International Exchanges on Communication, Management and Marketing

Margarita Kefalaki
Anne - Marie Gagne

2015

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Communication Institute of Greece

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Last but not least we are grateful to all the contributors- authors for meeting all the deadlines and for the fine professional job they have done.

INTERNATIONAL EXCHANGES ON COMMUNICATION, MANAGEMENT AND MARKETING: AN INTRODUCTION,

KEFALAKI MARGARITA, GAGNE ANNE-MARIE

Who? Says what? By which channel? To whom? With what effect? Each communication procedure has its own potentials, limitations, difficulties and possibilities. For Fernandez German Dario (2010), the common search for understanding enables people from different fields and social sectors to communicate and cooperate. For him understanding is a public matter and understanding others is the practical aim of any member of a group and not an intellectual's or a researcher's privilege.

This book is a tool to improve our communication skills and actions. Additionally, it is well known that academics and practitioners have little awareness of each other in terms of knowledge production and use. Our purpose is to narrow this gap between practice and knowledge. Not to forget that communication by itself, in each and every research community, displays distinct patterns of information flows among academics, government agencies or policy-makers, and industry practitioners. Improving the efficiency and the effectiveness of communication appears to be a view shared by academics, students, practitioners and policy makers. The acquisition and exchange of information that could add to their better communication, appears nowadays to be more crucial than ever (Kefalaki, Passadeos, 2012).

This book includes fifteen (15) of the papers presented at the 1st Annual International Conference on Communication and Management, 30 March-1 April 2015, organized by the Communication Institute of Greece. The rest of the papers were published at the Journal of Media Critiques [JMC]. The 1st International Conference organized by the Communication Institute of Greece, has been truly a great success. 46 presenters coming from 22 different countries (Canada, Denmark, Sultanate of Oman, Egypt, Austria, France, Germany, Greece, Malaysia, Jordan, Turkey, United Kingdom, USA, Czech Republic, India, Malaysia, Lebanon, United Arab Emirates, United Republic of Tanzania, Finland, Cameroon, and Ethiopia) presented 28 papers. The conference was organized into eleven (11) sessions and included areas such as Crisis Management & Communication, Management in a Professional Environment, Online/New Media – Branding, 'Communication in a Global Crisis environment, Managing communication, Management, Tourism @ sustainable development, Communication Themes, Interculturality in Communication e.t.c.

The rest of this introduction consist a summary of the academic papers. Apart from the intellectual interest of this work, offering a variety of subjects that has to do with media, communication, and new technology, we can also see a very important cultural interest. The academics participating in this volume, not only come from different continents, but also have their own character, knowledge and research interests. If this isn't an example of fruitful interaction then who can give as a better one (Kefalaki, Pasadeos 2012).

The Communication Institute of Greece (COMING) is a non-profit organisation, established to promote research, education and to facilitate communication among academics and communication and management professionals around the world. It was established in 2013 as an independent association of academics and researchers who consider that education and intercultural communication can ameliorate our lives: educating ourselves is what we need to develop in a fruitful environment.

Academics can contribute significantly to the quality of "education". Educate, communicate, exchange, meet new cultures, create, collaborate (…) we can all have a part in this! The quality of education can promote, among other, intercultural communication and the academic community is the leader of education's content and quality. Academics, researchers, PhD students or people interested to create links with the academic community around the world, can become members of the Communication Institute of Greece.

The **International Conference on Communication and Management, organised in Athens, Greece, 30 March-1 April 2015**, has been really an opportunity for Academics and Researchers from all over the world to meet, exchange ideas on their research, discuss the future developments in their disciplines and contribute to education's future. There are other conferences that will continue to be organized on the same base of purposes. Such interdisciplinary conferences serve the mission statement of the Institute.

We would like to thank all the participants, the members of the conference organizing and academic committee and most importantly the administration staff of the Communication Institute of Greece for putting this conference together.

The rest of this introduction presents the papers of this work, separated in different chapters. The book is separated in three different parts, I) Management and crisis management themes, II) Online and New Media communication and III) Intercultural Communication Tourism management and tourism management themes

I) Management and crisis management themes

The results of a qualitative exploratory study about senior managers' perceptions on crisis communication are presented in the first article of the first chapter, by Gagne Anne-Marie. The next article, by Farantos Georgios I.& Koutsoukis Nikitas Spiros, is a literature review of crises and their well-rounded management.

