

THE EFFECT OF GEOPOLITICAL ENVIRONMENT ON THE INFLUENCE OF
CRISIS MANAGEMENT IN STRATEGIC PLANNING PROCESS

MOHAMMED WALEED ALMUDALLAL

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Azman Hashim International Business School
Universiti Teknologi Malaysia

NOVEMBER 2019

DEDICATION

This thesis is wholeheartedly dedicated to my parents, who have always loved me, who gracefully provided me their moral, spiritual and emotional support.

To my wonderful wife, who has been a constant source of support and encouragement to me throughout my PhD Journey.

To our gorgeous sons, ALTayeb, Waleed, and Yazan, who are indeed a treasure from Allah.

To my beloved brothers and sisters: Khaled, Abdullah, Sarah, Isra, and Shahd and their lovely children.

It cannot be expressed in words but all my sincere appreciation and respect to my family and colleagues for their prayers and assistance.

ACKNOWLEDGEMENT

All praise is to Allah, the Most Merciful for his help, blessings and guidance, which have given me the patience and strength to accomplish this task. In particular, I would like to express my sincere gratitude, regard, and thanks to Dr. Ebi Shahrin Bin Suleiman. He indeed withheld no effort in allocating his time and experience throughout this PhD journey. He provided me with quality support and efficient supervision to bring this work to completion. Many thanks for all the lecturers and staff in the Faculty of Management, and University Technology Malaysia, for their valuable support during my PhD programme. I would like also to extend my thanks to GEDCO and Institutes of the Service Sector in Gaza Strip for supporting me during my study in Malaysia. I mainly would like to express my acknowledgements to my beloved family who is the base of my strength and encouragement, but most especially to my wife and children, for their endless patience and encouragement while walking the long road beside me.

I am extremely thankful and sincerely grateful to you all.

ABSTRACT

Strategic planning is considered a significant necessity for growth and efficiency in service sector firms. However, the principles of strategic planning for international development tend to be non-specific and intensive, and they rarely take into consideration the precise situations for each country especially in developing countries. Data from the Palestinian Bureau of Statistics shows that most of Palestinian service firms suffer from the lack of strategic planning and development growth. This sector has a special importance for the Palestinian economy as a source of employment opportunities for people. Not much is known in past research about the effectiveness and the role of crisis management in the strategic planning process. Yet, past literature suggested the moderating effect of geopolitical environment on strategic planning processes in firms and crisis management. Therefore, the motivation behind this study is to seek a deeper understanding of the role of crisis management in promoting strategic planning processes in the Palestinian service sector. Another objective of this study is to investigate the moderating effect of geopolitical environment on the relationship between crisis management and strategic planning. This study collected data from 120 managers in the Gaza Electricity Distribution Company GEDCO in Gaza Strip. Data normality tests, descriptive statistics, and partial least square structural equation modelling were used for data analysis. The purpose of using qualitative data is to strongly support the quantitative data in order to get accurate understanding of the geopolitical environment as an external effect and making strategies in times of crisis. Apart from that, the qualitative method is used by analysing the information from the semi structured-interviews with top managers. The findings of this study revealed a positive and significant relationship between the crisis management concept as a whole and strategic planning dimensions, except for SP comprehensiveness. On the other hand, this study found a significant positive relationship between strategic planning and geopolitical environment. As a result, the findings confirmed that geopolitical environment moderates the relationship between crisis management and strategic planning. The results also confirmed that firms by practising and integrating crisis management into strategic planning processes in all different levels of management will make those processes more effective and resilient in the time of crises. This study has contributed to the literature by introducing new empirical evidence in organisational studies on the role of crisis management in promoting strategic planning in all aspects, especially in developing countries such as Palestine. The findings of this study have several theoretical, practical, and managerial implications in the fields of crisis management, strategic planning and geopolitical environment. Therefore, this study suggests that it is advisable for service sector firms to invest in crisis management and encourage several strategic processes for providing firms with a defensive capability in order to prevent crisis developments or diminish their impacts.

ABSTRAK

Perancangan strategik dianggap sebagai keperluan penting untuk pertumbuhan dan kecekapan dalam firma sektor perkhidmatan. Walau bagaimanapun, prinsip perancangan strategik untuk pembangunan antarabangsa cenderung tidak khusus serta sangat mendalam, dan mereka jarang mempertimbangkan situasi yang tepat bagi setiap negara terutama di negara-negara membangun. Data dari Biro Perangkaan Palestin menunjukkan bahawa kebanyakan firma perkhidmatan Palestin mengalami kekurangan perancangan strategik dan pertumbuhan pembangunan. Sektor ini mempunyai kepentingan khusus untuk ekonomi Palestin sebagai sumber peluang pekerjaan bagi pekerja dan pengurus. Tidak banyak dapatan yang diperoleh daripada penyelidikan masa lalu mengenai keberkesanan dan peranan pengurusan krisis dalam proses perancangan strategik. Walau bagaimanapun, literatur lepas mencadangkan kesan penyederhanaan persekitaran geopolitik mengenai perancangan strategik dalam syarikat dan pengurusan krisis. Oleh itu, motivasi di sebalik kajian ini adalah untuk mencari pemahaman yang lebih mendalam mengenai peranan pengurusan krisis dalam mempromosikan proses perancangan strategik dalam sektor perkhidmatan Palestin. Objektif lain kajian ini adalah untuk mengkaji kesan penyederhanaan persekitaran geopolitik terhadap hubungan antara pengurusan krisis dan perancangan strategik. Data dikumpulkan dari 120 pengurus di Syarikat Pengedaran Barangan Elektrik Gaza GEDCO di sempadan Gaza. Ujian normaliti data, statistik deskriptif dan pemodelan persamaan struktur separa telah digunakan untuk analisis data. Tujuan menggunakan data kualitatif adalah dengan kuat menyokong data kuantitatif untuk mendapatkan pemahaman yang tepat tentang persekitaran geopolitik sebagai kesan luaran dan untuk membuat strategi semasa krisis. Di samping itu, kaedah kualitatif juga digunakan, dengan menganalisa maklumat temubual pengurus atasan. Penemuan kajian ini menunjukkan hubungan yang positif dan signifikan antara konsep pengurusan krisis sebagai dimensi keseluruhan dan perancangan strategik, kecuali bagi komprehensif SP. Sebaliknya, kajian ini mendapati hubungan positif yang signifikan antara perancangan strategik dan persekitaran geopolitik. Penemuan ini mengesahkan bahawa persekitaran geopolitik menyederhanakan hubungan antara pengurusan krisis dan perancangan strategik. Hasil kajian juga mengesahkan bahawa firma yang mengamalkan dan mengintegrasikan pengurusan krisis ke dalam proses perancangan strategik dalam semua peringkat pengurusan yang berbeza akan menjadikan proses tersebut lebih berkesan dan berdaya tahan dalam masa krisis. Kajian ini telah menyumbang kepada literatur penyelidikan dengan memperkenalkan bukti empirikal baru dalam kajian organisasi mengenai peranan pengurusan krisis untuk mempromosikan perancangan strategik bagi semua aspek, terutama di negara-negara membangun seperti Palestin. Penemuan kajian ini mempunyai beberapa implikasi teori, praktikal, dan pengurusan dalam bidang pengurusan krisis, perancangan strategik, dan persekitaran geopolitik. Oleh itu, kajian ini mencadangkan agar firma sektor perkhidmatan melakukan pelaburan dalam pengurusan krisis dan menggalakkan beberapa proses strategik sebagai keupayaan pertahanan sesebuah firma bagi mengelak krisis atau mengurangkan kesannya jika ia berlaku.

TABLE OF CONTENTS

	TITLE	PAGE
	DECLARATION	iii
	DEDICATION	iv
	ACKNOWLEDGEMENT	v
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	ix
	LIST OF TABLES	xvii
	LIST OF FIGURES	xx
	LIST OF ABBREVIATIONS	xxii
	LIST OF APPENDICES	xxiii
CHAPTER 1	INTRODUCTION	1
1.1	Overview	1
1.2	Research Background	3
1.3	Problem Statement	7
	1.3.1 Geopolitical Environment (GE)	7
	1.3.2 Strategic Planning (SP)	9
	1.3.3 Crisis Management (CM)	11
1.4	Research Questions	12
1.5	Research Aim	13
1.6	Research Objectives	13
1.7	Research Scope	14
1.8	Research Significance & Contribution	14
1.9	Conceptual and Operational Definitions	17
	1.9.1 Crisis Management (CM)	17
	1.9.2 Strategic Planning (SP)	18
	1.9.3 Geopolitical Environment (GE)	19
1.10	Organization of Thesis	20
1.11	Chapter Summary	22

CHAPTER 2	LITERATURE REVIEW	23
2.1	Introduction	23
2.2	Theoretical Perspectives	24
2.3	Strategic Planning	33
2.3.1	The Concept of Strategy	33
2.3.1.1	Strategy as design:	37
2.3.1.2	Strategy as experience:	37
2.3.1.3	Strategy as ideas:	38
2.3.1.4	Strategy as practice:	39
2.3.2	Strategic Management (SM)	40
2.3.2.1	Strategy Formulation	42
2.3.2.2	Strategy Implementation	43
2.3.2.3	Evaluation & Control	44
2.3.2.4	Strategic Planning	45
2.3.3	Defining Strategic Planning	46
2.3.4	Strategic Planning Dimensions	49
2.3.4.1	Formality	50
2.3.4.2	Comprehensiveness	50
2.3.4.3	Management Participation	51
2.3.5	The Necessity of Strategic Planning	53
2.3.6	The Process of Strategic Planning	54
2.4	Crisis Management	57
2.4.1	The Concept of Crisis	57
2.4.2	Characteristics of Crisis	64
2.4.3	Advantages of Crisis	68
2.4.4	Defining Crisis Management	70
2.4.4.1	Control	72
2.4.4.2	Threat size & Severity	73
2.4.4.3	Response Options	73
2.4.5	Effectiveness of Crisis Management	74
2.5	Geopolitical Environment (GE)	75
2.5.1	Time Dimension	79

2.5.2	Place Dimension	81
2.5.3	Demographic Dimension	84
2.5.4	Geopolitical environment as a contribution variable	86
2.6	Hypotheses Development	88
2.6.1	Crisis Management and Strategic Planning	88
2.6.2	Geopolitical Environment, Crisis Management and Strategic Planning	90
2.7	Conceptual Framework	91
2.8	Chapter Summary	94
CHAPTER 3	RESEARCH METHODOLOGY	95
3.1	Introduction	95
3.2	Research Philosophy	96
3.2.1	Theoretical Framework: Pragmatism	97
3.3	Research Design	99
3.3.1	Purpose of the Study: Descriptive and Hypotheses Testing	99
3.3.2	Types of Investigation: Causal	100
3.3.3	Researchers' Interference: Minimal	101
3.3.4	Time Horizon of the Study: Cross-Sectional	101
3.3.5	Unit of Analysis: Individuals	102
3.3.6	Study Setting	102
3.4	Mixed Methods Design	103
3.4.1	Justification for Mixed Methods	105
3.5	Mixed Methods Sequential Explanatory Design	106
3.6	Population and Sampling	108
3.6.1	Research Population	109
3.6.2	Sampling Method	111
3.7	The Research Site	114
3.7.1	Gaza Electricity Distribution Company (GEDCO)	114
3.7.2	Gaining access to the research site	115
3.8	Data Collection	116
3.8.1	Research Instrument	117
3.8.1.1	Crisis Management	118

3.8.1.2	Strategic Planning	120
3.8.1.3	Geopolitical Environment	121
3.8.2	Pilot Study	122
3.8.2.1	Reliability analysis of Pilot Study	124
3.8.2.2	Validity analysis of Pilot Study	125
3.9	Validation of Study Model	127
3.9.1	Assessment of Measurement Model	128
3.9.2	Assessment of Structural Model	130
3.10	Procedure of Data Collection	131
3.11	Data Transformation	132
3.12	Data Preparation	132
3.13	Statistical tools and techniques for data analysis	132
3.14	Qualitative Phase	133
3.14.1	The Scope of Qualitative Research	133
3.14.2	Source of Data	134
3.14.2.1	Semi-structured interviews	135
3.14.3	Data Collection and Recording	137
3.14.4	Analysis of Interviews Data	137
3.14.4.1	Thematic Analysis	138
3.15	Chapter Summary	140
CHAPTER 4	DATA ANALYSIS	141
4.1	Introduction	141
4.2	Preliminary data analysis and Screening	142
4.2.1	Missing Data	142
4.3	Detection and Treatment of Outliers	144
4.4	Assessment of Normality	145
4.5	Common Method Bias	147
4.6	Demographic Details of Respondents	149
4.7	Descriptive Statistical Analysis	151
4.8	Reliability Statistics	153
4.9	Indicator Reliability	153

4.10	Assessment of the Measurement Model	155
4.10.1	Convergent Validity	155
4.10.2	Item Loadings	156
4.10.3	Average Variance Extracted	157
4.10.4	Discriminant Validity	158
4.10.4.1	Fornell-Larcker Criterion	159
4.10.4.2	Cross-Loadings	160
4.10.4.3	HTMT Criterion	161
4.10.5	Summary of Reflective Measurement Model	162
4.11	Assessment of the Structural Model	164
4.11.1	Collinearity Assessment	164
4.11.2	Significance of Structural Models	165
4.11.2.1	Results of the Main (Direct) Relationships	166
4.12	Hypotheses Testing for Direct Relationships	167
4.13	Assessment of Predictive Accuracy, Effect Size, and Predictive Relevance	172
4.14	Analysis of Moderation Variable	176
4.15	Qualitative Analysis Procedure	177
4.16	Respondents' views and understanding of Crisis Management	183
4.16.1	Crisis management is a part of strategic planning	184
4.16.2	High proficiency in dealing with crises	185
4.16.3	Establishment of clear vision especially in coping with crises	186
4.17	Crisis is seen as an opportunity	187
4.17.1	Creative and innovative solutions	187
4.17.2	Open & Supportive	188
4.17.3	Effective crisis strategic plans	188
4.18	Observation and evaluation in Strategic Planning	189
4.18.1	Constant observation & evaluation	190
4.18.2	Commissioning experts to prepare strategies	190

4.19	Decision making in times of crisis	191
4.19.1	Using appropriate strategies	191
4.19.2	Prioritizing professionals and experienced people	191
4.20	Crisis Management within strategic planning process in the company	192
4.20.1	Steps in the strategic planning process	193
4.20.2	Integrating crisis management into the strategic planning process	195
4.21	Geopolitical environment and its external factors	196
4.21.1	Relationships with external bodies	196
4.21.2	Dealing effectively with uncertainties	197
4.21.3	Avoiding conflicts & political hassles	197
4.22	Challenges and deterring factors in Geopolitical Environment	198
4.22.1	External Effects	198
4.22.2	Changing Environment	199
4.23	Chapter Summary	200
CHAPTER 5	RECOMMENDATIONS AND CONCLUSION	203
5.1	Introduction	203
5.2	Research Overview	204
5.3	Discussion on Findings	205
5.3.1	The Influence of Crisis Management on Strategic Planning and the Relation Between Two Concepts	206
5.3.2	The Influence of Crisis Management on the Dimensions of Strategic Planning	208
5.3.3	The Influence of Crisis Management Dimensions on the Strategic Planning Dimensions	213
5.3.4	Crisis Management integrates into the Strategic Planning Process	215
5.3.5	The moderating effect of Geopolitical Environment on the relationship between Crisis Management and Strategic Planning	218
5.4	Implications of the study	220
5.4.1	Theoretical and Contextual Implications of the Study	221
5.4.2	Practical and Managerial Implications	223

5.5	Limitations and Recommendations for Future Research	226
5.6	Conclusion	228
REFERENCES		231
APPENDICES		265
LIST OF PUBLICATIONS		283

