

The Importance of Strategic Marketing Management for the Libyan Tourism Development

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Abstract

Libya is an emerging tourism destination in the Middle East and North Africa (MENA) region. Early efforts to encourage tourism in the 1990s were re-energized after the lifting of UN sanctions in 2003 following dramatic changes in Libya's foreign policy. Despite a healthy economy, high rates of unemployment (30%) combine with a dominant source of income - oil - which contributes 95% of GDP. Thus Libya is considering tourism for economic diversification.

Libya is a unique destination with: long untouched coastal beaches; stunning and well-preserved Roman and Greek antiquities; amazing desert adventure opportunities; prehistoric civilizations; generous and hospitable people. Despite being very safe, Libya has an image problem in the world: desert; hot; a culture similar to other Arab countries. The tourism industry faces enormous challenges, mostly related to the absence of a clear strategy for tourism development: destination accessibility; poor protection for tourism attractions/antiquities; weak human resource development, environmental and quality service issues.

The development of tourism marketing management in Libya as an area that attracts tourists will contribute to the support of the economy, and reach a high rank of the determinants that have been adopted by many countries of the world to gain access to global tourism market.

Key words: tourism destination, tourism marketing management, tourists, economic diversification

Introduction

The Libyan economy, like a number of other economies, depends heavily on oil revenue, which is volatile and unpredictable. It is recognised by many oil economies that it is unwise for them to rely totally on their production and export of oil and to use only oil revenues to fund domestic development projects and consumption. Consequently, it has become essential for countries in this position to rise to the challenge of how to achieve sustainable economic development through the appropriate investment of oil revenue, which will in turn generate non-oil revenue and guarantee the means for future development and prosperity.

In the case of Libya, the primary aim of economic development plans in the 1970s and 1980s, and subsequent plans since, has been to diversify the economy, thus taking the focus away from oil. This was for two reasons: firstly, the instability of world oil prices, and secondly, the lack of formal economic plans to overcome this problem.

The success of the policy in any country depends on several factors, the main factors are the site and climate and Libya has these factors that help them to develop tourism to become an important factor to support the local economy. But in today's world the elements of the site and climate has to be supported by other elements like new concepts of strategic marketing management, the quality of tourism services and their ability to compete and the extensive use of e-tourism in this area to reach people all over the world.

The development of tourism marketing management in Libya as an area that attracts tourists will contribute to the support of the economy, and reach a high rank of the determinants that have been adopted by many countries of the world to gain access to global tourism market.

The concept of strategic management

Strategic management is the process of defining the mission statement of management, vision, objectives and makes strategic decisions affecting the performance of the organization shaped by the long-term in a dynamic rapidly changing environment.

Strategic management abilities are exercised by directors as initial integrated forecasting and innovation. Directors are the catalyst between strategic thinking, design of future scenarios and motivation thinking to act strategically and deal effectively with surrounding environmental and influential forces. Such forces focus of the attention, administrative skill and management required for effective strategy needed to seize opportunities and prepare the environment of the organization. Prevent threat of restriction produced by this environment, or reduce its effects. And in Strategic management, directors also forward environmental variables and design alternative strategies to choose an appropriate path for organizational objectives. The strategic management process involves the scanning of the environment of the organization of external and internal design strategy, the implementation of the strategy and evaluation. Strategic management also determines the organization's mission and objectives and identification of strategies or trends which track the necessary decisions taken to achieve these strategic objectives in the appropriate time in a rapidly changing environment. During implementation, progress in achieving goals is assessed, and the initiative to change these trends, or tracks whenever it's to adapt to the organization when necessary. The researcher will list some of the concepts that contribute to the understanding of strategic management by a group of thinkers and scholars of management as defined by Peter Drucker, that the main task of strategic management is the meditative thinking and depth in the mission of the company in a letter which includes :

- Question about what is our business?
- Setting goals.
- The formulation of strategies.
- Making decisions today that will show results tomorrow

Scandle and Hatin think that the strategic management is "the process of defining and shaping the relationship between the organization and the external environment that maintain harmony in that relationship through the identification of organizational goals to be achieved through better distribution and utilization of available resources, and to develop programs and procedures for effective implementation

Thompson and Trcklnd define strategic management as Chart the future direction of the organization and long-term goals and choose a suitable strategic pattern to achieve this by the factors and variables of internal and external environment, and then implement the strategy and monitoring and evaluating of it. Glick has defined it "as a set of actions and decisions that are working to find effective strategies to achieve the objectives of the facility.

