characteristics of crisis, and crisis management strategies.

The research is defined through the affirmation of the research scope and clearly defining its goals prior to exploring the intellectual trends of the research.

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Key Concepts and Terms

- **Crisis:** The concept of crisis arose originally, in the field of the medical sciences. It is defined as the final result of the accumulation of a range of effects or a sudden disorder that affects the main components of a system, and it is a clear threat to the survival of the state or the regime.

It is also, a situation of a sudden difficulty that disrupts the work process and the plans, strategies and methods of the implementation, and it may lead to a full and complete mobilization in order to mitigate its negative effects. Crisis is usually accompanied by a number of related terms, which need to be clarified as follows:

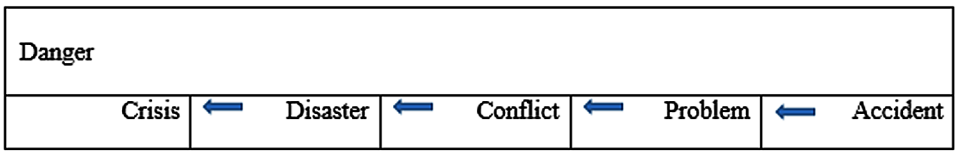
- **Accident:** A defect in one component of the system that lasts for a few days and ends up.
- **Problem:** A limited deviation leads to an imbalance that causes material and human losses and affects a part of the system and does not threaten the survival of the system as a whole. The problem is one of the main causes of the crisis.
- **Conflict:** A conflict of interests or a misunderstanding that may not be acute and severe threat, and it contributes to the crisis.
- **Disaster:** The crisis is exacerbated and left unaddressed, threatening the entire system with material, human and moral losses.
- **Danger:** The inability to predict and the uncertainty of the occurrence of losses which causes deviation in the results that can occur during a specific period in a given position.

Causes of Crises

References and field studies identified the causes of crises as follows:

1. **Causes Beyond Human Control:** Can't be controlled or predicted, such as: earthquakes, hurricanes, floods.
2. Environmental reasons (political, economic, social, technological, legal, etc.).
3. Weak financial, technological and human resources which exacerbating the crisis and doubling the losses.
4. **Ignoring the Crises:** Indifference of crises exacerbates them to such an extent that they are difficult to cope with.
5. **Conflict of Interest:** This leads to the lack of information flow, the lack of the clarity of priorities, the lack of the objectivity of the repairing, and the lack of the agreement on the public interests.

Figure 1. Relationship between the crisis and its associated terms



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6. **Lack of Confidence:** This leads to the supremacy of the spirit of selfishness, the lack of recognition of mistakes, the increasing conflict between workers and the lack of commitment to the decisions.
7. **Taking Decision in Hurry:** It leads to a sense of frustration, lack of participation, failure to commit to the implementation of these decisions, and the misuse of skills.
8. **Weak Leadership:** This causes a lack of confidence among the leaders, a lack of loyalty to the job, not to welcome the views of the staff, and a long time to learn how to work.
9. **Communication Inefficiency:** This weakens the ability to achieve integration and interdependence among different activities, access to accurate information in a timely manner, and a difficulty in understanding between all levels of management and job centers.
10. Stagnation of administrative systems leads to the failure to learn from mistakes, lack of feedback, and a lot of time to work and to think less.
11. Lack of interest in training, which leads to the discouragement of the individuals to the cultural growth in the work, thus not helping managers to educate their subordinates.

Characteristics of Crises

The characteristics of a crisis can be summarized in the following points:

1. It creates a state of tension and uncertainty in the available alternatives, especially in the light of the lack of information which makes decision making more difficult.
2. It leads to serious material or human losses that threaten stability and may sometimes lead to the destruction of the entity of the state.
3. It is ccharacterized by the limited time available to face the crisis as the events escalate rapidly.
4. It creates a multiplicity of the parties and forces which have a hand in its occurrence, and there is a clash between their interests. This creates a great difficulties in controlling and managing the crisis. Some of these difficulties may be administrative, physical, human, political or environmental.

Crisis Management and Management With Crisis

It is common to confuse between crisis management and the management with crisis, despite the great difference between the two, in the concept and in goals. It is therefore necessary to clarify the difference between the two terms and according to the following:

Crisis Management

Crisis management has defined differently depends on the perspective from which it is viewed.

For example, it is defined as, a rational process based on research, access to information, knowledge and the use of the appropriate information as a basis for the appropriate decision. It's based on planning, organization, control and avoid improvisation and randomness. Crisis management also means a set of functions and processes that aim to predict and identify the crisis.

It is also defined as, identifying the threats facing the organization (the state) and those who have interests, and the methods used by the organization (the state) to deal with these threats. In view of the unpredictability of global events and crises, organizations must be able to deal with the possibility of drastic changes in the way their actions are conducted.

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And from another perspective, it is defined as, the art of making decisions under exceptional pressure in the absence of information, and regulating the organization's response to the crisis that is trying to harm individuals, the organization's structure and reputation, and thus avoiding or mitigating the effects of crises.

Management With Crisis

Managing with Crisis is about controlling a position, through making crises to conceal and cover the problems in the system, by adopting the methods of deceit, deception, fraud, lying, fraud and threats.

Management with Crisis depends primarily on creating a crisis by the stronger party, to achieve certain goals. The first step is to fabricate the crisis, and then move to managing the crisis. The management with crisis is often associated with unethical and harmful behaviors, unlike crisis management, which emphasizes the resolution of the crisis and responding to it to reduce its effects by using the ethical behaviors.

There are many examples of management with crisis, most notably in politics, economics, management or environmental abuse and the depletion of the natural resources incorrectly.

The Life Cycle of the Crisis

Several models were presented in research, for the life cycle of a crisis, but the most common is the following model, which was adopted in this research, for being realistic, clear and objective, with the possibility to measure. The crisis life-cycle model as shown in figure (3), includes the following stages:

- **The Shock Stage:** A stage that leads to confusion and uncertainty, and the lack of recognition of the existence of the crisis and its impact. It is sometimes accompanied by a period of denial of what happened with the feeling of anger and fear of any criticism directed at the current situation, and it may be accompanied by internal psychological conflicts over what happened. When the leadership has a great scientific and practical knowledge, the shock does not last for a long time and quickly retreat, and the causes and errors that threaten the survival of the organization (the state) will be recognized. The diagnosis of this stage is important because the organization can invest enough time to identify the causes and factors that led to the crises and try to remedy them without denying the crises to prevent exacerbating them and causing other crises.
- **The Regression Stage:** At this stage, after the crisis has taken place, the attention is diverted to the usual daily activities of the organization (the state). The signs of disorder increase, and the volume of the meaningless acts increases and causes the increasing of chaos, weakness and helplessness. This phase highlights the results of the (negative) crisis on the organization (the state) clearly. While the organization (the state) does not benefit from the advantages of this crisis and goes back to exercise its routine daily activities with little benefits, this calls for strike at work and causes low performance in the organization (the state). This is not commensurate with what we mentioned earlier. The crises are positive and negative, and the active state represented by its leader and working members can invest the positive aspects of the crisis in the interest of the organization (the state).
- **The Recognition Stage:** at this stage the crisis is recognized and analyzed with its aspects, and its effects are absorbed. The accuracy of thinking begins at this stage after the shock and its absorp-

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tion. Recognizing the crisis at this stage makes the organization (the state) ready to put in place the appropriate procedures to move to the other stage.

- **The Adaptation Stage:** At this stage, certain strategies are used as well as the use of human resources in the organization (the state) to deal with and mitigate the effects of the crisis. Leadership and staff in the organization (the state) must have flexibility in handling and assimilation to reduce the effects of the crisis.

At his stage, it seems that flexibility and vigilance are available in the organization. This has an important role in understanding and analyzing the crisis, and developing specific strategies for the purpose of alleviating and overcoming the effects and prove the performance of the Organization (the State).

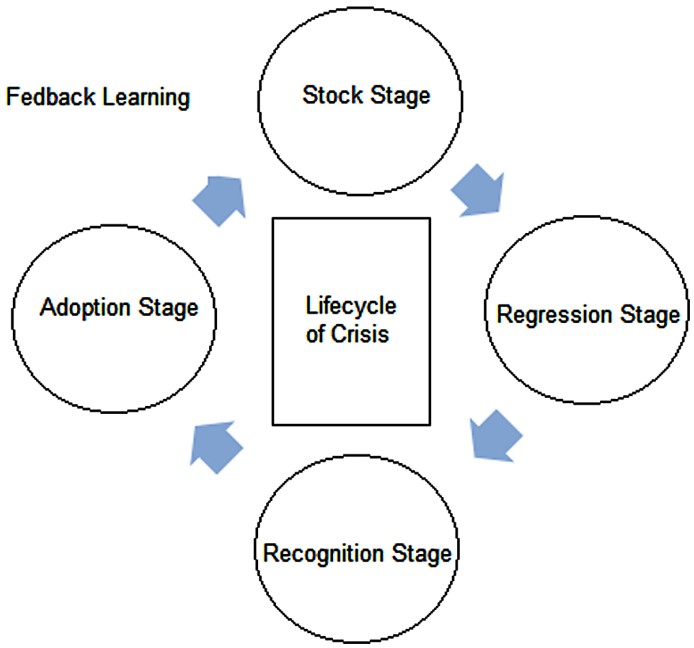
Crisis Management Strategies

Crisis management strategies are grouped into two strategies; 1) Preventive strategies and 2) Remedial (Treatment) strategies, as illustrated in Figure 3.

Preventive Strategy for Crisis Management

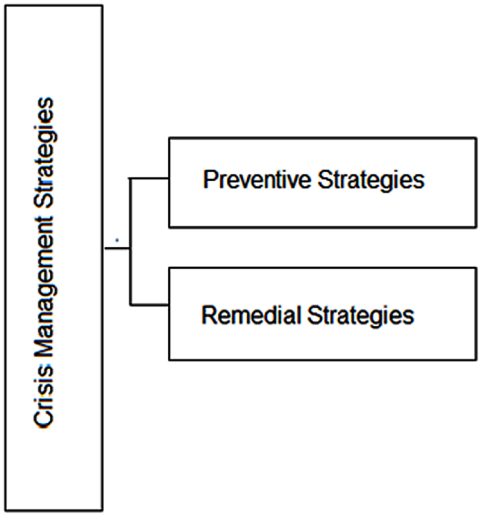
It means to predict the crisis before it occurs, and to know all its causes, components and objectives through monitoring, and early warning systems, to prepare scenarios for dealing with it, to put before the decision-maker several alternatives to take the appropriate decision at the time of crisis.

Figure 2. Life-cycle of crisis



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Figure 3. Crisis management strategies



It is also known as, a proactive system that adopts interrelated processes that prevent the crises. Alternatively, it is defined as a group of pre-emptive precautions that prevent or reduce the crisis and its impact before it occurs. It reflects the extent to which the state administration is prepared to prevent the crisis.

The techniques of the preventive strategy for crisis management may include the following:

- **The Wheel of Crisis:** It include discussing, analyzing and evaluating all the crises that have occurred in the Organization (in the state), and which are likely to be faced in the future, recurrent crises and extraordinary new crises.
- **Continuous Learning:** Most managers believe that they and their staff are ready to face crises, but they should take into consideration and think that there is a need to learn and train the employees on what is worse.
- **The Referential Comparison:** The organizations (states) which are preparing for crises should participate in crisis management forums to discuss the experiences of other states and learn from their scenarios and plans. This enables the states to compare their strategies to face the crises with other states' strategies.
- **Spy Games:** Organizations (states) use neutral experts to launch virtual attacks to simulate a crisis environment to find the weaknesses and to test the responses at the same time. This helps the managers to train on crises they did not expect.

The Remedial Strategy for Crisis Management

It means to restore the organization (the state) to the state of balance, by moving quickly and flexibly to remove all the destructive effects of the crisis, and to use plans and options to restore the organization to its normal activities by taking financial, organizational and structural measures imposed by the nature of the crisis.

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It is intended to address the damage and losses caused by the crisis through knowledge and full experience in how to deal with those damages and losses. But, this strategy is negative because it addresses the effects of the crisis after it ends.

It is about how to confront the crisis after it occurs, and it completes the preventive management and works with it to succeed the crisis management in the future.

The techniques of the remedial strategy for crisis management

- The ability of the organization (the state) to adapt with the crisis to respond to them by adapting organizational structure, plans, policies and procedures to achieve sufficient flexibility to deal with the crisis.
- The access to the flow of information between the divisions and teams in the organization (the state) to know the type and characteristics of the crisis.
- The speed of making decisions in the conditions of the crisis.
- Choosing the right emergency plan that contributes to the restoration of activity.

PART 2: STRATEGIC PRACTICES CONCEPTUAL FRAMEWORK

The strategic practices (strategic thinking, strategic planning, strategic management), and the presence of wisdom management play a key role in managing crises, and reducing their effects at the level of the organization (the state). The following is an explanation of these practices:

First: Strategic Thinking

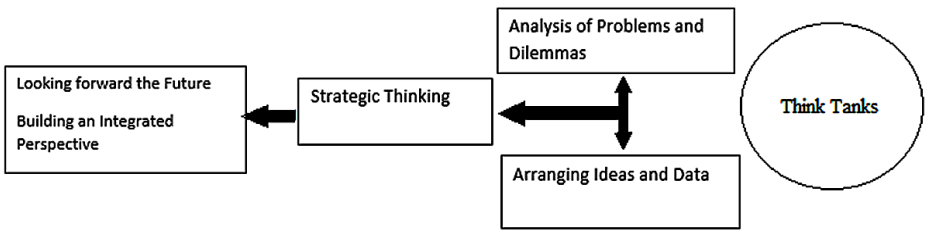
Thinking, represents the top of the cognitive processes, and consists of a set of advanced mental processes that enables the human to identify the features of the environment in which he lives and the methods of dealing with them.

Strategic thinking: a special and distinct way of thinking. It has a synthetic feature of ideas and data, and an analytical feature of problems and dilemmas. The production of the strategic thinking is to look forward the future and build an integrated perspective.

The Main Elements of the Strategic Thinking

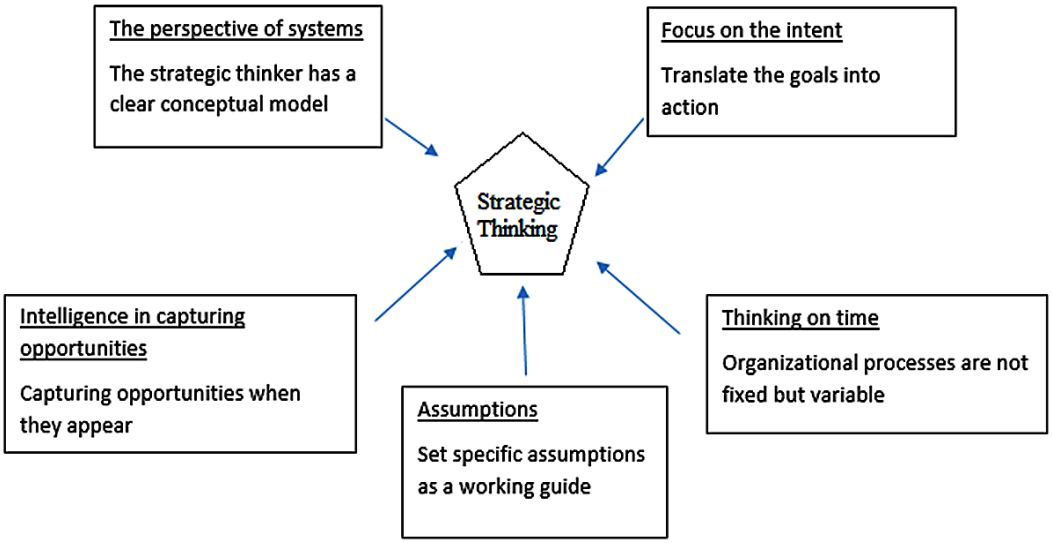
Figure 5 presents the elements of the strategic thinking as 1) The perspective of systems, 2) Intelligence in capturing opportunities, Assumptions, Thinking on time, and Focus on the Intent.

Figure 4. The components of the strategic thinking



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Figure 5. The elements of the strategic thinking



Strategic Thinking Patterns

Figure 6 shows strategic thinking patters, including 1) The Inductive pattern and 2) The Explanatory pattern.

Strategic Thinking Processes

Figure 7 shows strategic thinking processes, including the following components:

- **Strategic Awareness:** The extent to which the strategic thinker possesses the sense of belonging to the environmental variables including the political, economic, social, cultural, legal, technological ones, and their degree of danger to the temporal and spatial conditions (past, present and future), so that he can sort these variables faster than others.
- **Strategic Depth:** The ability of the strategic thinker to analyze the strategic situations and variables and to interpret their visible, hidden, tangible and intangible dimensions without being influenced by the static factors and the deceptive scenes that do not reflect the reality of the attitudes and the variables in a way that elevates the micro model to the level of the macro model and within the balance of the moral and scientific responsibility.
- **Strategic Direction:** An intellectual and conceptual framework consisting of a set of elements including (description, explanation, understanding, interpretation, description) that leads to the building of the vision, mission, goals and objectives determined by the strategic thinker to draw the image of the future and define its main and secondary features and requirements.

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Figure 6. Strategic thinking patterns

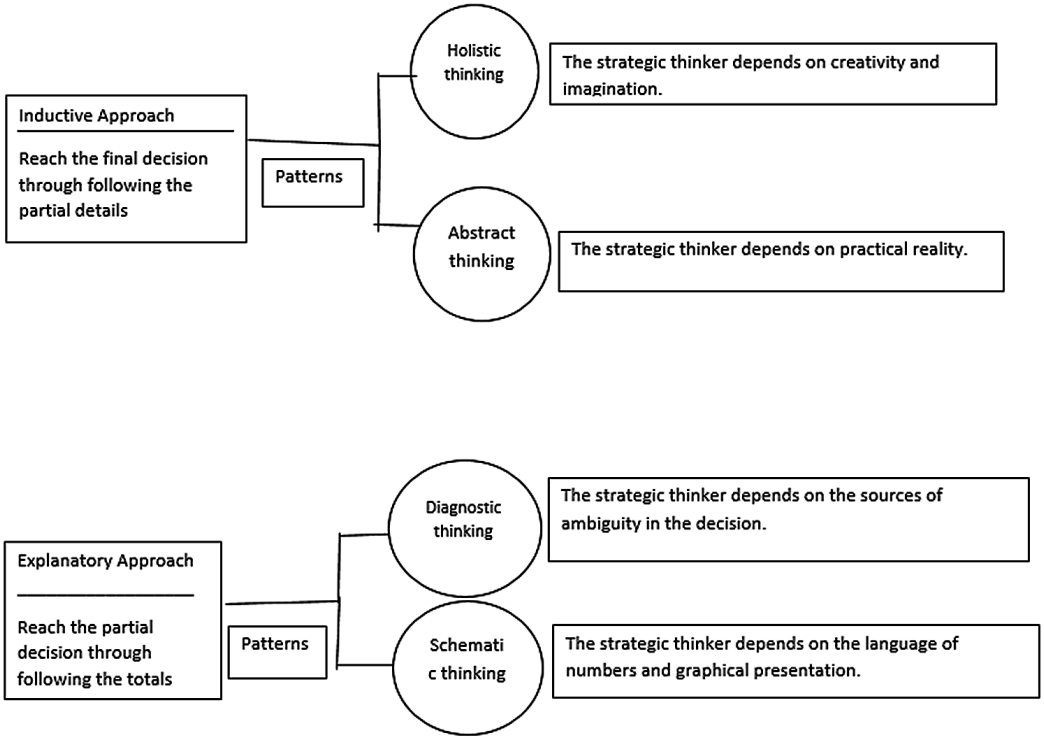
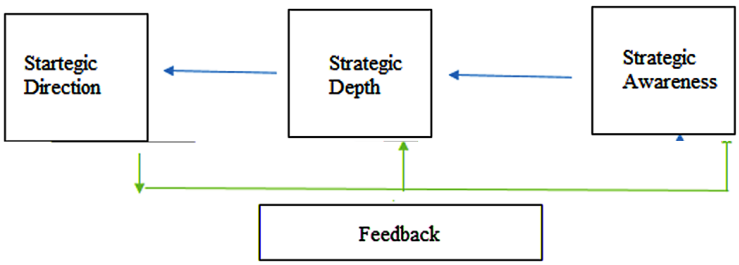


Figure 7. Strategic thinking processes



The Intellectual and Conceptual Framework of Strategic Direction

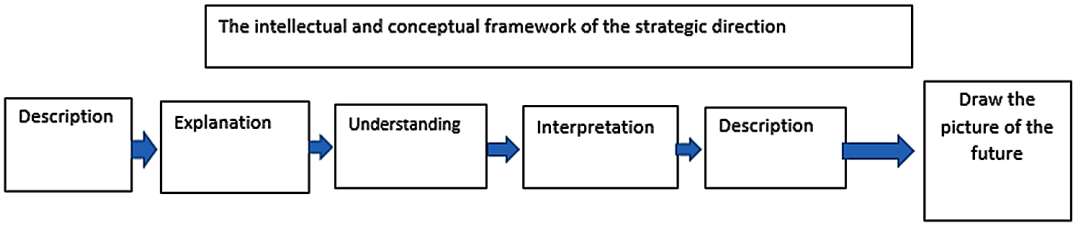
Figure 8 shows intellectual and conceptual framework of strategic direction components, including; Description, Explanation, Interpretation, description and Draw the picture of future.

Description

The use of simple words in the adopted spoken language to describe specific facts, phenomena and situations. So that these words clearly describe the situation, such as: the existence of threat, risk, positive indicators and negative indicators.

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Figure 8. The intellectual and conceptual framework of the strategic direction



Explanation

To create a set of meaningful concepts through the words collected in the description stage, so that these concepts reflect the causal relationships (cause-effect). For example: the threat will lead to a political, economic, etc. crisis, or that risk increases the costs.

Understanding

To understand the positions and phenomena in the context of a logical process in order to find the causal relationship between the environmental variables and to access to the reality of the situation and the impact of its variables with a scientific and intellectual abstraction away from biases. For example, as long as the threat will lead to a crisis, it means that the process of work will stop and a confusion will occur to cause human and material losses.

Interpretation

Identify the decision that fits the understanding of the causal relationship and its results by studying and evaluating each element of the situation or phenomenon, for example:

- Strategic decision
- Tactical decision
- Offensive decision
- Waiting decision
- Defensive decision
- Negotiating decision

Direction

The process of applying the decision through the extraction of results from the framework of interpretation and influence on the phenomena and positions based on these results. The selected decision is exposed to the practical application with identifying the executive and supervisory parts responsible for the implementation and provide the following requirements:

The leadership of the implementation team.

- Human inputs.
- Financial budget.
- Infrastructure.

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- The necessary information.
- Communication lines.

Wisdom and Wisdom Management in Strategic Thinking

Wisdom, is the ability to say, act and think in a right way, and to place everything in its position tightly and perfectly.

Wisdom management, is investing the wisdom and its resources by relying on strategic thinking and its patterns as an effective intermediary and facilitator for the investment process.

Figure 9 shows the relationship between the wisdom and the wisdom management and the strategic thinking.

The information pyramid in figure 10 below, shows that accessing wisdom requires processing the data into information, and the information is classified and organized to become knowledge. This knowledge is arranged in as experiential experiments to become wisdom.

Second: Strategic Planning

Planning, is to predict and prepare for the future (It is the most important administrative function and must precede any other administrative function because it is the framework under which other functions are performed, and it is called as the intelligence function). Planning includes: organization, leadership, and control which is represented by Figure 11.

Figure 9. The relationship between the wisdom and the wisdom management and the strategic thinking

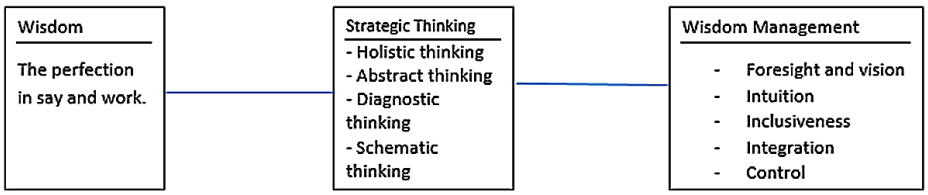
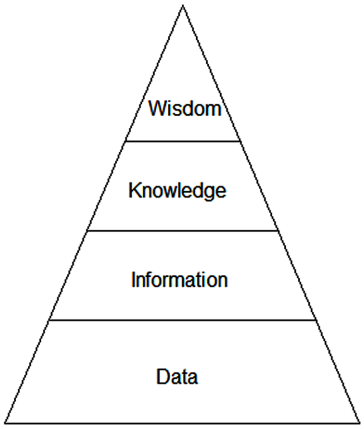
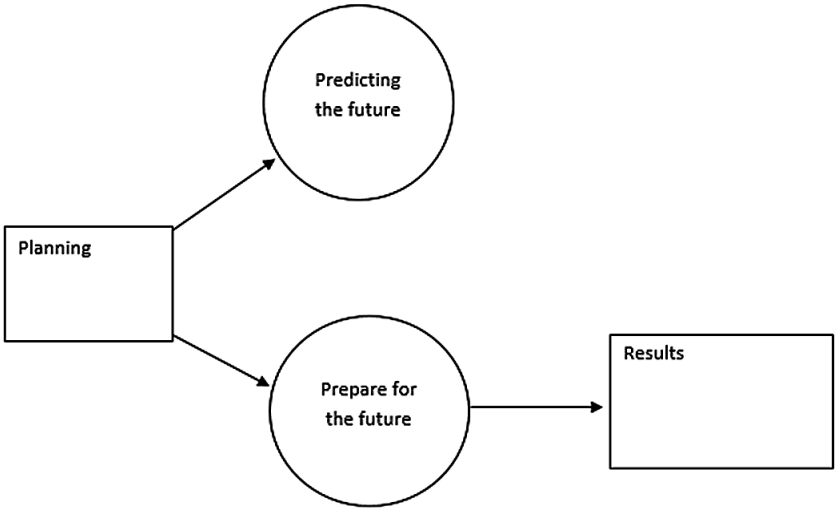


Figure 10. The pyramid of wisdom



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Figure 11. The components of the planning



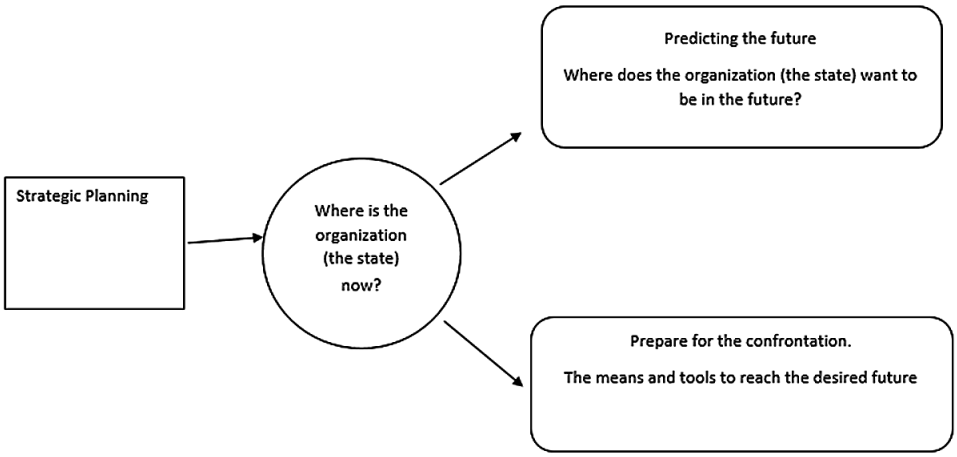
Strategic planning, is a systematic process to determine how the organization (the state) moves from its current status to the desired future by covering the following questions:

Question 1: Where is the organization (the state) now?
Question 2: Where does the organization (the state) want to be in the future?
Question 3: What are the means and tools to reach the desired future?

Strategic planning tools may include the following:

- **SWOT Analysis:** A methodology that focuses on examining and assessing the conditions of the external and internal environment in order to determine the compatibility between the current

Figure 12. The components of the strategic planning



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strategy and the data of the internal environment, or to choose a new strategy that leads to achieving the competitive advantage.

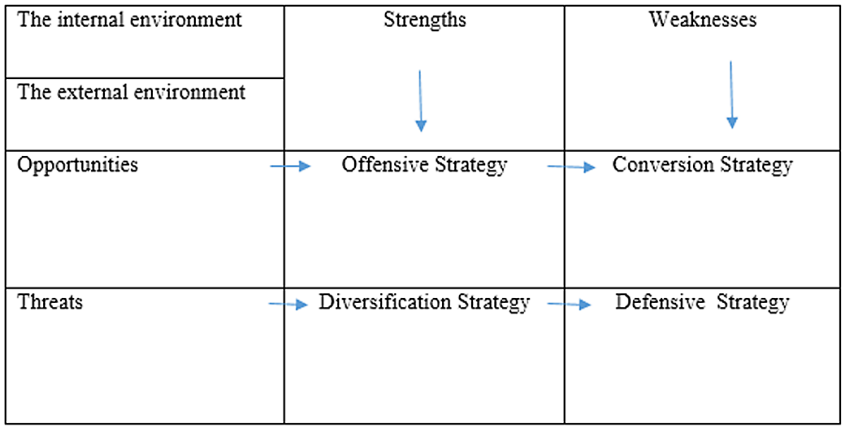
- **The External Environment:** It includes all factors and circumstances that lie outside the boundaries of the state environment and where opportunities and threats exist.
- **Opportunities:** Positive conditions and attitudes that are appropriate for the state environment, and the state can move on to gain them.
- **Threats:** Negative conditions and attitudes that are not appropriate to the environment of the state and must be confronted and disposed of by the state.
- **The Internal Environment:** It includes all the factors and conditions that lie within the borders of the state, and the state has the ability to control them, and it has the points of strengths and weaknesses.
- **Strength:** Characteristics and attributes that distinguish the state from other countries.
- **Weakness:** Negative qualities impede the progress of the state, such as the lack of the financial resources, human capacity or technology systems.

Figure 13 presents the use of SWOT methodology and its role in identifying the appropriate strategies.

- **The Strategy of Offense:** A strategy depends on the quick growth and expansion because the situation is positive and it helps in the expanding and exploiting the opportunities.
- **The Strategy of Diversification:** A strategy that depends on the transformation from a method or activity to a new method or activity because the previous activity is useless and does not achieve the desired results.
- **The Strategy of Conversion:** A strategy that depends on the diversification of the products, activities and investments and not relying on a specific activity or investment.
- **The Strategy of Defense:** Strategy depends on abandoning some activities, positions and investments for their recurrent losses and futility.

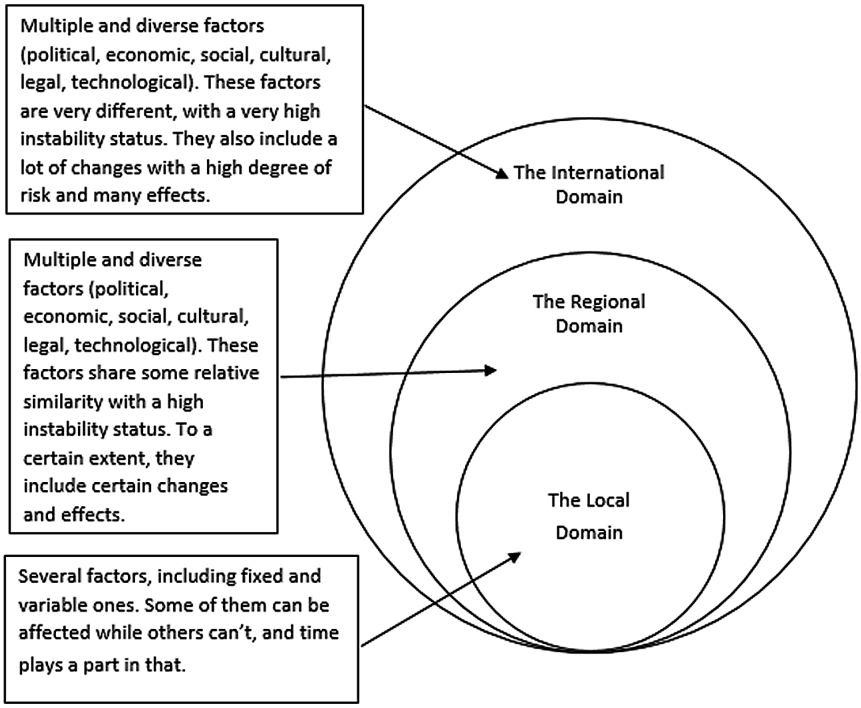
As outlined in figure 14, the strategic planning domain, includes three domains; International domain, Regional domain and local domain.

Figure 13. The use of SWOT methodology



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Figure 14. The strategic domains



The elements of the strategic planning (building the strategic direction, state philosophy)

Strategic orientation is an objective methodology that identifies the state and delineates its expected paths in the future by building vision, mission, values, formulating the main goals and objectives, and developing the procedural plan to achieve the competitive advantage.

The elements of strategic planning are:

- **Vision:** A dream that is required to be achieve, and a noble sense that motivates citizens to work and be committed.
- **Message:** The justification or the fundamental reason for the existence of the state in society, and it is a statement that clarifies the basic purpose of the state and its field of operations.
- **Values:** The basic beliefs and guiding principles of the state which characterize it from other countries.
- **Purposes:** comprehensive and long-term goals of the state with open ends, and they are closely linked to the overall strategy alternatives.
- **Objectives:** The results that the state seeks to achieve and which represent the standard indicators for monitoring the performance of the state. Such results should be formulated on the basis of SMART rule, which means:
  - Specific
  - Measurable
  - Acceptable
  - Realistic
  - Time banned

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- **The Procedural Plan:** The annual work plan showing the required actions or activities, responsible parties and time programming. Figure 15 presents a model of a procedural plan:

Third: The Strategic Management

Strategic management is the entity that implements the outputs of thinking and strategic planning. Our point of view is to verify, scrutinize and analyze the data of the previous practical experience that touches the daily reality.

It's referred that management means the science and art of dealing with the available resources of the organization (the state) and achieving the goals by the others and with them.

The Strategic Decision

Strategic decision represents the alternative or option adopted by the organization (the state), and it affects deeply the current and future ability of the state. Also, it includes long-term commitments and involves a high risk. Figure 16 presents the stages of making the strategic decision.