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 1.1	The Dimensions of Geopolitical Environment	20
Table 2.1	A number of previous studies have been conducted in different areas. Developed for the study.	27
Table 2.2	Prior Studies on Dimensions of Strategic Planning. Sosiawani, I (2015).	49
Table 2.3	Characteristics of Crisis. Ozcan (2015).	65
Table 2.4	Comparison between Fink’s Model and Mitroff’s Model	68
Table 2.5	Dimensions of Crisis Management	72
Table 2.6	The Geopolitical Dimensions in the study	79
Table 3.1	Common Elements of Four Worldviews	98
Table 3.2	Details of Causal Hypotheses	101
Table 3.3	The Major Mixed Methods Design Types	104
Table 3.4	Sample Size	111
Table 3.5	Interview Elements & Description	113
Table 3.6	Crisis Management	119
Table 3.7	Strategic Planning	120
Table 3.8	Arbitration Committee	121
Table 3.9	Reliability Analysis of Pilot Study	125
Table 3.10	Experts for Content Validity	126
Table 3.11	Assessment of Measurement Model	129
Table 3.12	Criteria for Structural Model Assessment	130
Table. 3.13	The total duration of data collection	131
Table 3.14	List of interviews conducted at GEDCO, Gaza Strip, Palestine	136
Table 4.1	Summary of the Stages and Statistical Methods used in this Chapter	142

Table 4.2	Missing Values	143
Table 4.3	Multivariate Outlier	144
Table 4.4	Normality Statistics for Individual Items	145
Table 4.5	Normality Statistics for the Research Constructs	147
Table 4.6	Common Method Variance (Total Variance Explained)	148
Table 4.7	Respondents' Demographic Profile	150
Table 4.8	Descriptive Statistics	151
Table 4.9	Descriptive Statistics Item-Wise	151
Table 4.10	Reliability Statistics	153
Table 4.11	Outer Loadings	154
Table 4.12	Item Loadings	157
Table 4.13	Discriminant Validity	160
Table 4.14	Cross Loadings	161
Table 4.15	HTMT Criterion	162
Table 4.16	Measurement Model	163
Table 4.17	Multicollinearity Assessment in SmartPLS	165
Table 4.18	Results of Hypotheses Testing for Direct Relationships	167
Table 4.19	Results of Dimensions Hypotheses Testing for Direct Relationships.	169
Table 4.20	Result of Hypothesis Testing for DV & Moderator Relationship	171
Table 4.21	Summary of Hypotheses Tests for Direct Relationships	172
Table 4.22	Results for Coefficient of Determination	173
Table 4.23	Results for Predictive Relevance (Q ²)	175
Table 4.24	Moderation Hypothesis	176
Table 4.25	Respondents' views and understanding of Crisis Management	186
Table 4.26	Crisis is seen as an opportunity	189
Table 4.27	Observation and evaluation in Strategic Planning	190
Table 4.28	Decision making in times of crisis	192
Table 4.29	Crisis Management within strategic planning process	196

Table 4.30	Geopolitical environment and its external factors	197
Table 4.31	Challenges and deterring factors in Geopolitical Environment	199
Table 4.32	Summary of the research hypotheses	201
Table 5.1	First Research Question Hypothesis	207
Table 5.2	Second Research Question Hypotheses	213
Table 5.3	Third Research Question Hypotheses	215
Table 5.4	Last Research Question Hypothesis	220

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 1.1	The Strategic Planning Process of GEDCO. Adapted from Preble, (1997).	7
Figure 1.2	Research Structure	21
Figure 2.1	Stages of the Strategic Management Process. Steiner (1979) 46	
Figure 2.2	Integrated Strategic Planning Process Model. Preble (1997).	57
Figure 2.3	Types of Crisis Triangle. Alas (2009).	60
Figure 2.4	Main Types of Crisis Triangle. Gao (2010).	62
Figure 2.5	Developed Figure of the Main Types of Crisis. Developed for the study.	64
Figure: 2.6	Conceptual Framework.	93
Figure 3.1	Mixed Methods Sequential Explanatory Model Creswell & Plano Clark (2007)	108
Figure 3.2	Mixed methods sequential explanatory model to measure and explore CM into SP. Creswell & Plano Clark (2007)	108
Figure 3.3	Organizational chart of GEDCO	110
Figure 3.4	Process of Qualitative Analysis adopted from Miles and Huberman (1994).	138
Figure 4.1	Final items loadings of the variables in the model.	156
Figure 4.2	Initial Reflective Second-Order Hierarchical Model	163
Figure 4.3	Hypothetical Relationships (H1a, H1b, H1c & SP)	168
Figure 4.4	Dimensional Relationships (IV Dimension 1 with Formality, Comprehensiveness and Management Participation)	170
Figure 4.5	Dimensional Relationships (IV Dimension 2 with Formality, Comprehensiveness and Management Participation)	170

Figure 4.6	Dimensional Relationships (IV Dimension 3 with Formality, Comprehensiveness and Management Participation)	171
Figure 4.7	R2 results of the model	174
Figure 4.8	Q2 results on the model	175
Figure 4.9	PLS Bootstrapping Results for the Moderating Effects CM*GE on Strategic Planning.	176
Figure 4.10	Simple Slope Analysis for CM*GE on Strategic Planning	177

LIST OF ABBREVIATIONS

AVE	-	Average Variance Extracted
C	-	Control
CMB	-	Common Method Bias
COM	-	Comprehensiveness
CM	-	Crisis Management
DV	-	Dependent Variable
DCT	-	Dynamic Capabilities Theory
F	-	Formality
FDI	-	Foreign Direct Investment
GEDCO	-	Gaza Electricity Distribution Company
GE	-	Geopolitical Environment
GDP	-	Gross Domestic Profit
HTMT	-	The Heterotrait-Monotrait Ratio of Correlations
IV	-	Independent Variable
MP	-	Management Participation
OST	-	Open Systems Theory
OECD	-	Organisation for Economic Cooperation and Development
PCBS	-	Palestinian Central Bureau of Statistics
PLS	-	Partial Least Squares
RO	-	Response Options
SEM	-	Structural Equation Modelling
SM	-	Strategic Management
SSFs	-	Service Sector Firms
SP	-	Strategic Planning
SPSS	-	Statistical Package for Social Science
TSS	-	Threat Size & Severity
TVE	-	Total Variance Explained
UN	-	United Nations
VIF	-	Variance Inflation Factor

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
APPENDIX A	QUESTIONNAIRE	265
APPENDIX B	INTERVIEW FORM FOR MANAGERS IN GEDCO	271
APPENDIX C	Interview Questions	273
APPENDIX D	Field-Work Cover Letter	275
APPENDIX E	Letter of Consent for the Research Site	277
APPENDIX F	Participant Information Sheet and Approval Form	279
APPENDIX G	Interview Protocols	281
APPENDIX H	Report 2018	282

CHAPTER 1

INTRODUCTION

1.1 Overview

Most developing countries suffer from numerous economic, political, and administrative problems. This is particularly the case for countries who are facing poverty and a lack of resources, among which are the poorest countries in the world. Their organisations are weak and defective, and their leaders are restricted by bureaucratic steps, personal interests, and different priorities. Some of these countries, which are surrounded by corruption and conflicts, are usually badly managed. In fact, those who work in the service sector, which is an important component of any country's economy as it makes a direct and significant contribution to GDP and job creation, are responsible for the success or failure of the country (Cali, 2008).

One of these countries, Palestine, has a particular situation of being located under Israeli occupation, which introduces many difficulties regarding development, human resources, increased conflict occurrence, and instability in its institutions. The Palestinian Central Bureau of Statistics (PCBS, 2017) reported that unemployment rate in Gaza Strip was 41.2 %, with the female unemployment rate being very high at 59.1% compared to the male unemployment rate of 35.9%. According to PCBS (2017), the total area of the Gaza Strip is about 365 square km with a population of around 2 million people. In 2016, the Gaza Strip, which is considered to have one of highest population densities in the world, has an annual population growth rate of 3.3% (PCBS, 2017).

Each firm faces obstacles when trying to provide services to the public, where restrictions can occur due to political stability, lack of money, institutional capacity, or any other shortage. Accordingly, the instability in organizations is considered as a very critical factor to their progress and works. For this reason, the concept of geopolitical environment has appeared strongly in today's organisations particularly

in conflict areas such as Palestine. Geopolitical environment plays a critical role in effecting those organisations in a negative way. Evidence shows that geopolitical environment plays a significant role in firms as an external effective factor that provokes managers to recognize first the necessity to develop the skills in order to handle any threat and challenge that will inevitably arise, and make it a priority to be ready to handle such a crisis, through careful and thorough preparation (Andrianopoulos, 2015).

Consequently, managers and leaders alike must focus as much as possible on implementing crisis management in a very proper way to face crises that could harm their firms. Managing a crisis links to the different choices, decisions and strategies that firms adopt in order to contain a situation that is perceived to be out of control (Smith *et al.*, 2006). Across the literature (Seeger *et al.*, 2003; Mitroff & Anagnos, 2001; Pearson & Clair, 1998; Fearn-Banks, 1996), the management of crises treats the different stages and strategic factors in which a crisis develops. Crisis management focuses on the different strategic choices that a manager must make in order to set right the situation (Seeger *et al.*, 2003). Fearn-Banks (1996) states that crisis management lessens the level of uncertainty due to the choices made by the manager.

In order to manage crises effectively, managers must be fully aware of the importance of integrating crisis management with strategic planning. The result of the integration is that the firm is crisis prepared or resilient, which is the ability of an organisation not only to survive but also to thrive, both in good times and in the face of difficulty (Vargo & Seville, 2011). Considering both at the same time creates more vigorous planning and increases the firm's ability to alleviate, avoid or manage a crisis successfully. Through integrating crisis management into a firm's strategic planning processes and vice versa, strategies can be developed to take advantage of these opportunities in the midst of crises (Karam, 2018).

Strategy studies today are urgently needed especially in these complicated environments that are full of challenges. This research will have the advantage to study carefully the extent of integrating crisis management into strategic planning processes in the service sector firms with concentrating on the geopolitical environment of Gaza Strip in Palestine. Consequently, this current study will consider whether the

geopolitical environment positively or negatively affects the service sector firms in general and Gaza Electricity Distribution Company (GEDCO) in particular. This chapter outlines research background, research problem, research objectives & questions, research scope and research significance & contribution.

1.2 Research Background

This section provided an overview of the geographic features of Gaza Strip, which highlights the surrounding environment of this study. The reasons behind providing such information concerning Gaza Strip are that, first, Gaza is located in an area which is classified by the international community as a 'conflict area', which means it is still under Israeli occupation; second, Gaza has a rich context regarding creating leaders through accumulated experience, knowledge of managing public affairs and being engaged in the Palestinian parties; and third, Gaza as a conflict area is a fertile environment for study and research that should be recommended.

Since Gaza is still under Israeli occupation, it is considered a unique case regarding its internal and external conflicts, what might be called the 'geopolitical environment'. Furthermore, there are internal conflicts within service sector firms, as Gaza Strip is suffering from the division of Palestinian, which has been ongoing for 10 years, which has an impact on the internal environment for administrative tasks and staff at all levels in addition to the unstable relationships between Gaza and its neighbor "Egypt". This situation supports the importance of focusing on the geopolitical environment and the role of management in developing countries, concerning Gaza Strip in particular, and to know more detailed information in this regard.

In today's globally competitive environment, business has become more complicated and challenging, so any business large or small that is not managed strategically is very weak (Nickols, 2016; Ocloo *et al.*, 2014). Accordingly, firms have to put in place the right strategies and to apply these strategies in order to embrace the changing situations (Ocloo *et al.*, 2014). The concept of strategic planning (SP) sets

the basis for the other phases in the strategy process such as strategy formulation, strategy implementation, strategy evaluation and control (Julian, 2013). In this respect, Steiner (1979) argued that strategic planning system provides the structure for formulating and implementing strategies to gain successful results in achieving the desired goals in firms. SP formulates a strategy for getting there, executes a plan, evaluates the progress toward strategic goals and takes proper action if needed (Griffin, 2013). Consequently, SP is very essential in firms as it can contribute to long-term success and influence the progress of strategy (Elbanna, 2016; Navarro *et al.*, 2010). In particular, creating strategic plans will set new opportunities for the firm to prosper as it is considered as a shield for the firm against any crisis that could harm the firm (Bryson, 2011). Such studies as (Vargo & Seville, 2011) focused on developing an understanding the significance of SP as a way to improve organizational resilience to deal with crises and uncertainties that attack the firm and weaken its progress.

In other words, managing crises must still be well planned (Coombs, 2014). With crisis management (CM), firms can be better prepared to handle unexpected events that may cause serious damage. Managing crises and responding appropriately to them will make the firm improve its abilities to survive and thrive (Pal *et al.*, 2014; Vargo & Seville, 2011; Lockwood & SPHR, 2005). Hence, Vargo and Seville (2011) believed that CM focuses on coping with threats, while SP focuses on revealing opportunities. The use of SP in the time of crisis will significantly benefit the firm by having advantages to operate and to have resilience in dealing with uncertainties (Pal *et al.*, 2014; Pal, 2013). Therefore, to be resilient, firms will need to use SP intensively in turbulent and changing situations in order to survive and thrive, to have leaders able to inspire people with a sense of hope, to have an organisational society that overestimates well-organized planning while developing innovation and improving the performance, to plan and make decisions carefully and finally to have teams capable to recognise different models of crisis (Vargo & Seville, 2011; Ismail *et al.*, 2011).

This current study is significant in the business environment due to the limited number of studies of strategic planning and crisis management in unstable environment. Most of the empirical research studies, particularly in developing Arab

countries, are concerned principally with the tools and techniques of strategic planning (Aldehayyat *et al.*, 2011; Aldehayyat & Anchor, 2008; Al-Ghamdi, 2005). However, a few studies about strategic planning in times of crisis have been conducted to come out with real resolutions in order to treat any crisis that could impact the firm. Strategic planning as a strategy for crisis, provides a system to think strategically through several scenarios that could develop the best strategic response (Nickols, 2016; Gunther *et al.*, 2005). Furthermore, planning in managing crises in firms can reduce the damages that are caused by crises (Eldakak, 2014).

Firms clearly have a competitive advantage and readiness when they execute systematic planning processes (Vargo & Seville, 2011; Al-Ghamdi, 2005). Although firms are concerned with strategic planning in order to achieve advantages for business outcomes, and face crises, there is an obvious shortage of research in strategic planning at Palestinian firms in particular (Awashra, 2013). For this reason, this study will be conducted at Gaza Electricity Distribution Company (GEDCO) in Gaza Strip, which is the main company in Gaza for electricity generating plants.

Gaza Electricity Distribution Company (GEDCO)

GEDCO is a private limited company owned by Palestinian National Authority and local authorities (municipalities, local councils), with 50% of its shares held by PNA (Palestinian National Authority) and 50% of its shares held by local councils and municipalities. GEDCO was established in 1998 by a ministerial announcement (No: 11/99), which called for all duties of distribution electrical energy to be transferred from the different municipalities in Gaza Strip to GEDCO. The duties of this company include ensuring electrical service to all consumption sectors (residential, industrial, commercial sectors and the governmental sites) according to the technical standards, promoting the electricity service to higher level of quality, rehabilitating the old distribution networks and replacing them with new networks, installing new transformers and maintenance, setting future plans to develop the distribution networks, developing protection and safety systems and enhancing the information technology in all works.

For many years, the company has been experiencing internal and external crises and continues to confront crises. The biggest crisis currently in Gaza strip is in the service sector, specifically in electricity supply, and this company is responsible for distributing power to several areas in Gaza Strip using strategies for this distribution in addition to using practical strategies for dealing with crises or minimizing their effects. Furthermore, firms have to be more flexible in facing crises as they need to direct a set of apparent flaws that put together effective planning with adaptability to changing situations including having leaders with the ability to inspire people with a sense of hope and direction whilst being grounded about the situation they are in, have an organisational culture that values controlled planning whilst developing innovation, plan and make decisions wisely and structured effectively yet be responsive and bold and have teams capable to recognise patterns and integrate information to make sense of a messy situation (Vargo & Seville, 2011). Finally, the company (GEDCO) was guided by a strategic process for the internal and external environment in light of the vision, mission and clear objectives of the company.