And Ansoff defined it: Perception of the organization on the expected relationship between it and its environment, so as to clarify the type of operations that must be done in the long term, and the extent that the organization must achieve it and the goals that must be achieved

Hunger and Wheelen defined it as the decisions and administrative acts that determine long-term performance of the organization.

The strategic administration is responsible to take strategic decisions that may lead to the establishment or continuation of excellence and survival of the organization in the market or collapse and disappear from the market. And the function of the Director is to take strategic decisions that work to achieve better use of organizational resources of the enterprise under both its internal and external changing environment.

Strategic Directors resemble the commander of a military battle. He works to create the most suitable conditions for him and choose the right moment to attack his rivals to seize opportunities or temporarily withdraw from the market avoiding threats to the external environment and its risks. The proper and continued calendar for concessions permitted by competitors established in the market. In addition, for re-analysis, the most important characteristic of the mentality of the Strategic Director is the flexibility of mind that enables him to discover realistic responses to changing conditions in the internal and external environment of the facility, not only to identify the different degrees of compromises.

Strategic process is not a mechanical process arranged in steps. It is based on the ability to confront problems creatively. The Director seeks to understand the strategic nature of each element of the situation or problem faced, and then, tries to use the maximum capacity of rational to re-order items from the best position possible.

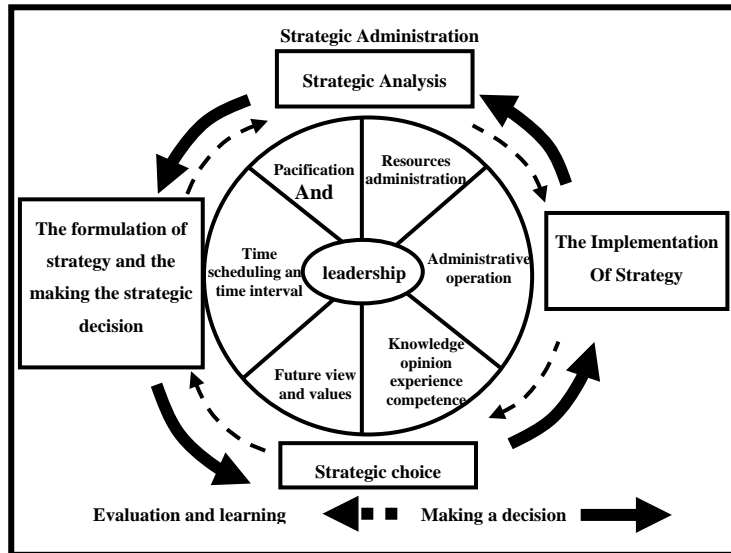
Governance is defined as a set of strategic decisions and actions that lead to the development of a strategy or several strategies, for effective decisions to help the achievement of the objectives of the organization.

Management takes in most of its time in the planning, implementation and control to achieve the management processes as efficiently as possible, as the non-achievement of efficiency adversely affects the life of the organization, and generally, organizations adopt regulations in order to achieve long-term success and sustainability, on improving effectiveness more than improving its efficiency. Efficiency is a short-term property, while effectiveness is characterized by successful longevity .So many institutions were in efficiently incompetent and failed because it couldn't achieve real efficiency.