The strategic decision is characterized by a set of characteristics:

Figure 15. A model of a procedural plan

Goal	Initiatives	Procedures	Implementation period		Responsibility for the Implementation	The Required Financial Budget	Compliance Evidence	Performance Indicators	Notes
			From	To					

Figure 16. The stages of making the strategic decision

Diagnostic stage **Observing deviation** **Diagnosis of the gap**	**SWOT Analysis**
The stage of identifying the alternatives **Identify alternatives that contribute to bridging the gap**	**Review vision, mission and goals**
The stage of evaluating the alternatives **Compare the costs and the returns of each alternative**	**compare the alternatives and the current objectives**
Selection stage **Select and implement the alternatives on the best option**	**Modify vision, mission and goals**

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- Centralization
- Long-term
- The rule of the environmental uncertainty
- High risk
- Responsibility of senior leaders

The Strategic Option

The strategic option is the ultimate goal agreed by the dominant coalition groups from a range of options and alternatives. It is resulted from the interaction of the elements of force, ideology, perception, ambitions and values of these groups. It is the final product of the process of making the strategic decision, and it reflects the best way to achieve the superior performance.

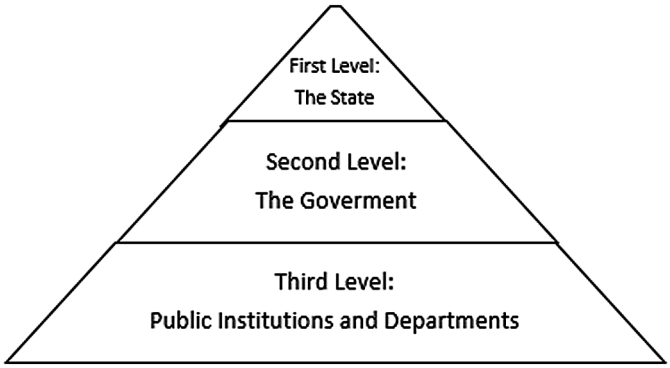
The most important methods of determining the strategic option are the following:

- **Delphi Method:** To access the best option by organizing discussion sessions.
- **Scenario Method:** To access the best option by visualizing possible future events.
- **Helicopter Method:** To look at the forest rather than the tree and focusing on ideas rather than details.
- **Napoleon's Method:** The analysis based on looking at the problem from the point of view of the adversaries.
- **Fishbone Diagram:** The problem or result represents a fishbone. Each problem is divided into several reasons, and each reason resembles a fishbone.
- **The Six Thinking Hats Technique:** People wear hats depending on each stage of the problem as it comes: White Hat: dealing with numbers and facts, Red Hat: dealing with feelings, Black Hat: Pessimistic, Yellow Hat: Optimistic, Green Hat: Introduce new ideas, and Blue Hat: Organizer (conductor of the orchestra).

The Strategic Levels

Figure 17 shows the strategic levels.

Figure 17. The strategic levels



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The strategic options at the three levels are as follows:

At the state level, it includes: 1) Growth, 2) Stability, and Deflation.

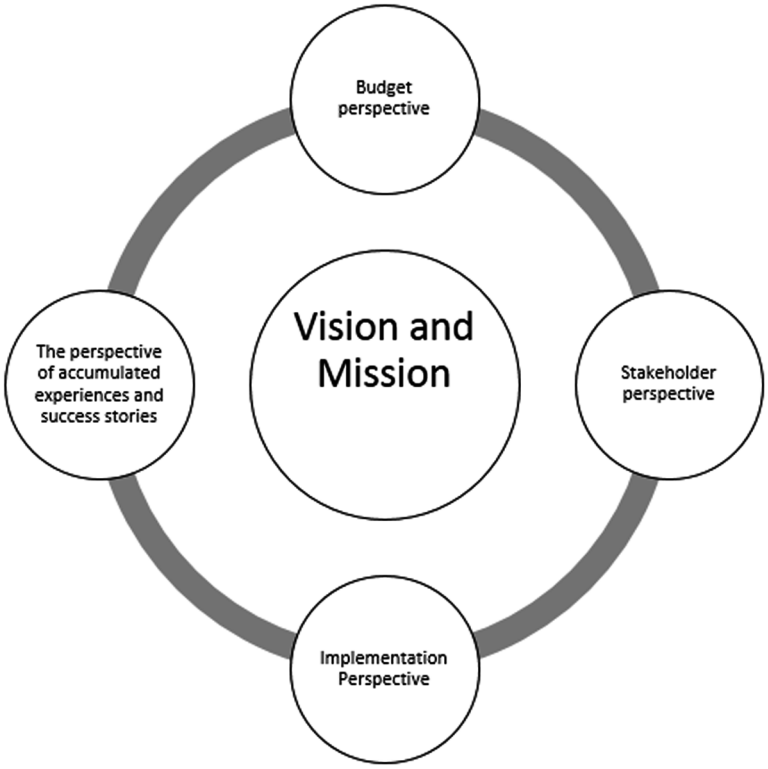
At the government level, it includes: 1) Building political will, 2) Increasing the coherence of cultural identity, 3) Managing the investment in the human element, 4) Managing the state's resources, 5) To strengthen the internal environment, and 6) Balanced openness in the external environment.

At public institutions and departments' level, it includes: 1) Translating the government's vision, 2) Increasing the resource productivity, 3) Achieving ambitious goals, 4) Reducing costs, 5) Excellence quality, and 6) Finding the leadership shadow.

Methods to Verify Performance

1. **Balance Score Card (BSc):** Kaplan and Norton (Harvard University): Represents a methodology combining financial and non-financial indicators to verify achieving the vision, mission, goals and objectives through four perspectives:
   a. **Budget Perspective:** The responsibility to verify the financial results.
   b. **Stakeholder Perspective:** The responsibility to verify that the requirements of the stakeholders are met.
   c. **Implementation Perspective:** The responsibility to verify the implementation properly.
   d. **The Perspective of Accumulated Experiences and Success Stories:** The responsibility of verifying the existence of positive accumulated experiences and success stories.

Figure 18. The elements of balance score card (BSc)



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2. **Radar Methodology:** A methodology for measuring performance and verifying the results developed by the European Quality Management System, and it is represented by its elements:
   a. **Results:** Identifying the results that the state is seeking.
   b. **Approach:** Identifying the methodology that outlines the operational procedures.
   c. **Deployment:** Disseminating the ideas and methodologies in a documented and systematic manner.
   d. **Assessment:** Evaluating the effectiveness of the used methodologies and measuring the achievement of the desired results.
   e. **Review:** Evaluating the work of the methodologies and procedures and their ability to achieve the goals and results.
3. **Organizational Performance Measures:**

Efficiency = state capacity to use resources = actual inputs ÷ planned inputs

Effectiveness = state ability to achieve objectives = actual outputs ÷ planned outputs

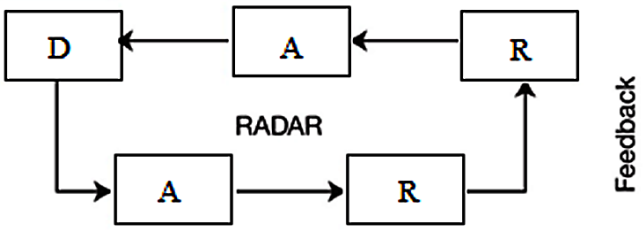
Productivity = the amount of the converted inputs into outputs = actual outputs ÷ planned inputs

4. **The Strategic Audit:** Strategic Audit means to examine, assess and monitor the deviations of the inputs, processes and outputs of the strategy. It includes six steps:
   a. Evaluating the current results
   b. Check the performance of the performers
   c. Survey the internal and external environment
   d. Choose the best strategy
   e. The implementation of the strategy
   f. Strategy evaluation

PART 3: STRATEGIC PRACTICES AND CRISIS MANAGEMENT

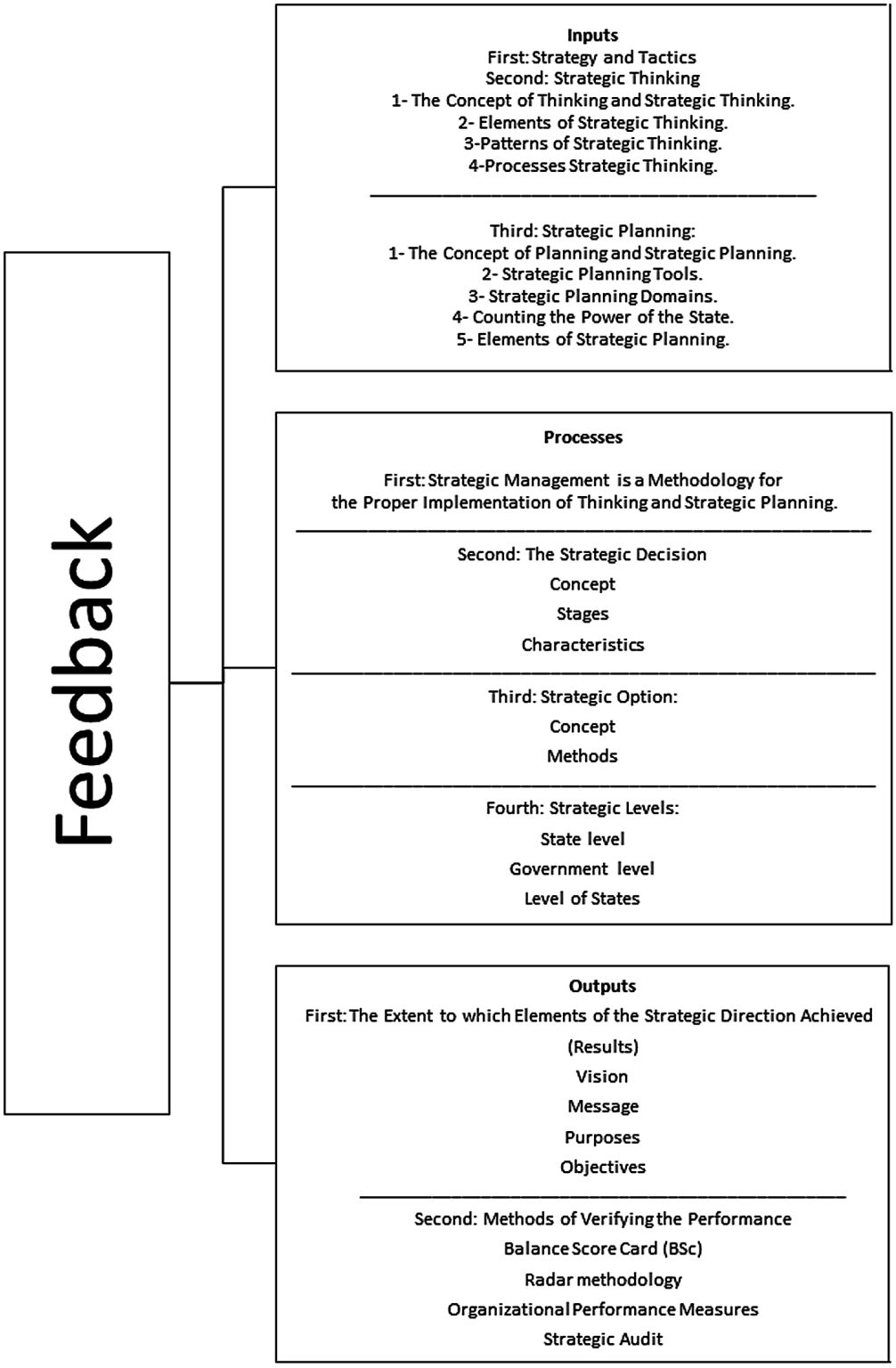
The roles of the strategic practices in increasing the effectiveness of crisis management at the state level include; 1) The Proactive role, 2) The Synchronized role, 3) The Reaction role, and 4) The Education and Capacity Development role.

Figure 19. The elements of the radar methodology



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Figure 20. Strategic practice mode



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The Proactive Roles

These are the roles that limit the crisis, and contain it before igniting, because the level of risk prediction is very high and controlled. These roles are:

1. Developing a crisis management policy which includes:
    a. The commitment of the senior management to adopt the necessary procedures to reduce and minimize risks.
    b. Prepare action plans that include mitigation and precautionary measures.
    c. Providing material and human resources for the implementation of the mitigation and precautionary action plans.
2. Preparing a crisis management plan which includes:
    a. The goal of the plan
    b. References of building the plan
    c. Limiting the potential risks
    d. Estimating the probability of crises
    e. Assessment of the requirements required to cope with crises
    f. Forming a crisis management team with expert and specialized members
3. The preparation of a training and development management plan which includes:
    a. Limiting the training needs
    b. Building training programs
    c. Set an approximate budget for the implementation of the programs
    d. Locating the implementation of the training programs (local, regional, international)

The Synchronized Roles

The roles that contribute to the adjustment and reduction of the risk after the crisis in its beginnings, for the level of risk prediction is limited and weak. They include:

1. Determining the goal
2. Maintaining the freedom of the movement and the initiative
3. Surprise
4. The crowd
5. Cooperation
6. The intelligent use of force
7. The superiority in controlling events
8. The rapid confrontation
9. The rapid exposure to events
10. The use of indirect methods.

The Reaction Roles

They are the roles that focus on minimizing and addressing the aftermath of the crisis, for the risk prediction level was very poor. They include:

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1. **Estimating the Situation of the Crisis:** It focuses on finding answers to the following questions.
   a. What forces generated the crisis?
   b. What elements formed the forces that generated the crisis?
   c. What forces support the continuation of the crisis?
2. **Analyzing the Situation of the Crisis:** It is focusing on analyzing:
   a. Cause-and-Effect Relationships.
   b. SWOT Analysis (Strength, Weakness, Opportunities, Threats).
   c. The level of risk posed by the crisis.
3. **Planning Crisis Response Scenarios:** It focuses on building potential crisis response scenarios, including:
   a. **The Pessimistic Scenario:** Increase the pressure and strength of the crisis.
   b. **Moderate Scenario:** The crisis has subsided somewhat and the situation has been somewhat positive.
   c. **The Optimistic Scenario:** A significant reduction in the pressure of the crisis and a possible return to normalcy.
4. Defining the tasks of the crisis response team, and starting the intervention to address the crisis:
   a. Defining the tasks of crisis management team
   b. Defining the powers of the crisis management team
   c. Choosing the team's spokesperson
   d. Start crisis response measures
   e. Preparing reports.

Education and Capacity Development Roles

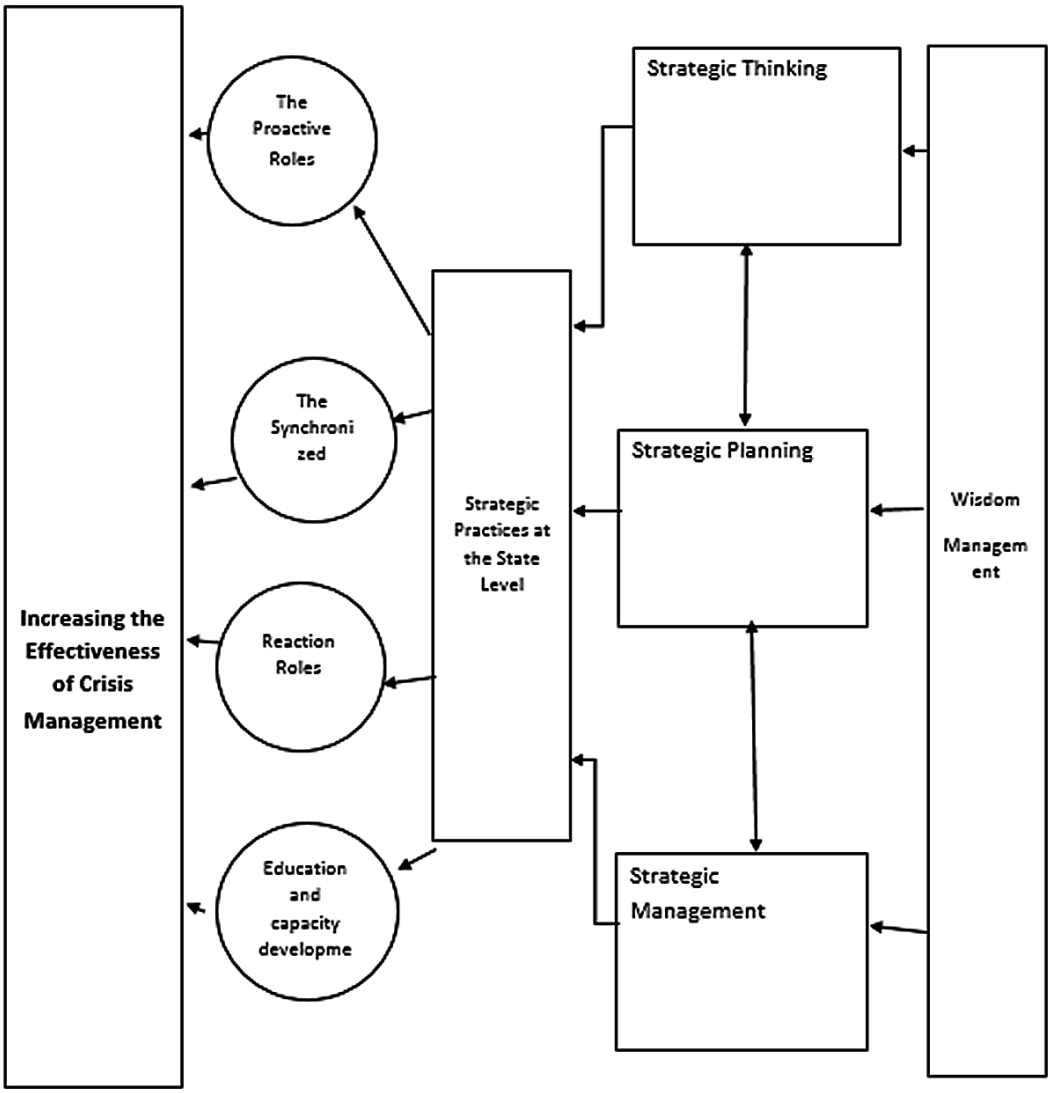
It focuses on the development of the organizational capacity in crisis management through learning about the contemporary management practices, the most important of which are:

1. Open-Book Management, is an advanced systematic philosophy of applying revolutionary management methods to share financial information and extensive accounting data. It focuses on the public participation where all the workers share the information. Its most important elements are:
   a. Leadership
   b. Sharing data and information
   c. Training
   d. Telecommunications
   e. Rewards.
2. Management by objectives, is a methodology which is based on determining precise objectives for each level of management which is used as indicators of performance and continuous achievement. This methodology consists of four steps:
   a. Setting goals through effective participation of all staff and all levels.
   b. Developing action plans to identify approaches to reach the goals.
   c. Reviewing the progress in performance to see how well the performance is going according to the set goals and address the deviations in case they occur.
   d. Evaluating overall performance in order to make the necessary decisions to adjust work plans, reward systems and communication methods.

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3. Management with Values, is an integrated program based on creating, developing, transmitting and submitting the values and then spreading them in the organization. The most important pillars of management with values are:
   a. The close link between core values and action plans
   b. **Integrity:** the values support the development of the ethical practices in the organization
   c. **Perseverance:** the values support increasing the activity and performance
   d. **Acceptability:** the values are acceptable to all individuals and motivate them to perform

Figure 21. The roles of the strategic practices in increasing the effectiveness of crisis management at the state level



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PART 4: RECOMMENDATIONS

In light of the presented framework and pertaining analysis, the following recommendations are made:

Strategic Practices Awareness

It is critical to raising the awareness among all concerned parties and stakeholders of the following;

- The key concepts of crises and crisis management
- The causes and characteristics of crises
- The stages of the crisis and strategies to confront them
- The role of the strategic practices (strategic thinking, strategic planning and strategic management) in crisis management at the state level.

Increasing awareness of the concept of crisis and the associated concepts through the advanced training programs and the use of the non-traditional training methods such as simulation, case study and scenario building.

Strategic Practices Analysis

The analysis of the global crises in different areas of life, and to draw conclusions from them in order to take advantage of this in the preparation of scenarios of confrontation and the preparation of the contingency plans. It is deemed useful to conduct joint exercises with countries and organizations with advanced experience in crisis management.

Strategic Practices Adoption

The adoption of the strategic practices (strategic thinking, strategic planning and strategic management) is a key to crisis management. It is achieved through the formation of specialized teams and providing them with knowledge and information about these practices.

Adopting administrative empowerment as a basic necessity for crisis management.

Establishing advanced information systems operating as sensors to predict crises.

FUTURE RESEARCH DIRECTIONS

There are plenty of strategic practices issues that are related to crisis management, and which need to be thoroughly research investigated. In particular, benchmarking the incorporating of risk management as a central aspect of the process and comparing the strategic practices in handling crisis management in the Arab world with that of western countries, Singapore, China, Australia and Japan, in order to identify gaps and weaknesses, and take necessary adjustments for improvement.

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CONCLUSION

This chapter focused on presenting a structure practice approach and a guide for managing crisis in the Arab world through the adoption of a holistic strategic practice approach, based on a clear understanding of the definition that integrates strategic management, strategic planning and strategic thinking to produce effective strategic practice.

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KEY TERMS AND DEFINITIONS

Crisis Management: As a science, it is associated with responding to crises, and as an art it is about making decisions under exceptional pressure in the absence of information. It also needs to follow methodical practices such as strategic thinking, strategic planning, and strategic management to ensure effectiveness.

Strategic Management: Strategic management is the entity that implements the outputs of thinking and strategic planning. Our point of view is to verify, scrutinize, and analyze the data of the previous practical experience that touches the daily reality.

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Strategic Orientation: An objective methodology that identifies the state and delineates its expected paths in the future by building vision, mission, values, formulating the main goals and objectives, and developing the procedural plan to achieve the competitive advantage.

Strategic Planning: A systematic process to determine how the organization (the state) moves from its current status to the desired future by covering the following questions: 1) Where is the organization (the state) now? 2) Where does the organization (the state) want to be in the future? and 3) What are the means and tools to reach the desired future?

Strategic Thinking: A special and distinct way of thinking. It has a synthetic feature of ideas and data, and an analytical feature of problems and dilemmas. The production of the strategic thinking is to look forward the future and build an integrated perspective.

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Chapter 9
Strategic Data and Cyber Security Management in the Arab World:
Running Successful Lives and Businesses During the Data Tsunami Era

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ABSTRACT

In this chapter, the author will discuss the human life transformation during the last 100 years, moving from the transmission of a message through pigeons and going forward to living a digitalized way of life that could be described as a life where human interaction and communication is taking place predominantly through devices. The chapter will discuss technological advancements such as automation, digitalization, digital transformation, data science, data analytics, real-time data acquisition, artificial intelligence, and predictive intelligence and how all these aspects are affecting the lives of people in the Arab world. The author will discuss how today's people are living within an interconnected world where humans and devices are communicating through the world wide web (the internet). Then, the author will discuss the cyber challenges and how businesses and humans can utilize these technology advancements in a safe and secure way.

INTRODUCTION

The last 100 of years witnessed the utilization of a number of history rudiments that shaped our future technology and technological life. Those include mechanics, electricity, electronics, advanced computing and computer networks. Those technology advancements that paved the way for the advanced communication.

Furthermore, the advancements in integrated electrical circuits led to the fact that the basic cell phone that we carry today in our hands is much more powerful than the computer that was used to launch the

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first satellite to its orbit in the sky. The power of those small devices is far beyond what the normal user of those devices could imagine. Indeed, it is an advanced computer that you carry in your hand.

Today we live the era of data Tsunami. Data communication is as vital to our life-style as water is importance to our bodies, and there is no doubt that Technology has been a pulse-pounding carrier throughout this era. As shown in Figure 1 the recent statistics show that the average number of connected devices per person around the world in 2015 was around 2.5, and will reach to 6.5 by 2020 (Statista, 2018a). (3)

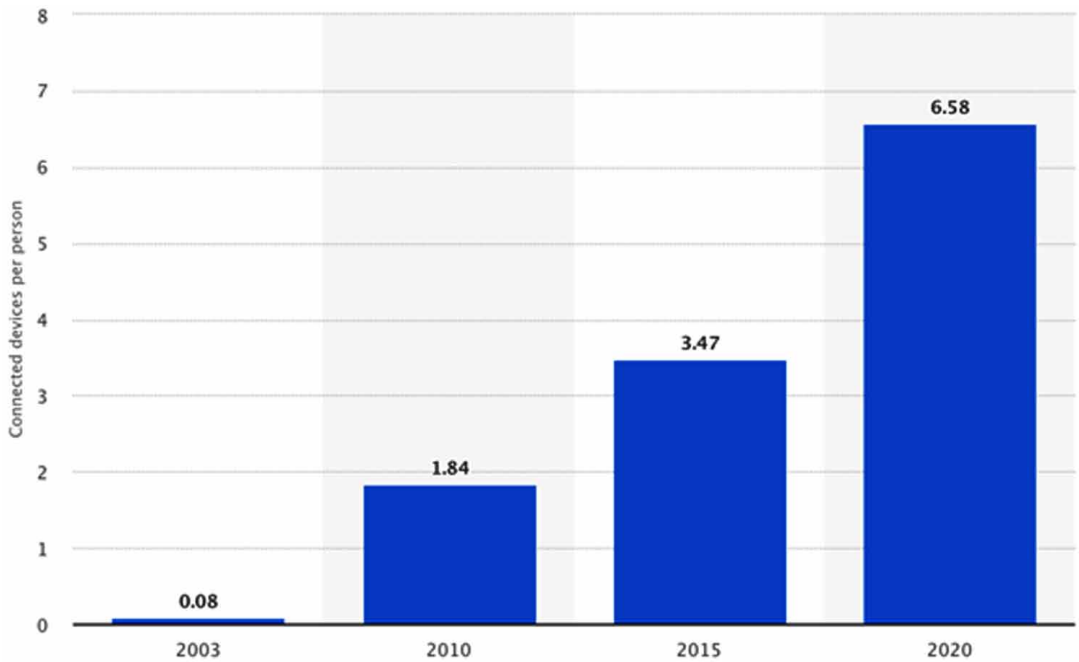
Cities such as Dubai and Abu Dhabi are getting more and more into being smart cities due to different factors that were all based on the Data & Data Utilization factors in order to reach to a better decision making, reduce the carbon footprint.

The aspects of technology advancements in the Arab world businesses including oil & gas, power generation, transmission and distribution and getting into smart electricity grids, moving to becoming smart cities, and a final touch on smart education.

Data science is a mechanism to enable countries to improve all of their life aspects. The author will give few examples about how data science and predictive intelligence were used to help predict accidents and provide recommendations on how to reduce such accidents to as minimum as possible through implementing mitigations that were based on the data correlation and analysis.

Finally, the chapter will cover the cyber challenge and how to maintain a secure life and environment while living in this interconnected world and the author will provide recommendations into how to reduce the cyber threat and impact through developing mature way of life, practices, techniques that would leverage the level of cyber security while still enable business to utilize the technology advancements.

Figure 1. Number of network connected devices per person around the world from 2003 to 2020
Source: (Statista, 2018a)



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The History Rudiments That Fashioned Our Future Technological Life

There are many areas of science that contributed to improving the human life and life-style, however, the focus here will be on the ones that are related to the advancements in Communication. Those are not limited to, but include Mechanics, Electricity, Electronics, Advanced Computing and Computer Networks.

Mechanics is not a new science, and this can be clear when we imagine how the old Egyptians used forms of rudimentary mechanics to raise the stones of the pyramids. The application of mechanical engineering has been seen from hundreds of years, and the contribution of the Muslim inventors during the Islamic Golder Age (7th to 15th Century) was remarkable. Al-Jazari, wrote his famous *Book of Knowledge of Ingenious Mechanical Devices* in 1206 and presented many mechanical designs in his book. He was also the first known person to create devices such as the crankshaft and camshaft, which now form the basics of many modern mechanisms. (1)

Throughout the 18th Century, many inventors and scientists tried to find a way to use electrical power to make light. In 1879, the American inventor Thomas Edison was finally able to produce a reliable, long-lasting electric light bulb in his laboratory. By the 1880s, small electrical stations were operating in a number of US cities that were able to power few city blocks, and the first electromagnetic generator, the Faraday disk, was invented in 1831 by British scientist Michael Faraday. It worth mentioning that these Generators provide nearly all of the power for the electric power grids.

Although there were advancements in the electricity field in the 1800s, by 1930 only 10 percent of the US rural areas had electrical power. The Arab world was among the top regions to utilize electricity advancements. ABB, one of the eldest electrical power systems manufactures opened its first office in Cairo in 1926 to help provide electricity to Egypt, and delivered Gas Turbines to Aramco in 1951, and opened its offices in UAE in 1976. Alstom, another supplier opened its first smart grid center in the middle east in the city of Dubai in 2014 to help provide sustainable electricity infrastructure to the United Arab Emirates and the region.

While the invention of the first semiconductor goes back to 1874 by the German Physicist Ferdinand Braun, but that semiconductor found no practical application until the advent of Radio in the early 1900s. The invention of the Junction Transistor in 1948 and the subsequent invention of the bipolar Integrated Circuit (IC) in 1959 had a major impact on the history of semiconductors, and it marked the beginning of the Electronics, Electronic Circuits and the Integrated Circuits (ICs) era. The 21st century was the era that can be described as the one that humans are dealing and interacting with the electronic devices in some or the other forms almost every day of their life.

One of the areas that this chapter will pay attention to is "Analytics", and the mind-blowing coincidence is that the computer system that we know today had its beginning on the 19th century with a mathematics professor called Charles Babbage where he designed an analytics engine which made the basic design of today's computers. Data Analytics and how it helps in modernizing today's digital life will be discussed in more details at this chapter.

The electronic digital computers development went into different stages and generations that started in 1937 with the manufacturing of the first electronic digital computer utilizing "Vacuum Tubes", followed by building transistor-based computers between 1947 to 1962, and then followed by the utilization of the integrated circuits for building computers that started in 1963 and the development in this field continued till today and helped to get the computer smaller and smaller. This is obvious by the cell phones that are carried today which are basically computer-based devices.

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In 1980 Microsoft developed the MS-DOS Operating system and in 1981 IBM introduced the home and office use computers. In 1984 Apple introduced the graphical-user-interface Macintosh computer that was followed in the 1990s by Microsoft by its Windows Operating System.

The Bits and Bytes of the 21st Era

In order to understand the elements of technology that helped in making what is called digital transformation, its first important to have a basic knowledge of advanced computing, networks, internet of things, digitalization, digital transformation, artificial intelligence, predictive intelligence, big data, and cyber challenges. The below part will preview these elements in an easy to understand way for laymans.

Advanced Computing, Networks, the Internet and the "Internet of Things"

The last 20 years witnessed fast and continuous advancements in both *computer technology* and more importantly, the *utilization* of computer technology in every part of people life and businesses.

Companies like Intel and AMD has been at the top of the companies leading the computer processor market.

Besides to the multiple advancements in the features and specifications in computer systems like storage, bus and clock speeds, the computer processing speed for example has got much and much faster than the first generations of processors. For example, the clock speed of the intel's 8086 processor, one of the old generations of processors was 10MHz. While the clock speeds of the recent AMD Ryzen Threadripper 2950X Processor and the Intel® Core™ i9-7900X X-series Processor speed can reach up to 4.30GHz. This makes those new processors around 430 times faster than the 8086 one. The hard disks that were electo-mehcnical are now manufactured as solid state electronic hard disks that makes them faster and more reliable than the older generations.

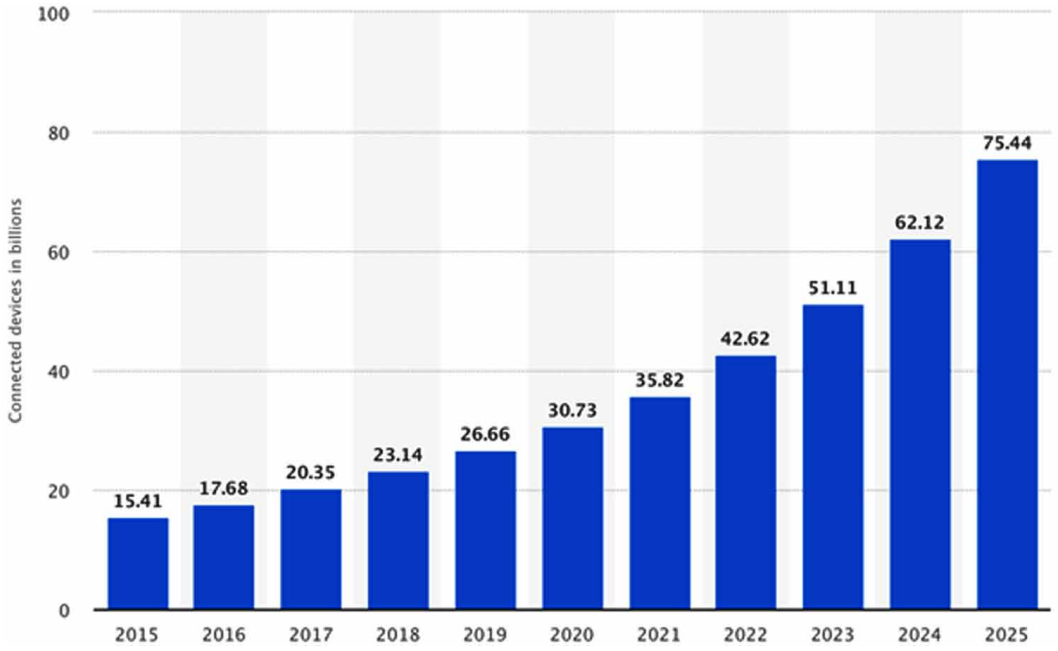
It is great to envisage the advancement in networking and networking technologies by noticing that the first experimental version of ethernet wired networking ran at a connection speed of 2.94 Megabits per second (Mbps). Today's large data centers utilize the 100 Gigabit Ethernet (100 Gigabits per second). This advancement has helped in the explosion of data transfer rates that are seen today on what is called the world wide web (the Internet).

The history of the Internet began with the development of computers in the 1950s, moving further to the improvements achieved by the teams of the United States Department of Defense's ARPANET project that was inaugurated in the 1969 by the transfer of the first message that was sent over the ARPANET in 1969 from the computer science Professor Leornard Kleinrock's laboratory at the University of California in Los Angeles to the second network node at the Stanford Research Institute. The improvements have continued and the commercial Internet started to come in service by the very late 1980s, and later, limited private connections to parts of the Internet by officially commercial entities emerged by the late 1990s.