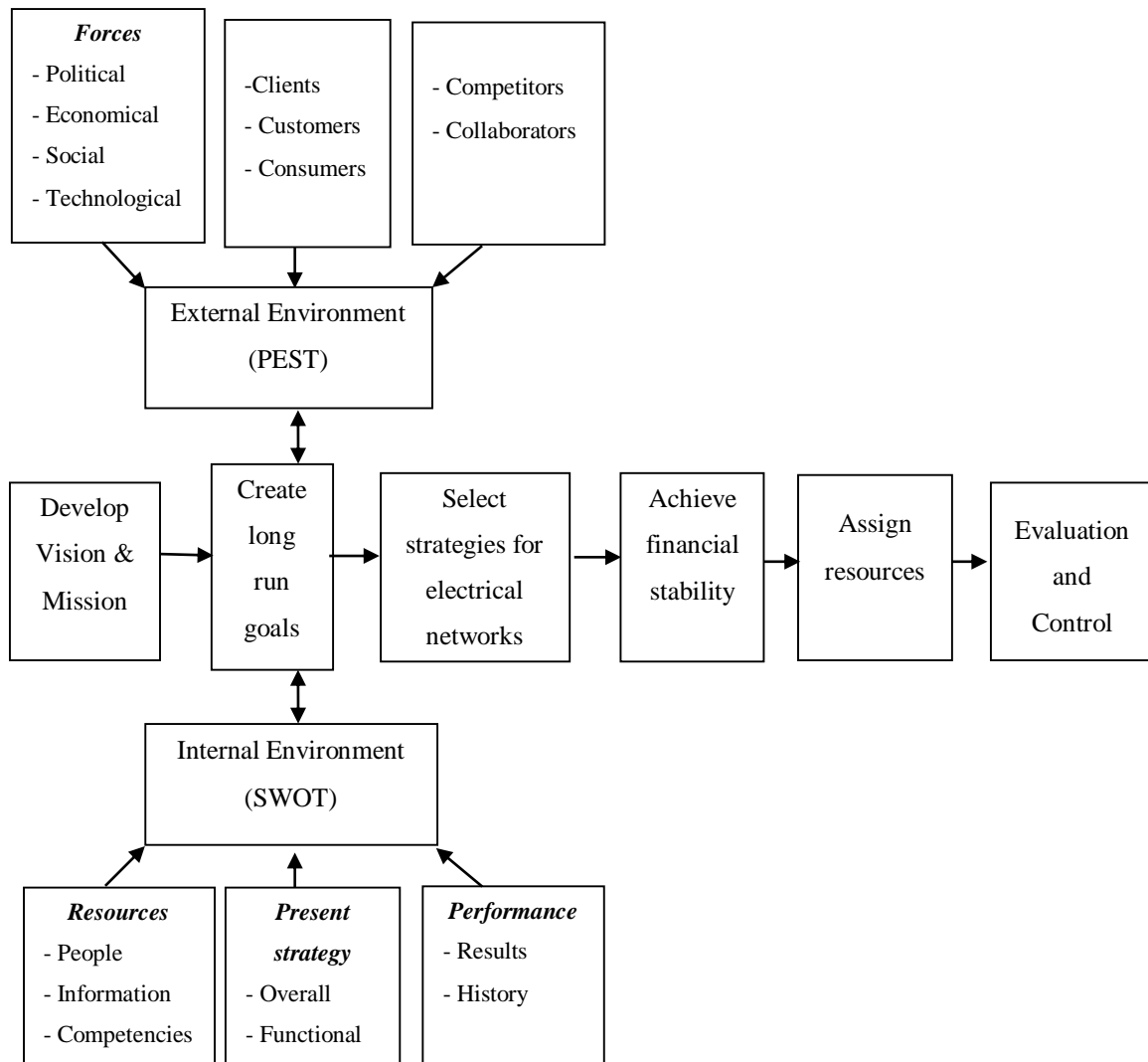


Figure 1.1 The Strategic Planning Process of GEDCO. Adapted from Preble, (1997).

1.3 Problem Statement

1.3.1 Geopolitical Environment (GE)

Geopolitical environment is considered an important component of the external environment affecting business operations (As-Saber *et al.*, 2001). There is nothing new in the academic literature concerning the assumption that historical geopolitical events, such as the cold war, impact business structures in all aspects (As-Saber *et al.*, 2006). The acts of various national and international institutions, the strategic location of a country and its relationships with other nation-states, and the military & economic

powers of countries have also been identified as possibly affecting such matters (As-Saber *et al.*, 1999). A recent study by Talamini *et al.*, (2013) was conducted to identify the dimensions within the governments of Brazil, USA and Germany have constructed the macro-environment for liquid biofuels over time and to test for similarities between the governments' constructs. The study found that the geopolitical dimension has gained prominence and significance. Therefore, the geopolitical dimension reflects the influence of the rising importance of this dimension over the period of analysis. The increasing relative importance of the geopolitical factor among the three countries reinforces the status of making the environment step a structured and continuous process.

Previous studies gave conclusions on the role played by the geopolitical environment both as a moderator and also with individual effects on strategy. Wamalwa *et al.*, (2014), while studying effective strategy and crisis management, found environmental demands to be a key moderating factor such as geopolitical factor to be studied. Similarly, important moderating effects by geopolitical environment have been found by Kasim & Dzakiria (2016), understanding the geopolitical context of a business is fundamental and urgent need. Furthermore, Kegode (2005) argued that in order to be vital, economically valuable and profitable in the market environment, firms have to adapt to external environment. Kegode's study also stated that without taking into consideration the effect of environmental forces, it is impossible to formulate a proper strategy. Also, Mbithi *et al.*, (2017) asserted that the choice of strategy alone cannot guarantee effectiveness in the process, particularly in times of crisis, without considering the role of geopolitical factor in that relationship. Despite the apparent significance of these factors, few studies have highlighted the geopolitical environment affecting business fields, particularly in the service sector.

The geopolitical situation of Gaza Strip as claimed by (Friedman, 2009) has been largely ignored by politicians and strategic planners yet this issue should be considered as one of the most critical issues today. As claimed also by Harker (2011), the geopolitical studies are few and insufficient to study the geopolitical issues of Palestine in-depth. The ongoing conflict between the people of Palestine and Israelis has reached its peak of sharpness in recent years. Additionally, restrictions on

movements, goods, services and facilities were severely increased (Beinin & Hajjar, 2014). In fact, the continuous aggression of the Israeli occupation on the Palestinian territories has created a huge impact on the service sector firms (Morrar & Gallouj, 2013; Djellal & Gallouj, 2009), particularly the company in this current study, the GEDCO (Gaza Electricity Distribution Company), which was most affected by the geopolitical environment in terms of its ability to focus on work and to deal with crises. From the geopolitical perspective, relationships among states are influenced by an area's strategic value (Cohen, 1963). This value, however, depends on the position of an area in terms of its natural resources, size, closeness and future scenarios in relation to other countries (As-Saber *et al.*, 2006). Therefore, due to the existence of direct connections between geopolitical environment and strategic planning, it becomes important to analyse the former to recognize its linkages to the latter (Teixeira & Dias, 2013).

1.3.2 Strategic Planning (SP)

The role of Strategic Planning in today's unstable business environment is very essential to firms, especially in highly dynamic business environments and emerging markets (Bouhali *et al.*, 2015; Sawalha, 2011). In spite of the importance of strategic planning in firms as a fundamental asset for success, in 1970s and 1980s, SP faced criticism in terms of its effectiveness as it failed to deliver many of its expected outcomes due to the increasing dynamics and changes of the business environment (O'Shannassy, 2003). This issue was addressed by Mintzberg (1994) who argued that there is a consensus among authors that traditional strategic planning is less effective in rapidly changing environments owing to the scarcity of containing dynamic capabilities such as crisis management, decision making processes, learning, risk taking, planning, communication and innovation. As a result, SP was not precisely predicting the future in a proper way because of the lack of dynamic capabilities that support Strategic Planning to be adapted to uncertainties (Adner & Helfat, 2003; Teece *et al.*, 1997). So this study contributed to SP in terms of its dynamic capability in making the strategic processes in firms very practical and effective in solving problems and plan for crises as claimed by (Ahenkora & Adjei, 2012).

Surely this contribution can be achieved by integrating crisis management into the strategic process, adding a robust defending ability to deal with crises and scanning the external environment before start off. This examination can also be achieved by studying thoroughly the geopolitical environment as an external effect. The limited knowledge of the practice of strategic planning is due to the fact that it is not taken seriously in many firms. In fact, only a few empirical studies have been conducted that shed light on SP, particularly in Arab companies (Aldehayyat & Anchor, 2008). These studies attempted to explore the meaning of SP for managers, their attitudes toward strategic planning and the main components of their strategic plans. Basically, the most important findings that emerged from these studies were: strategic planning is not a new phenomenon, most companies' managers are aware of the meaning of strategic planning, most companies have written plans and have positive attitudes towards strategic planning. However, these studies do not provide practical evidence or vision into the implementation of strategic planning (Aldehayyat & Anchor, 2010).

Similarly, the situation in Palestine, especially in Gaza Strip with regard to strategic planning areas, is lacking strategies to be implemented in firms. More specifically, El-Mobayed (2006) found that few studies were done about strategic planning, its significance and the degree of effectiveness. Due to the lack of the process of strategic planning in small businesses in Gaza strip, researchers feel that it is required to shed light on this vital process in the future. El-Hallaq and Tayeh (2015) claimed that the need to adopt a strategic perspective to business operations is necessary for any business that wishes to remain dynamic and prosperous. More recently, frameworks have shifted to a greater extent from the short-term and tactical to the long-term in several sectors. However, this shift is relatively slow in the service sector particularly when compared to other sectors. Eurofin Hospitality (2013) pointed out that inadequate data to conduct reliable strategic plans is considered one of the weaknesses in the service sector firms that must be handled first.

Accordingly, this study intended to fill the gap and embody the dynamic capabilities to the strategic processes employed in the service sector firms as appropriate. Generally speaking, the adoption of enhanced strategic planning processes through embracing dynamic capabilities is said to be a vital path for a large

number of service managers and planners in developing countries, especially in today's fast changing environments (Mendola, 2007). Furthermore, as stated by (Zahra *et al.*, 2013), there is a lack of studies of dynamic capabilities made on service firms in a number of developing countries. Thus, the situation in Palestine makes it important and demanding for the strategic planning processes in the service firms to create dynamic capabilities in order to gain strategic processes specifically in the time of crises (Hassan, 2016). The service sector firms in Gaza Strip, have faced a variety of instabilities due to geopolitical, political, financial, and legal issues. It is remarkable that in 1994 and after 2000 there was a decline in reported effectiveness for Gaza planners due to the lack of dynamic capabilities in the strategic planning processes in the Palestinian firms (Abuiyada & Eteiwi, 2016).

1.3.3 Crisis Management (CM)

The majority of studies that were conducted on Crisis Management by (Ozcan, 2015; Mair *et al.*, 2014; Sinha, 2011; Jallat & Shultz, 2011; Khodarahmi, 2009; Ritchie, 2004) have been applied in different sectors such as (tourism, manufacturing and agriculture) but a few number of studies in regard to service sector (*e.g.* power, water supply, transportation, sanitation and so on). However, authors also recommended to study the service sector and to be well-focused in the future study. Sinha (2011) and Ritchie (2004) claimed that there is a need to examine the effectiveness of crisis management and strategies that can be used in the service industry due to its importance to economic growth. Additionally (Ozcan, 2015) argued that strategic planning is highly recommended in the study of crisis management, as planning is the first management function which maps out precisely how to achieve a specific goal in crisis management.

In the context of Palestinian service sector, Al Shobaki *et al.*, (2016) found that the effectiveness of crisis management of firms in the Palestinian environment is still insufficient. Palestinian environment is unstable and unsecure due to the ongoing blockade, which causes many crises. Despite the fact that the service sector firms in Gaza Strip practice crisis management, there are shortcomings in dealing with crises.

This study revealed that crisis management in such environment is problematic and without good strategic planning it will be a waste of sources and time as it needs more enhancement and growth. Therefore, due to the lack of empirical studies on the relationships between crisis management, strategic planning, and geopolitical environment, especially in Gaza Strip, this study seeks to present a model that can study the direct and indirect effect of crisis management and the integration into the strategic planning processes in the service sector in Gaza Strip. This study contributed to the crisis management literature by illustrating that this concept in the service sector can be an essential base for promoting the processes of strategic planning and also by documenting the moderating effect of geopolitical environment between crisis management and strategic planning.

1.4 Research Questions

This study contributes to several practical aspects of interest to managers, leaders, planners and those who are responsible for strategic planning processes and to help them learn how to deal effectively with crises in order to achieve success. Furthermore, integrating crisis management into strategic planning processes presents a set of characteristics that strengthen the firm's ability to effectively manage a crisis in order to survive and thrive in a world of fast changing environments. Therefore, this research attempts to study the strategic planning process in times of crisis in the service sector firms, by providing answers to the following questions:

- Q1. What is the influence of crisis management on strategic planning?
- Q2. What is the influence of crisis management on the dimensions of strategic planning?

- Q3. What is the influence of crisis management dimensions on the strategic planning dimensions?
- Q4. How can crisis management be integrated into the strategic planning process?
- Q5. Does the geopolitical environment play a moderating role on the relationship between crisis management and strategic planning?

1.5 Research Aim

Overall, the aim of this study is to study the direct effect of crisis management on strategic planning and the integration of crisis management into the strategic planning process in the service sector firms. So, by supporting the understanding of strategic planning process in the time of crises, the service sector firms could strategically deal with challenges and uncertainties. Accordingly, the study model is valuable for conflict areas, where both individuals and society are suffering from many restrictions that could limit their development and advancement.

1.6 Research Objectives

To achieve the research aim, this study has the following objectives:

1. To examine the influence of crisis management on strategic planning.
2. To determine the influence of crisis management on the dimensions of strategic planning.
3. To determine the influence of crisis management dimensions on the strategic planning dimensions.

4. To study the integration of crisis management into the strategic planning process.
5. To examine the moderating effect of geopolitical environment on the relationship between crisis management and strategic planning.

1.7 Research Scope

As previously stated, this research is to study the direct effect of crisis management and the integration of crisis management into the strategic planning process in the service sector firms regarding the electricity crisis in Gaza Strip. This problem is considered the most critical problem which affects various aspects in the life of Palestinian citizens due to the Israeli blockade on Gaza Strip since 2006. Gaza electricity Distribution Company (GEDCO) is one of the most important firms in the service sector in Palestine. The study had shed light on the electricity company in Gaza as a case study for this thesis, while gaining a good understanding of how the managerial levels can perceive strategic planning processes for the company to survive and thrive (Pal-Think, 2014).

The study was applied in GEDCO in Gaza Strip and the managers in the managerial levels were mainly targeted in this case. The survey method was used as the primary data collection instrument followed by semi-structured interviews. The mixed method approach was used in this study as it enabled the researcher to gain a deeper knowledge and better understanding of the research work.

1.8 Research Significance & Contribution

The significance of this study is generally looking into how managers in the service sector firms promote the strategic planning process when crises occur in local firms located in conflict areas such as the Palestinian service sector firms, particularly in Gaza Strip area, which is the most dynamic geopolitical environment regarding the

complexity and diversity of its internal and external conflicts. The geopolitical environment is considered as the most critical external effect that can harm a firm and threaten its existence. Literature claims that the external environment has been changing powerfully and firms face many new challenges on a daily basis.

Therefore, the geopolitical environment is the key element that this current study is focused on. Furthermore, the study engaged the researcher more effectively with the respondents to understand why the people in firms need strategies and how to engage these strategies, rather than what the firms already have. This research is considered the first attempt to use the electricity company “GEDCO” in Gaza Strip as a case study, which is always in dire need to have strategic planning processes periodically or annually to handle crises that could attack the company in the future. The purpose is to also offer a broader and deeper understanding of the topic through the analysis of the case study and through the managers’ opinions within the company.

This research is to be conducted based on the dynamic capabilities theory (DCT) and the open systems theory (OST). Indeed, this research aims to make a contribution to the current literature on DCT by attempting to cover the existing gap and directing the further research efforts. Generally, the promoted strategic planning processes through embracing dynamic capabilities is essential for planners in the strategic planning processes in rapidly changing environments in particular (Mendola, 2007). Moreover, as stated by (Zahra *et al.*, 2013), there is a lack of studies of dynamic capabilities made on service firms in a number of developing countries and this lack still impedes a clear understanding of the issue. Basically, this research contributed to this theory a systematic perspective to embody the theory inside the strategy process especially in the time of crisis, similar to the open systems theory. Most strategic plans, especially in local firms, fail because they use a closed systems framework. As a result, those firms are charged with the responsibility of defining the strategic plan and to very carefully work out what the firm’s strategic goals should be (Emery, 2004). She also confirmed that these plans assume that firms are closed, and they ignore influences or pressures from external environments, the changing standards, values and expectations of the global community, those that supply, allocate, and consume. So, these strategic plans are under the auspices of their makers who may or may not choose

to implement the plan. This study intended to fill this gap by involving different managerial levels in making the strategic plans, remaining open to the external environments and finding alternatives by consulting other partners to be involved in these plans.