So competence is necessary to achieve administrative efficiency, but not sufficient alone to achieve that. Competency is defined as the proportion of the actual output of a system to its actual input, while the effectiveness is defined as a level of suitability for the actual output of a system with output planned or estimated. It is clear that organizations should focus on changes in the external environment to chieve efficiency in order to

survive, but the problem here lies in determining the proportion of resources that guide the organization to achieve both effectiveness and efficiency. It can be argued whether strategic management is required for organizations that aim to make a profit, it is also necessary for the facilities that are non profit and public, both can be set to suit small and medium enterprises to the differing circumstances of each. Other writings indicate that strategic management is "the activities and plans approved by the institution to the long-term. To ensure convergence of objectives of the institution with its mission, and meet its mission with the surrounding environment in high effectiveness and efficiency at the same time.

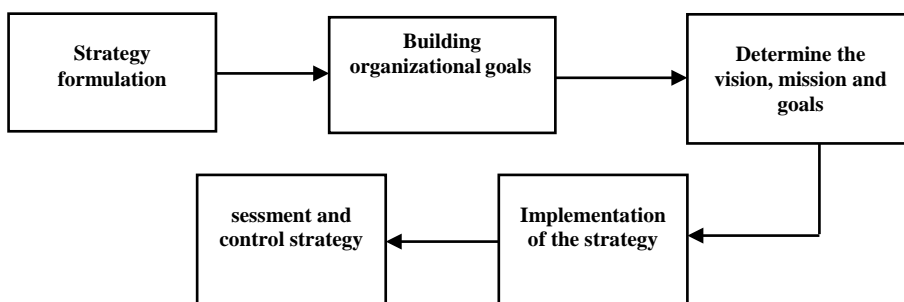
Figure (1) shows the concept of strategic management



Resource: Toni Morden, Fundamentals of Management, DarAalfarouk, Cairo, 2008, V2, p663.

Other writers claim that strategic management is the process of designing the future direction of the institution and the statement of objectives in the long term, and choose an appropriate strategic style to do so, with the internal and external factors and environmental variables, and then implement the strategy and monitoring and evaluating of it. Strategic management is concerned with fundamental dispositions and practices of senior administration, which can be translated in the form of a sequential process as illustrated in Figure (2).

Form (2) shows the practice of strategic management for senior management



Resource:- Ahmed Sayed Mustafa, op cit , p 56

Thomas refers to strategy as "the activities and plans approved by the organization to run the tide in order to ensure the convergence of objectives of the organization with its mission and meet the Organization's message with their environment effectively and efficiently, at the same time. If we can say that strategic management is the process used to develop, refine and implement the resolutions in order to achieve the desired results.

Strategic Management, according to Thompson and Astrakland is seen to chart the future direction of the organization and the statement of objectives in the long term strategy and choose an appropriate style with the factors and environmental variables internally and externally, then the implementation of the strategy and devaluing of it.

Strategic management is a dynamic process to achieve consistency and harmony between strategies and results of management and business. Involving people of technical and operational leadership to create the effective integration between these elements and help determine the strategic direction of the organization and successful service provision.

It is an ongoing activity to create the strategic direction of an organization and its work, and the preserve by making daily decisions to deal with changing circumstances and the challenges of the business world. The strategic management of an organization is based on three operations (analysis, decision and procedure). So the administration strategy means the analysis of strategic objectives (vision, mission and strategic objectives) as well as an analysis of internal and external environments of the organization. And then the organization's leaders can make strategic decisions.

Reality and facts of tourism development in Libya

It can be said at first that concerns about tourism planning (which can be considered an integral part of the economic integration plan) can be said. On the other hand, the state activates and develops this sector and contributes to national income. This requires searching for alternative sources of income that can bring hard currency in the sense that oil is a depleted commodity, which was a stable goal in economic and social planning, until now in the early 70s. Interest has also increased in the interest of tourism, the importance of foreign investment and the role of the national economy (Zahran, 2004).