The technology advancements, including computing power, automation, Internet led today to the presence of what is called the Internet of Things (IoT). The internet became the world's hub to connect people, economies, businesses, friends and enemies, and almost everything. A simple definition to the IoT is that it is the interconnection via the Internet of processor-based computing devices that are embedded in objects enabling them to send and receive data. These objects are not only our telephone cell, but

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Figure 2. Internet of Things (IoT) connected devices installed base worldwide from 2015 to 2025 (in billions)
Source: (Statista, 2018b)



also our fridges, coffee machines, building management systems, home remote management systems, factories, and almost everything. As per the statistical report of Statista (2018b), for 2020, the installed base of Internet of Things devices is forecast to grow to almost 31 billion.

Computer networks that enable the communication between computer systems have also gone into major advancements as well. The speed of the first Ethernet port was 2.94 megabits per second (Mbps) (Mitchell, 2018).

Digitalization and Digital Transformation

Digitalization and digital transformation are shaping how today businesses desires to run by utilizing the digital techniques at the core of their business models to enhance their revenue and increase their business opportunities.

There is almost no business today that is not using the digital systems in a way or another. Covering digitalization in the different aspects of our lives could need a series of books to address all of these sides, hence this chapter will cover this topic in a brief and will give examples only in specific sectors of businesses.

The benefits of technology utilization have no doubt helped organizations and businesses to streamline their operations, improve decision making, reduce operational cost, improve HSE&Q (Health, Safety, Environment, and Quality), and majorly enabled businesses and companies to develop collaborative work environments and enhance their ROI.

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Artificial Intelligence and the Explosion of Data: "Big Data"

Can machines think is a question that came to the surface and many people have gone into debates of whether or not machines can think like humans. Although, we started to hear more and more about Artificial Intelligence (AI) during the last 10 years, but the interesting part of this is that AI was old to the first days of advancements in computer systems and computer programming.

AI went along with Science Fiction for many years, and there were so many advancements in the early 1980s with regards to the algorithms that we developed to help computers in decision making, however, there was still a giant that was growing up that is essential element of AI, which is "data". There was a need for data that the algorithms need to show their effectiveness.

With the advancement of storage technology, the storage of huge amounts of data became much more feasible than before that paved the grounds to bringing AI back to the surface again. The explosion of data or what is called "Big Data" is the narrative of every businesses today. The utilization of data analytics and data science in order to improve decision making and improve how entities operate is one of the most important stories of those days.

The next sections will highlight how entities can benefit from the big data and what are the challenges they face.

The Cyber Challenge and the Catastrophic Effects of "Digital Disruption" on the Critical Infrastructures

The Cyber challenges are of great concern nowadays to every government, businesses, and almost every entity. The Cyber war is no more a depiction of a science fiction movie, it is a reality, and hence, protecting the critical infrastructures including and not limited to, Oil & Gas, Nuclear, Electricity and Water, Transport, Health, ICT, Public Administration, Financial, Chemical, Emergency Services and more is an essential important part for each and every nation.

Securing these infrastructures from cyber threats makes a major difference for governments, entities, companies, people and even the planet that we live in. It has been common to hear that the impact of a cyber threat could be loss/damage of data, computer virus spread "virus outbreak", or damage to systems such as the hard disks of the computer system. With the advancements of the capabilities of threat actors and with the interconnection of things, cyber threats on entities could cause loss of data, damage to computer-based systems, loss of operations, loss of production, and even loss of human lives and destruction to the environment. The last two examples might seem strange, but today this can be explained by realizing for example that the industrial control systems can be compromised through cyber-attacks and this can potentially result with destruction to the critical infrastructure, loss of human lives and damage to environment too.

Few examples of cyber-attacks that took place during the last 8 years include Stuxnet cyber-attack that targeted the Iranian nuclear facilities and resulted in the destruction of more than 900 nuclear centrifuges. Another example is the Ukraine dark night which was a result of a cyber-attack on their electricity control system.

Joel Brenner's Book "America the Vulnerable" is not a tale story, it is a book that we must read to understand the digital threats facing our nations. We have to accept the fact that the cyber threat story is not "and will not be" reaching to a near end. The protection of computing systems and in particular

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the industrial control systems is at the world leaders' agenda and definitely it is the responsibility of industrial cyber security experts to come out with actionable steps that bring real value to their entities.

Regulations have been developed by so many nations to enforce the necessity of protecting the critical infrastructures. The reality is that effective industrial cyber security is still very much far away from maturity. We need to admit that there is a lot to do for achieving a robust industrial cyber security, we need to move beyond compliance to real security. We need to improve the mechanisms to detecting threats within the industrial platforms. It is important to realize that Security Operation Centers are as important as implementing other security controls. Incident response and preserving continuity of operations within the industrial complexes is as vital as the water that we drink every day to stay alive.

Companies shall adopt an actionable approach to enhancing cyber security within their existing industrial infrastructures and this shall include designing their new control systems "with effective implementable cybersecurity controls" during the EPC (Engineering, Procurement, and Construction) lifecycle.

The Data Tsunami and How to Utilize Data Lakes for Improving Our Businesses in the Arab World and Enhancing People Life Style

With the introductions in the previous sections of this chapter about technology and its evolution, the distinctive part of importance during the last 10 years is the explosion of data or what we may call, the data tsunami. Digitalization in almost all businesses established huge amounts of data that if analyzed properly and correlated logically, businesses may not only understand how they operated, but can also improve their businesses and reach to a situation that is named predictive intelligence that would enable them to predict elements that enable them to improve their operations, understand future market and human trends, business model needs, and how they improve their business.

To illustrate how this works, two examples are illustrated below to show how data explosion will be seen as a result of digital transformation and moving to smart initiatives. As the space is limited, only two examples that are of great prominence and relativeness to the Arab region are selected, the first is on moving to smart oil fields type of operation, and the evolution of cities into smart cities

Data Explosion and the Smart Oil Fields

The Arab region is one of the world's richest oil regions in the world. Looking at the Organization of Petroleum Exporting Companies (OPEC) market shares, Arab countries including Saudi Arabia, Iraq, Kuwait, and UAE are among the countries with the highest OPEC market shares. Although it's generally thought that Arab economies are dependent on the oil and gas production, but the actuality is that Arab countries such as UAE and Saudi have been focusing from many years back at varying the resources of their economies income to other incomes than only oil and gas including development of industries and businesses.

Dammam No 7 oil well was the first commercial oil well in Saudi Arabia that struck oil on March 3rd, 1938. Kuwait first crude oil was produced on 30th of June 1946, and United Arab Emirates' Bab was the first commercial oil in Abu Dhabi in 1960. The oil production techniques were conventional

Technical and Automation Advancements (TAA) made the oil production in the 21st century different than the way and techniques used in early days of production. Digital Transformation (DT) is also seen today in the plant floor as it is seen in other businesses. Data collected from fields is of huge value to enable companies enhance their production, reduce cost, improve HSE and protect the environment.

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The below part will demonstrate how such advancements are bringing huge value to oil production companies and reduces lots of their pains:

Case 1: Use of Smart Field Devices Such as Smart Sensors and Meters

- **The Old Generation Analog-Based Devices:** First types of field devices that were used in oil and gas production were ones of analog type (not digital ones) that provide specific signals that show slight values and parameters. The devices were used to measure the signal and then send it to higher level of systems that carry out the analysis part.
- **The Digital Intelligent/Smart Devices:** With the advancement of automation during the last twenty years, smart field devices started to be seen on the plant floor. What makes those devices significant than the old one is that they are processor-based type of devices. Examples of what this means are:

  Self-Processing and Analytics of Parameters: The smart filed devices don't only measure or sense parameters, but also have the capability to process information at the field device level and provide more accurate measurements, and rather than processing such data at higher levels like the industrial supervisory level, the device itself can conduct analysis that improve oil and gas operations.

  Powerful Self-Diagnostic Capabilities: Although it is known that devices have a life time that enables the owner to determine when to replace them, however, the oil and gas production environment such as extreme temperature changes, dust, wind, humidity, etc. such environmental factors make it difficult to expect when the device could fail. It is of great importance to realize that a failure of a device might lead in some situations to a partial shutdown of an industrial process that could cause loss of production as well.

  Reduction of Labor Physical Risks and Better Maintenance: Lots of field instrumentations were installed as standalone devices that needed operators to reach physically to them and collect readings from the devices and also maintain them. The advancement in field devices included the advancement of communication ports within those devices that connect them with other industrial control systems. It is important to realize that industrial fields are always hazardous and with reducing the physical human visits to the devices, this also lessens the risk to operators and improves HSE.

Case 2: Use of Automatic Actuators Such as the Automated Electric Valves

- **The Manual Actuators Such as Valves:** Valves are very commonly used in oil and gas production areas and are simply used to maintain the flow of liquids or other elements. Manual valves require a human operator to be present in order to increase or decrease the flow to the desired value. Manual valves are still highly present is oil fields.
- **The Automated Valves (Control Valves):** Imagine you are working in an offshore area and a critical needed to close or open a valve in one of the wellhead towers, a technician is needed to move there by either a speedy boat or by a helicopter. For those who work in offshore areas, they also realize that there are situations such as weather conditions that sometimes will cause all logistic movements not possible where you can neither send the technicians by a boat or a helicopter.

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The move from using manual valves into the electrical automatic valves provides the capability of remote management and reduces the logistic costs when using the manual ones. Also, the automatic valves help in reducing hazard risks especially when there is an immediate need to change the valve position.

Case 3: Use of Advanced Asset Management Systems

- **The Asset Management System:** The presence of smart field devices and the advancements in network technologies empowered the use asset management systems that enable oil companies to track their assets. This is of great importance especially that maintenance intervals to the assets can be managed in a much better way than with the absence of such systems. Another important factor is the capability to integrate the asset management systems with the Enterprise Resource Planning (ERP) solutions that would enable a proactive order of the assets that are needed to be replaced ahead before schedule, and as a result of this reduce the unplanned shutdowns that cause oil and gas companies a lot of losses.

Case 4: Real-Time Data Acquisition and Integration Of Industrial Systems With Business Corporate Systems

- **Digitalization at the Plant Floor Benefits:** With the digitalization of instruments, devices, systems at the plant floor, data is more available, and real time data acquisition makes a major difference in analysis needed by many operational/engineering/analytics teams in the oil and gas companies. Reservoir engineers for example may utilize the data for determining and planning of production mechanisms in oil and gas reserves. Utilizing real-time data can help oil and gas companies to enhance their operations, improve decision taking, and increase production.

Case 5: Moving to a Digital/Smart Oil Fields

- **The Digital Oil Field:** Describing how an oil field can be turned or designed as a digital oil fields needs books to cover. The above three examples cover very elementary elements that can be found in a digital oil field. A digital oil field is a field where at least the digitalization and advanced networking helps to improve real time data-based remote operations, real-time reservoir management, move into smart wells intelligent completions, and as a result achieve production optimization.

Data Explosion and Smart Cities

Experts predict that the world's urban population will double by 2050. As our planet becomes more urban, our cities need to get smarter. To handle this large-scale urbanization, cities started to find new ways to manage complexity, increase efficiency, reduce expenses, and improve quality of life.

Intensifying challenges faced by governments to provide the citizens with comfortable day to day life while living in cities. Among these challenges are water and energy supply, communication infrastructures, health care provision, education quality, traffic congestions, poverty, safety and security including cyber security, green cities and spaces, and pollution.

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A simple definition to a smart city is a city that is composed of integrated technology solutions that connect multiple urban components providing services that are interactive, personalized, and predictive. Smart cities include environmental development that helps to reduce carbon emission and improves the management of energy, waste and water. It also includes social sustainability by improving public services and enhancing safety and security and focuses at economic development by optimizing operating costs and creating jobs.

Smart Cities offer governments a solution to many of the challenges faced with benefits ranging from economical to social. For example, in Dubai, digitization was expected to boost GDP by $5.5 Billion between 2013 and 2018. In KSA, digitization has led to the increase of the Better Life Index by 4.5% since 2006, while the Global Smart Cities market is expected to reach an overall value of more than $1.2 Trillion in 2019.

Digitalization is a major contributor to enable smart cities, and can help in many aspects including:

- eGovernment
- Traffic, transportation and parking management
- Electric vehicles
- Energy optimization, water and waste management
- Smart electricity grids, smart meters, smart lighting, and solar power houses
- Weather forecast and smart disaster responses
- Smart work centers
- Advanced and remote healthcare
- Smart education and interactive learning
- Free Wi-Fi spots

Smart services typically evolve from disparate connected services online to become integrated, personalized and predictive as illustrated below:

- **Connected:** Services are connected to the internet and available to end-users anytime, anyplace, for example, disaster notification messages are promptly available for end-users on the website/app of the related government entities (e.g. Ministry of Transport, Police, Fire Department)
- **Integrated:** Services are integrated with various systems and relayed to a centralized command and control center, enabling seamless communication and flow of information. Examples of this are *centralized disaster notification system* that integrates emergency communications and responses across safety/security agencies, and fast interoperable multi-agency dispatch platform to ensure the security of citizens
- **Personalized:** Services are customized and delivered to end users based on their characteristics, historical preferences, location, consumption habits etc. Examples of this are *alert prioritization* based on end-user location, schedule, etc, and *automatic alerts via end-user's preferred communication method* (e.g. text message, email, social media, digital signage)
- **Predictive:** Services are proactively delivered to end users by forecasting their needs based on hard field intelligence allowing for preemption, preparedness and/or precaution. Examples of this are *disaster occurrence is communicated to citizens and relevant government agencies beforehand*, and *anticipatory action is undertaken* (e.g. evacuation of houses in affected areas)

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Also, A Smart City covers 4 layers that are enabled by digitalization dominance; Access, Smart City Services, Smart City Technology Platform, Management & Operations

- **Access:** Multiple means for users to access the Smart City Services (e.g. smart phones, digital signage)
- **Smart City Services:** Direct digital services to end users (both industry-specific services and cross-cutting services)
- **Smart City Technology Platform:** The Smart City platform addresses the requirements of cities that want to become digital. It is composed of 5 sub-categories:
  - **Smart Analytics:** Performs analysis on the various types of information gathered to develop suggestions, resolutions, etc.
  - **Smart Information:** Provides reliable and up-to-date information
  - **Smart Applications:** Provides support and services to enabled applications
  - **Smart Infrastructure:** Digitally interconnects buildings, city digital and physical assets into one network
  - **Smart Security:** Ensures that all components within the platforms are secure and protected
- **Management & Operations:** Ensures that all services are linked to each other as well as with the relevant infrastructure elements, and ensures all data and information are properly managed

Implementing smart city services will result of huge amounts of structures and unstructured types of data (Big Data) that when empowered with Artificial Intelligence, advanced data analytics, and predictive intelligence, the cities can become smarter and smarter achieving the objectives of moving to smart cities. However, and again, cyber challenges will always come to the surface and Arab countries have to address these challenges as described in the below section.

Case 1: An example of how big data, data science and predictive analysis can improve our life and reduce car accidents:

A team who is specialized in Data Science and Predictive Intelligence led an initiative to analyze car accidents in one of the Arab cities. The team collected many different sources of information that enabled them to increase the situational awareness and knowledge of the city different environments. The information included for example, history of car accidents, locations of these care accidents, road designs, speed limits, the presence of pumps, presence of traffic signs, weather status, presence of blind spots such as trees, the proximity of the area where there are more accidents to places such as hotels, schools, hospitals, government locations, the flow of cars from within the city, the peak hours, the volume of visiting cars from other countries, the occasions within the year such as Eid holidays, weekends, weekdays, and lots of information.

The analysis team started to build the right algorithms and correlated the data from different inputs. In a brief, the results were tremendous and provided high estimate of future accidents and what are the nearest or main reasons for the accidents. The report has been handled by the government authority and was the basis for a multi different aspects improvement plan that was executed by the government and helped finally in reducing car accidents in the entire city and particularly in the areas that were witnessing higher volume of car accidents.

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Addressing the Cyber Challenges

Securing critical infrastructures and businesses is a major player in the success of the businesses to utilize the digital transformation and at the same time keep themselves secure from the cyber threats. Covering this part in a small section is a challenge itself as cyber security is a full program that should be addressed by nations moving down to critical infrastructure sector regulators, owners and operators. The following part starts with a brief about the cyber threat then we will try to shed the light on the agenda that shall be addressed from nation levels down to critical infrastructure sector level and finally the operator level. The last part will discuss applying and implementing defense in depth models to help secure critical infrastructures from the emerging cyber threats.

Understanding the Cyber Threat

The digitalization and the presence of the Internet, the network hub that connects nearly every electronic thing in the world are making it more feasible for the enemies to reach to their targets and victims. The majority of the people in the world can clearly understand that a cyber-attack could cause damage to files, steal data or files, steel one's identity to help reach to his secret accounts and resources. However, not all people understand that the cyber attackers can also cause physical damage to elements of computers or processor-based items such as the storage area.

The attacks don't stop at the levels described above, but also may reach to the damage of physical electro-mechanical elements, especially if the attack targets the industrial control systems. Examples of recent attacks that took place in the region include:

- **The Stuxnet Cyber-Attack:** The first known digital attack to have caused physical damage in the MENA region was at the Iranian uranium enrichment plant in 2010
- **The Attack at Ukraine Power Distribution Control Centers:** Power outage caused by a cyber-attack in Ukraine in December 2015 left thousands of people in Ukraine without electricity after hackers hit electrical substations
- **Cyber-Attack at the German Steel Factory:** Physical damage occurred from a cyber-attack when a German steel mill was targeted, in January 2015

The above is a number of examples of such attacks that started to increase during the last 10 years. So, it is very important to realize that the significant number and scale of cyber-attacks can have major negative impacts on Arab nations and might paralyses critical areas of their vital infrastructures.

Unfolding the Cyber Agenda

In order for the Arab countries to have a rigid cyber secure infrastructures and businesses, they need to address this from nation level first then disseminate the cyber agenda to the critical infrastructure sector regulators, owners and operators

- At the nation level, the agenda shall start with structuring the vision agenda with at least addressing the below elements:

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Development of the national cyber security vision agenda and strategy that emphasizes on the cyber vision and answers what are the national cyber security priorities

Development of governance agenda that declares who will govern the national cyber security plan and what are the main guidelines

- Then the national agenda shall focus at the driving agenda that shall answer what are the critical infrastructure protection objectives, including:
  - Development of national cyber policies and standards,
  - Development of risk management frameworks
  - Identifying the critical infrastructure sectors serving the nation
- And then, the national agenda shall focus at identifying the enabling cyber elements that shall answer what supporting agendas are needed to achieve the driving objectives including and not limited to:
  - Building the workforce development agenda
  - Building national cyber technical services agenda, including for example the national threat agenda and advanced analytics and cyber forensics.
  - Building the national infrastructure agenda including for example the development of national threat operation centers and national Computer Incident Response Team (CERT)
  - Developing the information sharing strategy and mechanism
  - Developing the national cyber awareness agenda
- The national agenda shall be then followed by a critical infrastructure sector level agenda that focuses at:
  - Developing the institutional framework that identifies what are the critical infrastructure sectors, and which entities are responsible for implementing the national cyber security agendas
  - Developing the sectorial cyber security strategies as every sector might have different type of technological and cyber environments compared to other sectors
  - Developing each sector specific cyber security strategy
- Then the agenda shall cover the entities operating cyber plans to answer what cyber security functions are needed by each entity and how they will securely operate their entities. The end entity plan shall focus at applying a defense in depth model, techniques and frameworks as described in the next section

Building National Resilience, Developing Cyber Security Governance Framework, and Applying the Defense in Depth Model

When it comes to securing nations, it is very critical to address multiple factors including at least implementing national resilience program and developing a cybersecurity governance model that provides the common approach, tools and techniques to address the cyber challenges at the entity level.

- **Building National Resilience:** A basic national resilience plan shall address adapting a strategy and operating model, protecting national interests, and uncovering interdependencies and risk management gaps as explained below.
  - Adapting a strategy and operating model by addressing the below elements:
    - Creating common language for Critical National Infrastructure (CNI) managers in both public and private sectors

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Reflecting risk mitigation plans in business strategies and operating models
Enhance communication and coordination across "C-levels" to understand the national resilience and cyber security requirements
Establishing measurable plans to close gaps and monitor gap closing
Assess cost/benefit tradeoffs of risk mitigation strategies

Protecting national interests by addressing at least the following
Improving risk posture without jeopardizing value
Heightening awareness of risk posture across extended nation
Creating sensing capability that integrates business intelligence into risk monitoring

Uncovering interdependencies and risk management gaps by addressing the following:
Understanding risk interdependencies
Building awareness through consolidated risk view
Establishing transparency in risk viewing
Identifying current risk management gaps
Understanding effectiveness of risk mitigation spending

- **Developing Cyber Security Governance Framework and Applying the Defense in Depth Model:** A governance framework shall include all the technical, process and people elements so that it can cover and detail a defense in depth model. Such governance model shall include at least:
  Identifying the business needs, regulations that the business has to comply with, business strategy, business priorities and imperatives
  Identifying the threat landscape
  Develop foundational elements that addresses business enabling and empowering, people development and maximizing situational awareness.
  Enablement of business smart initiatives and influencing cyber security by design to ensure that cyber security is addressed at every stage of the business/solution development/operation/maintenance lifecycle, and to promise that cyber security is not a showstopper to business enablement
  Implement a defense in depth cyber security model and employ comprehensive and integrated protection techniques that address technologies, processes, and people capabilities. For example, building multiple layers of security around business assets and enabling early detection of threats that strengthen the capability to contain the threats at early stages
  Enabling and empowering advanced threat detection capabilities, early discovery of anomalies and strengthen threat intelligence
  Developing people framework that addresses for example workforce development, roles and responsibilities, and capability improvement
  Developing management framework that covers compliance needs, safety and security integration in particular when the company is operating industrial control system environments, risk and maturity management, business continuity, disaster recover, incident response, and establishing secure supply chain processes
  Developing technology framework that covers network infrastructure and reference models, developing secure infrastructure for the integration between the industrial floor and the business corporate floor, developing business real-time operating centers, security operation centers and network operations centers.

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CONCLUSION

The Arab world is at major challenges that include developing strategies to utilize digital transformation capabilities to improve their economies and enhance the citizen life. Moving to smart initiatives is not an option and is one of the most important factors to help the economies to survive the world economic turbulences.

As the Arab region is one of the world top producers of oil and gas, they need to enhance oil and gas production by implementing digitalization in operation and production areas. Smart cities will bring huge benefits to the governments and citizens and will enable the Arab region to be the target of living in the world.

Cyber challenge is one of the critical factors and hence Arab countries shall address this challenge by building nation agendas that drive the country's sector level, operators, and entities cyber agendas. Developing cyber security governance models, implementing security by design and employing cyber security defense in depth models are critical success factors to the Arab world, and we should not forget that the Arab world is facing political challenges that enforces them to realize the effect of electronic wars and stimulates them to focus more and more at empowering their cyber defenses.

ACKNOWLEDGMENT

All of us struggle to locate moments or short hours to complete such small chapters. So, I would like to thank Dr. Fayez Albadri for his patience and support to complete this section

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Chapter 10
Strategic Information Systems in Arab Organizations

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ABSTRACT

Organizations are increasingly dependent on information systems, and they invest dearly on systems to integrate disparate business functions, automate business processes, and support operations in order to sustain business and survive in a competition-intensive business environment. However, such systems have in many occasions failed fully or partially. The lack of "fit-to purpose" seems to be the common factor among most of the failed cases. This suggests that such systems are not selected, implemented, configured, or supported based on a proper analysis and understanding of the organization structure and hierarchy, business functions, business processes, and business environment. Evidently, the majority of organizations tend to emphasize system specifications that match their operational and tactical requirements, with little attention given to strategic requirements, culminating in issues with strategic planning and decision making. This chapter uses a survey and simple model based on the characteristics and competitiveness indicators of strategic information systems (SIS) to examine the impact of such systems on the business performance in 16 medium to large Arab organizations. The study concludes with an emphasis of the importance of SIS to help organizations achieve excellence and competitive advantage and realize business objectives and goals.

INTRODUCTION

In a highly competitive, globalized environment, the performance and sustainability of modern government and business organizations, are becoming increasingly dependent on information systems, and technology applications. There is no doubt that information systems, have a major strategic potential, due to their great influence on modern businesses, as they evidently have influenced both societies and individuals alike (Mendonca, 2004; Norita & Alhaj, 2012).

Through database management, integration and process automation, information systems are well-established as the main contributors, to help organization achieve operational excellence, produce new products, services and business models, boost relations with suppliers and customers, improve planning

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and decision making, attain competitive advantage and even ensure survival in an aggressive environment and circumstances. (Lauden & Laudon, 2008).

However, information systems and technology have never been problem-free, and the rosy picture that was engraved in the minds of management and staff alike, was shuttered as a result of facing problems, of many different types including, technical, functional and people issues. Issues and problems that have led to either partial or complete failures, excessive costs, end-users resistance or the rejection of systems among other things (Dwivedi, Ravichandran, Williams, Miller, Lal, Antony, & Kartik, 2013b; Yeo, 2002)

It is only common sense to view information systems and technology strategically, not only because of their criticality to business performance, sustainability and survival, but also due to the high investment and operating costs, as well as the long term and far reaching impact on all aspects of the business (Altaf & Khalif, 2016).

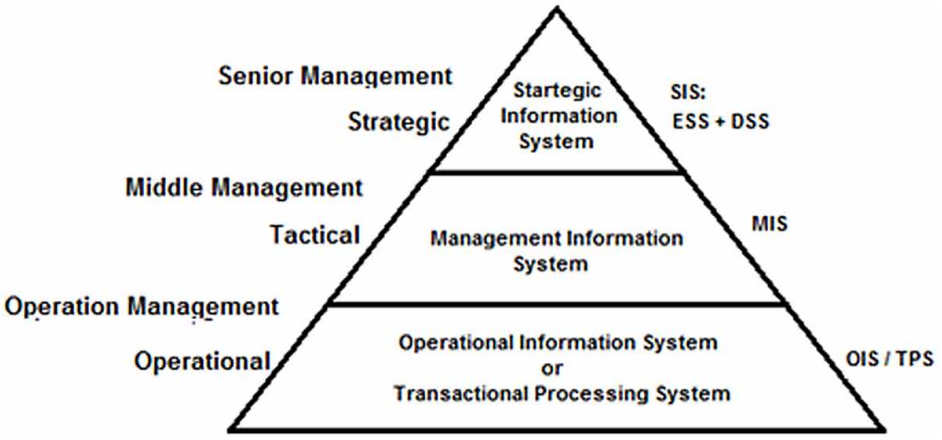
Therefore, in order to maximize the benefits and business gains from information systems, and to minimize issues, and mitigate risks associated with using such systems, strategic best practices were prescribed to guide their effective use and utilization securely. Thus, leading to the emergence of new concepts and disciplines such as; Information Systems Strategic Planning (ISSP) and Strategic Information Systems (SIS), Strategic Digital Transformation (SDT) and Strategic Artificial Intelligence (SAI) (Xu & Kaye, 2010; Shirazi & Soroor, 2007).

The main objective of this paper, is to investigate and assess –using a simple SIS model- the impact of strategic information systems, on business performance, and ability to achieve competitive advantage, in a number of medium-large organizations in the Arab regions, to pinpoint evident gaps and weaknesses, and suggest solutions for improvement (Brown et al, 1995).

The Information System Pyramid

In order to understand the main characteristics and features of a strategic information system, in a typical business organization, it is useful to review the different types of information systems, and what they are ideally suitable to support, in an organization hierarchy level. The Information System Pyramid shown in Figure 1, illustrates a conceptual mapping of the organization hierarchical levels to the matching information systems types (Kimble, n.d; Habibullah, 2016).

Figure 1. The information system pyramid
(Source: Habibullah, 2016; Laudon & Laudon, 2014)



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At each level of the information pyramid there are also information systems which deal specifically with the type of information. The base of the pyramid, represents the organization's operations level, which is characterized by intensive and continuous activities and transactions, warranting the need for an information system with a data repository or database that is capable of recording and storing data related to transactions. Therefore, at this level, Operational Information System (OIS) or Transactional Processing System (TPS) would be the right tools, to consolidate all transactional data in database tables that can be searched for, and retrieved conveniently when needed. Such system would capture data, through manual data entry using interface applications and forms, or through barcode scanning or using other input devices (Habibullah, 2016).

The middle layer of the pyramid, represents the organization's middle management, supervisors and team leaders' oversight and supervisory duties, which is characterized by monitoring and control activities, to ensure smooth and timely operations, adhering to quality, health, safety standards, and warranting the need for an information system with effective static and analytical reporting tools, for extracting operational and transactional data, from the TPS or OIS databases, and converting it to useful information, in the form of reports that indicate performance among other things, of interest to middle management. Therefore, at this level, Management Information Systems (MIS) would be the right tools, to summarize transactions and present them, as sums and comparisons in reports that can help to identify performance, and spot any deviations or non-conformances (Habibullah, 2016; Laudon & Laudon, 2008).

The top layer of the pyramid, represents the organization's strategic level, which is characterized by strategic decision-making, by senior management and executive level, which is characterized by producing analytical reports, and displaying key strategic performance indicators on dashboards to executives, warranting the need for an information system that is capable of rolling up operational and transactional data to meaningful indicators that can help senior management to make decisions of strategic nature to the organization. Therefore, at this level, Decision Support System (DSS) and Executive Support System (ESS) would be the right tools, to transform data and information into knowledge, in the form of meaningful strategic performance indicators. To this effect, Strategic Information Systems (SIS) would equate to both DSS and ESS (Habibullah, 2016).

Although the information pyramid model, simplifies the representation of the firm into three levels only, when in reality organization, vary in the number of levels in the number of hierarchy, based on organization structure be it horizontal (flat) or vertical (hierarchical).

It could be appropriate after reviewing the information pyramid, to point out that although the model spells out types of information systems that match different hierarchy levels, as if they are discrete systems, in reality enterprise information systems (EIS) and corporate systems, tend to be packaging modules that support each of these levels. It is therefore important that the information pyramid is used only conceptually, to explain and map the business requirements to the technology functions, whilst in real life an and EIS systems such as IBM MAXIMO, ERP system like SAP AG or Oracle as well as other CRM and SCMS systems, have transaction processing modules and applications on top of a database to support operations, they also packaged with reporting tools such as, SQR and Crystal Reports for supervisors, team leaders and middle management to monitor and controls, and they have dashboards and analytics to serve senior management in the their strategic decision making nan planning (Akabawi, 2012; Scott & Vessey, 2000).

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Strategic Information Systems (SIS)

The term 'Strategic Information System', abbreviated as (SIS), was introduced for the first time in 1982/83 by Charles Wiseman, President of a newly formed consultancy called "Competitive Applications", who introduced it in response to and initiatives to provide a competitive advantage (Wiseman and Macmillan, 1984; CIO Whitepapers Review, n.d). As such, it is quite common to associate SIS with strategic business opportunities, and for operational excellence through automation that boosts efficiency, effectiveness and control (Irwin, 1988).

The early work of Wiseman emphasized that SIS represent the link between business and computer strategies, and their role in the development and realization of new developed business strategies, using Information Technology. He also suggests that "they may be systems where operational management people and Information Services people have brainstormed together over business problems, and have realized that a new competitive thrust is possible when computer methods are applied in a new way" or "with an entrepreneurial spirit perceive how new capabilities can quickly gain competitive advantage" (Wiseman and Macmillan, 1984; Parsons, 1983).

Additionally, SIS is thought to give competitive advantage to the organizations, by delivering products or services, at a lower cost (low-cost leadership strategy), is differentiated (differentiation strategy), that focuses on a particular market segment (focus strategy), or is innovative (Porter, 1989; Porter, 1985; Alshubaily and Altameem, 2017)

The main features of any Strategic Information Systems may include the following:

- SIS is associated with organizations efforts to gain edge over competition.
- SIS could be used in different organization management levels but in particular executives and senior management.
- SIS has a far-reaching impact and tend to make quite a difference
- SIS can have a profound change to the way the organization does business
- SIS can sustain strategic, competitive advantage

As he introduced the new concept of SIS, Wiseman was of the view that information systems can be divided into three types: Operational systems, Financial systems, and Strategic systems.

Whilst he suggested that operational systems are intended to help control the details or business, and the financial systems to computerize the accounting, budgeting and finance operations of an organization, he defined strategic information systems (SIS) as those systems that link business and computer strategies (Irwin, 1988; CIO Whitepapers Review, n.d), and were described as:

- They are the systems where new business strategies have been developed and they can be realized using information technology.
- They may be systems where new computer technology has been made available on the market, and planners with entrepreneurial spirit perceive how the new capabilities can quickly gain competitive advantage.

SIS, is broadly differentiated from other types of systems, in that it significantly changes business performance, contribute to attaining strategic goal, and fundamentally change the way a company does business, the way it competes and the way it deals with its customers and suppliers.

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The main characteristics of SIS may include:

- **Main Task:** Strategic/competitive advantage, linkage to business strategy
- **Key Objective:** Pursuing opportunities, integrating IS and business strategies
- **Direction From:** Executive / senior management and users, coalition of users/management and information systems.
- **Main Approach:** Entrepreneurial (user innovation), multiple (bottom-up development), top-down analysis, etc.) at the same time.

Wiseman's Strategic Grid Analysis shown in Figure 2, presents SIS as the 'Strategic' category of systems that includes applications that are critical for future success. This compares to the three other categories of 'Factory' that refers to applications sustaining existing business, 'Support' that refers to applications for improving, but not critical to existing business, and 'Turnaround' which refers to applications for future strategic importance.

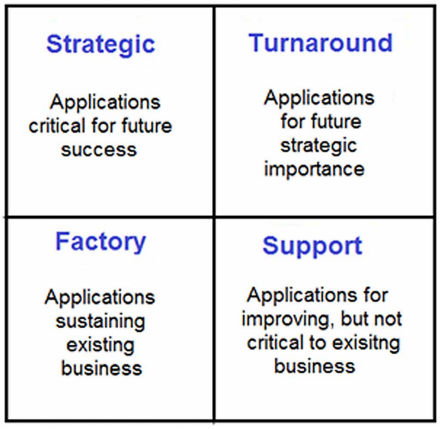
SIS and Competitive Advantage

It is widely accepted that SIS can be used to gain competitive advantage, but how this can be achieved? There are different propositions in this regard, but one of the most popular is what is proposed by Porter (1985) who suggests that this is doable by adopting any of the following strategies; low cost leadership strategy, differentiation strategy or focus strategy.

The low-cost leadership strategy is about the delivery of products and services at lower overall cost of all corporate activities. It is important however to point out that internal cost saving and other internal advantages realized from operational or transactional systems would not be viewed as strategic unless these savings be translated to a better competitive position in the market (Porter, 1989).