After reviewing the previous literature on CM, most of the studies conducted by (Ozcan, 2015; Mair *et al.*, 2014; Sinha, 2011; Jallat & Shultz, 2011) were applied in different sectors such as tourism, manufacturing, agricultural sectors; however, few studies regarding the service sector were conducted. Furthermore, scholars strongly recommended to study the service sector and to be well-focused in the future. Karam (2018), Al Shobaki *et al.*, (2016) and Vargo & Seville (2011) argued that strategic planning is much recommended to be integrated with crisis management particularly in the service sector firms, whereas the geopolitical and security challenges are main factors affecting business performance in the time of crises. In the competitive environment, the business has become more complicated, and for that reason, making strategy is very essential to be in the right path (Nickols, 2016). Thus, the importance of SP, especially in unstable business environment, is very necessary in today's firms (Bouhali *et al.*, 2015). Moreover, the process of strategic planning is considered a very demanding tool in management that has been successfully used by firms to prepare for the challenges and to improve their long-term strategies (Zafar, *et al.*, 2013). However, SP is in need of further study, specifically in the conflict areas which face geopolitical and security challenges (Al Shaikh, 2012; Al-Shammari & Hussein, 2008). Therefore, this research will have the initiative to study SP in unstable environment which was created by the occupation.

This study enhanced the literature with dedicated knowledge and practices on the efforts of service sector managers in the Palestinian service sector firms in Gaza Strip, which contributes to the strategic planning concept. Likewise, the study widened the understanding of practitioners about the conflict's impacts in the area, and sought applicable solutions to frame the efforts of the service sector firms in order to confront the acute effects of the Israeli-Palestinian conflict to achieve progress and prosperity. It was as expected in the final analysis that the influence of crisis management (independent variable) on strategic planning (dependent variable) is significant and

positive along with the influence of CM on the dimensions of SP in the study. In addition, the geopolitical environment variable acted as a moderator variable which moderated both concepts and was significantly correlated. This model will contribute to firms in the future, improve level of strategies to promote the capabilities of managers in order to deal strategically and systematically with crises if they occur.

1.9 Conceptual and Operational Definitions

It is essential that definitions of the relevant variables used in this study be understood in order to obtain a clear description of the terms used throughout this thesis.

1.9.1 Crisis Management (CM)

Crisis Management is considered a strategic process in firms in that it effectively identifies the crises and successfully manages them, taking into consideration each step of the planning activities to deal professionally with crises. It is categorised also by three factors which fit the model in this current study. The dimensions of crisis management are:

- **Control;** this level attempts to control a crisis and prevent its impact from increasing over organizational processes.
- **Threat Size & Severity;** in crisis management, the size and severity of the threats can overwhelm management to such an extent that it prevents the formulation and implementation of strategy.
- **Response Options;** tend to maintain a range of options to properly respond to crises on time. Having options and alternatives will strengthen the organization to accept several types of crises.

Additionally, those dimensions were measured through these resources such as (Adeyemi, 2009; NAO, 2000; Boltz, 1999).

In this study, the term “Crisis Management” referred to the ability of managers to provide inspiration, direction, and values, their responsibility to make strategic changes in the service sector, to deal with crises and to integrate the crisis management perspective into the strategic planning process in firms. Preble (1997) and Vargo and Seville (2011), stressed on this definition in terms of the addition of crisis management on strategic planning and its effectiveness in the strategic process. This definition is considered the core to the research topic specifically in the service sector firms.

1.9.2 Strategic Planning (SP)

SP is defined as a process by which a firm deals with any major unexpected incident threatening the firm. SP and its dimensions for coping with crises are measured by (Phillips, 1996; Dyson & Foster, 1982). The dimensions of strategic planning are: *formality, comprehensiveness and management participation*. Accordingly, Phillips (1996) confirmed that more publicity needs to be given to the strategic planning concept because this will increase the demand for strategic change and develop programs in which managers could be introduced to the principles of strategic planning. This in turn will improve the quality of planning formality, comprehensiveness and management participation.

In this study, the applicable definition of SP in the context of the individual is the characteristics of the exercise of the firm by empowered managers. Those managers practice the principles of SP in their daily work, such as being transparent in interpersonal communications, liable for any action taken within the firm, working efficiently both as individuals and as a team, efficient in doing the tasks that fulfil the firm’s vision, enhancing values among employees, behaving with integrity, and understanding responsibilities.

1.9.3 Geopolitical Environment (GE)

The geopolitical environment is identified by the strategic planners as a critical factor in the strategy making to be considered, which can decrease or increase actions in the strategic processes (Owens, 2007). Geopolitics aims to overcome hardship regarding the political conditions and availability of resources (Clem, 2016). The geopolitical environment, therefore, makes a strategic logic to shape around crisis management by focusing on the external crises that could attack firms as it can be studied as one construct (Simón, 2012). According to As-Saber *et al.*, (2001), the geopolitical elements constitute a significant factor of the external environment affecting business strategic operations. In addition, there are three dimensions of geopolitical environment as defined below in table 1.1. The geopolitical environment variable was measured by As-Saber *et al.*, (2001).

The study addressed the way in which geopolitical variable contributed to the strategic planning process of firms involved. Primarily, an attempt is made to define the term ‘geopolitics’ that provided a better understanding of the issues at hand. This is followed by a discussion on the impacts of geopolitical variables along with three dimensions: (a) the *time dimension*, highlighting the historical perspective, including the external impacts on business firms (b) the *place dimension*, focusing on natural resources, strategic location, geographic closeness and regionalism; and (c), the *demographic dimension*, emphasising the role of population size, supply of labour and the development of relationships with the external bodies.

In this study, the applicable definition of geopolitical environment is the characteristics of the external environment and the extent of its effects on strategies in the service sector firms. The dimensions of geopolitical environment in this context are very important including which are: time, place and demographic dimensions (refer to table 1.1 below) in achieving the desired goal of making a strategic plan and dealing with crises. This study also focused on the geopolitical impact on managers in these firms because those managers practice the principles of strategic planning in their daily

work, such as being transparent, accountable for any action taken within the organization, working efficiently both as individuals and as a team, efficient in doing the tasks that fulfil the company’s vision, promoting values among their employees, behaving with integrity, and understanding their role.

Table 1.1 The Dimensions of Geopolitical Environment

#	Dimension	Description
1	Time	The geopolitical environment is changing continually, which affects business dynamics. Any specific change in this environment at a particular period of time affects the operations of business within the time frame.
2	Place	Geopolitical place component has been considered as critical factor of the external environment affecting the business operations in firms. From the geopolitical perspective, relationships among states are influenced by the strategic value of the area.
3	Demographic	Population is described as a geopolitical variable and its factors affect the geopolitical environment. Population characteristics of a country are important because the skills, educational qualifications, productivity and the cost of labour play a big role in determining how a country fits within the business environment.

Source: As-Saber *et al.*, (2001).

1.10 Organization of Thesis

The thesis consisted of five chapters as follows:

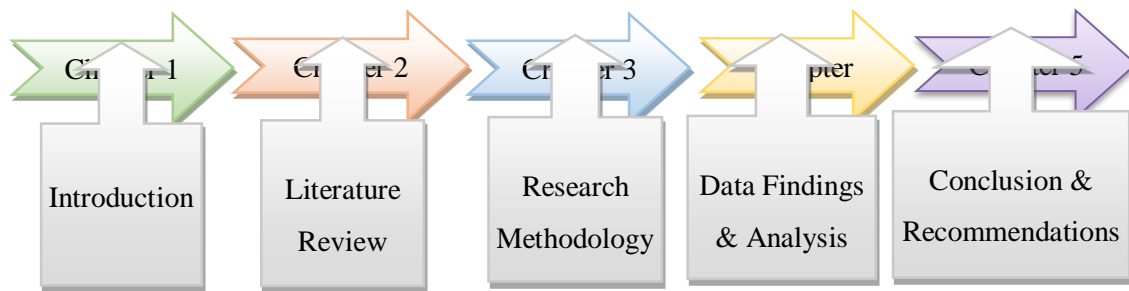


Figure 1.2 Research Structure

Chapter One: Introduction provided an outline of the contents in the thesis, including the overview of the study, background, problem statement, and study significance, the aim of the study, research objectives, research questions, and scope of the study, the conceptual and operational definitions, and the organisation of the thesis.

Chapter Two: Literature Review introduced a comprehensive literature review on crisis management, strategic planning and geopolitical environment. It critically reviews the development of two theories in the study: dynamic capabilities theory and open systems theory. It further discusses the dimensions of crisis management, the nature and characteristics of the service sector, and the principles of strategic planning processes in service sectors and the possibilities to confront crises that attach. This chapter also conceptualises the relationships between crisis management, geopolitical environment, and strategic planning.

Chapter Three: Research Methodology described the methodology of this study and shows the used research design (quantitative and qualitative method). This study employs an explanatory sequential mixed method design that uses a quantitative method followed by qualitative method to further explain the initial quantitative results obtained. The chapter also explains the population and sampling method, study instruments, measurement scales, data collection methods, and analysis methods used for each study objective. It also includes the pilot study that was conducted to evaluate the chosen questionnaire, followed by the scores produced by the reliability and validity tests for the questionnaire.

Chapter Four: Data Analysis: presented the empirical data and quantitative findings in addition to the supportive qualitative results obtained, including the analysis of the demographic data of respondents using SPSS version 22.0, and the use of statistical program (Smart PLS) version 3 to analyse the measurement and structural model of this study.

Chapter Five: Conclusion and Recommendations: discussed the findings based on the objectives of the study. The chapter presented several theoretical, practical, and managerial implications in the fields of crisis management, strategic planning, and geopolitical environment. It ends up with a conclusion on the overall results and solutions.

1.11 Chapter Summary

This chapter has outlined the important main concepts that need to be clarified in the research. It included a background of the study which describes the emergence of the idea of this study, which was mainly on the effectiveness of the strategic planning processes by integrating crisis management into these processes in the time of crises in the service sector firms. Research questions were derived from the problem statement, where research gaps in this scope of the study were noted, and the objectives of the study were formulated.

REFERENCES

- Aba-Bulgu, M. & Islam, S. M. (2007), *Corporate Crisis and Risk Management: Modelling, Strategies and SME Application*, Elsevier, Ltd., Amsterdam.
- Abubakar, M. N. (2016). *Assessing Employees' Perceptions of Factors Influencing Innovation Management in a Nigerian Textile Firm*. (Doctoral Dissertation, University Teknologi Malaysia - UTM).
- Abuiyada, R. A., & Eteiwi, A. (2016). Planning of Health Non-Governmental Organizations in Palestine under the Conditions of Instability. *Journal of Sociology*, 4(2), 72-91.
- Abunada, Y. (2006). *Barriers of using and practicing formal strategic planning in non-profit organizations in Gaza strip*. Palestine. (Master's dissertation, Islamic university of Gaza).
- Achampong, F. K. (2010). Integrating risk management and strategic planning. *Planning for Higher Education*, 38(2), 22.
- Adeyemi, T. O. (2009). Causes, consequences and control of students crises in public and private universities in Nigeria. *Educational Research and Reviews*, 4(4), 156-163.
- Adner R. & Helfat C. E. (2003). Corporate effects and dynamic managerial capabilities. *Strategic Management Journal* 24: 1011-1025.
- Aguiar, U. N. (2014). Design strategy: Towards a post-rational, practice-based perspective. *Swedish Design Research Journal*, 43-52.
- Ahenkora, K., & Adjei, E. (2012). A Dynamic Capabilities Perspective on the Strategic Management of an Industry Organisation. *Journal of Management and Strategy*, 3(3), 21.
- Akeusola, O., Viatonu, O., & Asikhia, O. A. (2012). Perceived Causes and Control of Student's Crises in Higher Institutions in Lagos State, Nigeria. *Journal of Education and practice*, 3(10), 60-67.
- Al Shaikh, A. H. (2012). *Is Dubai's competitive advantage sustainable?: a study of strategic planning in Dubai 1996-2010* (Doctoral dissertation, Coventry University).
- Al Shobaki, M. J., Amuna, Y. M. A., & Naser, S. S. A. (2016). Strategic and Operational Planning As Approach for Crises Management: Field Study on UNRWA. *International Journal of Information Technology and Electrical Engineering*. 5 (6):43- 47.

- Alas, R. (2009). The triangular model for dealing with crisis management. *Managing in a Global Economy XIII*, by JK Miller, Rio de Janeiro, Brazil, June, 21-25.
- Alas, R., Gao, J., & Vanhala, S. (2010). The crisis management in Chinese and Estonian organizations. *Chinese Management Studies*, 4(1), 18-36.
- AlBattat, A. R., & Mat Som, A. P. (2013). Emergency preparedness for disasters and crises in the hotel industry. *Sage Open*, 3(3), 2158244013505604.
- Aldehayyat, J. S., & Anchor, J. R. (2008). Strategic planning tools and techniques in Jordan: awareness and use. *Strategic change*, 17(7-8), 281-293.
- Aldehayyat, J. S., & Anchor, J. R. (2010). Strategic planning implementation and creation of value in the firm. *Strategic change*, 19(3-4), 163-176.
- Aldehayyat, J. S., Al Khattab, A. A., & Anchor, J. R. (2011). The use of strategic planning tools and techniques by hotels in Jordan. *Management Research Review*, 34(4), 477-490.
- Alexander, D. (2005). Towards the development of a standard in emergency planning. *Disaster Prevention and Management: An International Journal*, 14(2), 158-175.
- Al-Ghamdi, S. (2005), "The use of strategic planning tools and techniques in Saudi Arabia: an empirical study", *International Journal of Management*, Vol. 22 No. 3, pp. 376-95.
- Aljuhmani, H. Y., & Emeagwali, O. L. (2017). The Roles of Strategic Planning in Organizational Crisis Management: The Case of Jordanian Banking Sector. *International Review of Management and Marketing*, 7(3).
- Allen, M. R., & Wright, P. M. (2006). Strategic management and HRM. *CAHRS Working Paper Series*, 404.
- Al-Modallal, W. (2015). *The Impact of Egyptian Actions on the Future of the Relationship with the Resistance in the Gaza Strip (Strategic Assessment-38)*. Al Zaitouna Centre for Studies and Consultations. Gaza. Palestine.
- Alotaibi, H. (2013). *Strategic planning: a practice perspective on strategic initiatives an applied study on Saudi telecommunication companies* (Doctoral dissertation, University of Southampton).
- Al-Qubaisi, S.A.K., Hussein, A.M. (2013). The role of strategic planning in the effectiveness of crisis management: Field research for the opinions of a sample of directors of the ministry of planning. *The Journal of Administration and Economics*, 94, 253-275.

- Alreck, P. L. and Settle, R. B. (2004). *The Survey Research Handbook* (3rd Ed.). New York: McGraw-Hill Irwin.
- Al-Shammari, H. A., & Hussein, R. T. (2008). Strategic planning in emergent market organizations: empirical investigation. *International Journal of Commerce and Management*, 18(1), 47-59.
- Alteneiji, H. R. (2015). *A strategic approach to emergency preparedness in the UAE*. (Doctoral Thesis, University of Salford).
- Alvi, M. (2016). *A manual for selecting sampling techniques in research*. Iqra University, Main Campus, Karachi, Pakistan. Online at <https://mpr.aub.uni-muenchen.de/70218/> MPRA.
- Al-Waleed, B. (2010). *Strategic Planning: Modern Concepts*, Amman, Al-Raya prints, Jordan.
- Andersen, T. J. (2000). Strategic planning, autonomous actions and corporate performance. *Long range planning*, 33(2), 184-200.
- Andrews, K. R. (1971). *The concept of corporate strategy*. Homewood, IL: Richard D. Irwin. Inc., 1987 *anagement Science*.
- Andrews, K. R. (1997). 5 The Concept of Corporate Strategy. *Resources, firms, and strategies: a reader in the resource-based perspective*, 52.
- Andrianopoulos, A. (2015). *Essential Steps for Crisis Management and Crisis Containment*. 126109 IB X3215.
- Ansoff, H. I. (Ed.). (1969). *Business strategy: selected readings* (Vol. 72). Baltimore, Md. Penguin books.
- Ansoff, H. I., Avner, J., Brandenburg, R. G., Portner, F. E., & Radosevich, R. (1970). Does planning pay? The effect of planning on success of acquisitions in American firms. *Long Range Planning*, 3(2), 2-7.
- Ansoff, H., Mcdonnell, E. (1990). *Implanting strategic management*. New Jersey: Prentice-Hall,. ISBN 01-3451-808-X.
- Ansoff, H.I. (1976), *Corporate Strategy*, McGraw-Hill, New York, NY.
- Ansoff, I. H. (2007). *Strategic Management*. New York, Macmillan.
- Ardekani, M. Y. & Haug, R.S. (1997) Contextual Determinants of Strategic Planning Processes. *Journal of Management Studies*, 34, 5, Pp.729-767.
- As-Saber, S. N., Dowling, P. J., & Liesch, P. W. (2001). *Geopolitics and its impacts on international business decisions: a framework for a geopolitical paradigm of international business*. School of Management, University of Tasmania.