The following are some of the most important goals pursued by the tourism sector (Zahran, 2004):

1. At the short and medium terms.
 - Introducing Libya to the various countries of the world and the potentialities and natural and industrial resources it possesses, which shall be subsequently explained. Also, the achievements realized by it in the various economic and social sectors.
 - Work for the sake of the local development for the tourism sector in order to achieve a comprehensive development at the international level.
2. At the long term. Work towards providing a high contribution of the tourism sector in realizing the economic and social development through the following points:
 - Protect national income with foreign currency.
 - Provide tourism utilities for promoting local tourism delegations.
 - Provide jobs for as many Libyan citizens as possible.
 - Encourage local and international tourism investments, and encourage them to compete globally, especially by focusing on targeted tourist destinations and investments in the necessary tourism activities.
 - As concerns about small and medium-sized projects grow, encourage tourism in the tourism sector and realize development in this field both internally and externally. Tourism Libya has taken steps to achieve the stated goals, whether short or long term.
 - Determine the areas targeted by tourism development and establish regulations and systems for protection and exploitation for purposes other than tourism.
 - Promote and develop tourism products by realizing the feasibility of the Libyan tourist market and continuing to invest in it without harming the environment.
 - Motivate people to develop and develop the tourism sector.
 - Encourage cooperation with these countries in the field of environmental tourism, marketing and tourism promotion with neighboring countries and train human factors accordingly.
 - Conduct civic education on the economic importance of the tourism industry, be regarded as a future industry, and preserve the cultural and historical heritage of the state. We have created this area of awareness of the reality of planning and concern for Libya's tourism industry, so the manager of this sector has been created and all the central committees of the tourism industry in the region of the country. In addition, the tourism development and investment committee and the board of directors have been activated for the development of traditional industries. This represents the importance of the tourism sector in Libya. . There is no law. 5/1997 concerning foreign investment and legislation. This law and other similar regulations have given a strong new momentum to domestic and foreign investors in order to invest in this sector. Libyan citizens began to spend

their money in building hotels and various tourism services. Foreign investors also expressed interest in investment opportunities in Libya. The contract has reached about 13 contracts. Such a contract is expected to cost 750 million dinars (about 2.373.115.000) in 7 years and 7,500 rooms. The new project should also contribute about 60,612 jobs to Libyan citizens. . Various legislation will be issued to contribute to the creation of an appropriate environment for tourism, and the following legislative proposals.

- Decisions on tourism investment and tourism business models.
- A decision to determine the job of a tourist guide.
- Decided to establish and organize a tourist information office.
- Regulations that classify tourist stores.
- Provisions specifying the public land price for the investment.

Main Generating Tourism Markets to Libya

With the addition of many factors, the neighbouring countries and other neighbouring countries, in particular Tunisia, Egypt, Morocco and Algeria, made Libya attractive. These factors include the relative wealth of the country and the small size of the Libyan population (about 6 million), which provides qualified and unqualified employment opportunities. Can this be the main reason for the difference between visitors who enter tourism or work? 1. Local markets. Tourists from North Africa and the Middle East (WTO definition) increased significantly between 1985 and 1990, above the global average. However, between 1990 and 1999, it was lower than the global average for public anxiety. According to residents of developed countries in Western Europe and North America, most tourists will be created. Libya still has potential for potential market growth because of its interest in new markets, diversified tourism products and added value. Europe, the Middle East and Africa are Germany, England, France, the Netherlands and Italy. In 2005, Americans made more than 50 million trips abroad, and Canada's overseas market doubled in the same period. Employment or trade of Libya UNWTO "2005" World Tourism Barometer WTO publication, Asia's most powerful Asian market like Madrid. Spain. Its purpose is the Indian continent (India, Pakistan, Bangladesh), the Philippines, Korea, and Japan. In addition, the Chinese exit begins to be realized. Outgoing travellers are now becoming the fastest growing country, and most of Libya's tourism is made possible by major city trips such as Tripoli and Benghazi, archaeology of type I Carry, trekking and hiking trails. It is combined with various special interests or other activity-related points, such as the circuit of the memory of the competition.