The differentiation strategy is about adding unique features that are competitive attractive in the market to the delivered products and services customers will appreciate and perceive it as additional

Figure 2. Wiseman's strategic grid analysis
(Source; Wiseman & Macmillan, 1984)



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value. SIS can help customers to perceive this additional value that they would be willing to pay against (Albadri & Abdallah, 2010).

The focus strategy is intended to focus on a specific segment in the market and to deliver products and services that bare specifically tailored to the requirements and preferences of the that segment. This is mainly about identifying and creating market niches that are inadequately filled. SIS can help in defining, expanding, and filling a particular niche or segment (Porter, 1985).

The innovation strategy is concerned with developing products or services with the help of computers. Such innovative approaches provide new opportunities to attract customers, and also open up new fields of business (Porter, 1989).

Therefore it can be concluded that any data processing system could be considered "strategic" if it aligns the IT strategies with the Business strategies, in the form of an explicit connection between the organization's business and system plans that can together help realize the organization's goals and objectives, and provide management with the tools to better control of critical information systems (Abdallah & Albadri, 2009)

The onus is on IS consultants, as they work with SIS, to adopt a smart and innovative approach to attract the attention of senior management, and to get them engaged, and that would has its impact and influence on how strategic the system would be.

In term of Information System Strategic Planning (ISSP), different types of information systems would be included to run the business more effectively and profitably (Albadri & Abdallah, 2010). However, if senior management would be interested in the immediate system output because in their view it may affect profitability, then the system would be definitely labelled as strategic information system (SIS) (Laudon & Laudion, 2014).

It is obvious that SIS is intended to, match information services resources to strategic business opportunities, and this would have its impact on the products and the business operations. What seems to matter most in planning for strategic systems, is the efforts expended to develop the competitive environment and the strategy of a business timed with management desire to push forward anew initiative or a creative idea.

The effectiveness of strategic systems is linked to the capabilities associated with the routine basic work of gathering data, evaluating possible equipment and software, and managing the routine reporting of project status. It is rather the vertical and horizontal integration of all different systems that serve the operational, tactical and strategic levels that ensure the effectiveness of SIS in helping the organization achieve its strategic goals, transform the way it does business and eventually in achieving competitive advantage (Albadri & Abdallah, 2010)

SIS Assessment Survey Model

SIS Assessment model that is used in this investigation, is based on the main SIS concepts, characteristics and attributes that were described in the literature, and were referred to subsequently in an earlier part of this chapter. The study benefits from features that were examined by the author as part of a previous investigation (Abdallah & Albdari, 2009), and combined with other relevant factors conveniently to use in this study. The assessment is of two parts;

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- Part one, is concerned with answering the question "How Strategic Is Your System', to assess the organizations' level of readiness in terms of access to the technology (hardware and software) associated with SIS. The main attributes attached to answering this question of whether the corporate system includes the following components; 1) ESS 2) DSS 3) Dashboard 4) Analytics 5) KPIs
- Part two, is concerned with answering the question "How Competitive is Your Business?" to assess the organizations' performance generally and in particular its competiveness level of readiness, in terms of access to the technology (hardware and software) associated with SIS. Although competitiveness, may be viewed as the ability to persuade customers to choose their offerings over alternatives, or as the ability to improve continuously process capabilities, our use of the term for the purpose of this study is primarily the former although it could also imply continuous improvement as a strategic function. The main attributes attached to answering this question of performance and competitiveness include the following components; 1) Evident boosting of business performance, 2) Evident contribution to attaining strategic goals 3) fundamental change of the way a company does business 4) fundamental change of the way the organization compete 5) fundamental change of the way it deals with customers and suppliers.

Table 1 maps the main attributes of the SIS systems and performance, to the respective features and characteristics that were extracted from the reviewed literature.

This simple classification model, is intended to characterize and classify strategic systems, used in different Arab medium to large size organizations, which have agreed to take part in the study survey.

The main strategic system (input) question is 'How Strategic is Your System?', and it has a number of attributes or indicators including; ESS, DSS, Dashboard, Analytics and KPIs as shown in Table 1 above, and the main strategic performance (Output) question is 'How Competitive is Your Business?, and it has a number of attributes or indicators including ;boosting business performance, attaining strategic goals, change the way to do business, compete and deal with customers and suppliers.

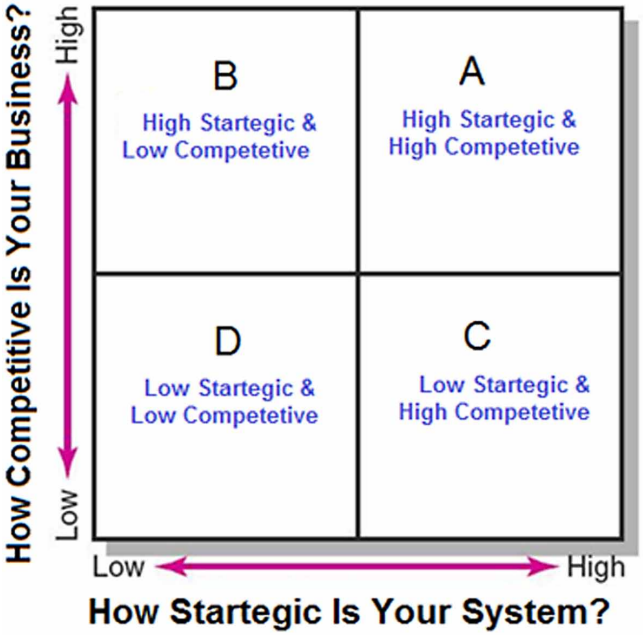
With the help of a simple rating system, the answers of the participants were consolidated, to gauge the level of the 'strategic system", and the level of 'Business performance" or of "Competitiveness". The combination of both ratings, of each of the participating organizations, decides the quadrant, to which the case can be fitted to, in the SIS Categorization Matrix (Figure 1). All participant organizations (cases), are represented in the Matrix based on their SIS profile reflecting the combination of the input and output.

Table 1. The main SIS Model attributes and features

SIS Input /Output	SIS Features
How Strategic is Your System?	1. ESS 2. DSS 3. Dashboard 4. Analytics 5. KPIs
How Competitive is Your Business?	1. Evident boosting of business performance 2. Evident contribution to attaining strategic goals 3. fundamental change of the way a company does business 4. fundamental change of the way the organization compete 5. fundamental change of the way it deals with customers and suppliers

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Figure 3. SIS categorization matrix



SIS Matrix Quadrant A (High Strategic- High Competitive) Category

Quadrant A, represents the category of organizations that are 'High strategic' and 'High Competitive'. Organizations that belong to this category, have evidently invested in strategic systems and technology applications that correspond to the main components of a strategic information systems (SIS), and who have appropriately selected, implemented, and utilized these applications, to support the strategic business requirements of the organizations.

This category of organizations, is dedicated to use information system and technology, to support its business, at all levels, and has reached over the years of system usage and utilization a good level of maturity, in transforming information systems to business solutions, and have progressively, built a rich repository of data that was processed, and converted into information, in the form of static and analytical reports. Usually, the role of senior management support and vision that characterize the commitment to the next phase, of availing strategic tools, and applications for senior management and executives such as Decision Support System (DSS), and Executive Information System (EIS), with KPIs dashboards, and analytical objects. This category is also characterized by effective and controlled usage and utilization of all systems, by adopting a suitable IT governance approach such COBIT or ITIL and suitable awareness, training and support policies. Organizations who fit this category, usually use ERP system that integrate all the core functions, automate both functional and cross-functional processes, and avail tools and supports all levels in the organization.

Such organizations, succeed through their disciplined and dedicated use of the strategic system, in achieving improved performance, improved decision-making, competitive advantage and customer and supplier intimacy. In short they are more strategic and more competitive.

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SIS Matrix Quadrant B (High Strategic- Low Competitive) Category

Quadrant B, represents the category of organizations that are 'High strategic' and 'Low Competitive'. Organizations that belong to this category, have evidently invested in strategic systems and technology applications that correspond to the main components of a strategic information systems (SIS), perhaps including EIS and DSS applications, and possibly analytics and dashboards. However, a close look at the impact of SIS on the business performance and completive indicates a minor positive impact.

On investigation of this unfortunate situation, all kind of possibilities are there, including problems in the selection, implementation or support of the systems, and it may be linked to technical, business or people issues that hindered the effective utilization of such systems leading to full or partial failure to return on investment or accomplish sough business performance improvement or competitive advantage. In short, selecting and who have appropriately selected, implemented and utilized these applications, to support the strategic business requirements of the organizations. Therefore, they are more strategic and more competitive.

SIS Matrix Quadrant C (Low Strategic- High Competitive) Category

Quadrant C, represents the category of organizations that are 'Low strategic' and 'High Competitive'. Organizations that belong to this category, have evidently low investment in strategic systems and technology applications, therefore they do not have what equates to a strategic information systems (SIS), however they may have a strong leadership, and a good organizational system that can still contribute to business improvement, and perhaps competitive advantage, by using innovative methods to utilizing available technology systems such as, TPS and MIS, coupled with dedication to quality concepts, teamwork and communication usually in a semi flat structure rather than a vertical or hierarchical structure. Such organizations, have high level of readiness, and a huge potential to outstand, should strategic systems and tools are introduced at a later stage. In short, they do not have the technology, but they have a good business system in place.

SIS Matrix Quadrant D (Low Strategic- Low Competitive) Category

Quadrant D, represents the category of organizations that are 'Low strategic' and 'Low Competitive'. Organizations that belong to this category, have evidently low investment in strategic systems and technology applications, therefore they do not have what equates to a strategic information systems (SIS), and as would be expected, they had low or no positive impact on the business performance and competitive advantage. These are organizations who either lack the resources to invest in strategic applications and tools, or who may not have the interest or drive by management to undergo change for improvement, through technology. In short, they do not have the technology and they are not competitive.

SIS Organizational Assessment and Results

The study relied on the SIS assessment model and a survey, to investigate 16 Arab organizations from different sectors, to assess how strategic their systems are, and how competitive their business are, and to check if SIS has a positive impact on the business performance and competitive advantage. The study targeted 25 medium to large size organizations, to take part in the survey, but only 16 organizations

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consented to take part. The survey included a number of questions that are related to SIS and its related technology components, as an (input) and anticipated (strategic) business performance and competitive advantage. The completion of the questionnaire, was flexibly allowed to the convenience of the participating parties, ending up with some done in face to face interviews, on phone or by email. The approached organizations were diversified and representative sectors of the industry in the Arab regions.

The distribution of the participating organizations by region and by industry is illustrated in Figure 4 and Figure 5. Figure 4 shows that 44% pf the participating organizations are Gulf organization, 31% from West Asia countries and 25% from North Africa.

Figure 5 shows that 25% of the participating organizations are from Oil & Gas, 19% from Banking, 19% from Health, 13% from Education and 12% from Manufacturing.

The classification process has resulted in assigning different ratings to each of the 16 participating organizations as illustrated in the SIS categorization Matrix (Figure 6).

Figure 4. Participating organizations by region

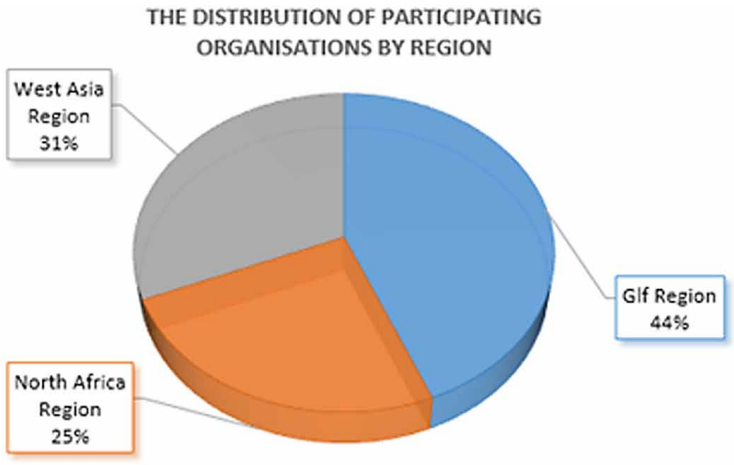
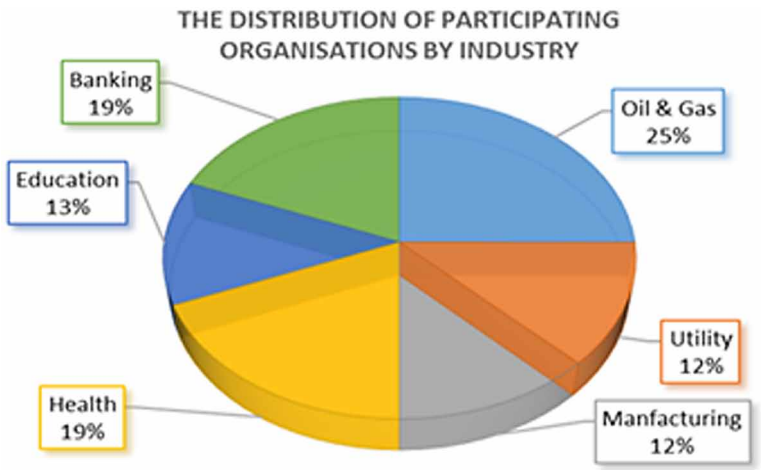
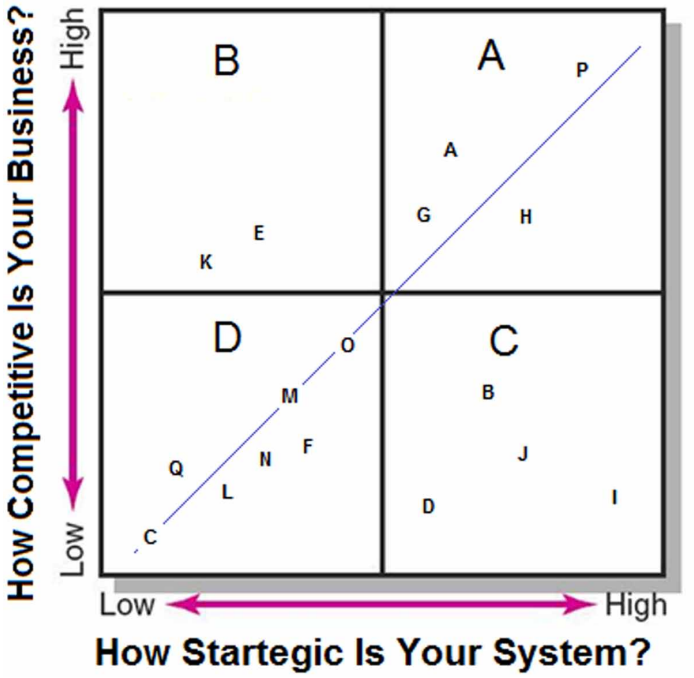


Figure 5. Participating organizations by industry



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Figure 6. SIS Matrix - Survey Results



From Figure 6, there is a clear linear relationship between the two tested variables, confirming that the more strategic your system is the more potential for your business to be more competitive and of improved performance and they represent 69% of the participating organizations. However, the exceptional cases indicated by lack of fit to the line that represents the bulk of the cases namely; K, E, B, J, D and I, which represent 31.3% of the participating organizations.

The SIS matrix in Figure 6 shows that the organizations that belong to Quadrant A (High Strategic-High Competitive) Category represent 25%. It is clear that the investment of organization A, G, H and P in SIS technology and tools has paid off as the organizations enjoy a healthy business performance and competitive advantage as a direct result of SIS usage and utilization. Organization P enjoys the highest performance and competitiveness due to senior management commitment, support and vision and due to an overall maturity in adopting technology based solutions to serve business.

The SIS matrix in Figure 6 show that the organizations that belong to Quadrant B (Low Strategic-High Competitive) Category represent 12.5%. Organization K and E represent the positive exceptional cases as they managed somehow to although they have limited investment in SIS technology and tools. A close investigation into this indicates that this is linked to having a quality system in place and a culture of teamwork in a flat type organizations with senior management supporting leadership.

The SIS matrix in Figure 6 shows that the organizations that belong to Quadrant C (Low Strategic- Low Competitive) Category represent 25%. These investment in SIS technology and tools by the organizations D, B, J and I were high, yet the of little benefit in terms of business performance and competitive advantage, could be due to a variety of reasons including; low usage and utilization and end-user lack of acceptance.

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The SIS matrix in Figure 6 show that the organizations that belong to Quadrant D (Low Strategic- Low Competitive) Category represent 43.8%. These investment in SIS technology and tools by the organizations of this category was low and as result they have little benefit in terms of business performance and competitive advantage.

DISCUSSION AND CONCLUSION

The study has succeeded to give some insight on how Arab organizations use strategic systems to improve business performance, decision-making, customer and supplier intimacy and most importantly achieve competitive advantage. The study confirms the linear relationship and that positive impact of investment in SIS technology and tools such as DSS, EIS, KPIs Dashboards, and Analytics on the realization of strategic goals, the improvement of business performance and decision-making and achieving competitive advantage.

However, it was evident that there were few positive and negative exceptions; the positive exceptions were of 2 participating organizations who managed through quality systems and visionary leadership to achieve respectable levels of competitiveness although they had limited spending on strategic systems, and therefore providing with the potential to excel and standout should they embark on an initiative to implement SIS.

The negative exceptions refers to the organizations who invested dearly in SIS but has not benefited adequately due to different reasons including technical, functional and people issues. It is urgent for such organizations to review their approach to technology investment criteria and approach to identify the specific gaps and weaknesses and take necessary measures to correct the situation.

There is also lessons learned from the cases of organizations that have low investment in SIS and poor performance, that in a competitive market it could be critical for the survival of the organizations to invest in suitable technologies to be able to compete and sustain business, and therefore it is a high priority to allocate budgets for technology and systems.

IMPLICATIONS

It is clear that the study can be used as a baseline to further qualitative research to dig deep into each case to understand all the variables that have contributed to placing them in the SIS categories. The findings of the study may trigger interest of consultants and practitioners who are involved in implementation of informations systems and ERP solutions in the Arab World. The educational implication could translate into postgraduate students in this region engage in further research building on the findings of this study.

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Chapter 11
A Strategic Approach for Patient-Centric E-Healthcare Development:
Informatics Solution HIT as Case Study

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ABSTRACT

Different types of industries, strategic thinking, planning, and management in healthcare have become cornerstones of providing high quality of healthcare services among the rapidly changing competitive environment and the emerging technologies, which is pushing health service providers to adopt the eHealth solutions to automate the treatment workflows during health service. This chapter introduces a new healthcare IT cloud model called HealthGate Cloud (HGC), which is specially designed as a central repository for patients' EHRs. The proposed model provides a technical and business framework for a centralized enterprise healthcare information system and data sharing between all participated healthcare providers in the country or region, which makes them all as if they are one big hospital having one single repository and database for all patients' medical records. It can be used by any HA in any country or region to provide this solution for HSPs through subscriptions business model.

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INTRODUCTION

Introducing Healthcare Informatics (HIT) in hospitals, medical centers, and other HSPs is an important strategic decision that can be taken by healthcare business owners or regulators which definitely reflects into better healthcare provision, well-managed workflow throughput and increased revenue for healthcare service provider either public or private (Jabali, 2018). Providing high quality of healthcare services among the rapidly changing competitive environment, and the emerging technologies is pushing HSPs to adopt the eHealth solutions to automate the treatment workflows during health service provision, and keep track of patients' health records by all health service stakeholders that ensure better quality of health services delivery and optimization (Mu'taman Jarrar & Don, 2016).

Accordingly, it becomes highly demanded for HSPs to have not only Electronic Medical Records (EMR) solutions for tracking of patients' records but also Electronic Health Records (EHR) systems that are needed to digitize the daily workflow, automate the services in any HSP, and to establish interoperability mechanisms between different service providers who can share the EHR of the patients, and nationwide adoption of EHRs becomes an emergent policy priority in most of the countries (Adler-milstein et. al, 2015). These initiatives guided HIT vendors and countries' Health Authorities (HAs) such as Taiwan (Wu et al., 2017) to build their HIT solutions on the cloud that can be accessed and shared between several HSPs and stakeholders.

Building a healthcare system on the cloud has been enormously requested these days because of the tremendous advantages and various features that can be gotten from executing such healthcare solutions on the cloud, and because of the continuous innovation upgrades of the cloud and IT technologies which dispense with a lot of considerable disadvantages of utilizing cloud technology at its beginning times. Healthcare enterprises, as other enterprises and industries, are being encouraged to go for cloud to get most of the advantages and benefits of the cloud technology, and to line up with the most recent trends of IT industry, such as Big Data, Machine Learning, Artificial Intelligence, Business Intelligence, and Decision Support Systems.

Implementing HIT solutions on the cloud has too many benefits and numerous features for all health service stakeholders, which yields to better patient care and community healthcare; such as: cost-effectiveness of subscribing to the cloud instead of building a fully hosted data center, which enables small and medium healthcare enterprises to utilize the benefits of such solutions without the need for upfront expensive investment, having a unified patient record that is accessible for all health service stakeholders, sharing a collaborative economic digital health environment that distributes cost overheads and reduces medical services waste, sharing of medical resources and remote health service provision such as Telemedicine and Teleradiology, improving healthcare quality through the online access and the aggregation of medical data by one central solution, sharing of patient medical records between several healthcare providers which has extensive benefits for patient and health services delivery, and reduction of redundant services to be repeated by each HSP in addition to the "increase exactness and effectiveness, better communication among healthcare professionals, and reduced risk of prescription errors" (Rajini & Beulah, 2016) plus many other benefits.

Nowadays; most of the health solution providers and HA in several countries are moving into the cloud according to a recent research conducted by KLAS organization, which showed that ninety percent of provider organizations are considering the off-site data hosting (Nerney, 2017).

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Practically speaking, the above mentioned strategic approaches are having a lot of challenges and issues that limit them from being sufficiently effective when they are put in practice, especially when applied for national, regional or community scales. Most important issue is that the lead and initiative has to be taken from the highest HA in any country, to ensure and regulate the interoperability between several HSPs in order to obtain the unified repository for all patients records in the country whether they were treated in public or private institutes, to be able to achieve the strategic objectives of improving the quality of health service delivery for the benefit of patients themselves and the overall society's population health.

Other issues are related to the compliance with the healthcare international standards and the emerging need for "Meaningful Use" of EHR solutions - according to the US Center for Medicare and Medicaid Services (CMS) - that regulates the security and privacy of patient information in addition to the handling of the patient information which is very sensitive and critical (CMS, 2018 and TechTarget, 2017). That in turns provides a rich field for researchers, academics and practitioners for further researches and innovations to address and overcome these gaps and issues in the healthcare industry.

Healthcare IT Cloud (HITC) can be the viable alternative solution for all healthcare enterprises especially small and medium HSPs (Siwicki, 2017). While -at the same time- HITC has several challenges that need to be well addressed by its provider including: ensuring the implication and compliance with the latest healthcare standards, authentication and access control techniques in Healthcare Clouds such as Role-Based Access Control (RBAC), Attribute-Based Access Control (ABAC), Location-Based Access Control (LBAC), Task-Based Access Control (TBAC), etc., security threats and privacy concerns in HITCs, patient accessibility to healthcare solutions, patient privacy concerns and patient information sharing, interoperability of multiple HSPs using healthcare cloud, having central repository for EHRs of all patients that can be accessed by any granted HSP, sharing patient medical history between different HSPs specially private HSPs who are looking for economic business model of Electronic Medical Records (EMR) solution and many other issues and challenges.

This chapter introduces a new HIT cloud model especially designed as a complete healthcare informatics solution over the cloud, which can be used as technical and business framework by HA in any country or region or by any health solution provider to provide this solution for HSPs through subscriptions business model for several purposes such as: (1) digitally register all EHRs for their patients, (2) digitize and automate their daily processes and workflow fully paperless, (3) facilitate Health Information Exchange (HIE) among all participated HSPs and (4) refer patient to another HSP - like other specialized clinics, radiology, pharmacy or lab center - and grant its access to the same patient medical record without sending the record outside the EHR repository database.

The model is a mix between the community and private cloud tailored for HIT industry to obtain the most possible benefits from this hybrid cloud model (Lee, 2017; Kunwal et al., 2017) for all stakeholders. It introduces a unified model of Pay-Per-Patient healthcare private cloud based on Software as a Service (SaaS) as a foundation for developing future business model called Healthcare IT as a Service (HITaaS) for centralized enterprise healthcare information system, and data sharing between all healthcare providers (hospitals, clinics, doctors, etc.) and several stakeholders (patients, insurance companies, HA) in the country or region, that makes all subscribed hospitals, clinics, labs, radiology centers, pharmacies as if they are one big hospital having one single repository and database for all patients' medical records. The model that is being introduced by this article is called HealthGate Cloud (HGC).

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LITERATURE REVIEW

HITC solution has been very demanded nowadays, due to the huge benefits and numerous features that can be derived from implementing such solutions on the cloud, and due to the progressive technology enhancements of the cloud technology, which eliminate many of the legacies drawbacks of using cloud technology at its early stages. HIT applications, like other industries and sectors, are being urged to go for cloud to get all the benefits of the cloud services, and to align with the current and latest trends of IT industry such as: Big Data (Lamb, 2017), Machine Learning, Artificial Intelligence, Business Intelligence and Decision Support Systems that yield to the increased flexibility, efficiency, effectiveness and potential cost savings.

Implementing EHR and other healthcare solutions on the cloud have too many benefits and numerous features for all health service stakeholders, which yields to a better patient care. One prime benefit is the unified patient record that is accessible for all health services stakeholders, which will result in a tremendous reduction of cost for HSPs who shared a collaborative economic digital health environment, which in turn reduce the overhead cost, the medical services waste, and the health service cost for patients.

This cost savings and resources' wasting reduction is possible due to the fact that HITC solutions aim at eliminating the repetition of services by many Health Centers (HC), sharing of medical resources, providing the ability for remote health service provision such as Tele-medicine and Tele-radiology, improving healthcare quality through online access and the aggregation of medical data by one central solution (Lubamba & Bagula, 2017), and many other benefits and advantages.

Canada Health Infoway & Gartner (April 2018) provided a very attractive study about the quantitative and qualitative benefits of connected health information in Canada, and "reveals significant financial and time-saving benefits of using connected health information for patients, providers, the health system and the economy.". But due to the high sensitivity and criticality of the data being used in HIT solutions, many considerations need to be taken into account while provoking the healthcare solution on the cloud as will be explained in this research.

Accordingly, many researchers, book authors, and solution vendors have been discussing this topic as one of the most attractive subjects in the HIT field, due to the high demand by markets and societies; so that vendors, who are responding to the market needs and health authorities and policymakers are responding to the societies' health needs by enhancing their solutions to cope with this trend. Additionally, this topic is still considered not mature enough when looking at all of its aspects and areas of interests (Hu & Bai, 2014), as the majority of the literature is considering only some aspects of HITC and rarely we can find a literature that is covering all of its aspects and considerations, which is the strength and novelty of this work that is providing a healthcare cloud model to cover almost all aspects of HITC in one single research, and possibly some other successive future ones to enhance this model as the technology emerged. It is a consolidated and comprehensive technical and business framework and a new approach for very economic and integrated healthcare cloud that can be used by any HSP and stakeholder, regardless of its size and specialty.

Also, the majority of studies are discussing having multiple healthcare clouds and the interconnectivity among those clouds and concerns of healthcare data to be exchanged between different systems hosted by different clouds.

Before discussing the literature models for healthcare cloud and the gaps in these models; it is wise to start the literature review by highlighting the value of using cloud services in healthcare sector as studied by (Ayoobkhan & Asirvatham, 2017) who investigated the factors influencing the decision of

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adopting cloud computing technologies in healthcare industries, that lead to adopting of its innovation benefits. Among 125 IT employees in private hospitals, a questionnaire was conducted covering technical, organizational and environmental factors which revealed that it is a wise, effective and highly justifiable investment for private healthcare enterprises business owners, to invest in following and adoption of cloud technology in private hospitals. (Cilliers & Wright, 2017) conducted a case study in South Africa to study the improvement of primary healthcare delivery countrywide when using cloud-based EHR solutions.

Kadhum & Hasan (2017) listed several compelling features and benefits of cloud-based solutions that make it attractive for business owners to adopt such solutions in their organizations. Some of these benefits are: no up-front investment, lowering of operation cost, having highly scalable and easy access solutions, reducing maintenance expenses and business risks, enhancing the current practices of service delivery and much more.

Then, through a preliminary study to determine the key factors associated with cloud computing utilization to foster the current health information systems in Iraq, they revealed a negative perception of the effectiveness of current technologies in managing and maintaining a large volume of health records in a timely manner.

They also acknowledged the lack of access to effective computing to help health professionals to perform multiple activities related to sharing and retrieving patients' records. In spite of all of these benefits, current usage of available technology and several challenges are negatively impacting the confirmation to fully utilize health information systems on the cloud, due to the limitation of hardware and software resources, the complexity of sharing health data across distributed networks, and the security concerns of exposing health records on the cloud (Mehraeen et al., 2016). Such challenges besides the fear of that most of the available health information systems do not fulfill the needs for health providers and stakeholders are the main reason for the low expectations of having a successful utilization of these technologies with current environmental settings.

All of these challenges are well addressed and overcame with HGC model as there is one provider who takes care of all the environmental settings and infrastructural preparations, that are needed to build the solution on the cloud which is freeing the customers to concentrate on their normal daily duties of pure medical services, without bothering themselves with the IT related issues, challenges and continuous maintenance required for IT hardware and software.

Beside the above mentioned gaps, other gaps that have been found in the literature work and existing systems such as: (1) Most of the current EMR Cloud solutions assume that each HSP or HC has its own local EMR solution, which means that each EMR system is to be created and managed by a single HSP or HC, then an HC can share patient data with another by sending patient's data from their own system to the other HC's system. That can be achieved via a shared cloud-based integration engine or customized HIT system to handle the sharing workflow of patients' information. Lubamba & Bagula (2017)'s model as an example. (2) Some models assume that different HIT systems such as Hospital Information System (HIS), Laboratory Information System (LIS), Radiology Information System (RIS), Pharmacy Information System (PIS), and EMR system are implemented separately on the cloud infrastructure.

This is totally an obsolete approach that do not meet the strategic objectives of this chapter's model of having seamless interoperability between all HSPs on single central repository, which is built on a single cloud having one single solution for all HSPs and stakeholders, thus providing full portfolio of HIT solutions that are needed by any healthcare provider and stakeholder, in order to achieve the goal of having fully paperless environment and a completely digital service workflow. Bahga & Madisetti (2013)'s model as an example. (3) Most of the current EHR implementations are lacking the use of EHR

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for many keystone functionalities such as: documentation and follow-ups of progress notes, communication between several HSPs, interactions alerting and decision support, in addition to the limited security mechanisms provided to overcome all security threats in healthcare industry (Jabali, 2018), which is thoroughly investigated and resolved in this paper. (4) Many kinds of literature show several obstacles, challenges, and difficulties for adoption of EHR solutions in hospitals and other HSPs such as financing, the requirement for intensive technical support, and the resistance from healthcare workers to use IT technology (Jabali, 2018; Adler-milstein et. al 2015), which are mostly addressed by this article's model through providing easy to access and use solution with attractive economic business model leaving the technical support and data preserving responsibility on the HGC administrator.

In this section, some of the latest literature work that suggested HITC models will be discussed. Most of the literature are considering only specific aspect(s) or functionality(s) of healthcare cloud technology and having some gaps which can be a room for enhancement and further discussions in this chapter, and will distinguish HGC model from other existing platforms or models that offer similar functionalities. In what follows, some of the literary work that is directly related to the main topic of this work are discussed and the main gaps are highlighted:

Besides the previously mentioned gaps, there are some other gaps which are existed in their paper. One of the major gaps is that the model assumes that different HIT systems (LIS, RIS, PIS, and EMR) are implemented separately on the cloud infrastructure with only two kinds of integration: Single Sign-On (SSO) and data transmission. While in this proposed solution; these systems and other additional modules, are integrated as all in one EHR solution sharing the same database and producing a full Revenue Cycle Management (RCM). Some other specialized solutions such as Picture Archiving and Communication System (PACS), Vendor Neutral Archive (VNA), Cardio-Vascular Information System (CVIS) and others - called third parties- are seamlessly integrated with the main system via web services data transfer in addition to SSO.

Another gap is the ownership of the cloud, which means that the hospital (customer) should use Infrastructure as a Service (IaaS) model to install the scattered systems in the cloud, and enable users to access the system over the Internet, while this paper is suggesting to build one cloud solution including solution's datacenter hardware, implement the complete system on it (equals to full portfolio of HIT systems), and sell its services to any hospital and HSP using Pay-Per-Patient (PPP) model via SaaS approach, which is called by this paper HITaaS model. So the owner of the cloud - in the proposed model - is a vendor who sells the healthcare cloud services to many hospitals and HSPs (customers) – preferably in cooperation with the highest HA in a country or region.

With this business model, it will be much more economical than any other model especially for small to medium customers who will pay as they treat patients only, which can be one of the novelties for this research. So, as the customer (a hospital, a medical center or any HSP) subscribes to HGC, he immediately has full EHR solution where he can register the patients on it and pay only as he/she treats patients using HITaaS, with no down payment nor upfront investment for buying scattered solutions from different vendors, and without leasing a cloud infrastructure from an infrastructure cloud provider to implement those scattered system to be able to allow its users to use the system (Paul & Das, 2017), which means that customer does not have to pay considerable upfront investment for buying the systems which include but not limited to EMR, HIS, LIS, RIS, Billing Module, Enterprise Resource Planning (ERP), etc.

Furthermore, leasing infrastructure on the cloud and adopting several required HIT systems requires considerable upfront investment and consumes significant time before the organizations starting their

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operations. In other words, the proposed EMR Cloud solution by (Bahga & Madisetti, 2013) is meant to be created and used by a single healthcare provider or HC, while this chapter is proposing not only EMR solution but a complete EHR solution based on the cloud which is open for as many HSPs (multi-provider cloud) to subscribe and start using the system as soon as they have an Internet access.

Recently, Integrating the Healthcare Enterprise (IHE) (IHE, 2018) introduced a new integration profile called Cross Document Sharing (XDS) to establish a more standardized approach for exchanging data between different EMR solutions while keeping the considerations of the latest international standards. XDS provides RESTful services that enable feasible and effective approach for EMR data exchange that is superior to any other approaches for the same purpose (Wu et al., 2017).