In the third article of this books first part, Papatya Taspinar & Hande Arbak tries to build a new perspective on change implementation.

The last paper of this part, by Firas Jamil Alotoum & Faten Henna Kerzan, speaks about the importance of the intellectual capital on achieving a competitive advantage at business organizations.

II) Online and New Media communication

The first chapter of the second part, by Elif Yildiz, analyzes the Relationship between Communication Skills and Social Media Habits, examining the case of Ege Students University. According to the results acquired from the research; the 100 students who were chosen by random sampling students use internet frequently and their main objective is to reach social media accounts.

The aim of the second paper of this part, is to investigate how different types of automobile wall posts and motorcycle brand pages (i.e., image, video, link, text) may influence the

engagement of Facebook users (i.e., potential customers). In this study Karayanni Despoina, Kapogiannopoulos Christos & Katris Christos make an attempt to determine whether the content of wall posts (i.e., image, video, link, text) may motivate Facebook fans to interact with automobile and motorcycle firms. 220 wall posts that were selected from 22 automobile and motorcycle brand pages.

The next paper, we have an abstract by Nkwimba Mpuya Adeline, that concerns a study on St. Augustine University of Tanzania students. To be more specific it is about the impact of Social Media on these students.

The forth chapter of this second part, by Goker Anil Z& Elif Esiyok Sonmez, investigates the frequency of brand placement incidents, determining the similarities and differences, in selected movies, in terms of product category, product subcategory, duration of product appearance, type of product placement, primary association of a brand with a character, integration into the storyline based on their country of origin and genre of the movie concerned.

The last research of this part, by Ioannis Angelou & Vasileios Katsaras & Nikolaos Tsigilis &Andreas Veglis, examines whether the use of the most popular Social Networking services like Facebook and Twitter, is linked to the media's website traffic evolution. The survey includes all regional and nation-wide newspapers in Greece, according to their classification of the traffic on their websites and the number of users registered in their official Facebook pages and Twitter accounts.

III) Intercultural Communication Tourism management and tourism management themes

In the first chapter of the third part, Omoregie Charles Osifo examines the relationship between Ethics and Corporate Social Responsibility (CSR) in relation to the sustainability roles of Multinational Oil Corporations (MNOCs) such as Shell Petroleum Development Company of Nigeria Limited (SPDC) and ExxonMobil operating in Nigeria´s Niger Delta through the framework of four ethical approaches of deontology, utilitarianism, virtue, and care.

Delavaud-Roux Marie-Hélène follows with a paper about ancient Greek dance and how it is represented in today's activities and cultural expressions.

In the third chapter Aziz M. Abu Naba'a explains how Arabian Management Theory can promote sustainable development.

The forth chapter of this third part, by S.K. Mastan Vali & Veena Tewari, provides an overview of the best practices in relation to the use of social media for the development of tourism sector in the GCC States.

The objective of the fifth study, by Douvas Loukas & Mavropoulou Evgenia –Despoina, is to analyze the financial situation of four-star and five-star hotel units in Attica during the years 2002-2008.

Finally in the sixth we have an abstract, by Flynn Jan & Juan Ling, which presents the examination of the Perceptual Congruence impact in Listening Styles between Supervisors and Subordinates.

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PART I. MANAGEMENT AND CRISIS MANAGEMENT THEMES

COMMUNICATION IN TIMES OF CRISIS: HAZARDOUS TOOL OR EFFECTIVE STRATEGY?

GAGNE ANNE-MARIE

Train derailments, oil spills, contaminated water, fatal workplace accidents, massive layoffs, Legionnaires' disease, financial scandals: whether they are environmental, health-related, social, technological, economic or legal in nature, crises make the headlines almost daily. They no longer seem to be unexpected or exceptional as the term would imply. On the contrary, they seem to occur so frequently that one crisis seems to replace another in the media spotlight. As they unfold, crises often have extremely negative outcomes for the company and/or its stakeholders (Barton 2001; Bloch 2012; Libaert 2005; Roux-Dufort 2012).

> Given the proliferation of all types of crises, companies must be able to respond to the emergency, the many players involved, the political and media pressures and the scope of the damage. **Crisis management** has become a **strategic issue** aimed not only at preserving the credibility and sustainability of the organizations involved, but also at safeguarding the well-being of the communities and societies in which the crises occur [free translation] (Roux-Dufort 2012, 192).