Results

Research findings indicate that there are barriers and risks that can prevent the implementation of strategic marketing management. Therefore, scheduled programs that are required to protect from additional difficulties in the implementation of the strategic marketing management be promptly developed. Important findings of research are:

- During the last period from lifting UN sanctions in 2003, Libyan Revolution in 2011 and civil war in 2014, in the Libyan Development Sector, we have gained a number of indicators, economic issues and analyses, and after analyzing the above-mentioned figures, we can achieve these key outcomes.
- The Libyan economy at the same time, tried the preparation of private enterprises to invest investments and to invest in certain businesses, earning a fair amount of employment such as tourism sector, financial services, insurance, transport, trade and property.
- The Libyan economy policy aims to provide more investment opportunities and support to the public sector and projects, and to disregard the importance of the private sector in reducing its participation and effectiveness, as well as development of goods and services in a variety of economics. sectors and take great action in participating.
- There is no comprehensive guide to promoting the private project to develop vehicles, network services and public services, investing in foreign investment, and reducing its cost.
- In the past, the economic, legislative and economic management of Libya, the official events and governmental governance, have created an unfavorable long-term change in the private sector. Information about the lack of current banner and investment opportunities.
- The lack of transparency in changing the knowledge and expression of the national economy. Information about the lack of current banner and investment opportunities.
- Libya is not the same type of development plan, but in the same way, so they do not have any contradictory changes, because it is not science, but is the current solution to the previous study and planning for high government intervention.

- Some institutions are not in compliance with the decision-making policy and the prohibited policy, hence these institutions does not allow risk losses through techno-economically financed projects, and therefore make credit decisions on the basis of the economy or the loss of independence.
- The adequate environmental and investment resources in investment affairs and budgetary documents do not provide tax and non-service services to security services.
- Despite funding and independent projects, its production does not meet the needs of others and does not participate in the sector's improvement because of lack of knowledge and lack of income, including the development of the tourism sector, economic development projects, including natural barriers and technologies.
- To minimize and facilitate the basic elements, laws and guidelines of the economic activity of the private sector, which lead to programs that will be implemented. due to lack of confidence in projects.
- Private enterprises face the private sector problems and long-term difficulties in the overall economy sector, including tourism sector due to lack of experience in managing major plans, lack of equipment and the necessary resources, and the fact that the majority of these policies aim to improve and reduce the sector private sector, and product results are reflected in the breakdown of domestic market and competition for foreign producers as internationally, investment investors in other countries, which have a negative influence on their programs and can not afford their own loans.
- Compared with the public sector, the state although is capable of managing of the private sector, it is able to participate and benefit from its share, expand its functions and engage in economic growth.
- On the other side, in tourism sector, the management staff try to pay enough attention to the importance of integration and interaction with the functions of project management functions, and a priority to study and assess market conditions and its failure to assess the internal and external environments
- The tourism organizations aims to have a clear and simple plan to help them to survive, and they are convinced of the idea of strategic alternatives and convinced that it is also affected by the external environment in which they operate and affect them as well
- The tourism organizations try to see what is new in the evolution of modern management concepts and the use of incentive systems to international standards, and use scientific methods in the process of differentiation between strategic alternatives
- The tourism employees interested in implementing strategic marketing management and promoting innovation and creativity in the development of plans and giving them sufficient powers to take appropriate action to resolve problems.
- The tourism organizations suffers from problems in identifying lines of authority and lack of good communication between members of the organization, and it is working without a review of its organizational structure from time to time, causing a lack of development of future plans that will achieve the strategic objectives and sub-efficiently and effectively.
- The tourism organizations try to change traditional idea showing the President is the only person who has all power management and has all the powers in the selection, appointment and dismissal of personnel and development of plans, whether long or short term, and all this creates what is known of disloyalty to the organization
- The tourism organizations try to pay enough attention to the role of information and data and how to analyze it as good as the information has an important role in the development of plans and programs for an organization working in the field of tourism.
- The tourism organizations try to take into account the conditions of scientific and non-selection of competencies that will contribute to achieving the objectives of the organization efficiently and effectively, and interest in training and as a means of development, management development, the organization achieve competitive advantage in the future.
- The tourism organization try to pay enough attention to human resources which should be excellence and creative and as a natural result of employees will leave the organization under study.
- The tourism organizations keep pace with scientific development and benefit from their experience in the development of specialized programs, and provide the appropriate regulatory environment for workers to

assist them in raising the level of creativity and innovation, and take into account the evolution in the world in the field of tourism services.