- As-Saber, S. N., Dowling, P. J., & Liesch, P. W. (2001). *Geopolitics and its impacts on international business decisions: a framework for a geopolitical paradigm of international business*. School of Management, University of Tasmania.
- As-Saber, S. N., Härtel, C. E., & Campus, C. (2006). Geopolitics and governance: In search of a framework. In *Asia-Pacific Schools and Institutes of Public Administration (NAPSIPAG) conference*.
- As-Saber, S. N., Liesch, P. W., & Dowling, P. J. (1999). Geopolitics and international joint ventures: The case for Indo-Australian joint ventures in India.
- Atkinson, H. (2006). Strategy implementation: a role for the balanced scorecard?. *Management Decision*, 44(10), 1441-1460.
- Avraham, E., & Ketter, E. (2008). *Media strategies for marketing places in crisis: Improving the image of cities, countries, and tourist destinations*. Routledge.
- Awashra, R. (2013). NGO Strategic Planning in the Occupied Palestinian Territory: A Futile Exercise. Available at SSRN 2241323.
- Ayanda, A. & Oyinlola, O. (2014). Relationship between strategic management and firm's performance in Neigerian baning industry. *Kuwait Chapter of Arabian Journal Journal of Business and Management Review Vol. 4, No.3*.
- Baerwald, T.J. (1996). Geographical perspectives on international business. In M. R. Czinkota, I. A. Ronkainen & M. H. Moffett. Orlando, FL: Harcourt.
- Ball, D. A. & W. H. McCulloch. (1993). *International business: Introduction and essentials* (5th ed.). Burr Ridge, Ill: Irwin.
- Balogun, J. & Hailey, Hope V. (1999). *Exploring Strategic Change*. London, Prentice Hall.
- Baretto, J. (2010). Writing the ideal paper for JOM: A new editor's perspective, *Journal of Operations Management*, 20(1), 1-18.
- Barnathan, J. (1995). Passage back to India: Overseas Indians seek a motherlode in the motherland. *Business Week*, 3 July: 32–36.
- Bazeley, P. (2002). The evolution of a project involving an integrated analysis of structured qualitative and quantitative data: from N3 to NVivo. *International Journal of Social Research Methodology*, 5(3), 229-243.
- Beinin, J., & Hajjar, L. (2014). Palestine, Israel and the Arab-Israeli Conflict. *The Middle East Research and Information*. THE MIDDLE EAST RESEARCH & INFORMATION PROJECT. COPYRIGHT MERIP.

- Bettis, R. A., Gambardella, A., Helfat, C., & Mitchell, W. (2015). Qualitative empirical research in strategic management. *Strategic Management Journal*, 36(5), 637-639.
- Birkland, T. A. (2006). *Lessons of disaster: Policy change after catastrophic events*. Georgetown University Press.
- Biswal, S. (2016). Geopolitics and it's impact on Global business scenario: A Framework for Managing Growth & Sustainable Development. *Asian School of Business management ,Bhubaneswar Odisha Vol 3*, 1 – 17 pages.
- Bloor, M., & Wood, F. (2006). *Keywords in qualitative methods: A vocabulary of research concepts*. Sage Publications Ltd. London. UK.
- Boeije, H (2010), *Analysis in Qualitative Research*, Sage Publications, London.
- Boyatzis, R. E. (1998), *Transforming Qualitative Information: Thematic Analysis and Code Development*, Sage Publications, Thousands Oaks, California.
- Boin, A. (2005). *The politics of crisis management: Public leadership under pressure*. Cambridge University Press.
- Boin, A., & Hart, P. T. (2003). Public leadership in times of crisis: mission impossible?. *Public Administration Review*, 63(5), 544-553.
- Boin, A., McConnell, A., & Hart, P. 't. (2008), "Governing after crisis", in *Governing after Crisis, The Politics of Investigation, Accountability and Learning*, Cambridge: Cambridge Press, pp. 3-30.
- Boin, A., 't Hart, P. and Sundelius, B. (2005), *The Politics of Crisis Management: Public Leadership under Pressure*, Cambridge University Press, Cambridge, MA.
- Boltz, J. (1999). *Informational Security Risk Assessment: Practices of Leading Organizations*. DIANE Publishing.
- Boudreaux, B. (2005). *Exploring a multi-stage model of crisis management: Utilities, hurricanes, and contingency* (Doctoral dissertation, University of Florida).
- Bouhali, R., Mekdad, Y., Lebsir, H., & Ferkha, L. (2015). Leader Roles for Innovation: Strategic Thinking and Planning. *Procedia-Social and Behavioral Sciences*, 181, 72-78.
- Bowman, C. & Asch, D. (1989). *Reading in Strategic Management*. Macmillon, Basingstoke and the Open University, Milton Keynes.

- Boyd, B., Finkelstein, S. and Gove, S. (2005). How advanced is the strategy paradigm? The role of particularism and universalism in shaping research outcomes. *Strategic Management Journal*, Vol. 26, Iss. 1, pp. 841-854. ISSN 0143-2095.
- Bracker, J. (1980). The historical development of the strategic management concept. *Academy of management review*, 5(2), 219-224.
- Braun, V. and Clarke, V. (2013). *Successful Qualitative Research*. London: Sage, Publications, Ltd.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77 – 101.
- Brews, P. & Purohit, D. (2007), “Strategic planning in unstable environments”, *Long Range Planning*, Vol. 40 No. 1, pp. 64-80.
- Brooke, M. Z. & H. L. Remmers. (1970). *The strategy of multinational enterprise: Organisation and finance*. London: Longman.
- Bryman, A. (2003). *Quantity and quality in social research*. Routledge.
- Bryman, A. (2012) *Social research methods* (5th Ed.) Oxford: Oxford University Press.
- Bryman, A. (2012). *Social Research Methods*. Oxford: Oxford University Press.
- Bryson, J. M. (1995). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (Rev. ed.). San Francisco, CA: Jossey-Bass Publishers.
- Bryson, J. M. (2011). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (Vol. 1). John Wiley & Sons.
- Buckley, P. J., & Casson, M. (1981). The optimal timing of a foreign direct investment. *The Economic Journal*, 91(361), 75-87.
- Buckley, P. J., & Ghauri, P. N. (2004). Globalisation, economic geography and the strategy of multinational enterprises. *Journal of International Business Studies*, 35(2), 81-98.
- Burkhart, P. J. (1993). *SUCCESSFUL STRATEGIC PLANNING; BY...& SUZANNE REUS*. Sage.
- Burnett, J. (1998). A strategic approach to managing crises. *Public relations review*, 24(4), 475-488.
- Bustinza, O. F., Molina, L. M., & Arias-Aranda, D. (2010). Organizational learning and performance: Relationship between the dynamic and the operational capabilities of the firm. *African Journal of Business Management*, 4(18), 4067.

- Cali, M. (2008). *The contribution of services to development and the role of trade liberalization and regulation*. Overseas Dev't Institute.
- Campbell, A. & Alexander, M. (1997), "What's wrong with strategy?" *Harvard Business Review*, Vol. 75, No. 6, pp. 42- 51.
- Campbell, D., Edgar, D., Stonehouse, G. (2011). *Business strategy, an introduction*. 3rd edition, Palgrave Macmillan, UK.
- Cannon, J. T.. (1968). *Business strategy and policy*. New York: Harcourt, Brace & World.
- Carneiro, A. (2006). Adopting New Technologies. *Handbook of Business Strategy*, Vol. 7, Issue 1, pp. 307-312.
- Carter, D. E. (2000). Quantitative research. *The research process in nursing*, 4. Press Publishing, U.K.
- Carter, H. (1999). Strategic planning reborn. *Work Study*, 48(2), 46-48.
- Cavana, R. Y., Delahaye, B. L. and Sekaran, U. (2001). *Applied Business Research: Qualitative and Quantitative methods*. Queensland: John Wiley & Sons, Australia, Ltd.
- Chandler, A. D.. (1962). *Strategy and structure: Chapters in the history of the American industrial enterprise*. Cambridge, MA: MIT Press.
- Cheng-Fei, T., & Yu-Fang, Y. (2008). A model to explore the mystery between organizations' downsizing strategies and firm performance. *Journal of Organizational Change Management*, 21(3), 367.
- Cherp, A., Watt, A., & Vinichenko, V. (2007). SEA and strategy formation theories: From three Ps to five Ps. *Environmental Impact Assessment Review*, 27(7), 624-644.
- Child, J. (1985). *Geopolitics and conflict in South America: Quarrels among neighbors*. Praeger Publishers.
- Chin, W. (1998). *The Partial Least Squares Approach to Structural Equation Modelling*. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295-336). Mahwah, NJ: Lawrence Erlbaum.
- Chin, W. W. (2010). *How to Write up and Report PLS Analyses*. In ESPOSITO
- Chong, J.K.S. (2004), "Six Steps to Better Crisis Management", *The Journal of Business Strategy*, Vol. 25, No. 2, pp. 43-46.
- Clark, D. N. (1997), Strategic management tool usage: A comparative study, *Strategic Change*, Vol. 6, 417-427.

- Clarke, C.J., Varma, S. (1999), “Strategic Risk Management: The New Competitive Edge”, *Long Range Planning*, Vol. 32, No. 4, pp. 414-424.
- Clem, R. S. (2016). Geopolitics and planning for a high-end fight: NATO and the Baltic region. *Air & space power journal*, 30(1), 74-86.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2002). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. UK: Routledge Academic.
- Cohen, S. B. (1963). *Geography and politics in a world divided*. 2^{ed} Ed. New York: Random House.
- Collis, J. and Hussey, R. (2009). *Business Research (3: e uppl.)*. Hampshire: Palgrave Macmillian.
- Comfort, L. K. (2007). Crisis management in hindsight: Cognition, communication, coordination, and control. *Public Administration Review*, 67(s1), 189-197.
- Coombs, W. T. (1999). *Ongoing crisis communication: Planning, managing and responding*. Thousand Oaks, CA: Sage.
- Coombs, W. T. (2006). The protective powers of crisis response strategies: Managing reputational assets during a crisis. *Journal of promotion management*, 12(3-4), 241-260.
- Coombs, W. T. (2007), “Protecting Organization Reputations during a Crisis: The Development and Application of Situational Crisis Communication Theory“, *Corporate Reputation Review*, Vol.10, No.3, pp.163-176.
- Coombs, W. T. (2012). Chapter 1: Parameters for Crisis Communication. *The Handbook of Crisis Communication*.
- Coombs, W. T. (2014). *Ongoing Crisis Communication: Planning, Managing, and Responding: Planning, Managing, and Responding*. Sage Publications.
- Cooper, D. R. and Schindler, P. S. (2006). Business Research Methods: Empirical Investigation. *Journal of Service Research*, 1(2), 108-28.
- Coulter, M. (2013). *Strategic Management in Action*. New Jersey: Prentice Hall.
- Crandall, W., Parnell J.A. & Spillan J. E. (2010). *Crisis Management in the New Strategy Landscape*, SAGE Publication, Inc. Pembroke. University of North Carolina. USA.
- Crawford, P., & Bryce, P. (2003). Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation. *International journal of project management*, 21(5), 363-373.

- Creswell, J. W. (2005). *Educational research: Planning, conducting, and evaluating quantitative and qualitative approaches to research*. 2nd Ed. Upper Saddle River, NJ: Merrill/Pearson Education.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. 3rd ed. Sage publications Inc.
- Creswell, J. W. (2012). *Educational Research - Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. New York, NY: Pearson.
- Creswell, J. W., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research*. 2nd Ed Sage Publishing.
- Currie, G., & Procter, S. J. (2005). The antecedents of middle managers' strategic contribution: The case of a professional bureaucracy. *Journal of management studies*, 42(7), 1325-1356.
- Dahlman, C. (2004). Turkey's accession to the European Union: The geopolitics of enlargement. *Eurasian Geography and Economics*, 45(8), 553-574.
- Damgaard, E., Gerlich, P., & Richardson, J. J. (Eds.). (1989). *The politics of economic crisis: Lessons from Western Europe*. Aldershot: Avebury.
- Darling, J., Seristo, H., & Gabrielsson, M. (2005). *Anatomy of crisis management: a case focusing on a major cross-cultural clash within DaimlerChrysler* 3, 3 4 3 – 3 6 0.
- Dauda, Y. A., Akingbade, W. A., & Akinlabi, H. B. (2010). Strategic management practice and corporate performance of selected small business enterprises in Lagos metropolis. *International journal of Business and Management*, 5(11), 97.
- David, F.R. (2009). *Strategic Management: Concepts and Cases*. 12th ed. FT Prentice Hall, p. 36-37, 40, 48.
- DAVIS, D. (2005). *Business Research for Decision Making*, Australia, Thomson South-Western.
- Dawson Jr, M. E., Crespo, M., & Brewster, S. (2013). Do cyber technology policies to secure automated information systems. *International Journal of Business Continuity and Risk Management*, 4(1), 1-22.
- Dess, G., Lumpkin, G. and Eisner, A. (2007) *Strategic management*. 3^{ed}. New York: McGraw-Hill. ISBN 00-7340-498-5.
- Dey, I. (2003). *Qualitative data analysis: A user friendly guide for social scientists*. Routledge.

- Dincer, O., Tatoglu, E. & Glaister, K. (2006), "The strategic planning process: evidence from Turkish firms", *Management Research News*, Vol. 29 No. 4, pp. 206-19.
- Djellal, F., & Gallouj, F. (2009). *Measuring and improving productivity in services: issues, strategies and challenges*. Edward Elgar Publishing.
- Dougherty, J. E. & R. L. Pfaltzraff. (1990). *Contending theories of international relations: A comprehensive survey* (3rd Ed.). New York: Harper Collins.
- Dunning, J. H. (1979). Explaining changing patterns of international production: In defence of the eclectic theory. *Oxford Bulletin of Economics and Statistics*, 41 (4): 269–95.
- Dyson, R. G., & Foster, M. J. (1982). The relationship of participation and effectiveness in strategic planning. *Strategic Management Journal*, 77-88.
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2008). *Management Research*, 3rd Ed. Thousand Oaks.
- Ebner, D. (2014). *Formal and Informal Strategic Planning: The Interdependency Between Organization, Performance and Strategic Planning*. Springer Science & Business Media.
- Edwards, J. R. (2001). Multidimensional constructs in organizational behavior research: An integrative analytical framework. *Organizational research method*, 4(2), 144 – 192.
- Edwards, R. W. & P. J. Buckley. (1996). Location model choice: The case of Australian investors in the UK. paper presented at the Academy of International Business South-East Asia Regional Conference, University of Otago, New Zealand.
- Eggers, J. P., & Kaplan, S. (2013). Cognition and Capabilities. *Academy of Management Annals*, 7(1), 293 - 338.
- Eisenhardt, K. (2002). Has Strategy Changed? *MIT Sloan Management Review*, Winter 2002, pp. 88-91.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic management journal*, 21(10-11), 1105-1121.
- Elbanna, S. (2007), "The nature and practice of strategic planning in Egypt", *Strategic Change*, Vol. 16, pp. 227-43.