It has become almost commonplace to say that today's organizations, whether large private companies, SMEs, government departments or non-profit organizations, exist in a world fraught with changes and complexities that lead to the emergence of different types of crises. Crisis situations have become more rampant, and their nature has changed. Crises are multifaceted, and often more unpredictable than we imagined. Moreover, the dimensions of time and space, amplified in particular by social media, are such that any local crisis, i.e. one that is geographically contained and has little or no impact on neighbouring populations, now has the potential to spread worldwide (Roux-Dufort 2012). In other words, any event in today's world can become international news in a few clicks of a mouse and cause considerable damage to a company, whether or not the company is responsible.

Issue: Is communication in times of crisis important?

A company uses various means and techniques to prepare for a potential crisis. The example most often mentioned is the crisis management plan. The aim of the crisis management plan is to make the crisis easier to manage and control, to alleviate ambiguity and uncertainty, and to give the organization the means to deal with pressure from various stakeholders. Communication generally plays a vital role in the crisis management plan. According to Libaert (2009, 3), crisis management is 80% communication. We might

therefore be inclined to believe that communication for an organization facing a crisis is a clearly defined concept whose practices are well established. But is that really the case?

Although crisis communication is now recognized as a corporate communications branch (Bland 1998; Heiderich 2010; Libaert 2005; Ogrizek 2000; Tixier 1991), and although it is considered by many to be an essential crisis management tool (Heiderich 2010; Lagadec 1994; Maisonneuve 1999; Tixier 1991), it has been shown that many companies adopt crisis management strategies that end up tarnishing their image and their credibility, and that can have a highly negative impact on the parties involved. Total silence, evasion, systematic denial, lack of humility, looking for scapegoats and failure to provide information are generally considered poor communication strategies in times of crisis. If these strategies only exacerbate the effects of a crisis, why are they still being used?

In order to answer this question, we conducted a qualitative study whose aim was to analyze how corporate managers perceive the role that communication plays, or should play, during a crisis. We hope to understand how the importance (or lack of importance) placed on communication in a crisis management situation leads (or fails to lead) to the adoption of different communication strategies.

Why focus on the perception of corporate senior managers, and more specifically presidents and vice-presidents? Firstly, because they are the ones who have the most formal power within their organization. Senior managers are part of what Mintzberg (2006) refers to as the company's "strategic summit," whose role is to fulfill the company's mission. Members of the strategic summit have three main responsibilities: directly supervise middle managers, act as spokespeople in order to convey information, and develop an organizational strategy in order to interpret and deal with the external organizational environment. Given these responsibilities, senior managers are the most likely to make key decisions about what communication strategies to adopt in a crisis, even though they are not automatically in the media spotlight (as suggested by Mintzberg). Their perception of the importance of communication in times of crisis tells us a lot about the way communication strategies are developed, in what context and for what reasons, and helps us understand and partly explain why some communication strategies are used instead of others when a company is experiencing a crisis.

Conceptual framework

Conducting a study on communication in times of crisis requires at least a brief explanation of what the concept of "crisis" entails. Although the meaning of the word may seem obvious, there are many definitions of "crisis," which, to paraphrase Heiderich (2010, 7), intersect and overlap, proving that the notion of crisis is complex and underscoring the need to focus on the subject in order to better understand it.

What is a crisis?

Since a crisis can be defined from various standpoints, including legal, medical, administrative and economic (Lagadec and Guilhou 2013), we chose a definition that

pertained more specifically to our research topic. Given our interest in crises experienced by companies, we initially defined the term from an organizational and communication standpoint. In that context, a crisis is often defined as "a disruption that physically affects a system as a whole and threatens its basic assumptions, its subjective sense of self, its existential core" (Pauchant and Mitroff 1992, 12), or as a moment, a period during which an organization can no longer adapt to its environment and achieve its objectives by relying on routines, i.e. ordinary procedures that govern its daily operations (Combalbert and Delbecque 2012, 3).

According to Rosenthal, Charles and Hart (1989), a crisis not only threatens an organization's aims and objectives, it can also change the basic structures of a social system, as well as its core values and standards.

The definition in Lagadec (1994, 41-42) further endorses the communication point of view and serves as a benchmark in the scientific literature on crisis communication management:

> A situation in which multiple organizations dealing with critical issues, intense external pressures and severe internal tensions find themselves catapulted into the spotlight in the long term, and brutally confronting one another within a context of "live" mass communication, where they are guaranteed to make the headlines on radio and television and in the print media over an extended period of time. [free translation]

Within the framework of this research, we therefore determined that a crisis is, at the very least, an unexpected (although not necessarily unpredictable) public event that can have negative, often disastrous consequences for the organization and its stakeholders.