Taiwan's Ministry of Health established the national EMR Exchange Center (EEC) that enables medical resources sharing among different hospitals where every hospital has its own local EMR solution. Medical resources can be "in the form of medical imaging reports, laboratory test reports, discharge summaries, outpatient records, and outpatient medical records". Wu et al. (2017) considered the use of XDS integration profile to propose a prototype of a cloud-based EMR exchange gateway to be used by EEC in Taiwan. Each hospital's EMR in Taiwan must be empowered with the required XDS capabilities to be able to integrate with the proposed XDS gateway that is hosted on the Microsoft Azure Cloud.

This is providing a more feasible and effective approach for exchange medical resources between different hospitals' EMR solutions comparing the current Simple Object Access Protocol (SOAP) method used by EEC in Taiwan. The limitation of this HITC model comparing with the proposed HGC model in this research is that each hospital is having its own on-premises EMR solution, only the gateway is hosted on the cloud where each hospital's EMR must be integrated with the cloud-based gateway in order to be able to exchange the medical data through it with other hospitals' EMRs. In this way, the medical information has to be transferred over the Internet from the originating EMR (Hospital A) to the gateway and from the gateway all the way to the receiving EMR (Hospital B) which makes that medical information vulnerable to many security and privacy threats.

While HGC model is based on one full EMR solution with one consolidated database on one shared cloud that is used and accessed by all hospitals that are subscribed with HGC network without the need for any gateway in between nor any data transfer from one database to another one. At the same time; HGC uses XDS-IHE integration profile to enable external EMR solutions in the hospitals that are not subscribers within HGC network but still want to interact and talk with HGC EHR solution and want to utilize the shared environment that is provided by HGC solution to access the medical history for a patient visiting them and/or referred to them.

Griebel et al. (2015) identified the current state and hot research topics on cloud computing in healthcare, where more than one hundred publications were searched in MEDLINE (Medical Literature Analysis and Retrieval System Online, or MEDLARS Online), and analyzed. As a result, six main topics have been identified: telemedicine/teleconsultation, medical imaging, public health, and patient self-management, hospital management, and information systems, and therapy and secondary use of data. They concluded that eight articles favored the pay-for-use characteristics of cloud-based services avoiding upfront investments, twenty-two articles presented very general potentials of cloud computing in the medical domain, sixty-six articles described conceptual or prototypic projects and only fourteen articles reported from successful implementations. They concluded that only a few successful implementations yet exist or built on true and successful implementation, and many papers just used the term "cloud" synonymously for "using virtual machines" or "web-based", with no described benefits of the cloud

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paradigm and though many authors often called a typical Internet/web-based telemedicine application now a cloud application, just because cloud computing is a current buzzword.

The biggest threat to the adoption in the healthcare domain is caused by involving external cloud partners, where the proposed model in this article proposes a solution from one single partner who is the provider for HGC EHR solution. Many issues of data safety and security are still to be solved, while this work addresses most of the security and safety issues, by continuous monitoring and validating all security and safety issues against the latest international standards such as Health Insurance Portability and Accountability Act (HIPAA) international standards (HIPAA, 2018), Healthcare Information and Management Systems Society (HIMSS) (HIMSS, 2018), IHE, Fast Healthcare Interoperability Resources (FHIR) (FHIR, 2018), Health Information Technology for Economic and Clinical Health (HITECH) (HITECH, 2018), etc. Recently, cloud computing is favored more for singular, individual features such as elasticity, pay-per-use and broad network access, (which are considered in this work), rather than as cloud paradigm on its own.

Hu & Bai (2014) conducted a review of cloud computing in eHealth based on the needs to identify the state, and pinpoint challenges and possible directions for researchers and applications developers, who are working on this emerging field. The study identified three major areas of cloud computing in eHealth: cloud-based eHealth framework design, applications of cloud computing and security or privacy control mechanisms of healthcare data in the cloud. As stated by the authors; "Most of the studies in the review were about designs and concept-proof. Only very few studies have evaluated their work in the real world, which may indicate that the application of cloud computing in eHealth is still very immature."

These works suggested the use of a hybrid cloud platform with mixed access control and security and privacy protection mechanisms, which will be the main research areas for developing citizen-centered home-based healthcare systems. These issues are thoroughly considered in the course of this research, which is providing an innovative model of Cloud eHealth solution, that makes health services provisioning more affordable and "helps nations to achieve better equity" (Moghaddasi & Tabrizi, 2016).

Stantchev et al. (2014) tried in their editorial to collect innovative and high-quality research contributions regarding the advances in the healthcare domain, that are enabled by the use of cloud computing architectures and techniques from IT, managerial and health practitioner sides. Editors invited researchers to provide their submissions, peer-reviewed all submissions along with top experts in the field, and selected seven top-quality ones to be published. Selected submission – as per editors - were presenting the foundation of the cutting-edge developments, and the state of the art of cloud computing based systems for healthcare.

After all of their effort, the selected topics show the fuzziness of the terminology "Healthcare Cloud Technology" which can represent too many different meanings and several ways of implications such as "A cloud-based architecture to support Quality Assurance training processes in health area using Virtual Worlds", "service-oriented architecture for multisensory surveillance in smart homes", "A cloud-based X73 ubiquitous mobile healthcare system: design and implementation", "Cloud-based meta-learning system for predictive modeling of biomedical data", and others.

Only two of those submissions were considering a topic related to the topic of this paper by discussing the risk and security as management issues of healthcare cloud. But they both consider the standards of the ISO 27000 family, as well as specific aspects of healthcare organizations using cloud computing, but this is not the right and latest standards of security and privacy in the healthcare sector, which will be highlighted in the course of this research.

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Security and privacy goals and requirements for HITC were discussed by (Ermakova & Fabian, 2013). Also, Gheorghe et al. (2016) stated in their work that "there is still no clear solution to the problem of truly secure data storage at a remote location", and offered a standard-based solution tailored for healthcare scenarios using cloud services that are provided by general cloud providers who does not care about the data content nor its confidentiality and credentials of the subscribers. And so, they presented a solution called "SPARER" to the secure cloud storage problem and discussed its trade-offs. Most of these security and privacy measures are being solved in this chapter as the owner of HGC is the owner and implementer of the system, who is managing all users' credentials and profiles.

Each user is being authenticated via ABAC, RBAC, and TBAC. Users can access the system over the web from any web browser that supports Hypertext Transfer Protocol Secure (HTTPS) protocol which implies Secured Service Layer (SSL) secured connection over the net. All Health Centers (HCs) are using the same system and sharing of patient data is being done inside the same system without sending information outside the system. So, as long as we have strong authentication policies via ABAC, RBAC, LBAC, and TBAC, the data will be secured and not being exposed to many of the threats that most of the researches on healthcare cloud are discussing as they assume sharing data between different systems and different clouds. In other words, HGC model does not let the data to go outside HGC system's database because all HCs and stakeholders are accessing the same system and having their own tenant of database inside the system's central database and archive.

This is eliminating most of the security and privacy threats and inherently provides sustainable security and privacy embedded mechanisms by keeping the data away from intruders and miss-users provides via strong ABAC and RBAC authentications and well-defined workflow of permissions for accessibility of data by the several users and subscribers on HGC.

Park & Liu (2013) focused on the cloud-enabling characteristics of e-Healthcare applications and documented many challenges in the adoption of a pure cloud solution for digital e-Healthcare. Editors discussed also having multiple healthcare clouds and the interconnectivity among those clouds via e-Health gateway, that defines and unifies the specific approach of data formats to be exchanged between different systems hosted by different clouds. Comparing with such kind of traditional healthcare cloud-based solutions, HGC model is introducing a smarter approach of cloud-based health informatics solution, which inherently embedded with e-Healthcare, m-Healthcare, u-Healthcare, and cloud-healthcare solutions, that are built on one single cloud having one single solution for all HSPs and stakeholders.

Abbas & Khan (2014) discussed the patient data privacy perspectives but assumed that the patient health data is stored in third-party cloud servers, which lead to a threat of disclosure of medical records stored and exchanged in the cloud. Their proposed solution aimed at preserving patient data privacy in the cloud environment. This issue is again easily addressed with this work by applying strong ABAC, RBAC and TBAC authentication mechanisms on one cloud, that has one consolidated solution controlling every and each element of HGC (infrastructure, firewalls, security, data privacy, application software, etc.).

Most of the HITC approaches found in the literature are assuming that each hospital or HSP has to have its own cloud that is hosting its EMR solution. Interoperability and sharing of medical records between different HSPs can then be achieved by enabling a medical data exchange mechanism between the different cloud-based EMR solutions that is commonly achieved by using Health Level 7 (HL7) standards to facilitate the flow of patients' data and information across different healthcare organization systems (HL7, 2018).

Beside the challenge of the huge amount of upfront investment that is required and implied by such approaches, which is not affordable by most of the HSPs especially small and medium ones, another

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obvious challenge that is limiting the practicality of such approaches, and adding considerable performance overheads, is the increment of the size of the medical data to be exchanged, and patients' data fragmentation, consisting of patients having pieces of their medical records scattered into different clinics and healthcare organizations that they visited locally or in different regions of the world as per Lubamba & Bagula (2017), who conducted a very useful experiment to confirm this evidence, and reveals that fragmentation and size increase with new patients' visits to any HSP by time.

One more challenge that was thoroughly addressed by Lubamba & Bagula (2017) in their research is the limitation in HL7 standards to cope with the cloud technology, where scattered web-based solutions need to exchange information between them. HL7 is based on transferring plain text from one system to another on the same network, while if the systems are hosted on different clouds, then HL7 Clinical Document Architecture (CDA) has to be used, where plain text files have to be encoded into Extensible Markup Language (XML) format at the sender side, and decoded back into HL7 format at the receiver side (CDA, 2018), and that is resulting in extra data processing and data communication overheads, which compromising the performance and efficiency of the engaged systems, especially for the medical records of big sizes.

Consequently; Lubamba & Bagula (2017) proposed a healthcare interoperability framework, that enhances the workflow of data exchange of medical records between health service stakeholders, where each local EMR in a hospital has to translate the medical record into XML-HL7 messages using HL7-CDA web services, and upload it to a proposed regional health information organizations cloud as soon as it is generated at any hospital, to be ready and available for access any time by any other health service stakeholder.

Meri et al. (2017) collected eight success factors -supported by the literature- that may influence the healthcare professionals' perceptions to adopt cloud-based healthcare solutions specifically in Iraq, which are almost similar to any other surrounding country in the region, by conducting a questionnaire with several physicians and technicians, and then developed a conceptual model based on the findings. These factors are cost-effectiveness, hardware modularity, software modularity, Internet network, training availability, system compatibility, system complexity, and data security and privacy. Those factors are targeted and addressed by HGC model is flexible and smart ways, which is explained in the content of this research. Also, Canada Health Infoway (2016) established a pan-Canadian Digital Health environment sponsored by the Canadian government, where all EMR solutions at any HSP in Canada has to continuously send each PHR to the central health repository provided by Infoway. The patient or any other HPS can have access to that PHR in any time.

This framework provided a successfully connected e-Health solution in Canada, but still, each HSP has to have its own local EMR solution and has to provide interoperability techniques to integrate with Infoway Digital Health and keep sending PHRs to that repository. HGC model provided a more economic business model for HSPs, which is based on the Pay-Per-Patient subscription model with one central EMR. That is eliminating the transfer of patients' records from one system to the other, which makes HGC model much more secured and prevented from any type of security threats that might happen during the transfer of medical records over the Internet.

Alexander (2017) proposed a framework for eliminating privacy breaches in publishing and querying of personal healthcare data on the cloud using data extended quasi-identifier partitioning (EQI-partitioning), with k-anonymity data anonymization technique, interactive differential privacy and Advanced Encryption Standard (AES) to prevent unauthorized access. From patient privacy and user authenticity

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perspectives, this approach proved its practicality and applicability for publishing or querying healthcare data between different cloud systems.

The same approach is easily preserved by HGC model in this research, as it provides only one single system on one single cloud that can be accessed for all HSPs, patients and other stakeholders based on their strongly built-in authentication and user privileges mechanisms. Furthermore, HGC model describes several referring mechanisms between different HCs or users as demonstrated in Section 5.4 (Referring Model). Also, Searchable Encryption (SE) is a promising technique as per (Guo et al., 2016) and (Zhang et al., 2017), which will be considered by HGC as described in Section 4.3.4 (Encryption of Patient Sensitive Medical Information).

Regarding the data confidentiality and in order to secure healthcare data, (Elmogazy & Bamasag, 2016) suggested to categorize the healthcare data according to its level of security and sensitivity as either Personally Identifiable Information (PII), which are usually called patient demographic information or healthcare data, which is usually the medical content of each patient's record. PII is considered by HIPAA and HITECH as highly critical and sensitive data that needs - by law - to be protected and not revealed to any unauthorized access (Wallask, 2018).

They suggested the adopting of Attribute-Based encryption techniques, which are encrypting each portion of PHR under a different policy and each type of healthcare stakeholder has his own privilege to the relevant portion of the PHR, while giving patients the maximum control over their records, who can also share only relevant portions to the concerned stakeholder such as medical insurance companies, instead of sharing the whole record's information. In this research, "Data Confidentiality Model in HGC" section explains how the HGC model is supporting the categorization techniques which ensures the compliance with the latest international standards from the perspectives of data confidentiality.

In order to increase data protection that is accessed by several geographically scattered users; HGC model enables LBAC policies as a requirement of the healthcare data protection regulations and guidelines (Zickau et al., 2014) which will be explained in the section "Data Confidentiality Model in HGC". Also, De Carvalho Junior & Bandiera-Paiva (2018) studied the trend of adoption of RBAC on healthcare systems, while (Meri et al., 2018) and (Zhang et al., 2018) demonstrated TBAC among several literature articles and highlighted some of the limitations, concerns, and characteristics of healthcare solutions' RBAC policies. They revealed the importance of improvement of the current RBAC policies in EHR solutions that are coping with the use scenarios and implementation model of the EHR solution. Almost similar findings were also concluded by (Rana et al., 2017). In HGC solution; Cloud-Based Access Control (CBAC) is combining TBAC, LBAC, ABAC, and RBAC.

As stated before; HITC terminology has fuzzy meanings, different definitions, and several approaches to implementation. One of these approaches is the Mobile Healthcare Cloud and Mobile Healthcare Cloud as a Service. For instance; Singh et al. (2017) proposed a mobile healthcare cloud that is based on SaaS, that enables patients to request their PHR from the hospital where they treated and upload their PHR to the suggested cloud. By then, patients can access their PHR from anywhere through their mobile application, and they can present their PHR to any other doctor or HSP. With such approach, cloud servers will be used only as information storage and communication with the mobile applications but do not provide any EMR solution as it is retrieving the PHR from hospitals' EMRs and upload it o the mobile cloud servers, to be accessed by the patient via his/her mobile application. It is also not well defined how the patient can share his/her PHR with another doctor or HSP.

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The next sections describe the methodology, procedures, methods and tools that HGC model is conducting in order to achieve its objectives, meet the requirements, and resolve the gaps that are found in the literature work.

METHODS, PROCEDURES, AND TOOLS

This section identifies the main system's requirements and objectives in addition to the tools and methods used to address the requirements and achieve the objectives, which will lead to the development of the proposed HGC framework. In addition to the main factors that are influencing the healthcare professionals' perceptions to adopt cloud-based healthcare solutions. Table 1 summarizes the main HGC implementation and design requirements along with the proposed tools and procedures used to achieve the objectives of the proposed framework model.

In the next section, the HGC model is described in details including the main modules that are composing the HGC solution.

Table 1. HGC model objectives/requirements achievement

Objective/Requirement	Method of Achievement by HGC
Automated workflow	HGC EHR solution for the paperless environment
Economical business model	PPP Model (Subscription)
Healthcare information sharing & interoperability	Central cloud solution and unified repository
Latest international standards compliance	HIPAA + HIMSS + IHE + HIE + CMS "Meaningful Use"
Security threats and privacy concerns in HITCs	Access Control + Security & Privacy + Data Confidentiality Models
Authenticity and confidentiality in the HIT	CBAC
Scattered solutions	All-in-one integrated EHR solution
Patient-Centric Approach	Patient Portal (PP)
External stakeholders involvement	• Online access (anytime/anywhere) • Healthcare information fragmentation (access only to related portion)
Elimination of redundant and conflicted services	• Shared health services records • Medications contradiction verification • The patient-centric dosage level
Telemedicine and Teleradiology	Sharing of medical resources and remote health service provision
Medical Referring Model	HealthGate Cloud Members Network: • Cross referral and HIE between participated HSPs • Increasing revenue for HSPs via More referrals and increase acquisition and retention of patients through PP
HSP and patients' proprietary information reservation locally	Smart Client
Involving medical insurance	eClaim Management and MICP
Solution availability	• 24/7/365 SW & HW availability • Smart Client: Offline mode

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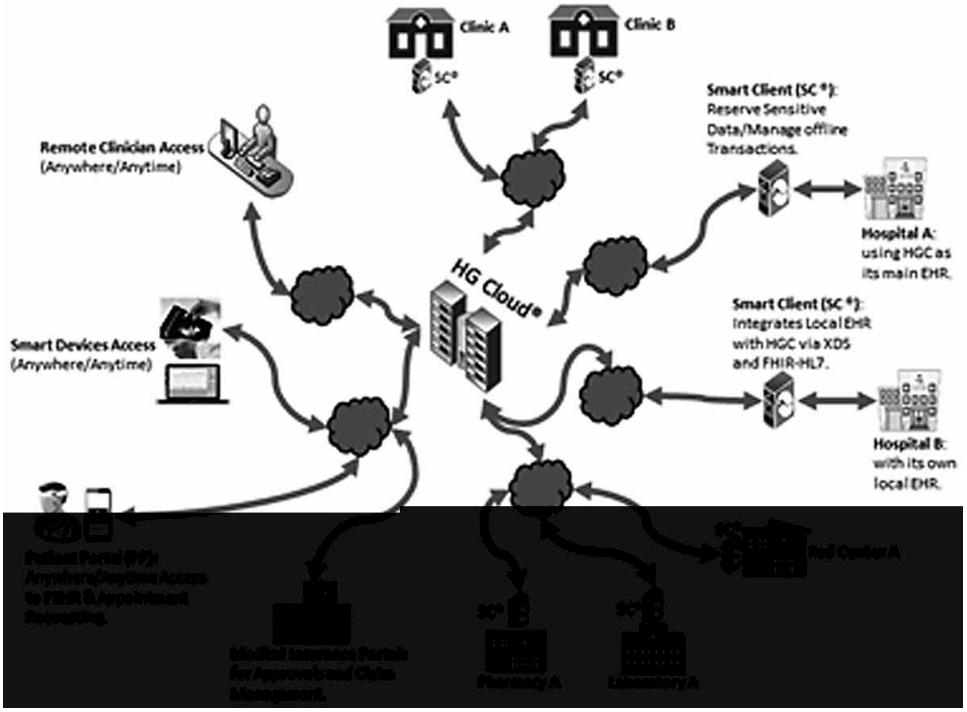
HEALTHGATE CLOUD (HGC) MODEL

Aiming to collect all needed medical applications that might be required by all hospitals or HSPs in a seamlessly integrated manner, on one single cloud-based solution that is having one single repository for all patients health records, that is shared between all HSPs who subscribe with this cloud (clinics, hospitals, radiology centers, laboratories, pharmacies, medical centers such as cardiology and physiotherapy centers, etc.), patients, insurance companies and any other healthcare stakeholder who granted an access to reach the patient record over web from anywhere and anytime as shown in Figure 1.

The HGC model supports the establishment of the best possible approaches for the different aspects of healthcare IT solutions, and patient data handling such as: scalability, availability, medical data privacy, patient data sharing and referring, international standardizations, multiple systems integration, single sign-on, economical approach of adopting full HIT solution such as PPP, covering not only the EMR and CIS side, but also all other medical specialties modules such as: Radiology, Cardiology, Ophthalmology, Pathology, Pharmacy and Laboratory. In addition to other operational modules such as Billing Module, Medical Insurance Module, Hospital tailored ERP (Finance, Accounting, Supply chain, Warehousing, and Human Resources) and other aspects as discussed in the next sub-section.

Comparing with the current traditional healthcare cloud-based solutions, Health Gate Cloud (HGC) model proposed in this paper introducing smarter approach of cloud-based health informatics solution which is inherently embedded with e-Healthcare, Mobile-Healthcare (m-Healthcare), Ubiquitous-Healthcare (u-Healthcare) (Yang & Kim, 2013) and cloud-healthcare type of solutions that is built on one single cloud data center (servers and storage) having one single solution, and one single repository

Figure 1. HealthGate cloud model



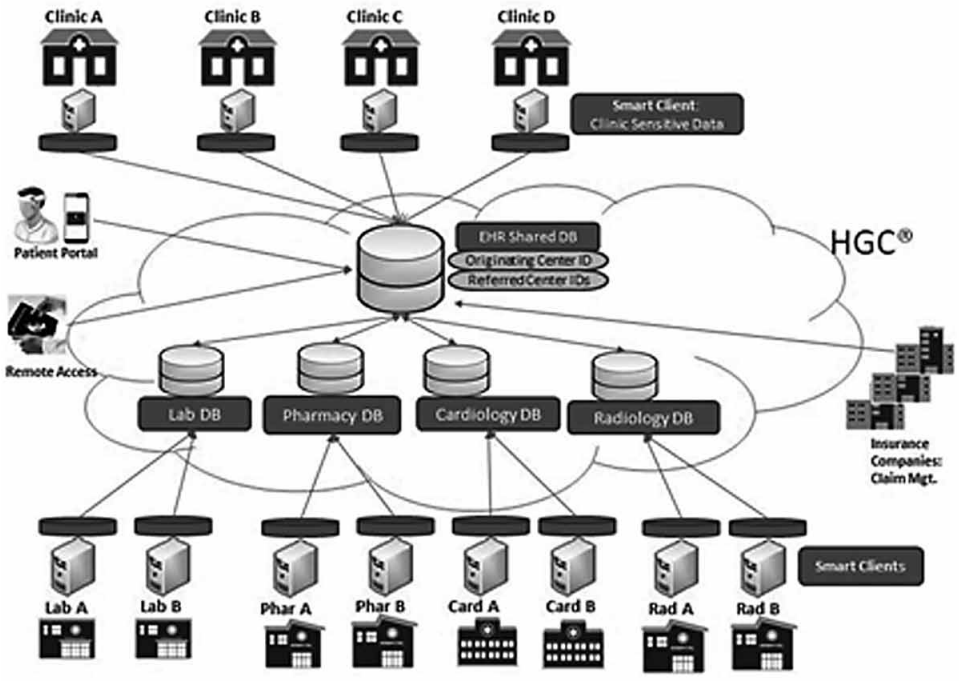
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for patients' records for all HSPs and stakeholders, who are sharing the same repository of patients health records as shown in Figure 2.

This chapter introduces a new Healthcare IT cloud model specially designed as a complete HIT solution over the cloud, which can be used as technical and business framework by any healthcare solution provider, or country's Health Authority or health policymakers to follow HGC model framework, and provide this solution for HSPs through subscriptions for several purposes such as: (1) digitally register all EHRs for their patients, (2) digitize and automate their daily processes and workflow fully paperless, (3) facilitate HIE (HIE, 2018) among all participated HSPs and (4) refer patients to other HSP - like other specialized clinics, radiology, pharmacy or lab center - and grant its access to the same patient medical record without sending the record outside the EHR database. The model is called: "HealthGate Cloud" -abbreviated as HGC-. The HGC is a mix between the community and private cloud tailored for the HIT industry. HGC describes a unified model of Pay-Per-Patient healthcare private cloud based on SaaS as a foundation for developing a future business model for the centralized enterprise healthcare information system and data sharing between all healthcare providers (hospitals, clinics, doctors, patients, and insurance companies).

HealthGate Cloud solution provides the following main features: healthcare solutions on cloud technology, pay-per-patient business model, cost efficiency, flexibility and use from anywhere, plug and play (customer can use the system at the same moment of subscription), standards compliance, enable telemedicine and teleradiology, patient-centric and privacy, fully integrated HIT solutions, 24/7/365 availability, new practical model for patient referring (sharing between Healthcare organizations), Health Insurance policies management and support, fully clustered datacenter hardware and software components, unlimited number of users model and payment against number of patients being treated only.

Figure 2. HGC central PHR for all HSPs and stakeholders



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The cloud-based solution proposed by this research is suitable for all hospitals, chain of hospitals, medical centers, clinics, pharmacies, radiology centers, laboratories and any other type and size of HSPs, by enabling them to subscribe for this cloud solution to have a full healthcare IT solution that fully digitize all services provided in the medical center to be transferred into fully paperless environment, without capital investment of having the solution by using Pay-Per-Patient payment model based on SaaS business model, that is representing HITaaS business model. It introduces a centralized enterprise healthcare information system, and data sharing between all healthcare providers (hospitals, clinics, doctors, etc.) and several stakeholders (patients, insurance companies, HA) in the country or region, that makes all subscribed hospitals, clinics, labs, radiology centers, pharmacies as if they are one big hospital having one single repository and database for all patients' medical records. In the next section, a detailed description of the HGC EHR modules is provided.

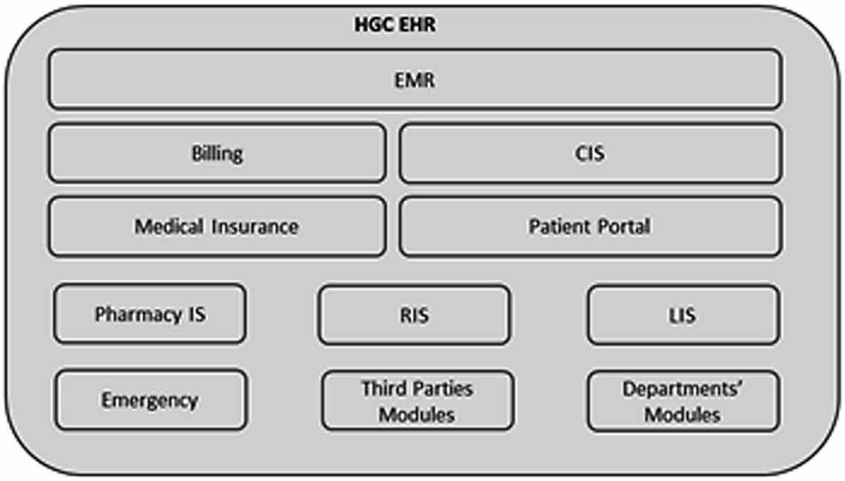
HGC EHR Solution Modules

A portfolio of web-based HIT applications is deployed on a central cloud data center including EHR as the main umbrella. HGC solution is a software solution that is hosted on the cloud, providing a full portfolio of HIT solutions that are needed by any healthcare provider and stakeholder to get full paperless environment and completely digital service workflow. The solution is a full EHR solution which consists of several modules as shown in Figure 3 and described in the following sections.

HGC Model Implementation

This section will identify first how HGC provider -such as health system provider or HA in any country- can implement and deploy the HGC solution to be able to provide its services and facilities for their end users. Second, it describes the subscription model which end users can use to empower their daily workflow, utilizing the benefits of HGC solution. Finally, it describes the collaboration between HGC

Figure 3. HGC EHR solution modules



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subscribers by using HGC referral model for to referring patients between themselves, which makes all subscribed hospitals, clinics, labs, rad centers, pharmacies as if they are one big hospital having one single repository and database for all patients' medical records.

Subscription and Payment Model

HITaaS is being introduced for the first time by this research which is a very economical alternative for any HSP to pay only as the system is being used per patient only. The model is ideal for small and medium-size hospitals, medical centers and private clinics that can have their full EHR solution immediately as soon as they subscribe with the solution, without any down-payment nor upfront investment and pay only against each patient being registered or treated on the solution. Subscribers can then access the solution as soon as they subscribe to the system once they have an Internet connection from anywhere and anytime through their personal computers or smart devices. Due payment will be calculated via HGC-Counter (HGC-C) that counts a number of encounters (patient visits), and prepares a monthly financial report for each subscriber composed of the number of encounters, multiplies by the cost for each encounter. Customer payments for his/her subscription have to be done monthly and can be confirmed via a special customer payment module which automatically restricts the using of the system in case of payment delays. For those hospitals or HCs who are having their own EMR or EHR systems, next section describes how the HGC model is providing those HCs with the ability to connect to HGC solution.

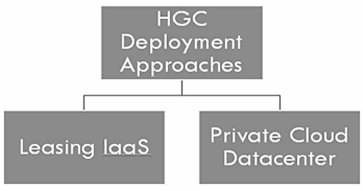
HGC Deployment Models

HGC solution is fully web-based EHR contains a portfolio of web-based HIT applications, which is deployed on a cloud-based data center. Figure 4 shows the two possible deployment approaches where the solution can be hosted on either: (1) any cloud infrastructure such as Microsoft Azure or Amazon Cloud where HGC solution provider can subscribe for IaaS with any cloud service provider, or (2) building its own data center infrastructure as a host for HG private cloud. Then to sell the solution to the customers (HSPs), the solution will be offered as SaaS or HITaaS and get payment from customers per patient (Pay-Per-Patient). The two deployment options have been validated for hosting of HGC solution as discussed in the below sections.

MS Azure Approach

HGC provider deploys the application on MS Azure cloud environment where the required Virtual Machines (VMs) and storage are located on Azure cloud, and HGC solution provider pays leasing subscription fee for that in order to utilize the available security and authentication functionalities available in MS Azure

Figure 4. HGC deployment approaches



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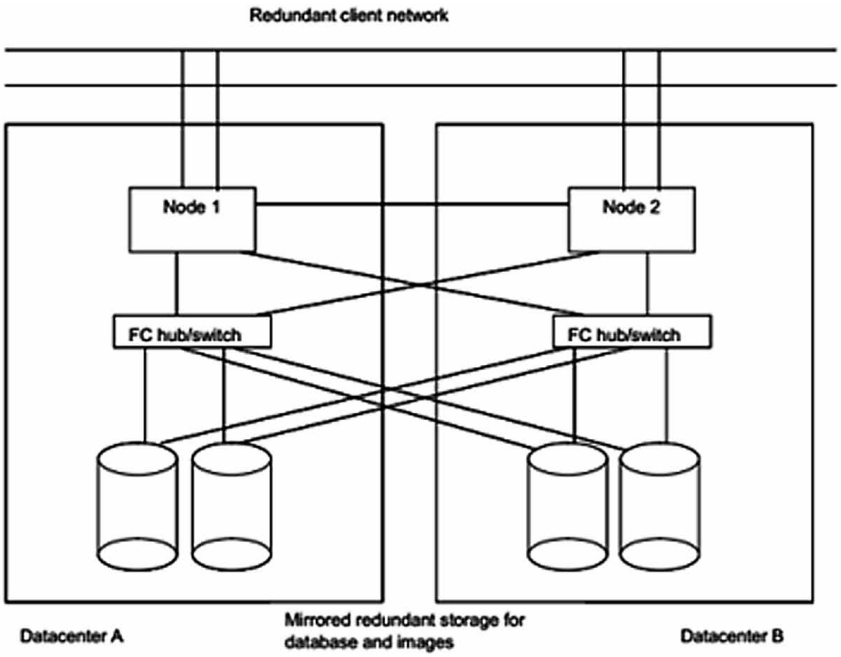
such as scalability, high availability, security, and authentication rules such as LBAC. Using MS Azure keeps the challenge of maintaining security, high availability and scalability to be the responsibility of MS. Optimal level of availability (99.999%), 24/7/365 business continuity, and adequate security can be easily guaranteed with MS Azure. But also, it adds some financial challenges of payment against the utilized resources from MS Azure such as VMs and storage allocated. HGC provider has to pay for MS a monthly leasing subscription for the utilized resources without upfront investment.

From a cost perspective; this approach will require an only a monthly subscription fee for MS Azure as cost, which can be easily covered with a very minimum number of subscriptions with HGC. Further future business oriented researches might be conducted later to study the Return On Investment (ROI) and the business visibility study for this approach.

Private Cloud Datacenter Approach

HGC provider deploys the application in a cloud environment where servers and storage are located on a data center owned by HGC solution provider. HGC provider can build its own datacenter with the required servers and storage to host the solution on its premises as a private cloud that is exposed to the Internet to be accessed by subscribers. Having this option requires the HGC provider to invest in building the data center, and adding the required techniques to ensure scalability, availability, and security. The optimal data center design should achieve 24/7/365 business continuity and 99.999% availability. The redundant data center as a second active datacenter must be built with a redundant component for every and each component in the first data center on both servers and storage level as shown in Figure 5. Both datacenters must work in an active-active manner not only to provide higher redundancy for all SW/HW components but also to balance the load between the two datacenters.

Figure 5. High available storage design for HGC datacenter



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With the Active-Active approach, both datacenters are working at the same time, which means that one of the datacenters runs specific system components called main or active component, while the other datacenter has a corresponding copy of that system component called passive component. For hardware availability; in case of failure on any main hardware component, automatic failover to the passive components in the other datacenter will take place without affecting the end users and with minimum possible failover time, that is called "Active-Passive HW design". Some HW components are designed to work in an Active-Active manner such as load balancers which are dedicated to balancing the traffic load between the two active data centers.

From cost perspective; this approach will require the cost of building the data center including infrastructure, Hardware and Software such as: servers, storage units, network routers and switches, backup units, air conditioning, fire-fighting systems and required software including operating systems, antivirus, firewalls, etc…. After building the data center and implement the solution on this data center, HGC provider can then add subscribers for HGC solution to generate income and revenue to cover the paid cost. Further future business oriented researches might be conducted later to study the ROI and the business visibility study for this approach.