- Elbanna, S. (2008). Planning and participation as determinants of strategic planning effectiveness: evidence from the Arabic context. *Management Decision*, 46(5), 779-796.
- Elbanna, S. (2016). Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector. *Tourism Management*, 52, 210-220.
- Elbanna, S., & Child, J. (2007). The influence of decision, environmental and firm characteristics on the rationality of strategic decision-making. *Journal of Management Studies*, 44(4), 561-591.
- Eldakak, S. (2014). Leadership in Crises: The Ultimate Challenge. *Advances in Economics and Business*, 2(6), 232-237.
- El-Hallaq, Kh & Tayeh, B. (2015). Strategic Planning in Construction Companies in Gaza Strip. *JOURNAL OF ENGINEERING RESEARCH AND TECHNOLOGY*, 2(2), 176-174.
- El-Jaffari, M. Makhool, B. Lafi, D. Atyani, N. (2003). *Palestinian Services Sector and Role in Economic development*. Palestine Economic Policy Research Institute (MAS). P.O. 2426. Ramallah. Palestine.
- Elliott, J. (2005). Using narrative in social research: Qualitative and quantitative approaches. London. SAGE.
- El-Mobayed, M. (2006). The relationship between strategic planning and growth in small industrial businesses in Palestine. Master Thesis, Islamic University of Gaza.
- Emerson, M., João, F., & Silveli, A. (2009). Concepts perception of strategy and strategic management: university case study. *Chinese Business Review*, 8(7), 48.
- Emery, M. (2004). Open systems theory. *Dynamics of organizational change and learning*. Wiley, Chicester, UK, 43-69.
- Eppang, M. B. (2017). *The Relationship of Values of Certification, Professionalism, Job Satisfaction and Service Quality in Tourism Industry of South Sulawesi*. (Doctoral Dissertation, University Teknologi Malaysia - UTM).
- Eriksson, P., & Kovalainen, A. (2008). *Qualitative research in business studies*. UK.
- Eurofin Hospitality (2013). *Export Readiness & Potential of Services Sector*. Diagnostic Study – Palestine.

- Evans, N., & Elphick, S. (2005). Models of crisis management: An evaluation of their value for strategic planning in the international travel industry. *International Journal of Tourism Research*, 7(3), 135-150.
- Falk, R. (1995). Regionalism and world order after the cold war. *Australian Journal of International Affairs*, 49 (1): 1–15.
- Fatehi, K. (1996). *International management: A cross-cultural perspective*. London: Prentice Hall.
- Fearn-Banks, K. (2010). *Crisis communications: A casebook approach*. Routledge. New Jersey: Lawrence Erlbaum Assoc.
- Fearn-Banks, K. R. (1996). *Crisis communications; A casebook approach*. Mahwah, NJ: Lawrence Erlbaum.
- Fiegener, M. K. (2005). Determinants of board participation in the strategic decisions of small corporations. *Entrepreneurship Theory and Practice*, 29(5), 627-650
- Fink, S. (1986). *Crisis management: Planning for the inevitable*. New York: AMACOM.
- Fitzroy, P., Hulbert, J., Ghobadian, A., & O'Shannassy, T. (2012). *Strategic management: the challenge of creating value*. Routledge.
- Forbes, D. P. (2005). The effects of strategic decision making on entrepreneurial self-efficacy. *Entrepreneurship theory and practice*, 29(5), 599-626.
- Fornell, C. and Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*. 39-50.
- Frankfort-Nachmias, C. and Nachmias, D. (2008). Research Designs: Cross-Sectional and Quasi-Experimental Designs. *Research Methods in the Social Sciences* (7th Ed.). New York: Worth.
- Fredrickson, J. W., & Mitchell, T. R. (1984). Strategic decision processes: Comprehensiveness and performance in an industry with an unstable environment. *Academy of Management journal*, 27(2), 399-423.
- Fredrickson, J. W., & Mitchell, T. R. (1984). Strategic decision processes: Comprehensiveness and performance in an industry with an unstable environment. *Academy of Management journal*, 27(2), 399-423.
- Fredrickson, J.W. (1984). The comprehensiveness of strategic decision processes: Extension, observations, future directions. *Academy of Management Journal*, 27(3), 445–466.

- Fredrickson, J.W. (1986). The strategic decision process and organizational structure. *Academy Management Review*, 11(2), 280–97.
- Freeman, E. B. (1989). Effectiveness of Strategic Planning: A Multidimensional View. In *Academy of Management Proceedings* (Vol. 1989, No. 1, pp. 12-16). Academy of Management.
- Frei, D. (1978) *International Crises and Crisis Management: An East–West Symposium*, International Crises and Crisis Management Conference 1976, University of Zurich (Farnborough: Saxon House).
- Friedman, G. (2009). The Geopolitics of The Palestinians. The Officer: Reserve Officers Association National Security, Report, pp, 2-16. Stratfor. Texas. U.S.A.
- Frost, F. A. (2003). The use of strategic tools by small and medium-sized enterprises: an Australasian study. *Strategic change*, 12(1), 49-62.
- Gainey, B.S. (2006). *Crisis Management Best Practices: A Content Analysis of Written Crisis Management Plans*. Artigo apresentado: 9th Internacional Public Relations Research Conference Proceeding, Miami.
- Gao, J. (2010). *Human Resource and Reputational Crises in Chinese Organizations* (Thesis of the degree of Doctor of Philosophy. Estonian Business School, 2010.–192 p).
- Gao, J., & Alas, R. (2010). The impact of crisis on enterprise life-cycle. *Problems and Perspectives in Management*, 8(2), 9-21.
- Gao, Q., & Feng, C. (2016). Branding with social media: User gratifications, usage patterns, and brand message content strategies. *Computers in Human Behavior*, 63, 868-890.
- Gates, L. P. (2010). *Strategic planning with critical success factors and future scenarios: An integrated strategic planning framework* (No.CMU/SEI-TR-037).
- GEDCO, (2017). “*Discussions about ways to develop electricity networks*”. Report No. 39695-GZ. Gaza. Palestine.
- Ghauri, P. and Grønhaug, K. (2002). *Research Methods in Business Studies*. Harlow: Financial Times.
- Ghobadian, A., O'Regan, N., Thomas, H., & Liu, J. (2008). Formal strategic planning, operating environment, size, sector and performance: Evidence from the UK's manufacturing SMEs. *Journal of General Management*, 34(2).

- Gilbert, A. N., & Lauren, P. G. (1980). Crisis Management An Assessment and Critique. *Journal of Conflict Resolution*, 24(4), 641-664.
- Glaesser, D. (2006). *Crisis Management in the Tourism Industry 2nd*. Butterworth-Heinemann, Oxford, UK.
- Glaister, K., Dincer, O., Tatoglu, E. & Demirbag, M. (2009), “A comparison of strategic planning practices in companies from the UK and Turkey”, *Journal of Management Development*, Vol. 28 No. 4, pp. 361-79.
- Glancy, D. (2012). *Building Capacity for Geopolitical Risk Analysis. The Sovereign Wealth Fund Initiative. The Fletcher School. USA.*
- Goh, C. F. (2014). *Economic Incentives, Involvement in Management, Monitoring and Performance of Family Businesses in Malaysia*. (In Partial Fulfillment of the Requirements for the Degree of Doctor of Management), Faculty of Management. Universiti Teknologi Malaysia.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: an organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185 – 214.
- Goll, I. & Rasheed, A. M. A. (2005). The relationships between top management demographic characteristics, rational decision making, environmental munificence, and firm performance. *Organization Studies*, 26, 999-1023.
- Götz, O. Liehr-Gobbers, K. and Krafft, M. (2010). Evaluation of Structural Equation Models Using the Partial Least Squares (PLS) Approach. In V. Esposito.
- Grabbe, H., & Ülgen, S. (2010). The Way Forward for Turkey and the EU: A Strategic Dialogue on Foreign Policy. Rep. *Carnegie Endowment for International Peace*.
- Grant, R. M. (1991). The Resource Based Theory of Competitive Advantage. *California Management Review*, 33, 114 – 135.
- Grant, R. M. (2003). Strategic planning in a turbulent environment: Evidence from the oil majors. *Strategic management journal*, 24(6), 491-517.
- Greene, J. C., & Caracelli, V. J. (1997). *Advances in mixed-method evaluation: the challenges and benefits of integrating diverse paradigms* (No. 658.4032 A244). Jossey-Bass Publishers.
- Griffin, R. (2013). *Fundamentals of management*. 7th Edition. Cengage Learning.

- Grover, V., & Segars, A. H. (2005). An empirical evaluation of stages of strategic information systems planning: patterns of process design and effectiveness. *Information & Management*, 42(5), 761-779.
- Gumusluoglu, L., & Acur, N. (2016). Fit among business strategy, strategy formality, and dynamic capability development in new product development. *European Management Review*, 13(2), 107-123.
- Gunther, R., Seitchik, M., Parayre, R., Schuurmans, F., & Schramm, J. (2005). *Scenarios on the future of human resource management*. Alexandria, VA: Society for Human Resource Management.
- Haber, S., & Reichel, A. (2007). The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance. *Journal of Business Venturing*, 22(1), 119-145.
- Haegele, J. A., & Porretta, D. L. (2015a). Physical activity and school-aged individuals with visual impairments: A literature review. *Adapted Physical Activity Quarterly*, 32, 68–82. doi:10.1123/apaq.201-0110.
- Haggman, B. (1998). Rudolf Kjellén and modern Swedish geopolitics. *Geopolitics*, 3(2), 99-112. Chicago .
- Hair Jr, J. F. Black, WC, Babin, B.J Anderson, R.E & Tatham, R.L. (2006). *Multivariate data analysis*. West Sussex: John Wiley & Sons, Inc.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hair, J. F. Black, WC, Babin, BJ, & Anderson, RE (2010). *Multivariate data analysis*, 7. West Sussex: John Wiley & Sons, Inc.
- Hair, J. F. Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business*. Chichester, West Sussex: John Wiley & Sons, Inc.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- Hakimpoor, H. (2014). Strategic Planning Process Dimensions and Smes Performance. *10th Global Business and Social Science Research*.
- Hancock, D. R., & Algozzine, B. (2015). *Doing case study research: A practical guide for beginning researchers*. Teachers College Press. Columbia University.
- Harker, C. (2011). Geopolitics and family in Palestine. *Geoforum*, 42(3), 306-315.

- Harkness, J. A., Villar, A., & Edwards, B. (2010). Translation, adaptation, and design. Survey methods in multinational, multiregional, and multicultural contexts, 115-140.
- Harrington, R. J. (2006). The moderating effects of size, manager tactics and involvement on strategy implementation in food service. *International journal of Hospitality Management* 25(3), 373 – 397.
- Hart, P. T., Rosenthal, U., & Kouzmin, A. (1993). Crisis Decision Making: The Centralization Thesis Revisited. *Administration & Society*, 25(1), 12–45.
- Harwati, L. (2013). Crisis management: Determining specific strategies and leadership style for effective outcomes. *Asian journal of management science and education*, 2(2).
- Haskins, G.(2007). Exploring ‘what if’ Scenarios. *Strategy Magazine*, Issue 14, December 2007.
- Hassan, A. A. (2016). Effects of dynamic capabilities on strategy implementation in the dairy industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(2), 64-105.
- Hassan, A. A. (2016). Effects of dynamic capabilities on strategy implementation in the dairy industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(2), 64-105.
- Henseler, J. Ringle, C. M. and Sinkovics, R. R. (2009). The Use of Partial Least Squares Path Modeling in International Marketing. *Advances In International Marketing*, 20, 277-319.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Heske, H. (1987). Karl Haushofer: his role in German geopolitics and in Nazi politics. *Political Geography Quarterly*, 6(2), 135-144.
- Higley, J. (2006), “Lesson from the field: leaders must prepare”, *Hotel and Motel Management*, Vol. 221 No. 10, p. 6.
- Hill, C. W., Jones, G. R., & Schilling, M. A. (2014). *Strategic management: Theory & cases: An integrated approach*. Cengage Learning.
- Hill, C.W.L. (2000). *International business: Competing in the Global Marketplace* (3rd ed.). Boston: McGraw-Hill.

- Hodgetts, R.M. & Kuratko, D.F. (2001), *Effective Small Business Management*, Dryden, Fort Worth, TX.
- Hosie, P. (2009). *Human resource development: Proactive preparation to manage crises* (pp. 73-90). MPG Books Ltd: Bodmin.
- Hulland, J. (1999). Use of Partial Least Squares (PLS) in Strategic Management Research: A Review of Four Recent Studies. *Strategic Management Journal*, 20(2), 195-204.
- Hunger, J. D., & Wheelen, T. L. (2003). *Essentials of strategic management*. New Jersey: Prentice Hall.
- Hussey, J. and Hussey, R. (1997). *Business Research*. Hampshire: Palgrave.
- Hutzschenreuter, T., & Kleindienst, I. (2006). Strategy-process research: What have we learned and what is still to be explored. *Journal of management*, 32(5), 673-720.
- Hwang, P., & Lichtenthal, J.D. (2000), Anatomy of organisational crisis, *Journal of Contingencies and Crisis management*, 8 (3), pp. 129-139.
- Ismail, H. S., Poolton, J., & Sharifi, H. (2011). The role of agile strategic capabilities in achieving resilience in manufacturing-based small companies. *International Journal of Production Research*, 49(18), 5469-5487.
- Issa, I. A., & Altinay, L. (2006). Impacts of political instability on tourism planning and development: the case of Lebanon. *Tourism Economics*, 12(3), 361-381.
- Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using mixed-methods sequential explanatory design: From theory to practice. *Field methods*, 18(1), 3-20.
- Jacob, R. (1992). India: Open for Business. *Fortune*, 10 August: 20–24.
- Jalali, S. H. (2012). Appraising the role of strategy implementation in export performance: A case from Middle East. *Editorial Note 201 Profile of Authors included in this Number 202 Information for Contributors 204*, 5(2), 281.
- Jallat, F., & Shultz, C. J. (2011). Lebanon: From cataclysm to opportunity—Crisis management lessons for MNCs in the tourism sector of the Middle East. *Journal of World Business*, 46(4), 476-486.
- Jaques, T. (2010). Reshaping crisis management: the challenge for organizational. *Design Organizational Development Journal* 28(1), pp 9-17.

- Jarzabkowski, P., & Kaplan, S. (2015). Strategy tools-in-use: A framework for understanding “technologies of rationality” in practice. *Strategic Management Journal*, 36(4), 537-558.
- Jarzabkowski, P., & Spee, A. (2009). Strategy-as-practice: A review and future directions for the field. *International Journal of Management Reviews*, 11(1), 69-95.
- Jarzabkowski, P., Balogun, J., & Seidl, D. (2007). Strategizing: The challenges of a practice perspective. *Human relations*, 60(1), 5-27.
- Jarzabkowski, P., Spee, A. P., & Smets, M. (2013). Material artifacts: Practices for doing strategy with ‘stuff’. *European management journal*, 31(1), 41-54.
- Jayathilake, P. M. B. (2012). Risk management practices in small and medium enterprises: evidence from Sri Lanka. *Risk Management*, 2(7), 226-234.
- Johanson, G. A., & Brooks, G. P. (2010). Initial scale development: sample size for pilot studies. *Educational and Psychological Measurement*. 70(3) 394–400.
- Johnson, G. & Scholes, K. (2002) Exploring Corporate Strategy. Harlow: *Strategic Leadership and Educational Improvement*. London: Paul Chapman Publishing.
- Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy: Text and cases. Pearson Education.
- Julian, O. (2013). Relationship between Strategic Planning and Organisation’s performance in NGOs: A Case of Actionad, Kenya. (Doctoral dissertation, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI).
- Kadman, N., & Yaron, R. (2009). Rafah Crossing: Who Holds the Keys?. Gisha-Legal Center for Freedom of Movement.
- Kaplan, R. S. (2009). Risk management and the strategy execution system. *Balanced Scorecard Report*, 11(6), 1-6.
- Kaplan, R.S. and Norton, D.P. (2001). The Strategy-Focused Organization. How Balanced Scorecard Companies Thrive in the New Business Environment. USA: Harvard Business School Publishing Corporation.
- Karam, M. G. (2018) The Impact of Strategic Planning on Crisis Management Styles in the 5-Star Hotels. *Journal of Hotel & Business Management* 7 (1), ISSN: 2169-0286.
- Karam, M. G. (2018). The Impact of Strategic Planning on Crisis Management Styles in the 5-Star Hotels. *J Hotel Bus Manage*, 7(171), 2169-0286.