A process-based approach to crisis management

We also chose a process-based approach, as opposed to an event-based approach, to crisis management. A process-based approach implies that a crisis can be stopped **before it occurs** (Roux-Dufort 2012). Conversely, with an event-based approach (Roux-Dufort 2012), a crisis is characterized as unexpected, unpredictable and improbable, leading us to **describe the symptoms** of a crisis as though the situation were inevitable and, consequently, impossible to manage or plan for in hindsight. That is primarily why we look at a crisis as a process rather than a brutal and entirely unpredictable event. This way of

conceptualizing crises makes it possible to study them not only once they occur, but long before they emerge. It should nevertheless be emphasized that, even though it is viewed as a process, a crisis has a certain unpredictable quality, and some crises will always be unavoidable no matter how much a company plans and prepares for them.

Like Roux-Dufort (2012), Combalbert and Delbecque (2012) describe a crisis as a process. These two authors, however, contend that it is impossible to predict every aspect of a crisis, since the organizational environment is uncertain by default. They suggest that we live in a world of uncertainty (fraught with complexities), making it absurd to assume that crises can be avoided through planning based on previous occurrences (11). Although it is unnecessary to develop numerous procedures, it is still possible to organize an approach to crisis management based on innovative analysis and operating methods. Combalbert and Delbecque also claim that companies will react more positively to a crisis if they are able to anticipate this type of event, train their collaborators and urge key leaders to act and think when dealing with a deteriorating situation (47).

Crisis communication management

According to Libaert (2010, 7), communication is at the heart of crisis management, and its degree of effectiveness determines a company's ability to overcome a crisis. Consequently, in addition to defining the term "crisis" and choosing an approach to analyze the concept, we had to focus on the communication aspect of crisis management planning, which would form the core of our conceptual framework. According to Libaert (2010), one of the main characteristics of crises that affects organizational communication is the emergence of new players who express their opinions on the subject and demand explanations. They include journalists, elected government officials, professional associations, clients and sector representatives. Managers then face a series of questions that they must do their best to answer (or not), since managing communications during a crisis, aside from internal communications with employees, emergency personnel, and so on, involves keeping the general public informed through the media. As for Devirieux (2007), crisis communication management comprises two aspects: information and media coverage. Information involves stating the facts. Depending on the nature of the information and the way it is delivered, it can have different impacts, i.e. it can have a reassuring or calming effect or, on the contrary, aggravate the crisis and alarm the parties involved. Media coverage, on the other hand, is the way in which information about the crisis is portrayed by journalists.

A review of the scientific literature on crisis communication allowed us to identify the most common crisis management issues pertaining to information and media coverage, i.e. the importance of planning crisis communication, transparency, media relations, the speed at which information spreads, the concept of urgency and the creation of a crisis unit.

Poor or poorly planned communication can exacerbate or even trigger a crisis (Lagadec 1993, 1994, 2000; Libaert 2005). The concept of transparency is viewed as a strategy that is not only effective, but absolutely vital. Drawing from the work of Devirieux (2007, 178), each time an organization has lied, whether directly or through omission, it has suffered the

consequences. Recognizing your responsibilities isn't easy, but once you do, you can take positive action. Then, since the crisis is covered by the media, one of the major issues for company executives is maintaining good relations with journalists.):

> During a crisis, the public gives a lot more credibility to news coverage and media reports than to statements issued by the senior managers of the company involved. Therein lays the importance of carefully crafting external communications, since they are relayed by the media, and of adhering to certain basic rules. [free translation] (Devirieux , 2007, 176).

Moreover, the concept of urgency and the speed at which information spreads, two closely related issues, are often cited as characteristics that are central to the crisis and that represent major challenges for communicators (Lagadec and Guilhou 2013; Libaert 2005, 2009). The creation of a crisis unit also appears to be a key component of any crisis management strategy, particularly from a communication standpoint. According to Combalbert and Delbecque (2012, 52-53):

> Creating and training a team especially dedicated to crisis management helps protect the company. Implementing this type of unit is designed to offset the negative impact of a situation that is deteriorating by solving the problems that the organization is facing. [free translation]

Remember that the aim of this research study was to understand how the importance (or lack of importance) placed on communication in a crisis management situation leads (or fails to lead) to the adoption of different communication strategies. Our theoretical framework highlights two important issues for crisis managers that allow us to advance the following working hypothesis: the manager whose company has experienced a crisis will be aware of crisis communication issues, i.e. transparency, media relations, the concept of urgency, the speed at which information spreads and the importance of creating a crisis unit, and, looking forward, will tend to favor open communication strategies that focus on crisis resolution and its impact on stakeholders.