- The tourism organizations pay attention to the concept and ideas of total quality management as well as to put preventive measures to avoid failures in the provision of tourism services
- The tourism organizations care whether the information provided to it by the World Wide Web (Internet) or through periodic reports, whether financial or administrative, to help them in making appropriate decisions in order to achieve the objectives efficiently and effectively

Recommendations

In the light of the findings of the researcher from the results that can draw a number of recommendations may be useful in raising the level of application of modern concepts of strategic marketing management and modern tourism institutions, the most important of these recommendations include:

- The interest at Tourism Authority in the concepts of management and the early conclusion of specialized courses for all levels of management to inform them of the latest findings of modern science has to apply the concepts of modern management strategy.
- The need to work on the application of modern concepts of strategic management for the future composition of reflection, and to identify the organization's mission and goals.
- The giving amounts sufficient to monitor the changes of the training process where is necessary send a number of directors to some developed countries that have succeeded in applying the method of strategic management (such as Japan and some European countries) to get to know how to practice the scientific method and process for the strategic management.
- Ensure the involvement of all managers at different positions in the organizational process of designing, implementing and evaluating strategies directly and early.
- Create strategic units to be tasked with following up environmental changes internal and external and provide important information for managers in a timely manner so that they can manage their organizations strategies on the best.
- Possession of information systems and effective channels of communication. To achieve effective communication between all parts of the organization, and with each other and the outside world, and in order to obtain the immediate knowledge of the events and circumstances.
- Development and investment intellectual energies and creative abilities of the personnel, and encourage them to provide creative ideas and their expertise to serve the goals of the organization, and provide them with opportunities to test their ideas.
- Provide material support to organizations and moral position to exercise effective method of legislators, strategy, and the emphasis on the application of modern concepts of strategic marketing management in all organizations, including tourism and service sectors.
- Support the establishment of specialized consulting firms to provide services related to strategic management in a timely and cost effective.
- Remove the obstacles and design strategies, including:
 - unfair competition for organizations: if the competition was unfair whatever the planned realization has no facts were not into account, in order to speed up events that should be a national body governing the competition.
 - bureaucratic procedures (not only the appropriate): If the decision is subject to bureaucratic procedures at the time that you need when the organization to make a decision quickly, this may affect the proper functioning.

Finally - Universal recommendations of the research on all public and private tourism and service organizations: The interest in the implementation of modern concepts of strategic marketing management in the Libyan state.

Conclusion

In general, tourism sector is very important to boosting the development and growth of the economy, promoting investment and productivity and economic development. Libyan tourism institutions are still unexpectedly unable to completely implement the modern strategic marketing management. Therefore, it was necessary to explain that the tourism sector plays an important role in economic support or plays an important role in achieving economic growth. We can say at the end of this study that the modern concepts of strategic marketing management do not apply enough on public institutions in Libya and, in particular, tourism institutions and the General Authority for Tourism. It is due to the senior management of the state where the decisions and laws are issued without examination and without planning to see if they will check the requested or not. Also, the government institutions working in Libya in the period before the revolution of February 17 suffers from several defects, and that leaders of these institutions are assigned on the degree of their loyalty to the ruler of any head of state, creating a kind of chaos and administrative fraud and bribery, not to mention the lack of productive thing which put Libya among the ten countries the first where there is corruption. The Thesis reveal important aspect that the State before the Revolution February 17 do not pay enough attention to human material, add to the administrative bureaucracy in terms of creating all of this administrative and financial problems suffered by Libya and are still suffering.

February 17 revolution tried to put a new and solid foundations for the establishment of state institutions and choose the right man in the right place through concerted efforts and patriotism in order to benefit from the experiences of others. That was the introduction of the concepts and principles of scientific management and the application of modern concepts of strategic marketing management and development of international standards based on the criteria of total quality management, in order to put Libya in developed countries, under the leadership of people are familiar enough with the knowledge of strategic management, and that makes all members of the community appreciate the role of strategic marketing management in the success of modern organizations, whether governmental or private, including tourism sector.

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