- Karami, A. (2012). *Strategy formulation in entrepreneurial firms*. Ashgate Publishing, Ltd..UK.
- Kargar, J., & Parnell, J. A. (1996). Strategic planning emphasis and planning satisfaction in small firms: an empirical investigation. *Journal of Business Strategies*, 13(1), 42-64.
- Karkaletsis, F., Skordilis, E. K., Evaggelinou, C., Grammatopoulou, E., & Spanaki, E. (2012). Research trends in adapted physical activity on the base of APAO journal (2006–2010). *European Journal of Adapted Physical Activity*, 5(2), 45–64.
- Kash, T. J., & Darling, J. R. (1998). Crisis management: prevention, diagnosis and intervention. *Leadership & Organization Development Journal*, 19(4), 179-186.
- Kasim, A., & Dzakiria, H. (2016). Exploring the effects of macro-environment on the predisposition to adopt strategic orientation among small medium size hotel entrepreneurs. *International Journal of Economics and Financial Issues*, 6(7S).
- Kattan, F., Pike, R., & Tayles, M. (2007). Reliance on management accounting under environmental uncertainty: The case of Palestine. *Journal of Accounting & Organizational Change*, 3(3), 227-249.
- Katz, D., & Kahn, R.L. (1978). *The social psychology of organizations* (2nd ed.), New York: Wiley.
- Kaynak, E. & L. Stevenson. (1982). Export orientation of Nova Scotia manufacturers. In M. R.
- Kee, R. C. (2003). Operational planning and control with an activity-based costing system. In *Advances in Management Accounting* (pp. 59-84). Emerald Group Publishing Limited.
- Keeler, J. T. S. (1993). Opening the Window for Reform: Mandates, Crises, and Extraordinary Policy-Making, *Comparative Political Studies*, 25(4): 433 – 486.
- Kegode P. (2005), *Economic Governance Reform in the Sugar Sub Sector* Center for Governance and Development. Nairobi, Kenya.
- Kendra, J., & Wachtendorf, T. (2003). Creativity in emergency response to the World Trade Center disaster. *An account of post-disaster research*, 121-146. Natural Hazards Research and Information Centre, Univ. of Colorado, CO.

- Ketokivi, M. and Castaner, X. (2004), "Strategic planning as an integrative device", *Administrative Science Quarterly*, Vol. 49, pp. 337-65.
- Khodarahmi, E. (2009). Crisis management. *Disaster Prevention and Management: An International Journal*, 18(5), 523-528.
- Kitching, J., Blackburn, R., Smallbone, D., & Dixon, S. (2009). Business strategies and performance during difficult economic conditions.
- Kivipelto, M., Helkala, E. L., Laakso, M. P., Hänninen, T., Hallikainen, M., Alhainen, K., & Nissinen, A. (2001). Midlife vascular risk factors and Alzheimer's disease in later life: longitudinal, population based study. *Bmj*, 322(7300), 1447-1451.
- Kline, R. B. (2010). Promise and Pitfalls of Structural Equation Modeling in Gifted Research. In Thompson B., Subotnik R. E. (Eds.), *Methodologies for Conducting Research on Giftedness* (pp. 147-169).
- Kock, N. (2015). One-tailed or two-tailed P values in PLS-SEM?. *International Journal of e-Collaboration (IJeC)*, 11(2), 1-7.
- Kothari, C. R. (2009). *Research methodology: An introduction*. New Age International Publishers New Delhi.
- Koufopoulos, D., Logoudis, I. & Pastra, A. (2005), "Planning practices in the Greek ocean shipping industry", *European Business Review*, Vol. 17 No. 2, pp. 151-76.
- Koushafard, S. (2013). Strategy in Crisis Management. University of Tehran. *Munich Personal RePEc Archive*. 5(2), 45-64.
- Kranz, O., & Steger, T. (2013). The impact of the global financial crisis on employee participation—two German case studies. *International Journal of Manpower*, 34(3), 252-270.
- Kraus S, Harms R, and Schwarz E.J. (2006). Strategic planning in smaller enterprises - new empirical findings. *Management Research News*, 29(6): 334-344.
- Kreitner, R. (2007). *Management*. 10th Ed, Boston, Houghton Mifflin Company.
- Kristof, L. K. (1960). The origins and evolution of geopolitics. *Journal of Conflict Resolution*, 15-51.
- Lalonde, C. (2004). In search of archetypes in crisis management. *Journal of Contingencies and Crisis Management*, 12(2), 76-88.
- Lanceley, F. J. (2005). *On-Scene Guide for Crisis Negotiators*, (2nd ed.). CRC Press. London, United Kingdom.

- Lasserre, P. & Schutte, H. (1999). *Strategies for Asia Pacific: Beyond the crisis*, Melbourne: Macmillan.
- Lauge, A., Sarriegi, J., & Torres, J. (2008). The dynamics of crisis lifecycle for emergency management. *Technun, University of Navarra*, 4-16.
- Leedy, P. D. and Ormrod, J. E. (2005). *Practical Research*. Upper Saddle River, N.J.: Prentice Hall.
- Lerbinger, O. (1997). *The Crisis Manager: Facing Risk and Responsibility*, Lawrence Erlbaum Associates Publishers, New Jersey.
- Lewis, G. (2006), *Organizational Crisis Management: The Human Factor*, Boca Raton: Auerbach Publications.
- Lewis-Beck, M., Bryman, A. E., & Liao, T. F. (2003). *The Sage encyclopaedia of social science research methods*. Sage Publications.
- Lincoln, Y. S. & Guba, E. G. (1985). *Naturalistic Inquiry*. Newbury Park, CA: Sage Publications.
- Lockwood, N. R., & SPHR, G. (2005). Crisis management in today's business environment. *SHRM Research Quarterly*, 4, 1-9.
- Lumby, J. (2002). Vision and strategic planning. *The principles and practice of educational management*, 86-100.
- Luthans, F. (2005). *Organizational Behavior*. 10th Ed, New York, Mcgraw Hill.
- Madu, B. C. (2013). Vision: The relationship between a firm's strategy and business model. *Journal of Behavioral Studies in Business*, 6, 1.
- Mainardes, E. W., Ferreira, J. J., & Raposo, M. L. (2014). Strategy and strategic management concepts: are they recognised by management students?. *E+ M Ekonomie a Management*, (1), 43.
- Mair, J., Ritchie, B. W., & Walters, G. (2014). Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: a narrative review. *Current Issues in Tourism*, 1-26.
- Malina, M. A., Nørreklit, H. S., & Selto, F. H. (2011). Lessons learned: advantages and disadvantages of mixed method research. *Qualitative Research in Accounting & Management*, 8(1), 59-71.
- Marnat, G. G. (2010). *Handbook of Psychological Assessment*. Wiley.
- Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications.

- Martínez-Mesa, J., González-Chica, D. A., Duquia, R. P., Bonamigo, R. R., & Bastos, J. L. (2016). Sampling: how to select participants in my research study?. *Anais brasileiros de dermatologia*, 91(3), 326-330.
- MAS (2015). *Electricity Crisis in Gaza: Causes and Consequences. Final Report Round Table Discussion (10)*. P.O. 2426. Palestine Economic Policy Research Institute. Ramallah. Palestine.
- Maska, L., Tsekeris, T., Kakas, C., & Tsekeris, C. (2017). Measuring the Crisis Preparedness in the Pharmaceutical Sector: the case of Greece. *Zbornik radova Veleucilista u Sibeniku*, 3. pp. 7-18.
- Maylor, H. and Blackmon, K. (2005). *Researching Business and Management: A Roadmap for Success*. United Kingdom: Palgrave Macmillan.
- Mbithi, B., Muturi, W., & Rambo, C. (2017). *Macro environment moderating Effects on Strategy and Performance*. 2(5), p, 197-209.
- McConnell, A., & Drennan, L. (2006). Mission impossible? Planning and preparing for crisis1. *Journal of Contingencies and Crisis management*,14(2), 59-70.
- McDonald, M. H. (1992). Strategic marketing planning: a state-of-the-art review. *Marketing Intelligence & Planning*, 10(4), 4-22.
- McLeod, S. A. (2014). Sampling Methods. Retrieved on December, 5, 2015.
- Meier, G. M. (1998). *The international environment of business: Competition and governance in the global economy*. Oxford: Oxford University Press.
- Mele, C., Pels, J., & Polese, F. (2010). A brief review of systems theories and their managerial applications. *Service Science*, 2(1-2), 126-135.
- Mendola, K. (2007). *Exports of African Manufactures: Macro Policy and Firm Behaviour*. Gothenburg University.
- Merriam, S. B. (1998). *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104.
- Merriam, S. B. (2009). *Qualitative Research: a guide to design and interpretation*. San Francisco: Jos-sey-Bass.
- Merritt, R. L. (1969). Noncontiguity and political integration. *Linkage politics*, 232-272. Politics New York. Free Press.
- Meyers, G. C., & Holusha, J. (1987). *When it hits the fan: Managing the nine crises of business*. Signet.

- Miles, M. & Huberman, A. (1994). *An expanded sourcebook Qualitative Data Analysis*. London, Sage Publications.
- Miller, C. C. (2008). Decisional comprehensiveness and firm performance: towards a more complete understanding. *Journal of Behavioral Decision Making*, 21(5), 598-620.
- Miller, C. C., & Cardinal, L. B. (1994). Strategic planning and firm performance: A synthesis of more than two decades of research. *Academy of management journal*, 37(6), 1649-1665.
- Miller, D. (1987). Strategy Making and Structure: Analysis and Implications for Performance. *Academy of Management Journal*, 30(1), 7–32.
- Miller, D. (2004). Exposing the errors: An examination of the nature of organizational crisis, in responding to crisis: A rhetorical approach to crisis communication.
- Mintzberg, H. (1990). The design school: reconsidering the basic premises of strategic management. *Strategic management journal*, 11(3), 171-195.
- Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard business review*, 72(1), 107-114.
- Mintzberg, H., & Lampel, J. (1999). Reflecting on the strategy process. *Sloan management review*, 40(3), 21.
- Mintzberg, H., Ahlstrand, B. W., & Lampel, J. (1998). *Strategy Safari: the Complete Guide Trough the Wilds of Strategic Management*. London. *Financial Times Prentice Hall*, 392.
- Mintzberg, H., Ahlstrand, B. W., Ahlstrand, B., & Lampel, J. (2005). *Strategy Safari: A Guided Tour Through The Wilds of Strategic Mangament*. Simon and Schuster.
- Mitroff, I. I., Pearson, C., & Pauchant, T. C. (1992). Crisis management and strategic management: similarities, differences and challenges. *Advances in strategic management*, 8(2), 235-260.
- Mitroff, I.I. & Anagnos, G. (2001), *Managing Crisis before They Happen: What Every Executive and Manager Needs to Know about Crisis Management*, New York: American Management Association.
- Mitroff, I.I. (2005), *Why Some Companies Emerge Stronger and Better from a Crisis, 7 Essential Lessons for Surviving Disaster*, New York: Amacom.

- Mnjala, D. M. (2014). The Challenges of Creating Sustainable Competitive Advantage in the Banking Industry in Kenya. *Journal of Business and Management (IOSR-JBM) Volume 16, Issue 4. PP 82-87.*
- Morgan, M., Levitt, R.E. and Malek, W. (2007). *Executing your strategy; how to break it down and get it done.* USA: Harvard Business Publishing.
- Morrar, R., & Gallouj, F. (2013). The Growth of the Service Sector in Palestine: The productivity challenge. In *Finding Growth Through Service Activities In Barren Times.*
- Mostafa, M. M., Sheaff, R., Morris, M., & Ingham, V. (2004). Strategic preparation for crisis management in hospitals: empirical evidence from Egypt. *Disaster Prevention and Management: An International Journal, 13(5), 399-408.*
- Munoz, J. M. (2013). *EXECUTIVE VIEWPOINT ON THE GEOPOLITICS OF BUSINESS. EDITORIAL BOARD, 108.* Edward Elgar Publishing Limited. Northampton, MA, USA.
- Murphy, P. (1996). Chaos theory as a model for managing issues and crises. *Public Relations Review, Greenwich, Conn.: JAI Press Inc., 22(2), 95-113.*
- Murphy, R. (2011). Strategic Planning in Irish Quantity Surveying Practices. Doctoral Dissertation. Heriot-Watt University. Edinburgh Business School. U.K
- Murumbika, M. (2012). *Influence of strategic management practices on the entrepreneurial orientation of South African firms in the financial and business services sector* (Doctoral dissertation).
- Namada, J. M. (2013). *Strategic planning systems, organizational learning, strategy implementation and performance of firms in export processing zones in Kenya* (Doctoral dissertation, University of Nairobi).
- NAO, (2000). Managing Business Risk in Government. London. UK.
- Nauheimer, M. (2007). On studying the strategic planning process in large companies: Theoretical perspectives and evidence (Doctoral dissertation, Verlag nicht ermittelbar).
- Navarro, A., Losada, F., Ruzo, E., & Díez, J. A. (2010). Implications of perceived competitive advantages, adaptation of marketing tactics and export commitment on export performance. *Journal of world business, 45(1), 49-58.*
- Nemkova, E. (2013). *Decision-making in an export context: combining planning and improvisation to improve export performance* (Doctoral dissertation, © Ekaterina Nemkova).

- Nickols, F. (2016). Strategy, strategic management, strategic planning and strategic thinking. *Distance Consulting LLC*.
- Nideborn, J., & Stråhle, K. (2007). *Where Is the Semiconductor Industry Going? - A multiple case study of six semiconductor companies*. Master Thesis. Faculty of Engineering. Lund University. Lund. Sweden.
- Nunnally, J. C., Bernstein, I. H., and Berge, J. M. T. (1967). *Psychometric Theory* (Vol. 226). New York: McGraw-Hill.
- O'Regan, N. and Ghobadian, A. (2002). Formal Strategic Planning: The Key to Effective Business Process Management. *Business Process Management Journal*, Vol. 8, No. 5, pp. 416-429.
- Ocloo, C. E., Akaba, S., & Worwui-Brown, D. K. (2014). Globalization and Competitiveness: Challenges of Small and Medium Enterprises (SMEs) in Accra, Ghana. *International Journal of Business and Social Science*, 5(4).
- Ogbeide, G. C. A., & Harrington, R. J. (2011). The relationship among participative management style, strategy implementation success, and financial performance in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 23(6), 719-738.
- Olsen, J. P. (1992). 'Analyzing Institutional Dynamics', draft chapter for Hess, S. (Ed), *The Europeanization of the Nation State*, Oxford University Press, Oxford.
- Olson, R. S. (2000). Toward a politics of disaster: Losses, values, agendas, and blame. *Crisis Management*, 18(2), 154.
- O'Neil, S. K., Smith, P. H., & Selee, A. (2013). *Mexico and the United States: The Politics of Partnership*. ISBNs: 978-1-58826-859-4 hc. 1800 30th Street, Ste. 314 Boulder, CO 80301. USA.
- O'Shannassy, T. (2003). Modern strategic management: Balancing strategic thinking and strategic planning for internal and external stakeholders. *Singapore Management Review*, 25(1), 53.
- Owens, M. T. (2007). Strategy and the strategic way of thinking. *Naval War College Review*, 60(4), 111-124.
- Ozcan, S. (2015). Key factors affecting crisis management effectiveness in the public sector (Doctoral dissertation, University of Southampton).
- Pal, R. (2013). Organizational resilience through crisis strategic planning. (Doctoral Dissertation). Tampereen teknillinen yliopisto - Tampere University of Technology Tampere.