HGC Smart Client (SC)

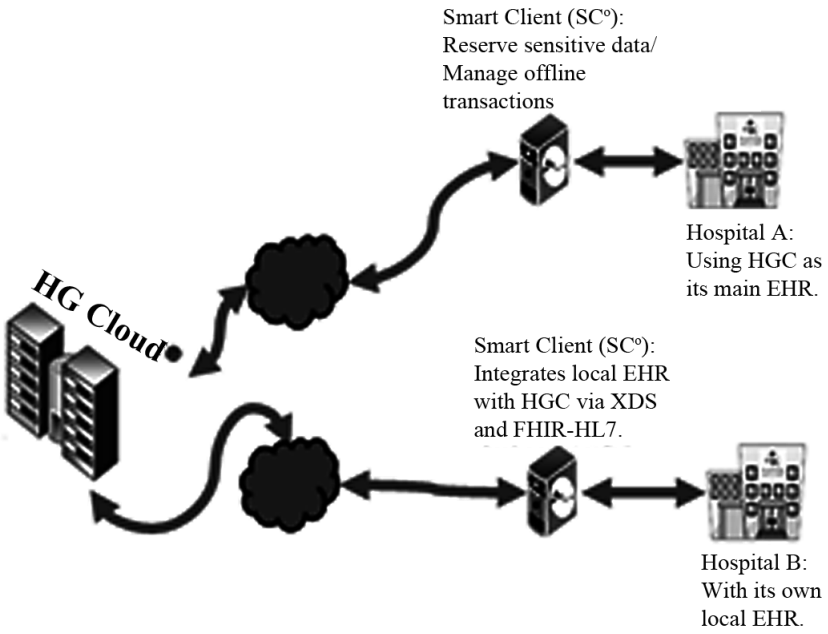
SC is a very light piece of software that will be installed automatically at the HC side on the computer used at the HC, as soon as the subscribed HC accesses the HGC solution for the first time. SC has been innovated by HGC model to resolve the following main issues: (1) customizable user interface, (2) offline mode and internet interruption, (3) managing proprietary information of each subscribed HC locally, and (4) encryption of patient sensitive medical information. It works as a local gateway for the HC where all information will be entered and all local interactions and transactions will be handled by the SC. The SC is smart enough to filter the data and reserve all billing, financial and other proprietary information locally saved at the HC computer while passing all the medical information all the way to the cloud of HGC solution. It is also smart enough to compare the current Internet speed at the HC side with the Internet speed threshold predefined by HGC system administrator, to reserve the data stored locally at HC side until the Internet is up and running again with a better speed, then pushes the locally reserved medical data all the way to the cloud storage. This feature is important to provide a minimum acceptable level of system speed and performance and make sure that the user will not be suffering from system slowness due to the slow Internet connection.

Integration With Non-Subscribed Medical Centers or Hospitals

In order to provide possible interoperability with hospitals and medical centers who are having their own EMR, but want to utilize the shared environment that is provided by HGC solution to access the medical history for a patient visiting them and/or referred to them. HGC model keeps in mind that the patient data is owned by the patient personally and he/she has the right to access his medical history that is hosted at HGC. HGC provides an extra benefit for its patients by giving them the ability to share their data not only with the subscribers of HGC but also with any HSP who has EMR but not a subscriber with HGC. To achieve that while keeping the considerations of the latest international standards, HGC uses XDS-IHE integration profile to interact and talk with any external EMRs that want to receive or send patient data to HGC EHR records as demonstrated in Figure 6. XDS along with HL7 FHIR has been

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Figure 6. HGC integration with external EMRs



highly recommended by IHE and widely adopted nowadays as the main standard and communication language between different Healthcare IT systems in multiple hospitals that want to share information between them. XDS provides RESTful services that enable feasible and effective approach for EMR data exchange that is superior to any other approaches for the same purpose (Wu et al., 2017).

Referring Model

HGC also establishes a new framework of sharing patient information between different HSPs, when they need to refer a patient from one provider to another for further treatment and further investigation while considering patient data privacy and confidentiality as per the requirements and legalizations of international standards of the related field. Any subscriber can refer patient to other subscribed HSP - like other specialized clinics, radiology, and pharmacy or lab center - and grant its access to the same patient medical record without sending the record outside the EHR database. This can be an optimal solution for sharing patients' medical/health records between different hospitals or clinics, as it does not send any information from one sender (referring) to receiver (referred), which makes the medical record vulnerable for several kind of threats and security breaches, while in HGC, it only adds the receiver (referred) to the list of authorized users who grant access to the same medical record of that specific patient that was referred.

Additionally, in the HGC model, when a user wants to share a PHR to another user, it simply gives the user access privilege to that specific record. Also, when a user wants to query a patient record, the user has to ask for permission from the Originating HC to be able to access that record. Originating HC receives this request and based on permission workflow (including: Get Patient approval, anonymize HC and Patient proprietary and sensitive data, etc.), it gives permission for the requesting HC or user to access that specific record on HGC system itself. Keeping in mind that the record itself is not being

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transferred from one location to the other, and there is no need to transfer the whole record from one system to another over the Internet, that might make it exposed or vulnerable to untrusted intruders, in addition to many other harmful consequences (Pourasghar et al., 2016). It is only a matter of adding the requester user authentication to the privileged users who are allowed to access this patient record, and different privileged users can access the data that is already stored on the same cloud system database.

In other words, once the patient is being registered on the system at HC-A, then HC-A will have full authority to access the record of that specific patient and will be called "Originating Center" and as Originating Center ID will be stored in the patient record. When HC-A needs to refer the patient to a specialty clinic or any other HC for further treatment such cardiology center or surgery hospital, HC-A can choose one of the subscribed HC from the list of subscribers, who are classified based on their medical specialties. Once HC-B is selected as a referred center, its ID will be added to the "Referred Center IDs" Table of that specific patient record, and though it is given authority and granted access to that specific patient record. Accordingly, HC-B can view the EHR of that specific patient and its full history and can proceed with the treatment from there, without the need for repeating any medical service such as radiology exam (Griffith et al., 2015) or lab test.

Sometimes, the patient is not so satisfied with the diagnoses they get from the first or second clinic and wants to get another opinion from a third clinic. The patient can then log in to his/her account via PP, look for another doctor or clinic of specific specialty, with some other search criteria such as location and medical insurance coverage, and refer him/herself to that clinic. If the patient chooses HC-C from the list, this means that the patient is granting access for HC-C to his/her medical record. In this case, HC-C will be able to view that specific patient record but the name of the older clinics (HC-A and HC-B) will be anonymized in order to preserve the rights of HC-A and HC-B of not sharing their work with others without their permissions.

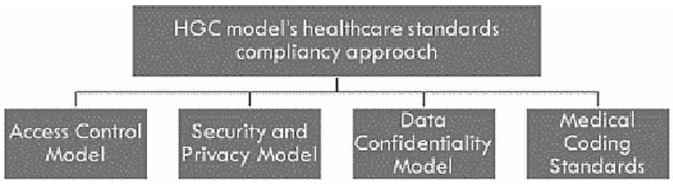
By applying these referring mechanisms, the model emphasizes on the two major issues that are being discussed thoroughly in the recent researches which are: the patient has the right to own his/her medical information and the issue of the patient-centric solution. As a conclusion, using HGC referring model makes all subscribed hospitals, clinics, labs, rad centers, pharmacies as if they are one big hospital having one single repository and database for all patients' medical records.

Latest Healthcare Standards Compliance Approach in HGC

HGC model includes healthcare applications that provide functionalities fully complied with the latest healthcare international standards such as HIPAA, IHE, HIMSS, HITECH, FHIR, and others. The HGC model is resolving the uncertainty and confusion about healthcare information sharing on healthcare cloud-based solution, while considering privacy, security, confidentiality, and compliance with international healthcare standards and regulations such as HIPAA and IHE standards, which need to be considered by any healthcare IT commercial products, by continuous monitoring and validating of all security and safety issues against the latest updates on the international standards. The following subsections demonstrate the procedures and mechanisms that are considered by HGC solution to assure an acceptable level of compliance with the above mentioned international standards. As shown in Figure 7, HGC's approach for the compliance with the latest international standards is composed of four models: Access Control Model, Security, and Privacy Model, Data Confidentiality Model, and Medical Coding Standards, which are explained in the following sections.

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Figure 7. HGC model's healthcare standards compliance approach



CONCLUSION

This paper introduces an innovated model for a full health informatics cloud-based solution and not only EHR solution. HGC model can be adopted by any solution provider or HA in any country or region to provide this cloud-based solution proposed for all hospitals, chain of hospitals, medical centers, clinics, pharmacies, radiology centers, laboratories and any other type and size of HSPs. By enabling those to subscribe for this cloud solution to have a full healthcare IT solution that fully digitizes all services provided in the medical center to be transferred into a fully paperless environment without capital investment of having the solution by using Pay-Per-Patient payment model based on SaaS business model which is called in this work as HITaaS.

HGC model -as technical and business framework- provides the required software, system integration, implementation and training services to implement full informatics platform centrally inside a data center in the targeted area and connect all clinics/hospitals of which one key goal would be to enable the paperless environment aspect in supporting a fully digital clinics/hospitals designed to stretch across the clinical continuum regardless of their geographical locations. Once the HGC solution is implemented and put in production, the clinics-enterprise platform will be used to capture and store all clinical information beside radiology/medical Images, lab results, follow-ups and tracking of information from all clinics and enable the clinicians/physicians to access and review this medical information online from anywhere they are located with the aim to achieve a fully automated workflow and a paperless environment. It also enables the patient to have access to their health records and receives notifications, reminders, awareness messages and recommendations from the system on the mobile application or via SMS.

All of that can be achieved by having a private cloud contains a fully integrated healthcare IT solution that can serve all clinics, hospitals and all healthcare providers with very minimal cost comparing with other international enterprise solutions which usually can be implemented only after installation of servers/storage in every and each clinic and local installation on each computer. While HGC solution is based on having central data center (servers/storage) on the cloud where all clinics/hospitals in the targeted area can access and use all the time without any local installation. Aiming to collect all needed medical applications that might be required by any HSP in a seamlessly integrated manner on one single cloud-based solution that is having one single repository for all patients health records that are shared between all HSPs who subscribe with this cloud (private clinics, hospitals, radiology centers, laboratories, pharmacies, medical centers such as cardiology and physiotherapy centers, …), patients, insurance companies and any other healthcare stakeholder who granted an access to reach the patient record over web from anywhere and anytime.

HGC model enables medical and healthcare enterprises to utilize the many benefits that can be achieved by using cloud services such as reduced costs, improve outcomes, having a centralized repository for Medical Records especially for the private sector and the flexibility and easiness for expanding

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when increasing storage space is required. It also empowers many adding values for medical services provisioning such as: attracting more customers (Patients) via patient mobile application search which enables appointments and scheduling management, greater reach within HGCMN and get more referrals, refer patients and strategic partnerships with other HSPs (Other specialty clinic, Pharmacies, Labs, Radiology Centers) and auto calculation for peer-to-peer commission, increase retention and acquisition of patients (customers), provide more control over patients' care, access to more advanced HIT technologies available in HGC solution, no infrastructure cost to participate in this solution when only Internet connection is needed, the only charge due on any HSP depends on the number of patients visiting or referred to his clinic only without any additional costs. Additionally, the solution facilitates all medical insurance functions (approvals, claims, and reimbursement …) online and without delays (on spot).

Once HGC solution is implemented and put in production, many value propositions and benefits can be obtained by the many healthcare stakeholders that are having access to the solution as described in details in the previous chapter. While next section describes some of the recommendations for adopting HGC model in addition to some prospected future work.

RECOMMENDATIONS AND FUTURE WORK

According to the achievements that can be obtained from HGC model adoption, this research is highly recommending the highest possible authority and policymakers in any country to take the lead, and provide the right required policies, resources, and facilities, to increase the adoption rate of EHR solutions in healthcare enterprises, by implementing HGC model countrywide or regional wide, and enforcing all HSP in the country or region to subscribe with this cloud to achieve the most possible advantages and value propositions that are provided by HGC, which will be positively reflected on the overall community health quality, as revealed by Canada Health Infoway & Gartner (April, 2018) about the huge benefits of having a national connect health system. By then, HA will have one single repository and database for all patients records in the country as a big data-warehouse where it can run most of the recent trends of IT industry, such as Big Data, Machine Learning, Artificial Intelligence, Business Intelligence, Decision Support Systems, Screening Programs and Key Performance Indicators analysis which will produce great value propositions on the health service provisioning and community health quality such as: (1) reduce repeating of medical services that might be ordered by different HCs, (2) central health records solution that can be accessed by all health service stakeholders in the country, (3) better population health and higher quality of health service delivery in the country, (4) Tele-Medicine and Tele-Radiology and medical treatment collaboration and (5) potential of increasing the medical tourism to the country through the online access from anywhere/anytime.

As future work proceeding to this work; coping with the up-to-date developments in the field of IT, HIT, cloud computing and HIE regulations would be a rich area for further researches to enhance the topics and issues handled by HGC mainly with respect to security, privacy, confidentiality, and data protection. One of the main hot topics that are highly rising nowadays is the Blockchain technology. It is highly recommended to assess the usage of Blockchain for Healthcare information addressing newly developed approaches for scalable privacy, access policies and the advancement of semantic interoperability HIE, adhering to the National Institute of Standards Technology (NIST) cryptographic standards, to be able to counter some the newly appearing healthcare-related breaches that is -at the same time- providing compliance with HIPAA standards.

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Another prospect of future research might be focusing on applying Big Data Analytics, Machine Learning, Artificial Intelligence, Business Intelligence or Decision Support Systems tools on the huge data repository of medical records and medical information provided by HGC database. This repository can be considered as a data warehouse (DW) for county or region health data, where several Key Performance Indicators (KPI) and analytical researches can be conducted on patients population for the benefit of the community health quality improvement, such as prediction of non-communicable diseases and screening programs of different diseases, for instance: mammography screening, diabetes screening, Osteoporosis screening, PAD screening and other screening programs. Some other examples of how to use Data Science, Big Data, Analytics, and Cloud Technology on healthcare information are mentioned by (Lamb, 2017).

Furthermore, the effectiveness of the proposed HGC model can be verified by studying several performance metrics such as availability, international standards compliance, system performance testing during peak load, Internet disconnection or latency, patient privacy and confidentiality, patient information sharing and telemedicine capabilities, backup and data protection, etc. Moreover, the model deployment on a public cloud such as MS Azure or Amazon AWS can be investigated by future researchers, which will improve its adoption in the healthcare sector.

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Chapter 12
Strategic Planning in Education: A Case Study of BCAA in the United Arab Emirates

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ABSTRACT

BCAA is an outstanding school that was rated as one of the top schools in the UAE in 2016 and again in 2018. Taking into consideration the fact that strategic planning is an important factor in guiding educational organizations to achieve a shared vision, this case study provides its readers with a detailed guide for other schools to be aided with. This case study shows the commitment of the leadership team towards the strategic planning. It also highlights the importance and the different aspects of the planning. The researcher has interviewed the members of the leadership team in order to collect the required data for the study. The researcher analyzed the collected data thematically to provide other schools with a successful effective model of strategic planning. The findings of this study show that having a well-studied strategic plan in BCAA led it to succeed and to be evaluated as an outstanding college in all aspects. The results also reveal that the success of the BCAA strategic planning is due to the commitment, cooperation, effective communication, and sincerity of the people working at it.

INTRODUCTION

BCAA is located in Al-Ain city, UAE. It follows the "British Curriculum" that leads to GCSEs (General Certificate of Secondary Education) and A Level exam (Advanced level). The College starts with grades of Foundation stage (FS 1 and FS 2) through Year 13. It has more than 70 different nationalities from all around the world.

As mentioned in the website of BCAA, it operates a house system that consists of four different houses. Each is led by a housemaster or housemistress. Students in each house have roles and tasks to lead and represent their house in various inter-house competitions. The system of houses provides students with a variety of chances to form friendships across all grades. As the BCAA website mentions, "Each House has its own base, identity, and ethos, but with a common framework for the pastoral support of the pupils". Therefore, BCAA cares for producing a full rounded student all the time.

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BCAA, provides its students with core subjects, as well as additional extracurricular activities which include different kinds of sports such as basketball, cricket, football, netball, and swimming, in addition to music as an important subject.

Statement of the Problem

The purpose of this study is to review and investigate the strategic planning process, taking place at BCAA and to highlight its strengths. This study can be considered as a guide for other educational organizations, especially those with a real need to be guided to an effective way of planning for an enhanced performance. It also focuses on the importance of communicating the strategic planning with all staff in the organization to ensure the right application of the plan. However, if staff are not willing to adapt to the planning, it will lead the whole organization to fail. Naylor (1979) found inadequate human engineering was one cause of planning failure.

Objectives

This study has two main objectives:

- Providing support to the strategic planning process in the educational sector.
- Identifying the reasons behind an effective strategic planning at BCAA.

Definition of Terms

- **ADEC:** Abu Dhabi Education Council. It aims at developing education in the Emirate of Abu Dhabi.
- **BCAA:** Brighton College Al-Ain
- **Mission:** "Your fundamental purpose in life. Why you exist" (Fogg, 1999, p. 5).
- **Strategic Planning:** "The process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future" (Goodstein, Nolan, & Pfeiffer, 1993, p. 3).
- **Vision:** "Where you want to be in the future-what kind of business that you want to become" (Fogg, 1999, p. 5).

The limitations of this case study are:

1. All the interviewees in this case study are working in the College and they may show bias toward the place they work at.
2. The data collected during the interviews are affected by the perceptions of the leadership team, therefore, they may not always be accurate.
3. The sampling process was influenced by the availability and time constraints of the participants.

Assumptions of the Study

The assumptions of this study are:

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1. BCAA has one of the best effective strategic planning processes that led it to its outstanding results in the ADEC inspection.
2. All participants in this study will act ethically and provide accurate data for the study.
3. The researcher will analyze the data collected in the study thematically.

Due to the fact that sensitivity and privacy in education should be taken into consideration, the researcher obtained a permission to conduct this study from the headmaster before conducting the research.

LITERATURE REVIEW

BCAA Background

BCAA is one of the leading and outstanding schools in the UAE. It was established in 2013, however, within just the first three years it has built its respectable reputation in the educational sector. BCAA was rated Outstanding in 2016, and again in 2018 by the Abu Dhabi Department of Education and Knowledge.

For a school to reach this high standard so quickly after opening in 2013 is really outstanding and quite remarkable. It came about through the dedication and hard work of pupils and staff, and of course, with the support and encouragement of parents. The College is expected to continue to go from strength to strength in the years ahead to be a wonderful choice of school for all children.

Strategic planning is "the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future" (Goodstein et al., 1993, p. 3). It is also vital for any organization to succeed and achieve its goals. Thus, this case study provides a detailed evaluation of the goals of BCAA and provides insight into the direction in which the College should continue. It aims at determining the commitment to the strategic planning process that BCAA has made, recognizing the goals of the planning and the barriers to the strategic planning process.

The College is a unique mix of Emirati and expatriate children from all over the world, coming together to experience the very best of British international education. It is a partnership between two organizations of exceptionally high quality. First, Brighton College is well known in the UK not only as one of the leading academic schools but one which also consistently innovates and leads the sector in its approach to getting the best from every child and giving them a true sense of their place in the world. Second, Bloom Education - a National Holding Company - which is committed to helping finance and support the College's journey to international excellence through top-class facilities at an impressive campus (http://www.brightoncollegealain.ae/).

As the BCAA's website reports, "[the school] has become the first school to ever achieve a 'perfect score' in the city of Al Ain." The ADEC reports notes that "the overall performance of Brighton College Al- Ain is outstanding".

The report (2018) clarifies that BCAA is exceptionally high quality of teaching [that] is "highly effective and significantly impacts on students' rates of progress and attainment levels; extremely high quality of professional leadership; comprehensive, systematic and rigorous self-evaluation processes, and extensive data analysis".

Students were evaluated as extremely courteous and respectful [with] maturity and a very responsible attitude to learning as they share ideas.

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Being an outstanding college by all standards was a result of having a well-designed strategic plan which was received by all staff with passion and excitement.

What Is Strategic Planning and Why It Matters?

Strategic planning is defined as "the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future" (Goodstein et al., 1993, p. 3). Peterson (1989) believes that there are many benefits that an organization can get from planning. It is difficult for any organization to know exactly what to do and what they must do in the future unless they plan properly, implement the plan, monitor it and evaluate what they have achieved regularly.

Strategic planning in education should be comprehensive for all aspects of a school. A few researchers argue that some school plans prepared by schools are inadequate because they only focus on various resources for the school, like buses, cafeterias, and buildings, neglecting teaching and learning which are crucial in education (Rumelt 2011).

Strategic planning is an important element for effective education. It helps schools be guided clearly toward achieving a shared vision. All successful schools should have a well prepared comprehensive strategic plan that covers all the aspects in any school, including staff, administrators, principles, parents' engagement, curriculum, extra-curricular activities, personalized care and students. Strategic planning means that the organization should react swiftly to any change or requirement needed (Allison & Kaye, 1997). Strategic planning is crucial as it articulates a shared vision, mission, and values, thus when the strategic planning is communicated well among all, definitely, it succeeds. Everybody in the team works towards achieving the organization's goals. Strategic planning effectively organizes schools and their staff accordingly. Strategic procedures that need individual and organizational reflections on how the future of the organization would look like are fundamental to strategic planning (Bryson 2004; Davies 2004). BCAA strategic planning tries to answer the following questions:

- What are the goals of BCAA as a successful educational organization?
- How can BCAA achieve those goals?
- What should be the major work of BCAA?
- How can BCAA be sure that they are progressing and achieving their goals?

BCAA Strategic Planning

BCAA strategic planning depends on a shared vision, mission and aims and ethos as well as specific values. Checking BCAA website, one can find the following:

- **Vision:** BCAA vision is to become the 'first choice' British curriculum school in Al Ain for children aged 3-18 and to be internationally recognized as a leading British curriculum school in the Middle East.
- **Mission:** BCAA strives to turn out well-educated, tolerant and intellectually curious men and women who are ready to take a full, active and positive role in the life of Al Ain, the United Arab Emirates. It supports children to achieve their very best by creating an ethos of excellence in all that they do through a traditional yet innovative curriculum and outstanding pastoral provision. (http://www.brightoncollegealain.ae)

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- **Aims and Ethos:** BCAA aims to create a family-orientated, tolerant and vibrant community, which will impart or provide: a love of learning for its own sake; a foundation of knowledge and body of skills with which to understand and question the world we live in and to prepare us, through an innovative approach to education, for the world they are likely to inhabit in the future; an awareness of, and appreciation of, the spiritual dimension in our lives; an enthusiasm for the world beyond the classroom – in particular, sport, music and the performing arts; a respect for the difference in others and a recognition that the efforts and achievements of every individual in our community are valued equally. (http://www.brightoncollegealain.ae)
- **Values:** They are the qualities that BCAA hopes to see fully developed in its students by the time they leave the College. They are also a kind of touchstone for every aspect of what they do with the curriculum, pastoral care, etc. BCAA pays attention to the importance of the values to prepare its students for future roles in the society and making sure that those values are part of their personalities and life. The leadership of BCAA believe that Math and Science, for example, can be forgotten while good, moral values stick to the person in all life span.

BCAA planning committee spent quite a bit of time deciding upon these values, through a consultation process with staff, pupils and parents. These values are: Honesty, Respect, Creativity, Compassion, and Leadership

METHODOLOGY

To review the strategic planning of BCAA, the researcher checked a variety of documents available in the College, to be able to analyse and highlight the strengths of their planning. Moreover, semi-structured interviews were conducted with the committee of the strategic planning which consists of the headmaster, two head teachers and the deputy head to better understand the BCAA strategic planning, its main purpose, its aspects, the way the committee has been chosen and the communication between the committee of the strategic planning and the rest of staff in the organisation.

The researcher asked the interviewees a verity of questions, including the role of the leadership in planning, the main purpose behind the strategic planning, and who were chosen to be the members of the strategic planning committee and the communication between them and the teaching staff. Moreover, the researcher asked about the aspects that the strategic planning of BCAA includes. What makes the BCAA strategic planning special was another question added to the interviews' questions. And the last question was about any gap that the committee noticed while implementing the planning and how they fixed it.

DISCUSSION AND RESULTS

This section highlights the importance of the strategic planning of BCAA, the data that was collected through interviewing the four members of the strategic planning committee was discussed thematically. Thus, for the first question, the interviewees mentioned that the leadership team have essentially contributed to strategic planning in two main ways; 1) ensuring that all strategic planning is actively working towards all major areas of development, e.g. as laid out by ADEC (and their six areas of inspection) or any other standards body (e.g. COBIS, CIS), 2) ensuring that all stakeholders (i.e. staff, parents, pupils)

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have the ability to actively contribute ideas/proposals towards strategic planning. The leadership team has to prioritize strategic planning areas and devote time and resources to each area in a way that is appropriate and realistic and leading the College to move forward.

The agreed areas outlined in the overall strategic planning document (sometimes called the 'development plan') would also inform strategic planning across a range of levels within the College, e.g. allow subject departments to formulate their own strategic planning. Moreover, when the planning gets ready, the committee emails the strategic plan to all teachers for additional feedback, review, and modification.

For the second question that asked about the importance of strategic planning, it was clarified that strategic planning is essentially the 'roadmap' for the school. Without such a roadmap the school would be in danger of moving forward without clearly defined goals which would result in wasted opportunities. From an academic point of view, BCAA strategic planning is quite well structured according to the college development plan which follows the inspection model of the six performance standards as mentioned before and has been covered with quite a lot of strategic thinking on not just sort of a one-year scale but maybe, two or three year target sometimes.

In different words, the role of the leadership team in strategic planning is extremely important. Within a school, one should always have to think a few years ahead when implementing any changes to the curriculum or school structures. It is essential to consider how changes may impact not only the imminent future, but in 5- or 10-years' time. Also, when considering issues within the school, it is important to think about which approaches can be led in steps; trailing an approach, seeking guidance, or a questionnaire about something and so forth, before implementing a change.

Having deep knowledge of the establishment in which the leadership team works is key to understand the cohort of students, nature of the staff, the parent body and wider community, as well as the curriculum and how everything is intertwined. Being able to foresee or predict outcomes is extremely useful and being part of a diverse team should mean that one can draw on the skills across the team.

The leadership team believes that they should be in a position where they are able to plan strategically, taking all staff into consideration, by creating a context in which the staff trust decisions that are made and can see the value and forward direction.

The growth of the school is something that BCAA considers all the time. Hence, over the last couple of years, the biggest strategic exercise the leadership team has done is trying to manage the size of the school and how it will grow and what that would mean in terms of staffing needs, and in terms of facilities etc. This means that all areas in the present time, as well as the future, should be taken into consideration all the time.

For the question of "who should be on the committee of the strategic planning"? All the interviewees agreed on that for BCAA, all stakeholders in a school community should have the ability to actively contribute to strategic planning. The overall oversight of strategic planning should lie with senior leadership; however, the successful strategic planning is a two-way street and should not just come from the top down. It can be difficult to gauge how the process has been received by the different stakeholders in the College. They do have annual surveys to staff, parents, and pupils, and they do give all staff an opportunity to contribute to the annual SWOT analysis (strengths, weaknesses, opportunities, threats). Therefore, the strategic plan should be tailored properly accordingly. The BCAA strategic planning is summarized in the College Development Plan which is available to all to share, discuss and implement.

Clearly, the leadership skills in leading the College was efficient. Therefore, this leads to a successful strategic planning, led by an effective leadership team. According to Keough & Shahanan (2008), the leader is the vision holder who conceptualizes, envisions and articulates the strategy for the school.

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Davies & Davies (2010) further oppose that the school leadership should reflect and develop some ideas and images of where the school desires to go.

The leadership team in BCAA considers the organization as a whole; they plan very carefully together and prioritize the needs that require to happen through a very clear development plan. The College is a really interesting case, because this is a place which has students from 3 years old at FS1 up to A level at 18. The vision for the college is to ensure that everyone has got that strategy right across the college and it shares with the junior school and the senior school up to the sixth form. Once the College has that strategy ready then everybody works so hard to make the plan come true.

The ideas and suggestions for the planning itself are taken from all who work at the College which gives the strategic planning a meaning as it meets the needs of the College from all aspects on all levels. It is not restricted to a few people in charge, but the leadership team gives all an opportunity to contribute to the strategic planning from their perspectives and once all of the suggestions are in one document, the leadership team refines and prioritize their needs to have the final version of the plan in which all will have an access to read, implement and send their feedback accordingly.

The leadership team believes in ensuring that the College is continually improving and serving the needs and interests of pupils, parents, and staff are the main aims of the strategic planning as both of the head teachers and the headmaster stated. Also ensuring that the College is operating in line with its values and vision is essential.

One should understand that ADEC has a job to do across the whole country, which is a role that all should admire. They are trying to raise the standards in all schools by imposing structures that are designed to force schools to raise their standards. Consequently, the BCAA strategic planning follows the ADEC model exactly.

Strategic planning is essential as it means that any change or decision within a school has been considered and thought about. Reactive decision-making is sometimes unavoidable, but often, making decisions 'on the hoof' often results in poor and stressful outcomes.

Strategic planning should help ensure that less time is spent 'firefighting' and more time focused on teaching and learning, curriculum design, pastoral systems and professional development.

Strategic planning also includes areas such as staffing that can have an impact on the curriculum being offered.

One of the main aims of the strategic planning at BCAA is to ensure that the learning experience of its pupils is the best it can be. By putting systems in place, forward planning and a considered curriculum, it (hopefully) means that the teaching, learning and pastoral care of the students is engaging, enriching, safe and fulfilling.

Communication With All Regarding Strategic Planning

It can be difficult to evaluate how the process of strategic planning has been received by different stakeholders in the College. However, BCAA does have annual surveys to staff, parents, and pupils. All staff are usually provided with opportunities to contribute to the annual SWOT analysis (strengths, weaknesses, opportunities, threats) which helps in spotting any area that needs to be improved and modified. The BCAA strategic planning is summarised in the College Development Plan and is made available to all. The BCAA leadership team welcome any feedback regarding the strategic planning as they accept any suggestion for further modification and improvement.

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The committee stated that it is important to keep lines of communication open and ensure that all parties are involved in the dialogue. Of course, there are moments where information needs to be kept confidential until confirmed, but these occasions are rare.

For example, the Deputy Head said that: "part of the plan is to improve English Learners programme. The intention of the programme is to improve the level of English with the Native Arabic pupils to enable them to properly access the GCSE courses starting in Year 10. Starting the programme in Year 6 should mean that over the 4 years leading up to their GCSEs, their English will be at a suitable level. However, this was communicated to parents in order to support the programme and get their assistance".

Aspects of Strategic Planning

Strategic planning in BCAA is mainly about four main areas: teachers, students, parents and the facilities and resources of the organization itself. Strategic planning or the development plan as it is called in BCAA can be seen clearly in various aspects e.g. departmental development plans in which each department analyzes and decides on specific targets to work on to provide students with the best education regarding every subject. However, BCAA has got quite a generous CPD budget which provides teachers in the College with sufficient opportunities to improve teaching and learning. Moreover, as the principal clarified that BCAA has made it very clear that teachers will have the opportunity to be supported financially through national qualifications for headship. Thus, a scheme has been devised in which teachers can apply and get the qualification. In case they leave the College at the end of the program -if they have finished it- then they would have to pay half of it back. But if they leave a year later, then they have to pay 25% back. On the other hand, if they stay 2 years after that then they don't have to pay anything back to the school. However, it is financial support for the teachers but at the same time, it is designed to benefit the College and the students.

In the current plan, BCAA strategic planning tries all the time to explore more possibilities to keep the parents engaged in their children's education, for example, an assistant head has been appointed as a new post to work on the community. The main aim of the new post is to ensure that the parents are engaged into their children's education, including activities, teaching and learning, special days, extracurricular activities and even in the process of making decisions.

Regarding BCAA students, strategic planning ensures to identify every student's needs to be met correctly. This includes the gifted and talented students as well as those with special educational needs. A whole department specializes in tailoring individual plans for students according to their needs was established with experienced staff in this field. Furthermore, BCAA strategic plan considers pupils' personalities' development as the core of the teaching process. Students develop their leadership and teamwork skills through House system and they feel proud to exemplify and develop their skills akin to BCAA key values - Honesty, Respect, Creativity, Compassion, and Leadership.

The wellbeing of all students, as well as the wellbeing of their teachers, is a key factor in the strategic planning. Teachers and students are taking good care as BCAA leadership team believe that happy students and happy teachers lead to a healthy environment and a healthy school culture where all feel safe, stable and secure.

From the head teacher point of view, BCAA has more than seventy nationalities which can be a challenge. BCAA has to make sure to cater for all different learners' needs. It helps every pupil who comes through its doors to be a good adult in the community. Different pupils have different needs; they are different human beings and it is not "One size fits all" there is a spectrum of personalities of one

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thousand pupils from 3 to 18. Definitely, it is not an easy job, consequently, having an effective strategic planning that helps all students' needs to be met is essential.

On the other hand, the Deputy Head sees that aspects of strategic planning fall under all areas, including, teaching and learning - ensuring that the CPD programmes available help teachers provide interesting and rich learning in their lessons. Planning to ensure that the 'Brighton Lesson' is fully understood by all and that leadership team have opportunities to assess the quality of learning across the College is crucial. They ask different questions all the time about different aspects of the College to ensure the plans effectiveness, such as, is out prep policy suitable? Is the way teachers mark students' work and their feedback appropriate? The aim of these questions, as mentioned, is to ensure that teaching, which is one of the most important factors in any educational organization, is up to the highest standard.

Another important area is - Data and Reporting - planning across the year for reporting and assessment points. The leadership team all the time make sure to collect the required data and to think of ways to be used purposefully. They know when to use it and how to be used internally and by parents (and external agencies). The leadership team ensure that the teachers track the students' progress effectively, in order to better support pupils who, require intervention plans.

Curriculum is also an important aspect in strategic planning- considerations about the subjects and time allocated to different areas. The strategic planning should make sure that all the subjects taught in the College are ADEC compliant, if they are providing pupils with enough opportunities to explore the Arts subjects and if they are fully engaging students in the 21st century learning and preparing them for the working world and real-life situations.

BCAA strategic planning ensures to increase the number of classrooms to meet the future needs as the number of students increases year after year. The leadership team believes in having proper classrooms with a reasonable number of students, avoiding overcrowded classes as each student has to have the right opportunity to learn in a proper educational environment.

To sum up, based on what the leadership team explained and clarified to the researcher, Figure 1 can show how cohesive and comprehensive strategic planning that BCAA created as it includes the four important pillars in any educational organization.

What Makes the BCAA Strategic Planning Approach Special?

Strategic planning at BCAA involves all stakeholders, including parent and pupil involvement as outlined in the recent ADEC inspection. On the academic side, BCAA shares the same values and all the people working at the College have a clear idea of what is expected from each of them to achieve.

What is recognizable about the strategic planning of BCAA is the balance between the College's British curriculum and the Emirati culture and heritage. They want each student to study and learn the British curriculum, at the same time to be part of the local community and to take pride in their culture, values and heritage.

In addition, part of the strategic plan is to guide and supervise students to the best university education according to their potentials, interests and the market's needs. Therefore, they raise up awareness among all students and their parents to understand their interests, abilities, skills and potentials, to better choose the right education after they graduate from the College.