Research method

We chose to do a qualitative exploratory study to gather senior managers' (presidents' and vice-presidents') perceptions of communication during a crisis. We used an inductive approach (Glaser and Strauss, 2010), allowing us to go back and forth between the results and the theory development, which could lead to the improvement of the theoretical framework for crisis communication management, or even to the construction of a new one.

To date, 30 interviews of presidents and vice-presidents of large private Quebec companies that had undergone a crisis involving extensive media coverage (the event had to be mentioned during three to six months in the national newspapers and/or on national television) were conducted between January 2009 and January 2014. For ethical (to

preserve the identity of the respondents) we cannot disclose which particular crisis was selected for the study.

The major players (the most senior managers available, i.e. the company presidents or vice-presidents) were recruited by e-mail and then by phone. The interviews were conducted in person. Each interview was digitally recorded with the participant's consent. The recordings were then transcribed for subsequent thematic analysis. Our aim was to understand and analyze the interviewees' perceptions of communication in times of crisis. Our first step was therefore to identify the cross-cutting themes. Then, for each theme, we identified the indices and indicators that could help us understand and explain the importance that managers place on communication in times of an organizational crisis.

Main results

1. Communication: A strategic tool for crisis management, but not a priority

Most interviewees recognize the importance of communication, not only when a crisis occurs, but especially before it erupts: "All companies should at least have a clear communication policy in place to deal with various predetermined crisis scenarios," says one respondent. This view of the importance of communication is consistent with what several crisis communication authors explain, in particular Combalbert and Delbecque (2012, 65):

> Communication is an essential tool for managing a deteriorating situation and protecting an organization. It cannot be improvised and must be delicately handled. Sincerity and genuineness are the best ways of ensuring effective communication. It must therefore be formalized and the content prepared well in advance. [free translation]

In other words, communication is considered important and viewed as something that must be planned, as mentioned by one of the managers interviewed: "Even if you think you're a good communicator, you quickly realize that you can't just make it up as you go along." A crisis is therefore perceived as a process rather than a brutal onetime event (Roux-Dufort, 2012). Interestingly, although communication is deemed important, it is nevertheless seen as a tool, a technique used to minimize damage that could tarnish the company's image and to convey the information needed to reduce the negative impact, without being an absolute priority. It is not considered as important, for example, as aspects related to logistics or economics, as the following passage demonstrates:

> It's important to communicate but, let's be honest, sometimes other things come first. For example, if you're dealing with a hazardous situation where the factory boiler is about to explode, you have to set up a security perimeter before you can even think about communicating.

In other words, communication is a key tool that has to be planned and implemented to help manage a crisis, but it isn't necessarily seen as a priority.

2. The paradox of transparency

The managers interviewed believe that developing a communication policy and related strategies must be part of any sound crisis management plan. They nevertheless agree that it is not always easy to implement good communication practices once the crisis erupts. Communication is seen as a "necessary evil," as evidenced by the following:

> The communications director often says that we have to be proactive during a crisis. It's all well and good to take the initiative when it comes to communication, but when a crisis occurs, there's so much to manage. The logistics, the material damage . . . You don't necessarily think about communicating.

In other words, although communication is seen as important, it often happens in the heat of the action that some information is missing, an individual becomes enraged when answering reporters' questions or someone not identified as an official spokesperson decides to address members of the media. Other examples are also reported by those interviewed, in particular the case where senior managers do an about-face, choosing instead to ignore the communication recommendations outlined in the crisis management plan, either because they are worried about saying too much or because the company has something to hide (or at least something that it doesn't want to disclose publicly). Most often, difficulties in communicating information clearly and effectively are not the result of ill will on the part of senior managers, but more likely the result of an organizational or logistical problem: "It's not that I don't want to share the information. Sometimes, I just don't have the time. Of course we want to be transparent. If we hide, we'll definitely look guilty. But sometimes, we just don't have the answers."