- Pal, R., Torstensson, H., & Mattila, H. (2014). Antecedents of organizational resilience in economic crises—an empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics*, 147, 410-428.
- Pal-Think (2014). “*The Exacerbating Electricity Crisis in Gaza and Urgency of Finding Strategic Solutions*”. Gaza. Palestine.
- Papadakis, V. M. & Barwise, P. (2002). How much do CEOs and top managers matter in strategic decision-making. *British Journal of Management.*, 13, 83-95.
- Papke-Shields, K.E., Malhotra, M.K., & Grover, V. (2002). Strategic Manufacturing Planning Systems and Their Linkage to Planning System Success. *Decision Sciences*, 33(1), 1–30.
- Papulova, E., & Papulova, Z. (2006). Competitive strategy and competitive advantages of small and mid-sized manufacturing enterprises in Slovakia. *E-Leader, Slovakia*.
- Paşcu, L. C. (2015). Geopolitics-A New Framework Of Analysis: Global Challenges And Perspectives. *SEA-Practical Application of Science*, (7), 437-444.
- Pauchant, T. C., & Mitroff, I. I. (1992). *Transforming the crisis-prone organization: Preventing individual, organizational, and environmental tragedies*. Jossey-Bass.
- Pauchant, T. C., Mitroff, I. I., & Lagadec, P. (1991). Toward a systemic crisis management strategy: learning from the best examples in the US, Canada and France. *Industrial Crisis Quarterly*, 5(3), 209-232.
- Pearce, J. and Robinson, R. (2000) *Formulation, Implementation and Control of Competitive Strategy*, 7th Ed., Boston, Irwin McGraw-Hill.
- Pearson, C. M., & Clair, J. A. (1998). Reframing crisis management. *Academy of management review*, 23(1), 59-76.
- Pearson, C. M., & Mitroff, I. I. (1993). From crisis prone to crisis prepared: A framework for crisis management. *The academy of management executive*, 7(1), 48-59.
- Penrose, J. M. (2000). The role of perception in crisis planning. *Public Relations Review*, 26(2), 155-171.
- Perrow, C. (2007), *The Next Catastrophe: Reducing Our Vulnerabilities to Natural, Industrial and Terrorist Disasters*, Princeton: Princeton University Press.
- Phan, T. N., & Baird, K. (2015). The comprehensiveness of environmental management systems: The influence of institutional pressures and the impact

- on environmental performance. *Journal of environmental management*, 160, 45-56.
- Phillips, P. A. (1996). Strategic planning and business performance in the quoted UK hotel sector: results of an exploratory study. *International Journal of Hospitality Management*, 15(4), 347-362.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y. and Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: a Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879.
- Pollard, D. (2008). Organizational crises and the strategic management process: evidence from transformation economies. *5th International Scientific Conference*, Vilnius, Lithuania.
- Pollard, D., & Hotho, S. (2006). Crises, scenarios and the strategic management process. *Management Decision*, 44(6), 721-736.
- Porter, M. E. (2002). What is strategy. *Strategy for business: A reader*, 625. Sage publication Ltd. London. UK.
- Porth, S. (2002). *Strategic management: A cross functional approach*. New Jersey: Prentice Hall, ISBN 01-3042-213-4.
- Preble, J. F. (1997). Integrating the crisis management perspective into the strategic management process. *Journal of Management Studies*, 34(5), 769-791. Press Publishing.
- Preedy, M., Glatter, R., & Wise, C. (Eds.). (2003). *Strategic leadership and educational improvement* (Vol. 2). Sage.
- Priporas, C. V., & Poimenidis, I. (2008). Services managers' awareness of crisis management: attitudes and preparation. *Innovative Marketing*, 4(3), 37-45.
- Punch, K. F. (2005). *Introduction to social research: Quantitative and qualitative approaches* (2nd ed.). Thousand Oaks, CA: Sage.
- Putra, F. (2009). Crisis Management in Public Administration. *SPECIAL THANKS*, 153.
- Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2016). Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0.
- Register, M., & Larkin, J. (2008). Risk issues and crisis management in public relations: A casebook of best practice. Kogan Page Publishers.

- Ridwan, M. (2015). *Strategic planning practices. An empirical study in the Indonesian banking industry* (Doctoral Thesis, University of Southampton).
- Ritchie, B. W. (2004). Chaos, crises and disasters: a strategic approach to crisis management in the tourism industry. *Tourism management*, 25(6), 669-683.
- Robertson, C. J., Al-Khatib, J. A., & Al-Habib, M. (2002). The relationship between Arab values and work beliefs: An exploratory examination. *Thunderbird International Business Review*, 44(5), 583-601.
- Rollo, J. M., & Zdziarski, E. L. (2007). The impact of Crisis. In E. L. Zdziarski, N. W. Dunkel & J. M. Rollo (Eds.), *Campus Crisis Management: A Comprehensive Guide to Planning, Prevention, Response, and Recovery* (pp. 3-34). San Francisco: Jossey-Bass.
- Rosenthal, U., Boin, A., & Comfort, L. K. (2001). *Managing crises: Threats, dilemmas, opportunities*. Charles C Thomas Publisher.
- Rothman, K. J., Greenland, S., & Lash, T. L. (2008). *Modern epidemiology*. 3rd. Philadelphia: Lippincott Williams & Wilkins.
- Rudd, J. M., Greenley, G. E., Beatson, A. T., & Lings, I. N. (2008). Strategic planning and performance: Extending the debate. *Journal of business research*, 61(2), pp. 99-108.
- Rudd, J.M (2005), A multivariate examination of the relationship between strategic planning and organizational performance, Ph.D., Aston, 54-8175.
- Rue, L. W., & Holland, P. G. (1989). *Strategic management: Concepts and experiences*. McGraw-Hill College.
- Rumley, D. (2006). The Geopolitics of Asia-Pacific Regionalism in the 21st Century. *The Otemon Journal of Australian Studies*, vol. 31, pp. 5–27
- Sahin, A., & Kulm, G. (2008). Sixth grade mathematics teachers' intentions and use of probing, guiding, and factual questions. *Journal of mathematics teacher education*, 11(3), 221 – 241.
- Sahin, B., Kapucu, N., & Unlu, A. (2008). Perspectives on Crisis Management in European Union Countries: United Kingdom, Spain, and Germany. *European Journal of Economic and Political Science (EJEPS)*,1(1), 19-45.
- Saldana, J. (2009). An introduction to codes and coding. *The coding manual for qualitative researchers*, 3.
- Salkind, N. J. (2006). *Encyclopedia of Measurement and Statistics*. Thousand Oaks, CA: SAGE publications.

- Santana, G. (2003). Crisis management and tourism: Beyond the rhetoric. *Journal of Travel & Tourism Marketing*, 15(4), 299–321. doi: 10.1300/J073v15n04_05.
- Sarbah, A., & Otu-Nyarko, D. (2014). An Overview of the Design School of Strategic Management (Strategy Formulation as a Process of Conception). *Open Journal of Business and Management*.
- Saunders, M. N. K. (2006). *Gatekeeper*. *The Sage dictionary of social science research methods*. London: Sage, 126.
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research Methods for Business Students* (5th ed.). India: Pearson Education Limited.
- Sawalha, I. H. (2011). *Business continuity management and strategic planning: The case of Jordan* (Doctoral dissertation, University of Huddersfield).
- Sax, J. (2015). Strategic risk management: *Analyzing antecedents and contingencies for value creation*. Copenhagen Business School [Ph.D].
- Seeger, M. W., & Ulmer, R. R. (2001). Virtuous responses to organizational crisis: Aaron Feuerstein and Milt Colt. *Journal of Business Ethics*, 31(4), 369-376.
- Seeger, M. W., Sellnow, T. L., & Ulmer, R. R. (2003). *Communication and organizational crisis*. Westport, CT: Quorum Press.
- Sekaran, U. (2003). *Research Methods for Business* (4th Ed.). Hoboken, NJ: John Wiley & Sons.
- Sekaran, U. and Bougie, R. (2011). *Research Methods for Business: A Skill Building Approach* (5th ed.). United Kingdom: John Wiley & Sons Ltd.
- Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach* (5th edition). New Jersey: John Wiley and Sons.
- Sher, L. (2006), Enterprise crises types and exhibition, *Chinese Information*, October 11, pp. 6.
- Shields, P. M. (1998). Pragmatism as a philosophy of science: A tool for public administration.
- Simón, L. (2012). CSDP, strategy and crisis management: out of area or out of business?. *The International Spectator*, 47(3), 100-115.
- Sinha, T. (2011). *Crisis Management in Organizations: An Exploratory Study of Factors that Affect Strategy Formation and Selection* (Doctoral dissertation, Ohio University).
- Smith, D. (2005). Business (not) as usual: crisis management, service recovery and the vulnerability of organisations. *Journal of Services Marketing*, 19(5), 309-320.

- Sosiawani, I. Ramli, A. Mustafa, M. Yusoff, R. (2015). Strategic Planning and Firm Performance: A Proposed Framework. *International Academic Research Journal of Business and Technology* 1(2) pp. 201-207.
- Sotirios, V. & Nikolaos, G. (2016). Measurement of Strategic Management Effectiveness in Tourism Enterprises. Full Paper Proceeding at *International Conference on "Business, Economics, Social Science & Humanities 146*: 41-45.
- Speculand, R. (2009). Six necessary mind shifts for implementing strategy. *Business Strategy Series*, 10(3): 167-172.
- Spillan, J. E. (2017). Strategies for successful crisis management. *School of Business, University of North Carolina, Pembroke*.
- Sprout, H. & M. Sprout. (1968). *An ecological paradigm for the study of international politics*. Princeton: Center for International Studies.
- Steiner, G. A. & Miner, J. B. (1977). *Management policy and strategy: Text, readings and cases*. New York: McMillan Publishers Inc.
- Steiner, G. A. (1979). *Strategic Planning. What Every Manager Must Know*. New York: Free Press, p. 9.
- Stonehouse, G. & Pemberton, J. (2002), "Strategic planning in SMEs-some empirical findings", *Management Decision*, Vol. 40 No. 9, pp. 853-61.
- Sue, V., & Ritter, L. (2012). *Conducting online surveys*. (2nd Ed.). Los Angeles, California: Sage Publications.
- Suklev, B., & Debarliev, S. (2012). Strategic planning effectiveness comparative analysis of the Macedonian context. *Economic and Business Review for Central and South-Eastern Europe*, 14(1), 63.
- Tabachnick, B. G. and Fidell, S. L. (2007). *Using Multivariate Statistics*. New York: Pearson.
- Taherdoost, H. (2016). Sampling methods in research methodology; How to choose a sampling technique for research. *International Journal of Academic Research in Management (IJARM)*, 5, No. 2, 2016, Page: 18-27.
- Talamini, E., Wubben, E. F., Domingos Padula, A., & Dewes, H. (2013). Scanning the macro-environment for liquid biofuels: A comparative analysis from public policies in Brazil, United States and Germany. *Journal of Strategy and Management*, 6(1), 40-60.

- Talbot, C., & Wiggan, J. (2010). The public value of the National Audit Office. *International Journal of Public Sector Management*, 23(1), 54-70.
- Tapinos, E., Dyson, R.G. & Meadows, M. (2005), “The impact of performance measurement in strategic planning”, *International Journal of Productivity and Performance Management*, Vol. 54 No. 5/6, pp. 370-84.
- Tashakkori, A. & Teddlie, C. (2010). *Handbook of mixed methods in social & behavioral research* (2nd ed). Thousand Oaks, CA: SAGE Publications.
- Tashakkori, A., & Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches* (Vol. 46). Sage.
- Tashakkori, A., & Teddlie, C. (2003). Handbook on mixed methods in the behavioural and social sciences.
- Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic management journal*, 28(13), 1319-1350.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 509-533.
- Teixeira, A. A., & Dias, M. (2013). The importance of geopolitics in firms' international location decisions: The Polish case. *Communist and Post-Communist Studies*, 46(1), 79-93.
- Thomas, J. R., Nelson, J. K., & Silverman, S. J. (2005). *Research methods in physical activity* (5th ed.). Champaign, IL: Human Kinetics.
- Thompson, J. (1998). *Strategic Management: Awareness and Change*. 3rd Edition. International Thomson Business Press: London.
- Thompson. A. A., Strickland, A. J., & Gamble, J. E. (2005). *Crafting and executing strategy: The quest for competitive advantage-concept and cases*. (4th.ed.). McGraw-Hill, Irwin.
- Ugboro, I. O., Obeng, K., & Spann, O. (2011). Strategic planning as an effective tool of strategic management in public sector organizations: Evidence from public transit organizations. *Administration & Society*, 43(1), 87-123.
- Ulmer, R. R., Seeger, M. W., & Sellnow, T. L. (2007). Post-crisis communication and renewal: Expanding the parameters of post-crisis discourse. *Public Relations Review*, 33(2), 130-134.

- Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2013). *Effective crisis communication: Moving from crisis to opportunity*. Sage Publications.
- United Nations-UN, (2012). *Five Years of Blockade. The Humanitarian Situation in The Gaza Strip*. Office for the Coordination of Humanitarian Affairs occupied Palestinian territory. UNRWA. Gaza. Palestine.
- Urbach, N. and Ahlemann, F. (2010). Structural Equation Modeling in Information Systems Research using Partial Least Square. *Journal of Information Technology Theory and Application* 11(2), 5-40.
- Vaara, E., & Whittington, R. (2012). Strategy-as-practice: taking social practices seriously. *The Academy of Management Annals*, 6(1), 285-336.
- Valackiene, A. (2011). Theoretical substantiation of the model for crisis management in organization. *Engineering Economics*, 22(1).
- Vargo, J. & Seville, E. (2011) 'Crisis strategic planning for SMEs: finding the silver lining', *International Journal of Production Research*, Vol. 49, No. 18, pp.5619–5635.
- Voiculet, A., Belu, N., Parpandel, D. E., & Rizea, I. C. (2010). The impact of external environment on organizational development strategy. *Munich Personal RePEc Archive MPRA Paper No. 26303*. JEL L1, O1, P23.
- Wamalwa, M. S., Onkware, K. & Musiega, D. (2014). Effects of Lean Manufacturing technology strategy implementation on Factory Time Efficiency, a case study of Mumias Sugar Company Limited in Kakamega County, Kenya. *International Journal of Business and Management Invention* 3 (5)
- Wang, J., & Ritchie, B. W. (2010). A theoretical model for strategic crisis planning: factors influencing crisis planning in the hotel industry. *International Journal of Tourism Policy*, 3(4), 297-317.
- Weiner, D. (2006). Crisis Communications: Managing corporate reputation in the court of public opinion. *Ivey business journal*, 70(4), 1-6.
- West, C. P. (2012). *A mixed methods sequential explanatory study of the impact of chronic pain on family resilience*. Ph.D. Thesis, James Cook University.
- Wheelen T. L. & Hunger J. D. (2000). *Strategic Management and Business Policy*. (7thed.). New Jersey: Prentice Hall.
- Wheelen, T. L., & Hunger, J. D. (2012). *Concepts in Strategic Management and Business Policy: Towards Global Sustainability*.

- Whittington, R. (2006). Completing the practice turn in strategy research. *Organization Studies*, 27(5), pp. 613 - 634.
- Whittington, R., & Caillaet, L. (2008). The crafts of strategy: Special issue introduction by the guest editors. *Long Range Planning*, 41(3), 241-247.
- Wooldridge, B., Schmid, T., & Floyd, S. W. (2008). The middle management perspective on strategy process: Contributions, synthesis, and future research. *Journal of management*, 34(6), 1190-1221.
- Yang, K., & Banamah, A. (2014). Quota sampling as an alternative to probability sampling? An experimental study. *Sociological Research Online*, 19(1), 1-11.
- Yannopoulos, P. (2011). Defensive and offensive strategies for market success. *International Journal of Business and Social Science*, 2(13).
- Yasai-Ardekani, M., and R. S. Haug. (1997). "Contextual Determinants of Strategic Planning Processes." *Journal of Management Studies* 34 (5): 729–767.
- Yin, R. K. (2013). *Case study research: Design and methods*. 5Ed. Sage Publications. London. UK.
- Young, R. D. (2003). Perspectives on strategic planning in the public sector. *Columbia: Institute for Public Service and Policy Research, Universidad de South Carolina*.
- Zafar, F., Babar, S., & Abbas, H. (2013). The art of strategic management-A key to success in corporate sector. *European Journal of Research and Reflection in Management Sciences*, 1(1), 15-24.
- Zahra, S.A., Sapienza, H. and Davidsson, P. (2013). Entrepreneurship and dynamic capabilities: a review, model and research agenda. *Journal of Management Studies*, 43 (4), 918-955
- Zainudin, A. (2014). *Structural Equation Modeling*. University Publication. UiTM Press. Shah Alam. Malaysia.
- Zechmeister, J. S., Zechmeister, E. B., and Shaughnessy, J. J. (2006). *Essentials of Research Methods in Psychology*. McGraw-Hill: Higher Education.
- Zikmund, W. G. (2000). *Business Research Methods* (6th ed.). Oak Brook, IL: Dryden Press.