In different words, ensuring that BCAA helps create responsible and successful students who play a positive part in shaping the future of the UAE and its world is central to the role of educators at BCAA. Being responsible for the world and community is something that almost all students engage in every day

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Figure 1.



at the College. The number of initiatives and activities pupils involve themselves in is quite incredible and whilst the teachers inspire them, the response of most students is often an inspiration to all. They are highly innovative and creative and show an excellent work ethic. Whether it is within the House system, or as a regular part of daily classroom life, students consistently demonstrate the values of responsibility, leadership, and respect in different ways.

Safety and security are at the top priorities in the planning. Hence, the system that the College has adopted can be considered as one of the best systems, ensuring the safety and security of all students and staff. In such a case, parents appreciate the fact that their children are in a College with high standards of safety and security.

The BCAA strategic planning is exceptional as the leadership team spend considerable time collating information and looking at the 'bigger picture' to have the needed plan. As well as looking to the future, to review all areas of responsibility and identify specific areas to focus on.

Gaps in the Implementation of the Plan

While interviewing the leadership team, they clarified that all major areas are included and covered in their strategic plan. However, they recognize that not all areas can be actively developed at the same time. Therefore, they need to prioritize some areas over others and devote the required resources and timelines to each active priority. An ongoing evaluation of the strategic plan is taking place to make sure that they are on the right track.

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The head teacher mentioned that every year they get a few targets that they aim to achieve, but sometimes they feel that a particular part of the plan needs to be reconsidered to work effectively. Thus, evaluation of the plan fulfilment and spotting any gap helps in the adjustment of the plan. In different words, evaluating the school's plan is vital as it helps in testing its efficiency and effectiveness. It also determines whether the strategies being applied are moving education forward towards its proposed strategic objectives or not. Evaluations also can help identify when and what remedial actions are essential to bring performance back in line with the College's objectives.

CONCLUSION

This paper's discourse on strategic planning at BCAA is an evidence of the numerous factors that made the BCAA's strategic planning a success. The study clearly demonstrates three important aspects: First, leadership team's role is pivotal to an effective implementation of the strategic planning. Second, the holistic approach that the strategic planning follows in which all aspects of the College were identified. Third, the appreciation that was given to all, working at the College and their vital role in implementing, evaluating, reflecting and by providing their continuous feedback on the effectiveness of the plan leads to the corrective actions when needed.

For future research, it is very much recommended to investigate other outstanding schools' strategic planning to identify their strengths and weaknesses to be able to help the less successful schools in developing and improving their strategic planning all over the UAE.

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Chapter 13
Strategic Planning in Higher Education in the Arab World:
Toward an Effective Implementation to Overcome Challenges

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ABSTRACT

This chapter aims to deliberate the strategic planning in higher education as a critical factor in the success of transforming the quality of higher education in the Arab world. With Arab universities still lagging behind in the world's top 200 universities, according to both Quacquarelli Symonds (QS) and Times Higher Education (THE) world university rankings for the year 2018, it is momentous to investigate the causes and tackle the issues prompting Arab universities to not fulfill their role as hubs that transform nations. The chapter starts off by reviewing the status quo of higher education in the Arab world and Arab nations' aspirations for the higher education sector; it then proceeds to review research on the critical role of strategic planning in the higher education sector around the world and the obstacles hindering its effective implementation. The chapter then addresses the gap between the current strategic planning practices in higher education institutions in the Arab world and the effective practices that should be adopted to overcome the challenges confronting this sector.

INTRODUCTION

The Role of Institutions of Higher Education in the Arab World

Universities play an essential role in promoting socio-economic growth: they generate the knowledge, innovation, and human capital required to increase competitiveness in a knowledge-based economy (World Bank 2012). According to the Arab Human Development Report, Arab youth numbers are equivalent to one third of Arab countries' population; the report discusses that the young demographic, provided its size and inherent energy in working and being effectual, is a potential productive work force.

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The report adds that the opportunity presented by this demographic to promote development will gradually disappear and may not recur in the Arab region if the proper investment is not provided (2016). Higher education has a monumental impact on the regional and national restructuring of politics and the economy, which are currently under way, in the Arab world. "The long-term success or failure of today's reform initiatives will rest, to a large degree, on the ability of these societies to place higher education as the engine of social and economic progress" (Wilkens 2011); higher education institutions have a key role in the scientific, technological, cultural and social advancement of nations (Awwad 2013; ElObeidy 2014).

Universities in the Arab world need to rectify their mission to surpass their role as knowledge disseminators and academic research providers; this entails fast adaption to the ever-evolving economies and the disruptive innovations to meet the demands of political and economic contexts on local and global levels. In order to meet the expectations of Arab nations, higher education institutions in the Arab world need to adopt strategic planning not only to front crises but also to use as a roadmap to sustain a perpetual impact on the future of rising generations.

An Overview of the Current State of Education in the Arab World

According to statistics provided by The UNESCO Institute for Statistics, the gross enrollment ratio of tertiary education in the Arab world for both genders has witnessed an increase and an upward tendency toward growth between 1971 and 2015. Countries like Bahrain, Egypt, Jordan, Morocco, Saudi Arabia, Syria, and Tunisia had a surge that went over 30% in tertiary education enrollment over the same period of time. Despite the expansion in higher education providers and the increase in student enrollment (especially females) in the Arab world, the higher education sector is still lagging behind with regards to meeting the needs of the labor market and society. Furthermore, the higher education sector in the Arab world insufficiently contributes to human development as well as scientific and technological advancements (Awwad 2013; Wilkens 2016).

As stated by the research-based indicator, THE World University Rankings, for the year 2018: Arab universities were not among the top 300 universities. Namely, only two Arab (Saudi Arabian) universities were in the top 400 list: King Saud and Al Faisal universities with percentages of 27.6 and 27.3 respectively. "The progress of research, development, science and technology in the Arab region lies at a very critical and fragile juncture" (ElObeidy 2014 p. 132) and "There is a mismatch between the skills companies are seeking and what universities in the region are producing. The result is millions of young people with high expectations and no hope of fulfilling their dreams" (UNDP 2003; Badran and Zou'bi 2010 as cited in ElObeidy 2014 p. 131). High unemployment among university graduates is an indicator of a deficiency in the educational system's capability of meeting labor market needs – a highly skilled workforce that has the potential to succeed in the modern global economy (Wilkens 2011).

Higher education has also overlooked the need to reinforce work ethics: "Although our job market openly demands skills-based education, the real challenge is about work values and ethics and how to instill them in our youth" (Al-Sabah 2017). In order to gain international stature, higher education in the Arab world should embrace adaptive approaches to fulfill its role as a driver of nations' economic growth - a role that mandates more insightful perceptions of labor market needs and future careers that are induced by the fourth industrial revolution. Baghdady states that a critical need exists to move toward a knowledge-based economy; he mentions that this can exclusively be achieved by developing a well-educated population that can effectively contribute to the economy. "As such, there has been a

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tremendous increase in the number and diversity of institutions and programs available, the attention paid to accreditation and quality assurance and the partnerships between local and international universities" (2017); regardless, it is critical for higher education institutions in the Arab world to not replicate models from successful universities before customizing them to the Arab world's cultural, economic, and political milieus.

BACKGROUND

Historical Context of Strategic Planning in Higher Education

This section of the chapter reviews the historical context of strategic planning and how it emerged in academia as a significant phase of strategic management. With occurrences such as globalization, the emergence of the digital age, and booming demographics evolving in the twenty first century, higher education faces a variety of challenges that require new planning models which approach problems with a strategic perspective. According to David, strategic management is "the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives" (2011). Whereas, strategic planning is an involved, intricate, and complex process that takes an organization into uncharted territory; he adds that it is rather a framework for addressing questions and solving problems than it is a panacea for all problems facing the organization (2011).

Early models of strategic planning "reflected the hierarchical values and linear systems of traditional organizations. Undertaken by elite planning function at the top of the organization, its structure was highly vertical and time bound" (Wall & Wall, 1995 as cited in Lerner, 1990 p. 6). For the past thirty years or so, most of the literature on strategic planning has concentrated on the military, national-international statesmanship, and the corporate world (Dooris 2002-2003). In the 1950s, the SWOT analysis model was the dominant model and strategic planning was mostly about basic financial planning. During the 1960s, strategic planning became a standard management tool in all big companies and many small ones; additionally, business schools started integrating it in their curricula (IIEP, 2010).

Other models of strategic planning have emerged between the 1960s and the 1970s in the business sector. 'Forecast-based planning' was dominant in the 1960s, which resulted in implementation of a longer time horizon, environmental analysis, multi-year forecasts and a static resource allocation. Strategic planning moved to 'externally oriented planning' in response to the markets' needs in the 1970s, in which a thorough situation analysis and review of competition, an evaluation of alternative strategies, and a dynamic resource allocation were carried-out (Gluck et al 1980 as cited in O'Shannassy 1999).

The emergence of strategic planning in higher education coincided with the rise of circumstantial complications that confronted the education sector in the 1970s and 1980s; however, "futures research and the rise of technology-enabled data collection and analysis pointed the way to strategic planning as one solution for developing a proactive stance in the environment of changing demands and declining resources" (Hinton, 2012 p. 7). Following the mid-1970s and during the 1980s, strategic management emerged as a management model with a wide-ranging and flexible functionality; this was needed at the time given that higher education was experiencing a combination of challenging demographic, economic, and technological fluctuations. Higher education, in the 1980s, perceived strategic planning as a supportive tool for systematic management based on strategic niche, competitive position, shareholder values, SWOT analyses, core competencies, and Porter model.

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The strategic planning that was undertaken by the public and semi-public sectors during the mid-1980s witnessed an increase in utilization over this period up until the early 1990s. By the early 1990s, scientific approaches to strategic planning and management of universities were formed in industrialized, developed countries (Gluck, Kaufman, & Walleck, 1980; Gouillart, 1995; Dooris 2002-2003; Parakhina et el 2017).

Strategic planning at the central education system level did not take off before the 1990s. The practice of preparing strategic education sector plans was adopted several years later and was, at least in developing countries, intimately linked to the gradual introduction of Sector Wide Approaches (SWAp) in development cooperation from the mid-1990s onward (IIEP, 2010 p. 8).

Strategic planning is an approach that is relevant to all kinds of organizations simply because all organizations have specific long-term goals to reach and limited resources; moreover, they must find the most efficient ways to attain their goals. This implied that strategic planning could be applied in higher education; however, it must be revised to meet the particular needs of the designated organization (IIEP, 2010).

UNIQUE ASPECTS OF STRATEGIC PLANNING IN ACADEMIA

Strategic planning is a systematic process through which an organization agrees on - and builds commitment among key stakeholders to - priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities (Allison, Kaye 2005 p. 1).

"Strategic planning is important for the success of a college or a university since it allows an institution to analyze the present condition and forecast the future" (Nataraja, 2014). Strategic planning engenders the following in an organization:

- A framework that directs the organization toward achieving a competitive advantage and thinking ahead systematically.
- A clear understanding of the organization's mission that leads to refining the organization's objectives and policies and accomplishing its goals.
- A blueprint for action with clear performance standards, based on current information, resulting in effective prioritization and organization marketing to the public and potential funders.
- An improvement of collaboration and coordination, enabling all university communities to participate and work together toward accomplishing goals fostering a sense of involvement in the strategic plan and belonging to the organization. (Lerner 1999; Allison, Kaye 2005; Nataraja 2014)

Strategic planning in universities begins by identifying the university's vision and mission and then it extracts strategic goals out of them. According to Allison and Kaye (2005), the strategic planning process has four phases. The first phase is the diagnosis process, where an analysis is established to shed light on obstacles and successes and what impedes achieving the strategic goals of the organization. The second

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phase is policy formulation: it is a complex phase which is based on a review of the current policies and an interactive collaboration between planning experts and decision makers to draw new policies.

The policy formulation phase can be integrated in or run in parallel with the diagnosis process phase. The third phase involves breaking down the goals into objectives and setting a plan to achieve these goals. When preparing a medium-term strategic sector plan, the SMART objectives are extracted from the strategic goals: this requires initiating action programs to achieve these objectives where needed resources are estimated. The fourth phase is monitoring and it is when corrective action is taken based on the analysis of systematic information regarding the plan implementation.

Allison and Kaye perceive strategic planning as a cyclic process where regular amendment of original objectives is made considering the changing circumstances, results of previous plan implementations, and difficulties encountered. In practice, this adaptation is attained through the preparation of annual operational plans (2005).

According to Hinton, contemporary strategic plans have multiple components and each component serves a specific purpose.

While not technically a part of the strategic plan, the mission statement is the foundation for it because everything contained in the strategic plan must be aligned with the mission. In addition to the mission statement, a vision statement, institutional goals, and an optional values statement comprise the supporting documents establishing the context for a strategic plan (Hinton 2012).

There are various differences between the business strategic planning model and the higher education model. One of the obstacles hindering effective implementation of strategic planning in higher education is overlooking these differences. According to Ajao and Grace, most research on the strategic planning and performance relationship is focused on the following criteria for performance measurement: organization's profitability, market share, earnings per share, net asset, working capital, expansion, etc. They then state that these criteria may not necessarily be applicable to the higher educational institutions. They continue to add that the lack of understanding of the concept of strategic planning by the university's internal stakeholders may make the plan unpopular (2012).

According to Lerner, in the business world, the strategic planning model's timeframe lies between 2 to 3 years, at universities, however, it is usually 5 or more years (1999). Strategic planning in higher education follows a bottom-up approach as opposed to strategic planning in the business model which is more authoritative. Faculty members' engagement in strategic planning is essential as they are going to be in the frontline when implementing the strategic plans at higher education institutions (Auld, 2010). As per Lerner, the value system of higher education requires a different approach of strategic planning. In addition, customers for universities are not clearly defined which results in difficulties when it comes to defining goals and measuring effectiveness in the university's mission (1999).

The performance indicators of strategic planning in higher education are different than these set by the business sector. Labianca et al, states that higher education institutions performance indicators include the following: structure and governance, effectiveness of administrative leadership, resourcefulness, curricula and employability of students, quality of faculty members, quality of research output, quality of students and their employability, prevailing academic climate and innovativeness, successful academic performance of a cohort retention, graduation and employment rates of a cohort, and lastly, marketing and communication (2001).

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CASE OF STRATEGIC PLANNING IN HIGHER EDUCATION IN THE ARAB WORLD

Dahdar Study (2006)

- The relationship between the strategic orientation of higher management in Palestinian universities and their competitiveness attribute (field study of the universities of the Gaza Strip).

This study was conducted in 2006. It aimed at analyzing the relationship between some strategic orientation variables (strategic planning, innovation rates, and technological changes) as independent variables and the acquisition of the competitiveness attribute in the universities of the Gaza Strip. The goal of this descriptive research was to identify the strategic orientation of senior managements in the universities of the Gaza Strip and to try to improve their abilities to exploit the resources owned by these universities to achieve their strategic goals. The study reached several results, the most important of which were:

- 50% of the study sample agreed that the concept of strategic planning is clear to the senior management of Palestinian universities.
- A statistically significant relationship exists between all strategic orientation variables and the competitiveness attribute of Palestinian universities.
- 61% of the study sample agreed on the significance of creating the right environment for total quality management as a means of excellence.
- 51% of the study sample delegate strategic planning to external consultant committees.

Al Omari and Salameh Study (2009)

- Strategic planning effectiveness in Jordanian universities: faculty members and academic administrators' perspectives.

This study was conducted in 2009. The study aimed at exploring the faculty and academic administrators' perception of strategic planning effectiveness (SPE) in a reform environment; furthermore, the study investigated the impact of university type, gender, and job role on strategic planning. A questionnaire which was administered in the Hashemite University, a public university, and Zarqa Private University showed that a total of 338 faculty members and 183 academic administrators participated in this study.

The SPE questionnaire consisted of 42 items distributed over five dimensions: the importance of strategic planning, level of involvement, depth of implementation, institutional planning model, and institutional decision making. The study reached the following findings: the 'depth of implementation' dimension appeared to have the most important impact on SPE, faculty members and academic administrators should be better able to collaborate for an improved campus environment, and additional emphasis should be placed on improving the knowledge of faculty members and academic administrators of the importance of strategic planning.

The strategic plan should direct the institution's vision on how to operate in order to achieve its strategic goals and the actions leading to the attainment of these goals. Accordingly, there needs to be

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commitment to ensure that the plan is a basis for collectively agreed on and carefully prioritized action. Finally, results revealed that the study sample's perspectives of SPE differ significantly according to individuals' job roles (Al Omari, Salameh, 2009).

Sulaiman Study (2010)

- The role of strategic planning in achieving creativity (field study of Mosul University - Iraq).

This study was conducted in 2010. It aimed at identifying the role of strategic planning in achieving administrative creativity at Mosul University. The study's random sample of 60 participants consisted of deans, assistant deans, and heads of departments. The researcher conducted a descriptive research where a questionnaire was administered to collect data. The results of the data analysis revealed the following:

- The university adopted strategic planning and has been utilizing it to defy difficulties.
- There is a statistically significant relationship between strategic planning and organizational creativity with a correlation coefficient of 0.80.
- All sample subjects opted for 'agree' for all items related to utilizing strategic planning and its relation to creativity in the questionnaire.
- The retention rate of faculty members is not up to the expectation as many of the faculty members are leaving the university to seek better standards of living life or due to political reasons such as sectarian violence.

The study proposed the following recommendations:

- Even though the study revealed that designated staff members are utilizing strategic planning, this utilization was still not meeting expectations. Accordingly, more studies are needed to regularly check on the utilization of strategic planning and keep the university management informed with regards to this matter.
- Leadership positions should be filled by employees who have current and diverse talents. Providing these talented employees with post graduate studies opportunities will preserve them as potential future leaders of the university.

Sharaf, Amer, Otaira Study (2010)

- The role of strategic planning in developing higher education institutions in the Syrian Arab Republic and obstacles facing its implementation: Tishreen University as a case study.

This study was conducted in 2010. It aimed at identifying the role of strategic planning in developing higher education institutions in the Syrian Arab Republic and barriers to the implementation of strategic planning as perceived by faculty members and administrators in Tishreen University. To reach the objective of this research, a questionnaire, which included 60 items, was distributed. The questionnaire included five areas of obstacles: nature of strategic planning, university management, staff, senior man-

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agement, and the surrounding environment along with the local society. The study investigated whether there is a statistically significant relationship between the sample results based on academic qualification, academic rank, and experience. The study followed an analytical descriptive approach which covered 81 staff members. The results were as follows:

- Around 53% of the sample agreed that the obstacles stated in the questionnaire exist with a high to a very high extent.
- Around 26% of the sample agreed that obstacles moderately exist.
- Around 20% of the sample agreed that barriers exist with a low to a very low extent.
- There is a statistically significant difference in results according to qualification, rank, and experience.

AlKaltham, Badarneh Study (2012)

- Strategic planning obstacles in Umm Al-Qura University as perceived by its faculty members.

This study was conducted in 2012. It aimed at exploring the barriers standing in the way of strategic planning in Umm Al-Qura University as perceived by its faculty members. 143 faculty members in the college of education constituted the study sample. A questionnaire of 18 items was administered and the findings were as follows:

- The obstacles facing strategic planning in Um Al Qura University, which are present up to a great extent, include routine and administrative complexities.
- There were no statistically significant differences due to academic rank.
- There were no statistically significant differences due to experience.

The study reached the following recommendations:

- Excellence and competency standards should be met when assigning academic leaders in the university.
- Providing academic leaders, in the university, with advanced strategic planning training courses.
- It is crucial that faculty members participate in the university's strategic planning.

Saeed, Isamel Study (2013)

- Obstacles to strategic planning in the College of Education – Khartoum University as perceived by senior management and faculty members.

This study was conducted, in 2013, using a descriptive approach. A questionnaire was administered to 25 faculty members who were chosen to be the college dean and the heads of departments in the College of Education in Khartoum University. The study findings revealed the following: the significance of adopting strategic planning approaches to develop the College of Education have emphasized the significance of

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cultivating a strategic planning culture among staff and providing them with training courses to develop their knowledge and skills on strategic planning. Moreover, concerning the clarity and quality of the college vision and mission, the findings indicated that despite the clarity of the vision, there is a need to develop this vision in a context of quality assurance standards adopted by other colleges of education. Finally, with regards to strategic planning obstacles to higher education careers, the study identified the following obstacles: a lack of sufficient financial resources, a poor instructional environment, enrolling massive numbers of students annually, and a lack of external professional training for faculty members.

Nataraja Study (2014)

- Business school leaders and faculty members' perceptions of strategic planning implications at a selected business school.

This study was conducted in 2014. It aimed at examining and comparing the business school leaders and faculty members' perceptions of strategic planning implementation at the College of Business Administration in King Saud University in Saudi Arabia. The study sample composed of 348 leaders and faculty members. These perceptions were analyzed according to gender, position, academic rank, departmental faculty and staff with previous involvement/experience in strategic planning. 17 personal interviews were conducted to investigate leaders' perceptions; in addition, a questionnaire was administered at a response rate of 73.6%. The study findings revealed that:

- Both leaders and faculty members perceive strategic planning as significant in higher education.
- For an effective strategic planning process, stakeholders should contribute to the planning by using a democratic approach.
- Though it might be difficult to be fully implemented, strategic planning has a positive impact on: image, identity, reputation, and goals and objectives' incorporation within departments and their programs.
- The strategic planning process in the college is relatively new as it started earlier in the millennium.

The study also reached the following recommendations:

- Leaders in the college need to be proactive in confronting challenges in higher education which can be achieved by implementing strategic planning to adapt to new emerging models as opposed to the implementing of traditional models. In doing this they should consider adapting to the needs of consumer-driven markets.
- Leaders in the college need to encourage a wide range of stakeholders, including faculty members, to participate in the formulation, implementation, and integration of the strategic planning process: this would help in sustaining the college's image, identity and reputation. (Nataraja 2014)

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Abre'm, Zrowaly Study (2017)

- Obstacles facing strategic planning in Umm Al-Bawqy University as perceived by its faculty members.

This study was conducted in 2017. It aimed at investigating the obstacles facing strategic planning in Umm Al-Bawqy University - Algeria, as perceived by its faculty members. A questionnaire was administered to 81 faculty members. The study revealed the following findings:

Obstacles facing strategic planning are moderately found in the university and they lie in: the gap between university programs and labor market needs; the belief that strategic planning should be only used when facing a crisis; university staff lack of awareness of strategic planning's vision, mission, and strategic goals; the fact that planned strategic goals are not measurable; poor coordination when setting strategic goals. There was no statistically significant difference found due to gender or academic rank.

The following synopsis was extracted after a thorough review of the studies that were presented on strategic planning in higher education in the Arab world:

- Four out of the eight studies presented in this chapter focused on obstacles facing strategic planning while three others focused on other aspects, such as the ways in which strategic planning is related to creativity (Sulaiman 2010), competitiveness attribute (Dehdar 2006), image, identity and reputation (Nataraja 2014). Also, three studies focused on how faculty members perceive strategic planning in their universities (Al Omari, Salameh 2009; Al Kaltham, Badarneh 2012; Natarajah 2014)
- All studies used questionnaires as data collection instruments.
- Obstacles facing strategic planning exist in a moderate (Abre'm, Zrowaly 2013) or a high extent (Saeed, Ismael 2013) (AlKaltham, Badarneh 2012) (Sharaf, Amer, Otaira 2010) in the universities presented in the different studies.
- There are no statistically significant differences related to academic rank, academic qualification, gender, or experience in the reviewed studies which have investigated these variables. However, there are statistically significant differences related to job role (Al Omari, Salameh, 2009) and organizational creativity (Sulaiman 2010). Sharaf, Amer and Otaira's study (2010) is an exception where there is a statistically significant difference in results according to qualification, rank, and experience.
- The following were identified as obstacles facing strategic planning in the different studies:
  - Routine and administrative complexities.
  - Lack of sufficient financial resources.
  - Enrolling massive numbers of students annually.
  - Lack of professional training for faculty members.
- All the studies have agreed on the following recommendations to nurture effective strategic planning in higher education:
  - Vision and strategic goals should be clearer to staff members, and they must be developed within the boundaries of quality assurance standards that should be adopted from other high-

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quality education colleges. Furthermore, strategic goals should be measurable and faculty members along with academic staff should provide their input with regards to strategic goals.
- It is essential to cultivate a strategic planning culture among staff members by providing them with training courses to develop their knowledge and skills on strategic planning.
- Excellence and competency standards should be met when appointing academic leaders in the university. Leaders should undergo training as well to keep them informed with recent practices of strategic planning.
- It is necessary for stakeholders and faculty members, in specific, to participate in the formulation, implementation, and integration of the strategic planning process.
- Despite utilizing strategic planning practices, the effectiveness of these practices did not meet expectations and a persistent need to fully implement them exists.

CASES OF STRATEGIC PLANNING IN HIGHER EDUCATION AROUND THE WORLD

Richards and Colleagues Study (2004)

- The role of strategic and scenario planning techniques, a case study from the UK - University of Glamorgan.

While Richards and colleagues emphasized the importance of strategic planning, they used the case study of the University of Glamorgan conducted in 2004, to support the notion that the reliance on traditional strategic planning techniques may not be enough to enable higher education institutions to balance the pressure of change within the current higher education environment. They highlighted that over the past years, the UK had witnessed significant changes in higher education. Richards and colleagues highlighted the insufficiency of traditional strategic planning techniques by taking a University of Glamorgan related experience in 1999-2001 as an example.

According to Schwartz (1991), scenario planning is used as an instrument, firstly, to help managers address different mental models implicit in their strategic thinking and, secondly, to help managers and strategic planning teams to think creatively and innovatively and question assumptions about the future. Using traditional strategic planning techniques, the University conducted an in-depth analysis of the market, SWOT, and PEST analyses.

Following the analysis of key driving forces, predetermined elements, and critical uncertainties, several possible future scenarios were developed. The mission and vision were then analyzed in relation to the different scenarios in order to identify key risks, their consequences, and their likelihood. The scenario planning exercise also enabled the identification of a range of outcomes concerning the uncertainty surrounding some strategic goals (Richards et al 2004). The scenario planning proved to be an effective tool for the following reasons:

Firstly, it involved a large number of staff members across the organization and provided them with a context within which to consider the future of the university. Secondly, it challenged the university to be explicit in its strategies. Thirdly, the model was open to challenge from forces that are both innate to the university and in the outside world. Lastly, it provided a vehicle for challenging the management and the staff's mental models of the university and its future (Richards et al 2004).

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Ajao and Grace Study (2012)

- The effects of strategic planning on corporate performance in university education: a study of Babcock University.

The study by Ajao and Grace, which was conducted in 2012, aimed at examining the effects of strategic planning on corporate performance using Babcock University as the case study. In addition, the study used a questionnaire that was analyzed using descriptive and inferential statistics. The results of testing the hypotheses revealed that there is a significant positive correlation between strategic planning and corporate performance. They add that only those organizations that practice some form of strategic planning will survive (2012). They also emphasize the role of strategic planning in anticipating the unpredictability of external influences.

They also stated that a conductive environment for the educational sector should be provided by the government. Accordingly, the educational sector that so they can have the autonomy to formulate and implement strategies leading to greater performance. The study also revealed that the economic context will have its impact on strategic planning in higher education where the categories of workers involved and the level of implementation are variables that affect the achievement of higher performance (2012).

Hladchenko Study (2013)

- The strategic management of the German higher education institutions as a transparent, cyclic and participative process.

Conducted in 2013, a comparative analysis of the strategic management process of German higher education institutions by Hladchenko concluded that the strategic management of German higher education institutions is regarded as a transparent, market-oriented, cyclic, and participative process (2013). Compared to other European countries, such as Great Britain or the Netherlands, Germany is a latecomer with respect to reforms of its university systems (Schimank et al., 2009 as cited in Hladchenko, 2013). The results of Hladchenko's research revealed that:

- Public availability of the mission statement and strategic plan along with agreement on objectives forms the basis of transparency in the administration of higher education institutions.

The study concluded the following:

- The faculty's contribution is noteworthy and would lead to a better understanding of the university's strategic goals. Accordingly, senior management would consider them as partners in the strategic development process.
- Stakeholders, internal and external, are involved in the planning since it is a bottom-up approach and receiving feedback from these stakeholders plays a critical role in the effectiveness of processes that follow a cyclic approach.
- The cooperative work between management and the members of the university is pivotal to the planning process.

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Parakhina and Colleagues Study (2017)

- Strategic management in universities as a factor of their global competitiveness: A case study from Russian higher education.

In this study, which was conducted in 2017, Parakhina and colleagues aimed at identifying the problems of organizing the Russian universities' strategic development that resulted in a low efficient model. Additionally, they aimed at identifying the ways in which Russian universities could seek opportunities to achieve strategic competitiveness. The research methods of the study included content analysis, expert evaluations, analysis of the modern concepts of universities' strategic management, comparative analysis of high school practices of strategy development, and government regulations from a historical perspective (2017). Parakhina and her colleagues stated that despite the radical change that took place over the past 25 years, given the basic institutional conditions allowing the development of higher education institutions in Russia, the platform of this system and the standards of internal policy, in most cases, have remained unchanged. Furthermore, the study identified the following problems of strategic management of development in universities:

Excessively global character of strategic goal; inadequacy of financial, HR, material, and informational basis for realization of the strategy; insufficiency of necessary organizational and managerial innovations; lack of mechanism of interconnection of strategic and operative aspects in university management; etc. (Parakhina, et el 2017 p. 72)

The findings of the study discovered a possibility for solving the highlighted problems by means of creating new working mechanisms of internal growth which correspond to external changes. Some recommended mechanisms were:

- Development and realization of international strategies through profound international cooperation in education, science, and innovation.
- Focus on "blue ocean strategy" through the formulation of an individual vision and mission.

The following synopsis was extracted after a thorough review of all the studies that were presented on strategic planning in higher education around the world and comparison of these studies to the ones that were conducted in the Arab world:

- One of the four studies aimed at studying extended insights beyond focusing on obstacles to strategic planning. This study, which was conducted by Richards and colleagues (2004), discussed alternatives to traditional strategic planning methods by presenting the case study of scenario planning in the University of Glamorgan. On the other hand, three studies focused on other aspects such as the ways in which strategic planning is related to global competitiveness (Parakhina, et el 2017), which is similar to the research problem investigated in the Dehdar (2006) study. Moreover, two studies focused on how faculty perceived strategic planning in their universities (Hladchenko 2013) and its effect on corporate performance (Ajao and Grace 2016), both of which had similarities with the (Al Omari, Salameh 2009; Al Kaltham, Badarneh 2012; Natarajah 2014) studies.

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- The following obstacles to strategic planning, which were identified in the study conducted by Parakhina and her colleagues, are similar to those identified by the Arab world studies reviewed earlier: Inadequacy of financial, HR, material, and informational basis for realization of the strategy. The study added the following obstacles:
  - Excessively global character of strategic goal.
  - Insufficiency of necessary organizational and managerial innovations.
  - Lack of mechanism to connect strategic and operative aspects in the management.
- All studies agreed on the following recommendations to nurture effective strategic planning in higher education:
  - Vision, which is developed within the boundaries of quality assurance standards adopted from other high-quality colleges of education, should be clearer to staff; furthermore, the mission should be made available to the public in order to maintain transparency.
  - It is important to foster a strategic planning culture among staff by providing them with training courses that develop their knowledge and skills on strategic planning.
  - It is central that faculty members, in specific, participate in the formulation, implementation, and integration of the strategic planning process. Faculty contributions will result in an enhanced understanding of the university's strategic goals.
  - It is pivotal that internal and external stakeholders have input on the strategic planning process in the institution.
  - There is a persistent need to fully implement strategic planning given its potential to enhance corporate performance which results in a better achievement of organization's goals.
  - Despite having strategic planning practices, the effectiveness of these practices has not yet met expectations. The literature identified one cause behind this problematic reality; namely, the reliance on traditional strategic planning techniques which are not sufficient to balance the pressure of change within the current higher education environment. Effective strategic planning is critical for anticipating the unpredictability of external influences. One alternative to traditional strategic planning could be scenario planning.
  - Strategic planning is affected by the economic context surrounding it, where the categories of workers involved and the level of implementation are drivers of the achievement of higher performance.

TOWARDS AN EFFECTIVE IMPLEMENTATION TO OVERCOME CHALLENGES

This section of the chapter will elucidate filling the gap in the current strategic planning practices in higher education in the Arab world. Deliberating on the status quo of strategic planning in higher education in the Arab world, the historical context of strategic planning in higher education, and the unique aspects of strategic planning in academia in the literature in both Arab and non-Arab parts of the world has shed light on critical gaps that impede effective strategic planning in higher education in the Arab world.

It is important to bear in mind that from a strategic planning point of view, the sector analysis should not be limited in scope to the education system as such but should also cover the environment in which the system is operating. Of particular importance in this respect are the analysis of demographic trends, the

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economic system and in particular the labor market, the financial situation and also the socio-cultural context (IIEP 2010, p. 15).

The higher education sector in the Arab world is deviating its focus toward meeting the persistent needs of the labor market as a result of the fourth industrial revolution and the impact of globalization. It seems axiomatic to assume that job markets with low proportions of university graduates are going to quickly absorb new graduates; however, this is not the case in many developing countries where unemployment levels are high. This is due to the uncertainty employers have regarding the job-readiness of graduates (University of Oxford International Strategy Office, 2017). The youth can bring radical political changes in any country, one clear example is the revolution wave that left the Arab world stunned and forced to believe in the youth's ability to transform societies in the political, social, and economic aspects of life. "These events added a greater sense of urgency and purpose to the deliberations, as well as hope that systemic obstacles that had blocked higher education reform efforts in the past might give way in the current climate" (Wilkens 2011, p.9). According to the Arab Human Development Report for the year 2016 and The United Nations Department of Economic and Social Affairs data for the year 2013, the share of youth (15-29) as a percentage of population in the Arab world, increased between 1970 and 2010 to 27.9 compared to approximately 24 toward the beginning of this interval. The data showed a slow increase reaching the year 2013 and is expected to drop to 22.1 by the year 2050.

According to Wilkens, "The current demands of Arab youth for change are rooted in deep frustrations with the existing status quo—not least of which is the failure of the social contract for advancement that should be offered by higher education" (2011). The working group discussions in the Higher Education Reform in the Arab world for the 2011 U.S.-Islamic World Forum held in Washington D.C focused on the need for improvements in the quality, delivery, management of higher education and particularly the linkages between higher education and jobs (Wilkens 2011).