According to the managers interviewed, if the public and the media sense that the information they receive from the company's official spokespeople isn't credible, they'll look for the information they need elsewhere. The issue of transparency therefore becomes even more important during a crisis and is raised several times by respondents. Most interviewees agree that, for the sake of the public interest and sometimes that of the company, honesty is not always the best policy. Although seen as commendable, transparency is not always possible or recommended. "Sometimes, people have preconceived notions. The company often gets bad press. I think it's better to stick to the details that pertain directly to the crisis," explains one of the managers interviewed. Another adds: "Sometimes, we tell the whole truth, but not necessarily to the whole world. We tell journalists and then explain why they can't disclose everything to the public." Essentially, although crisis communication is considered fundamental to crisis management, the ways in which it is interpreted and implemented raise issues about information disclosure and suppression, credibility, the accuracy of facts, the search for information and the urgency to respond to the public's pressing needs.

3. Media management: challenges and issues

Relations between managers and the media are another important aspect of crisis communication. The following are managers' main responses concerning their perception of traditional and social media.

a) Traditional media: are journalists your allies?

Firstly, what really caught our attention was how ambivalent managers are about their relations with journalists from the traditional media, whom they perceive as both allies and "muckrakers," to quote one of the respondents.

Analyzing the recordings revealed that managers' greatest challenge when engaging with members of the media is to provide honest and accurate answers to their questions as quickly as possible. The challenge resides in the fact that, during a crisis, human, financial and logistical resources are often monopolized in an effort to manage the situation. Given the nature of their work, journalists "force" managers to quickly come up with the right information (Maisonneuve, 1999; Devirieux, 2007). When deadlines are tight and the situation seems uncertain, managers dealing with journalists are under pressure to answer their questions quickly, and still manage the crisis. This led one of the interviewees to say, "Journalists can be our allies, but they expect a lot. We know they have a job to do, but they have to respect ours as well."

Most interviewees specify, however, that when the press or the audiovisual media make it possible to relay correct information to stakeholders and to rapidly reach a large number of people, the work of journalists becomes very useful in helping manage a crisis. Moreover, managers whose companies maintain good long-standing relations with journalists all say they view journalists as allies when it comes to crisis management. They add that working in conjunction with journalists prevents them from relaying confusing information, whenever possible, and gives them the credibility they need when reaching out to a wide audience.

A small number of interviewees claim that, although journalists play a vital role in communicating more accurate and credible information (than the information transmitted through social media), they make crises more difficult to manage, mainly because they insist on obtaining information too quickly and, when they can't, they try to fill their media space with information obtained from sources other than official company spokespeople. As one interviewee explains: "There's a tremendous risk of losing control of the information. Journalists don't always realize that we're dealing with a huge number of requests."

Secondly, without suggesting that all corporate communications should be directed toward journalists in the so-called traditional media, most interviewees believe that the traditional media should not be overlooked in favor of social media, as the following passage illustrates: "Of course with social media you can reach more people faster. But journalists represent a more credible source of information. It's good for the public and it's good for us, too."

b) Social media: viral in nature and the knowledge factor

All managers interviewed agree that the advent of social media has considerably changed the way crises are managed. They also agree that a company with good social media presence that is accustomed to using social media to communicate with its stakeholders will be in a better position to handle a crisis from an online perspective. According to

Heiderich (2010), one should never underestimate the power of the Web. According to Bloch (2009), companies with little knowledge of social media (and that are sometimes completely helpless when it comes to using them) favor the use of asymmetrical communication strategies.

> Destabilized by sudden and unexpected attacks, the companies have difficulty clearly evaluating the situation and level of risk. Moreover, public opinion adds an additional pressure. All of these elements threaten company operations, leaving the company unable to manage a situation that is spiraling out of control (Bloch 2012, 40). [free translation]

Several interviewees mention the possibility of a company losing control of a situation when it comes to using social media. They identify issues related to loss of control, the "tone" to be adopted, the speed at which messages spread and the increasingly short amount of time available to respond to stakeholders' needs as major obstacles for companies trying to manage a crisis.

Many interviewees view social media as a double-edged sword. There is no doubt that the quick feedback available through Facebook, Twitter and other accounts allows companies to avoid remaining vague or allowing rumors to spread. Companies can quickly send out a message to several people in a very short time. Conversely, social media also have the power to disseminate news about a crisis at top speed, with the Web providing an ideal forum for crises to develop. One of the issues that managers identify is unfamiliarity with social media, which could potentially cause an even worse situation than the initial crisis, as the following passage attests:

> Our intention was to correct the situation and remind people that [incident X] had not resulted in the disastrous consequences that we had dreaded. But we took the wrong approach and things got out of hand on social media. We were seen as heartless, when we were just trying to take responsibility and send the message that this type of thing would never happen again. Unfortunately, it came out all wrong.

4- Centralizing communication

Several managers mention that, during a crisis, corporate communications should be more centralized than ever:

> I felt like I was losing control of the situation, with everything that was being said here and there, on Facebook . . . At one point, we had to appoint a single spokesperson and tell employees not to answer any more questions from journalists.

Most managers agree that, in a crisis, one of the first things to do is set up a crisis unit. A crisis unit is a team dedicated to managing a potential crisis. The team relies primarily on human resources, but also on material resources (Combalbert 2012). Key decisions, in

crisis, are made by this unit, a small, tightly knit group of individuals facing the need for quick and short realignments of problem solving procedures. Several of the managers interviewed concur that a crisis unit is primarily responsible for preventing information and decisions from getting caught up in too much hierarchical red tape. As one respondent explains, “A crisis unit also makes it possible to identify the spokespeople, i.e. those assigned to talk to the media. You can’t give that responsibility to just anyone.” The idea of centralized communication is reinforced by a desire to control the company’s message concerning the crisis situation as much as possible: “We want to avoid having employees say whatever they feel like. Sometimes, the media can indulge in sensationalism. We want to avoid that.” Even managers who work for companies whose organizational culture tends toward decentralized communication agree that, during a crisis, it is necessary to “tighten everything up and make sure that information is coming from a single source,” explains one respondent.

Consequently, despite the phenomenon of “asymmetrical communication” in social media (with Internet users spending increasingly more time sharing and discussing ideas and information), companies seem intent on more “traditional” top-down communication involving a limited number of spokespeople, although the thesis stating that under conditions of crisis, administration decisions should be centralized is sometime challenged (Hart, Rosenthal and Kouzmin, 1993).

Discussion

Our first research results seem to suggest that crisis communication is perceived as an essential element that should not be ignored or improvised. When a crisis occurs, however, communication is seen as both a management tool and a weapon that can backfire against the company if used improperly. This may explain why managers’ opinions on the importance of crisis communication seem contradictory: although they want to plan for it and consider it essential, they dread it (especially when it is conveyed through social media). Moreover, although managers are fully in favor of transparency, they insist that, in order for companies to survive during turbulent times, they must adopt a communication policy that is both open and closed. Company managers want to embrace social media, and are especially interested in “managing” them as effectively as possible. At the same time, they admit to not always knowing how to handle social media and, in particular, wanting to avoid exacerbating the situation. They maintain that, although journalists in the traditional media act as allies during a crisis, they can sometimes be disruptive. In short, managers’ opinions on the importance of crisis communication are completely paradoxical.

It is interesting to note, however, that all the interviewees agree on the need for centralized communication during a crisis. This seems curious to us because, when we draw a parallel with models of public relations, we see that a centralized approach is generally not the preferred model under “normal” circumstances. Grunig and Hunt (1984), for example, developed four models of public relations: the press agency/publicity model, the public information model, the two-way asymmetrical model and the two-way symmetrical model, which are still considered standards in public relations (Gagné 2012; Kugler 2004). These

researchers consider the models that centralize information at the top of a corporate hierarchical pyramid to be the least recommended for any organization intent on maintaining good long-term relations with its stakeholders. Why? In particular because they fail to put in place specific mechanisms that allows stakeholders to provide company managers with feedback. The information is designed to circulate in only one direction: top to bottom. According to Mintzberg (1982), during a crisis, companies tend to centralize power in the hands of senior management in order to have better control over decision making, in particular with regard to the communication strategies adopted and the messages issued by the organization during the crisis. Although this approach may be effective (Lagadec 1994; Libaert 2009; Mintzberg 1982), it is important to avoid locking yourself up in an ivory tower and refusing to communicate. According to Bloch (2009, 145), failing to defend yourself during a crisis is tantamount to giving your opponent every opportunity to put forward his arguments and, even worse, to accepting a guilty verdict.