The discussion results reflect the management's critical role in transmutation of the higher education in the Arab world. This role can only be fulfilled through insightful strategic planning, which can encompass the exponentially growing transformation in all life aspects since the eruption of the industrial and information technology revolutions. This transformation obliges the higher education sector to be prepared for the unforeseen diversions and disruptive innovations in technology and the labor market; it

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Furthermore, the academic model is a long-term investment in education without clearly defined customers, which makes it difficult to define goals and measure their effectiveness (Lerner 1999). Overlooking these significant differences and importing business models without customizing them to the academic context is one of the problems that strategic planning in higher education is struggling with in the Arab world. Moreover, in their impetuous attempts to fulfill their role, universities are cloning other academic models from international higher education providers in a manner that left some countries with catastrophic higher education strategic outcomes as a result. "Sufficiently stable trends for modern universities are the development and implementation of international strategies and adjustment of adopted and implemented strategies in terms of enhanced international cooperation in education, science, and innovation" (Parakhina et el 2017, p. 69).

Billups discusses that some leaders often adopt strategies from successful plans at similar institutions or, worse, adopt a process that appeals to them as leaders whereas minimal attention is given to the interests or needs of followers (2015). This discussion highlights a problem which is twofold: firstly, it is a blind emulation of other models that does not take the singularity of the academic context, which lies in its distinct cultural, economic, social, and political attributes, into consideration. Secondly, as Billups stated in the discussion, many theorists suggest that multiple and often clashing perspectives operate within academic institutions. Faculty members belief in academic freedom and their role as upholders of the educational mission entitle them to feel central to any planning process (2015) which leads to the second gap in the practice of strategic planning in higher education. Given the accelerated business evolutions and the ever-changing global knowledge in the era of globalization, the interfusion of strategic planning models with cultural, environmental, and economic contexts is inevitable; the success of such a model resides in its uniqueness and singularity of being the only model that can fulfill the advancement needs of higher education. Azzi argues that the challenges that higher education institutions in the Arab world face are not only those of internationalization and globalization, but also those associated with the fundamentals of governance. He elaborates that some challenges come from within institutions, such as adherence to traditional leadership, the dilemma of quality versus quantity, insufficient autonomy, and restricted funding sources, which agrees with the recommendations made by the reviewed studies earlier in this chapter. Azzi emphasizes that an institution is not separate from its environment, and its governance is challenged by many uncertainties, such as the "absence of reference in educational philosophy, lack of recognition for educational careers, political and economic instability in the Arab world, a mismatch between government and institutional educational bodies, misinterpretation of stakeholders' role, undervaluation of the role of education in societal change, and a shortage of reliable data in the field" (Azzi 2018 p. 196). This lays emphasis on relinquishing business models to resolve higher education predicaments since higher education has its own distinct challenges, aspirations, and contextual impactors.

Engaging Stakeholders in Strategic Planning

The involvement of faculty members in the planning process is essential as they are going to be in the frontline when implementing the strategic plan at higher education institutions (Auld, 2010).

Goldman and Salem argue that in order for organizational units to effectively achieve their role in strategic planning, both planners and implementers should contribute in the strategic planning process; namely, faculty members should be actively engaged in the strategic planning process in higher educa-

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tion. They elaborate that human capacity building will guarantee a long-term impact of strategic planning (2015). The working group of the Higher Education Reform laid emphasis on investment in teachers; the group identified two methods to achieve this investment: improving education departments in local universities and adopting public policy initiatives to improve the perception of teaching as a profession and attract more qualified individuals to this field (Arab Human Development Report, 2016). Given that the academic strategic planning model uses a bottom-up approach, faculty members are key players in setting the institution's vision and the strategic plans needed to accomplish this vision. The literature review presented earlier in this chapter stressed that a critical success factor for an effective strategic planning process is the contribution of stakeholders. The studies conducted by AlKaltham, Badarneh (2012), Saeed, Isamel (2013), Nataraja (2014), Hladchenko (2013), and Al-Omari, Salameh (2009) reached the following recommendations:

- It is important to foster a strategic planning culture among staff by providing them with training courses to develop their knowledge and skills on strategic planning.
- It is vital that faculty members, in particular, participate in the formulation, implementation, and integration of strategic planning. The faculty contribution will result in an enhanced understanding of the university's strategic goals.
- It is pivotal that internal and external stakeholders have input on the strategic planning process in the institution.

"Faculty members need to thoroughly understand the general strategic planning process and their role as vital stakeholders if universities are to pervasively apply it across the entire institution or system of institutions" (Aponti, 2011, p. 96). Goldman and Salem highlight the significance of engaging stakeholders, which is not the case in higher education in the Arab world. They state that planning is usually assigned to a small group selected by organizational leadership and this leads to failure during the implementation phase. They add that both middle management and staff must be engaged throughout the planning process which will, in turn, contribute to building capacities. Finally, input from multiple constituencies must be shaped into a coherent plan aligned with the institution's strategic goals (2015).

Strategic Planning as a Cyclic Model: Closing the Cycle

A wide range of higher education institutions start with limitless aspirations for their strategic planning processes; they initiate the strategic planning process with the vision and the mission of the institution and they perceive strategic planning as the panacea for resolving their problems and instilling a firm institutional effectiveness. However, the academic context poses unique challenges to strategic planners, given the lack of clear-cut incentives and the array of subcultures that view themselves as having a stake in the planning process (Rutgers n.d.). In their strategic planning guide to leaders, Rutgers Center for Organizational Development and Leadership in The State University of New Jersey discusses that the assessment of strategic planning is important for monitoring the progress of the strategic plan and assessing its outcomes. In other words, assessment provides "guidance for developing preplanning strategies, monitoring the planning process, and judging whether a plan's activities and strategies are successful in fulfilling the organization's goals" (Rutgers n.d. p. 5).

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The working group of the Higher Education Reform recommended that councils, consisting of serious educators and other professionals, should be founded by governments; these councils are held accountable for establishing quality benchmarks and maintaining quality assurance standards. Such councils should be independent from government entities and they should hold sufficient enforcement and authority to establish regulations in order to perform their role effectively (Wilkens 2011). In addition, a profound relationship exists between strategic planning and quality assurance processes.

Strategic planning generates strategic objectives while quality assurance systems safeguard the achievement of these objectives, resulting in the integration of strategic planning processes into quality assurance operations. Arab countries have, to some extent, promoted a sensible level of quality assurance, and are urged to do a lot more to establish and enhance a quality assurance culture within higher education institutions (Arafeh 2009). The literature review presented earlier in this chapter also supports the significance of quality assurance, and it did so by presenting the need to develop institutions' vision in the context of quality assurance standards that should be adopted by other high-quality education colleges. Furthermore, the literature discussed that despite having strategic planning practices, the effectiveness of these practices has not yet met the expectations and a persistent need to fully implement strategic planning still exists. This entails concluding the life cycle of strategic planning by running assessments within the framework of quality assurance.

It is critical to look at strategic planning as a process that has a life cycle comprised of common components regardless of the model used. An overall view of the strategic planning life cycle highlights the following flow of the process: Initially, strategic goals, which are long-term goals that institutions aim to accomplish, stem from the vision and the mission of the institution and they build on the basis of gap analysis, benchmarking, environmental scans, and the SWOT analysis. The company then draws its short-term objectives, which aim to control the day-to-day operations of the institution, from the long-term strategic goals. Key performance indicators are employed to measure the progress of achievement with regards to the objectives planned.

The strategic planning cycle, similar to other development cycles, requires assessment and review at regular, timely check points; this should happen over long (annual) and short (monthly) intervals of time. After assessing the progress of the strategic planning process, the institution needs to review the strategic plan, initiate necessary changes, and adjust its course based on these evaluations. The revised plan must take into consideration emergent strategies, and changes affecting the Organization's intended course (Goldman and Salem 2015). This means extending the assessment of strategic planning in higher education beyond the traditional assessment which only focuses on graduation rates, retention rates, and percentage of faculty with terminal degrees in appropriate disciplines. That is to say, assessment in strategic planning should incorporate measuring non-specific institutional goals, which are goals that require interpretation to determine its measurement (Hinton 2012).

Strategic Planning and University Governance

As mentioned earlier in this section of the chapter, strategic planning assessment, which is an essential component in the strategic planning model, is fundamental in filling the gap in the current strategic planning practices in higher education in the Arab world. Governance is profoundly associated with the effectiveness and the quality of all kinds of assessments in higher education. "Governance can be defined as the process by which an organization conducts assessments and evaluations and makes decisions and

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implements them, and how the stakeholders relate to each other, to the organization, and to society at large" (Husni 2018 p. 42) "the concept of shared governance in academe is facing major challenges from internal and external forces attempting to replace it with a corporate managerial model" (Ben-Ruwin 2010 p. 2). In addition, governance is crucial to the effective contribution of stakeholders in the advancement of higher education institutions which is also identified as, in this section, an impactful factor in filling the gaps. The working group of The Reform of Higher Education recommends that:

There is a need to move away from top-down decision making on education policy, and to open up university governance structures and to create advocacy and independent stakeholder organizations at the national level to engage the public, employers, and others in pushing for critical reforms and to open up the higher education reform process to involve all sectors of society to better respond to social demand, market forces, and reformers. Governance structures in higher education institutions should be democratized; for example, university leadership should be elected, not appointed (Wilkens 2011).

El-Obeidy argues that university governance in Arab universities has not met the modern demands for change; this is because universities are run as extensions of governmental authorities which results in weak performances and outcomes of education and research (2014). According to Azzi, the necessity of gaining accreditation and international partnerships is increasing. To adapt to such requirements and to strengthen hope for a brighter future, Arab higher education institutions need to reinforce their internal governance (2018). In reference to the literature review in this chapter, one of the recommendations to improve strategic planning in the Arab world suggested taking excellence and competency standards into account when appointing academic leaders in the university. El-Obeidy stated that "Arab countries need to establish an improved process of searching for leadership candidates. Improving patterns of universities' governance in Arab countries can lead to improving higher education and research and enhancing competitiveness among faculty members" (2014 p. 131). In contrast, the absence of reliable governance results in deficiencies in the operations of higher education institutions.

Governance administers the university work efficiently and effectively, especially the work that relates to planning, regulation, guidance, and follow-up. This improves the administrative abilities of the university by identifying specific activity goals, determining executive programs, and mobilizing resources and capabilities. In so doing, the achievement of the university's goals is ensured (Al-Haddad, Yasin 2018).

Governance nurtures effective strategic planning in an accountable and transparent context; moreover, it represents a body of legislation that aims to achieve qualitative processes and outputs in academic and managerial administration. This is all achieved through the selection of appropriate strategies to fulfill the goals of the university (Al-Haddad, Yasin 2018). In the contemporary world, governance in higher education is crucial since it supports enhancing universities' values and competitiveness; this forms the solid ground for making comprehensive strategic decisions (Mar'I 2009).

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RECOMMENDATIONS

Globalization has a disruptive impact on rigid systems; hence, it is inevitable for higher education institutions, as reservoirs of a qualified workforce and research, to embrace strategic planning.

Most institutions have neither the dedicated expertise nor the understanding necessary to conduct a full institutional strategic planning process without some support. Lack of experience and training can lead to plans that are only partially developed, not implementable, or skewed by the domination of one part of the institution (Hinton 2012 p. 39).

Wilkens argues that despite the recent growth in higher education in the Arab world serving a historically large youth contingent, it has not kept pace with the transformation in the labor market needs of human capital. This led to having a work force with skills that do not meet the labor market needs. Thus, many countries in the region are struggling with an oversupply of university graduates who do not possess the skills required by employers in the marketplace (Wilkens 2011).

Based on what has been discussed in this chapter, the following recommendations were reached to promote a more effective strategic planning practices and accordingly an advancement of higher education in the Arab world:

- "In the last few decades, the Arab world has witnessed the rise of the largest, the most well educated and the most highly urbanized generation in the history of the Arab region, the prospects of young people remain more vulnerable than ever because of exclusion, poverty, economic recession and the prevalence of corruption" (Arab Human Development Report 2016). In order to gain international stature, higher education in the Arab world should embrace adaptive approaches to fulfill its role as a driver of nations' economic growth - a role that mandates more insightful perceptions of labor market needs and future careers that are induced by the fourth industrial revolution.
- Strategic planning in higher education should neither be an imitation of business models nor a cloned model of other universities. There are various differences between the business strategic planning model and the higher education model; one of the obstacles hindering the effective implementation of strategic planning in higher education is overlooking these differences. Moreover, higher education in the Arab world is drastically immersed in the wave of globalization. This immersion is a double-edged sword: on one hand, it diminishes the autonomy of national education by linking it to international strategies and frameworks; on the other hand, it opens doors for globalizing curricula and incubating international experiences, which will infuse advanced academic proficiencies in higher education institutions. This will be the cornerstone of new generations' readiness to compete in global markets. Decision makers can optimize the impact of the globalization of higher education by finding a balance between preserving the national identity and openness to the modernization of higher education.
- It is paramount that stakeholders and faculty members, in particular, get involved in the different phases of the strategic planning process. Given that the academic strategic planning model utilizes a bottom-up approach, faculty members are key players in setting the institution's vision and the

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strategic plans needed to accomplish this vision. In the same fashion, stakeholders' contributions to strategic planning should be perceived as a critical factor in the success of an effective strategic planning process.

- Countless higher education institutions have boundless aspirations for their strategic planning. However, these institutions need to activate the assessment phase of the strategic planning model leading to an effective strategic planning process.
- Governance nurtures effective strategic planning in an accountable and transparent context; it is profoundly associated with the effectiveness and the quality of assessments of all kinds in higher education. In addition, governance is crucial to effective stakeholders' contributions toward the advancement of higher education institutions.

FUTURE RESEARCH DIRECTIONS

Despite a plethora of research on strategic planning, a small proportion of this research examines strategic planning in higher education. This chapter discusses an even less researched area which is strategic planning in higher education in the Arab world. The chapter could potentially serve as a basis for further in-depth research on strategic planning in higher education in the Arab world as a critical success factor for transforming higher education in the Arab world.

Further research is needed to investigate obstacles in the way of strategic planning in higher education; these obstacles are highlighted in this chapter and can be summarized as follows:

- Insufficiency of necessary organizational and managerial innovations.
- Routine and administrative complexities.
- Lack of sufficient financial resources.
- Enrolling massive numbers of students annually.
- Lack of professional training for faculty members.

CONCLUSION

In an endeavor to contribute to the transformation of higher education in the Arab world, this chapter investigated the status quo of strategic planning in higher education in the Arab world and explored the solutions aiding in filling the gap to reach more effective strategic planning practices. Based on the literature review of the previous studies on strategic planning in higher education in both Arab and non-Arab parts of the world and deliberation of the unique aspects of strategic planning in academia and the current state of higher education in the Arab world, definite gaps, that impede effective strategic planning in higher education in the Arab world, were identified.

The chapter presents a cohesive discussion starting with epitomizing the current state of higher education in the Arab world and the aspiration Arab nations have for the higher education sector, then by reviewing studies on strategic planning's critical role in the higher education sector around the world and the obstacles hindering the effective implementation of strategic planning, and finally by addressing

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the gap between the current strategic planning practices in Arab higher education institutions and the effective practices that should be fostered to overcome challenges confronting this sector. Only research informed practices will help identify other existing gaps and the optimal techniques to fill these gaps and thus, transform higher education in the Arab world to meet the nation's prospects of a brighter future.

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Chapter 14
A Pilot Study on the Challenges of the UAE Ministry of Education's "Advanced Science Program": The Critical Gap Between Strategic Planning and Strategic Practice

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ABSTRACT

The purpose of this chapter is to provide an empirical study on the plan set by the Ministry of Education (MOE) of the United Arab Emirates (UAE) named the "Strategic Plan 2017-2021." The chapter aims to investigate the challenges that are faced specifically by the advanced science program (ASP) provided by the MOE, which was created to select Emirati elite students (ES) from different levels of education and allow them to join a fast-tracked, gifted students program. The study focuses on the current gap between the MOE strategic plan and their actual strategic practice, then recommends possible effective practices that might be adopted in order to overcome the challenges faced in achieving its goal.

INTRODUCTION

The United Arab Emirates (UAE) is a confederation of seven emirates. These emirates include: Abu Dhabi (the capital of UAE), Dubai, Sharjah, Ajman, Ras Al Khaimah, Fujairah, and Umm Al Quwain. UAE is considered one of the pioneer Arab countries in adapting and using technology effectively in managing the education sector. The main objectives of the ministry of education's (MOE) current five-year strategic

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plan (2017-2021) are to ensure (a) inclusive quality education (from pre-school education to post-school education); (b) quality, efficiency and good governance of educational and institutional performance; and (c) capability of quality, efficient and transparent administrative services in the education sector.

They are to be implemented in accordance with the quality, efficiency and transparency standards (MOE, 2017-2021). There are 659 government schools (public schools) in UAE while there are 567 private schools in the country. There are 280,841 Emirati students in different levels of public education with a total of 22,235 educational staffs in the public sector while in the private sectors there are 42,345 (MOE, 2016-2017).

BACKGROUND

The MOE introduced the Advanced Science Program (ASP) in 2016. This is an academically challenging program offered to outstanding students to study and attend in the elite stream. The ASP program's strategic planning aims at providing decision makers with accurate and essential information about the remarkable and talented students in the program, which aligns with MOE strategic vision and mission in a high quality academic environment.

The ASP strategically is a technology-based problem-solving program which enhances the process of selecting and enrollment of the outstanding Emirati students from both government and private schools. The information systems is integrated with other technology systems in MOE for future promising ASP program.

The ASP program, as part of the MOE strategic plan, was designed for parents who have needs for gifted and talented children that perform at remarkably higher levels of accomplishment than others of their experience, age or environment as well as those children who could develop their talents with proper educational experience and follow advanced program. The MOE strategic plan is integrated with information systems strategic plan because ASP is supported by information systems to computerize the students' enrollment process.

The computerization of the enrollment program is aimed at making the process efficient, transparent, and easier for the parents of the target students. The study used empirical analytical tools to understand the potential gap between the MOE strategic plan and strategic practice.

THE ASP CURRICULUM

ASP was implemented in 2016 as part of MOE strategic plans to develop UAE's education system. The program seeks to build and encourage the outstanding Emirati students to register and follow this program in selected government schools.

1. The ASP Elite Stream is developed for academically outstanding students from Grade 6 to Grade 12.
2. The program curriculum focuses on mathematics and science and is supported by a number of exercises, together with laboratory experiments to enhance analytical and logical thinking skills as well as practical problem solving.

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3. The ASP Elite Stream prepares national students for undergraduate and post-graduate studies, not only to pass the foundational year, but also to achieve the highest scores among their peers.

The students are required to attend an interview after passing the selection requirements using ASP applications, then they will be examined on both mathematics and science subjects. Selected government schools will be provided the elite program to the students in different levels and in different Emirates in UAE. Certain criteria are required from students to be eligible to enter the test. The selecting criteria are: Students for grade 8 and higher must get at least 90% in Mathematics and Science. Students for grades 5 to 7 must get at least 85% in Mathematics and Science (MOE, 206-2017).

ASP, strategically, is a technology-based, problem-solving program. It enhances the process of collecting and enrolling gifted Emirati students from both government and private schools. The strategic plan was set to provide decision makers with accurate and essential information about the remarkable and talented students whose academic records align with the MOE strategic goals, as well as for parents who found a void in academic stimulation for their children; who were, in turn, exceeding their peers academically.

The MOE strategic plan was integrated with information systems strategic plan (ISSP) . The ASP itself is supported by two strategic plans; the program strategic plan and the information systems strategic plan. The information system automated the progress in selecting the gifted students, computerizes the students' enrollment process but will not be elaborated in this chapter. This study highlights the ASP strategy planning uses an empirical case to understand the potential gap among MOE strategy planning and strategic practice.

LITERATURE REVIEW

Strategic Planning and Strategic Practice in Education Sector

Strategies are used to give direction and purpose, to deploy resources in the most effective manner, and to coordinate the decisions made by different individuals within organizations (Grant & Jordan, 2015). Many of the concepts and theories of business strategy have their antecedents in military strategy. The term strategy derives from the Greek word strategia, meaning "generalship" (Grant & Jordan, 2015).

According to Gamble and Thompson (2011), a company's strategy consists of the competitive moves and business approaches which management develop to attract and please customers, carry out operations, grow business, and achieve performance objectives. Strategy is not an attribute of firms but also an activity undertaken by people. 'Strategy is something people do' (Jarzabkowski, 2004, p. 529). Hitt et al. (2017) define strategy as an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage. A firm has a competitive advantage "when it implements a strategy that creates superior value for customers and that its competitors are unable to duplicate or find too costly to imitate" (Hitt et al., 2017, p. 4).

Grant and Jordan (2015) define strategy as the overall plan for deploying resources to establish a favorable position of an organization. The authors further explain that strategy is the means by which individuals or organizations achieve their objectives. Strategic planning, according to Allison (2004) and

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Kay (2005), is a systematic process through which an organization agrees on - and builds commitment among key stakeholders to - priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities. Strategic planning is a long-term objective and goals the organization attain to achieve them. Strategic planning is systematic documented processes describe the steps to meet the organization future goals. According to Jarzabkowski (2003, p. 41) 'Strategic planning cycle is a powerful practice of distributing a increasingly consistent interpretation of desirable strategies activity based upon accountability and financial viability.'

The concept of strategy as practice has grown rapidly, strategy as practice from strategy perspective is conceptualized as a situated, socially accomplished activity while strategizing comprises those actions, interactions of multiple actors and situated practices that they draw upon in accomplishing that activity (Jarzabkowski, 2005). Strategy as practice can be seen as an alternative to the ordinary strategy research via its attempt to shift attention away from a simple focus on the effects of strategies on performance alone to more complete in-depth analysis of what actually takes place in strategy formulation, planning and implementation (Golsorkhi et al., 2015). The innovation of the strategy as practice framework is to discuss strategy as an important social practice (Whittington, 2004).

Wilson and Jarzabkowski (2004) agree that strategy involves change and strategy as practice thus privileges the construction of strategy stability alongside strategic change. For Wittington (2004, p. 63), "strategy as practice enables both illumination of a significant phenomenon that has hitherto been obscure and improvement of something in which people personally, and society in, have a great deal sake." According to Johnson et al. (2007), research in strategy has shifted significantly towards strategy as something organizations have, rather than strategy as something that mangers do. Warren (2008) posits that strategic management is about building and sustaining performance into the future.

Strategy is a plan that guides the organization into future achievement. Strategic planning is the procedure directing the organization to accomplish the strategic goals. Tapinos et al., (2005) express that strategic planning is a set of processes undertaken in order to develop a range of strategies that will contribute to achieving the organization direction. Both Allison and Kay (2004, 2005:1) define strategic planning as 'a systematic process through which an organization agrees on and builds commitment among key stakeholders to priorities that are essential to its mission and are responsive to the environment.'

Strategic planning is a roadmap assigning and embracing the organization's resources and assets to attain the organization's goals. Jarzabkowski (2003) argues that strategic planning guides the acquisition and allocation of resources in order to achieve these priorities. It is a systematic, standard process that has long-term goals to be achieved. Kiptoo and Mwirigi (2014) agree that the purpose of strategic planning is to set overall goals for the business and to develop a plan to achieve those goals. Robert and Peter (2012) agree that strategic planning is debatably important ingredient in the conduct of strategic management According to Jarzabkowski (2003:41), the 'strategic planning cycle is a powerful practice of distributing and increasingly consistent interpretation of desirable strategies activity based upon accountability and financial viability.'

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MAIN FOCUS OF THE CHAPTER

The literature review indicates that the according to Jarzabkowski (2004:529). 'research in strategy with the practice approach both utilize a similar notion of strategy developed. The strategy as practice approach shows strategy as an activity. For Johnson et al., (2007) research in strategy has shifted significantly towards strategy as something organizations have, rather than strategy as something that mangers do. Carter et al., (2008) add that strategy as a practice in research needs opening up to other areas that has not yet interlinked with it. Whittington (2006) proposes that three elements of a theory of practice may be isolated: praxis, practices and practitioners. He defined praxis as 'an emphatic term to describe the whole of human action' (p. 249). 'Praxis comprises the interconnection between the actions of different, dispersed individuals and groups and those socially, politically, and economically embedded institutions within which individuals act, and to which they contribute' (p.9). 'Practices is intrinsically connected to 'doing' because they provide the behavioral, cognitive, procedural, discursive and physical resources. Practitioners are the actors; those individuals who draw upon practices to act.' (p.10) Praxis, practices and practitioners provide a conceptual framework that support, and may be used to link some of the key questions within a strategy-as-practice research agenda. The study will focus on the parents as one of the actors.

The MOE strategic planning process was developed based on the vision and mission of the ministry. The implementation of ASP two years ago creates challenges for strategic planners. There is a difference between having a strategic plan and the actual strategy practice- many of the former never make it into real practice. Olson, Slater and Hult (2005) mention that organizations invest a lot of time and resources into the planning of strategy, but very little of it will get successfully implemented. Carter at al., (2008) mention that strategy is always a work in progress and is found to explore, not only what is done but what is not done. We argue that a coherent approach to answering these questions may be facilitated using an overarching conceptual framework of praxis, practices and practitioners. This framework is used to explain the key challenges underlying the strategy-as-practice agenda and how they may be examined empirically. It shows how challenges can occur during the implementation process and eventually, how to solve them practically.

The study observes the strategy as practice perspective and the researcher addresses the gap by using a pilot study to investigate the level of collaboration between school's district, parents and the MOE. As there are several stakeholders or "actors," within the program, this study focuses on the parents specifically, in order to understand how this, gap affects them. The study was used, based on the assumption that strategic planners in MOE were engaged with school districts and parents, who were willing to participate in the fully computerized program for the elite student (ES) selection, but with no clear strategic practice formed in order to support the collaboration between those stakeholders.

According to the literature review, researchers have, for example, commonly investigated how these processes are shaped by actors' emotions, motivations and social and political interactions (Jarzabkowski and Spee, 2009), Jarzabkowski (2005) and Whittington (2006) add to the investigation, the context in which the actors, act. There are several stakeholders or "actors," within the program, this study focuses on the parents specifically, in order to understand how management practice are applied by MOE to put ASP strategy into practice and to investigate a potential gap, its existence, and what measures can be taken to fill the gap through marketing, strategic implementation and research.

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The study relies on survey evidence, which provides an empirical capture of data from 72 schools in Ajman and Sharjah. 50 parents whose children were registered and motivated to register their kids in the ASP elite program responded to the survey. A number of questions were answered using the quantitative research approach, distributed to the students' parents which in this study was intended to understand the actors' emotions, motivation and social interaction. Whittington (2006) agree that the challenge for strategy-as-practice research is therefore, not whether it can develop outcomes that go beyond description, but to clearly identify the focus of the research and develop research designs that can sufficiently address these motivations.

ISSUES, CONTROVERSIES, AND PROBLEMS

Many parents come across discussions about the ASP program and the information systems that enhance student selection, enrolment and the following of programs. It seems that the MOE strategic plan and concepts are unclear to parents. Once the strategic opportunities of ASP have been recognized, there are potential challenges to consider regarding the success or the failure of the program.

Inconveniently, issues and questions are not investigated using the strategic practice approach such as the level of parents' awareness and recognition about the program. They often wonder how they are to apply, to what extent the program actually matched up to their child's mental abilities or if the parents are motivated to allow their children to participate in the program. They also try to understand the system capabilities that align with and enable the strategic intent.

Most probably, the reason why there are issues with the ASP program, is because there is a disconnect between the MOE's strategic plan versus the actual implementation of the program; that is, the strategic practice. There appears to be a gap between the Ministry's strategic plan and the implementation of the strategies.

SOLUTIONS AND RECOMMENDATIONS

The study clearly indicates that all the dimensions, emotions and motivations, including social interactions of the actors mainly came from the student's parents. Two-thirds (66%) of the parents who responded to the survey indicated their interest and motivation to know about the ASP (Table 1).

The students' parents knew about the program as the study indicate from the schools, while the MOE and media were equally considered as secondary sources of information (Table 2).

Table 1. Parents interested in learning about the program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	33	66.0	66.0	66.0
	No	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

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Table 2. Source of information about ASP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School	18	36.0	36.0	36.0
	Media	16	32.0	32.0	68.0
	MOE	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

The study further shows that the lack of information and the level of awareness about the ASP were similar, regardless of the type of education the students received – whether they were in private or public schools (Table 3).

Parents believed that the ASP was an opportunity, and they were motivated to enroll their kids in the program. Therefore, missing the deadline negatively impacted on their talented children because it was thought to affect their kids' futures. Figure 4 shows their parents' level of regret.

To those parents who knew about the program, their sources of information about the ASP came from friends (75%), while a quarter (25%) of the surveyed parents obtained their information from the MOE website itself, and only 8.8% knew about the program from their kid's schools (Table 5).

Table 3. The level of awareness about APS in private and public (government) schools

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public school	25	50.0	50.0	50.0
	Private school	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

Table 4. Regret missing the opportunity to register my kids in the program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	60.0	60.0	60.0
	No	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Table 5. Source of information about the ASP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School	1	8.3	8.3	8.3
	Newspaper	2	16.7	16.7	25.0
	Friend	6	50.0	50.0	75.0
	MOE website	3	25.0	25.0	100.0
	Total	12	100.0	100.0	

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The research further indicates that majority of the respondents (parents) were uninformed about the ASP that was offered by the MOE. This indicates that the awareness of parents regarding ASP is extremely low and the MOE strategic marketing plan was inattentive. (Tablee 5)

In order to manage the existing gap, the stakeholders, especially the students' parents, should participate in the formulation, implementation, and integration of the strategic planning process.

Despite having strategic planning practices, the effectiveness of these practices is still not meeting the expectations of the parents and there is a persistent need to have a full implementation of the ASP strategic planning.

The MOE should provide the schools principals, ASP decision makers, and students' parents with details, tools and updated information to support the ASP operation plan, and they should also encourage strategic planning culture among ASP school staff and students' parents by providing them with clear initiating and training courses to develop their knowledge and skills on ASP strategic goals. Furthermore, they should share successful cases studies from international providers that have successfully conducted advanced or gifted students strategic planning programs.

FUTURE RESEARCH DIRECTIONS

The ASP is a promising program that could lead to a database of talented/gifted students in the United Arab Emirates. Accordingly, more studies are recommended to pinpoint the real reasons for the apparent gaps between strategic plan and strategic implementation. Researchers need to conduct further research into understanding the other concepts of strategy as a practice. This will play an important role in the nation's educational system and is a great basis for further research in the development and implementation of programs such as ASP.

CONCLUSION

The MOE strategic plan results showed that the students' parents were motivated to register their outstanding and talented children in the elite ASP program. The apparent gaps in the strategic practice were due to challenges. These challenges were: the level of awareness between students' parents and lack of marketing and a shortage of information provided by MOE. Regarding the clarity and quality of the MOE vision and mission, the findings revealed that despite the clarity of the vision, there was need to develop this vision further to the parents of the elite students (ES) in a context of quality assurance.

Lack of sufficient program marketing and poor instructional environment resulted in the deficit of enrolling a massive number of outstanding students into the program annually. There were clear obstacles to strategic planning between the MOE and the parents. This gap could mean that the MOE strategy planning goals are not easily measurable. The study showed poor coordination when education strategy planners were setting strategic goals, and finally poor statistical significant information about ASP.

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Yacoub Adel Nasereddin is an academic, businessman and prominent strategic planning and governance scholar. He holds a Doctorate degree in Business Administration from Jinan University of Lebanon. He currently holds several important posts including; Chairman of the Board of Trustees at Middle East University (MEU), Secretary-General of the Arab Universities Governance Council., Member of the Board of Trustees at Queen Rania Al Abdullah Society Award for Excellence in Education. Chairman of YAN Investment Group and Chairman of the Association of Al Khalil (Hebron) Forum. He is also a veteran researcher and lecturer in intellectual, planning, strategic administration, and governance fields, having published numerous research papers in different scientific journals that are indexed in international databases. Dr. Nasereddin, is also widely known in Jordan and the region, as a writer in political, economic, and social issues. He has many awards and appreciation certificates, from higher educational institutions of the state and from both public and private organizations.

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Bashaer Al Kilani is an experienced educational leader. She has worked as an instructional supervisor in UAE Ministry of Education, where she had developed strategies on a district level. Then, she joined Abu Dhabi Education Council as Academic Quality Improvement Specialist, where she developed e-Learning Curriculum for ICT subject. Afterwards, Ms. Bashaer joined the Institute of Applied Technology/UAE, leading the ICT team and having her hands full with deploying 1:1 environment. Bashaer also served as Academic Program Coordinator at Fatima College of Health Sciences/UAE, a Faculty Member in the Technical Studies Program of Higher Colleges of Technology/UAE, and currently, as a e-Learning and Training Specialist for Alef Education/UAE. Bashaer is a GESS Award Winner (2018) for the category 'Outstanding Contribution in Education'. She has publications and research papers on transformational leadership, ERP systems and simulation-based learning. In addition, she has written articles for global educational magazines and has presented in international conferences.

Hani Al-Badri is a journalist, news anchor and television interviewer. He holds a Bachelor's degree in Media from Yarmouk University, a Diploma in International Affairs from George Washington University, a Master's degree in Mass Media from Middle East University, and a Doctorate degree in Media from the Institute of Arab Research and Studies of the Arab League. He worked as a media consultant at Jordan Embassy in Washington, and then for Jordan Television as editor, broadcaster and then director of news department. He was also a regional and executive producer of CNN in Jordan, a producer and broadcaster of the Jordanian version of "Sixty Minutes", a regional director of Kuwait Television, a director of IMS Media Group, and his recent works include the popular radio show "Wasat Al-Bala", and the TV shows; 'Out of Coverage" and "Dialogue with VIPs". Dr. Al-Badri is also a professional media trainer and a lecturer at Middle East University.

Ayman Al-Issa is Chief Technologist at Booz Allen Hamilton's Industrial Cybersecurity practice, in the MENA region and he was previously a Digital Oilfields Cybersecurity Advisor at Abu Dhabi Marine Operating Company (ADMA-OPCO). Over a career that spanned more than 25 years, he managed to acquire vast experience in the fields of automation, information technology, and cybersecurity. His main area of expertise include, industrial control systems and systems engineering, along with cybersecurity strategy and model-building. One of Mr. Al-Issa's remarkable achievements is his development of an ICS defense-in-depth industrial cybersecurity model that provides early detection of threats, based on security-through-vision-and-integration, which was adopted internationally by several automation vendors. Mr. Al-Issa is a member of the cybersecurity advisory boards at top-rated universities world-wide, and an active member of numerous international security innovation alliances.

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