Now, let's go back to the working hypothesis based on our theoretical framework: the manager whose company has experienced a crisis will be aware of crisis communication issues, i.e. transparency, media relations, the concept of urgency, the speed at which information spreads and the importance of creating a crisis unit, and, looking forward, will tend to favor open communication strategies that focus on crisis resolution and its impact on stakeholders. But is that the case? The thematic analysis suggests that managers' opinions are highly contradictory and ambivalent, except when it comes to the need to centralize communications while the crisis is ongoing. In order to obtain a more comprehensive answer, we would have to examine the communication strategies implemented by companies managed by the respondents after another crisis. The interviews nevertheless reveal that the managers (whose companies had faced a crisis in the past five years) seem to have considered the different aspects of crisis communication and that their views are not limited to one particular crisis management approach.

Conclusion

We think that the originality of this research resides in its aim of not simply focusing on one a posteriori observation of a given crisis (to explain the factors, the consequences, etc.), but of delving into the academic and managerial world and examining how companies prepare for potential crises, what, if any, their planned responses are, what importance they place on these responses (crisis communication) and what managers' perceptions are of crisis communication. Although crises are characterized by some degree of unpredictability, ironically, companies must prepare for them, or risk being crushed.

Despite carefully following all methodological aspects, we already anticipate certain limitations of this research: researcher, codification and classification biases (even though tremendous efforts were made to reduce this type of error), limitations related to the scope of the study, biases resulting from interviewees' statements and their attitude toward the

researcher, and geographical and cultural biases (our field of investigation was limited to Quebec).

Moreover, several future avenues of research must be considered in order to be able to develop a crisis management communication model that takes managers' perceptions of crisis communication into account. For example: a study of the link between corporate culture and the communication strategies implemented when managing a crisis; an analysis of different cases, more specifically a study of the different communication strategies implemented in certain contexts; a study of journalists' perceptions of companies that have to manage crises, and so on. Improving or developing a crisis management communication model would not only fill a void from a theoretical and practical standpoint, but could help maximize the efforts of all players required to manage or communicate in a crisis and minimize the negative impact on stakeholders.

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INTEGRATED CRISIS MANAGEMENT: A LITERATURE REVIEW,

FARANTOS GEORGIOS I.& KOUTSOUKIS NIKITAS SPIROS

1.1 INTRODUCTION - DEFINITION AND CHARACTERISTICS OF CRISES

The aim of this essay is to conduct a literature review of crises and their well-rounded management, so that the knowledge about crises management is incorporated into a complete framework and the gained knowledge is used for further analysis. The methodology of this research dwells on the literature review of crises and with the aid of inductive reasoning on their classification into categories, highlighting their common features.

A crisis can be defined as *"a situation that threatens high-priority goals of the decision-making unit, restricts the amount of time available for response before the decision is transformed and surprises the members of the decision-making units by its occurrence" (*Hermann, 1972:13). Also, a crisis can be defined more comprehensively, as "*a serious threat to the basic structures or the fundamental values and norms of a social system, which -under time pressure and highly uncertain circumstances- necessitates making critical decisions."* (Rosenthal & Kouzmin, 1997: 279). Crises can be life-threatening situations, which require speedy reactions and which are uncertain as to their nature and impact (Φυγετάκης, 2007: 8). Crises are characterized by non-trivial threats to life, welfare or other significant assets and values, by unpredictability and urgency (Leidner & Pan & Pan, 2009: 80), by malfunctions in every possible front of management levels of an organization, intellectual, physical, moral and mental (Mitroff, 2005: 27-241). Every crisis is characterized by threat, uncertainty and a sense of urgency (Boin et all, 2005: 2).

A crisis is characterized by the factors that cause it. According to the factors that cause a crisis, crises can be categorized in categories because of the fact that they originate from internal or external forces of the organization and are due to Technical – Economic factors or People-Organizational-Social Factors (Mitroff & Shrivastava & Udwadia, 1987: 287), as shown in Table 1.

Table 1: Classification of causes which provoke crises (Mitroff & Shrivastava & Udwadia, 1987: 287)

	TECHNICAL ECONOMIC FACTORS	PEOPLE - ORGANIZATIONAL - SOCIAL FACTORS
INTERNAL FORCES	Product/service defects Plant defects/industrial accidents Computer breakdown Defective, undisclosed information Bankruptcy	Failure to adapt/change Organizational breakdown, Miscommunication Sabotage, On-site product tampering Counterfeiting Rumors, sick jokes, malicious slander Illegal activities, Sexual harassment Occupational health diseases
EXTERNAL FORCES	Widespread environmental destruction/ industrial accidents Large-scale systems failure Natural disasters Hostile takeovers Governmental crises International crises	Symbolic projection Sabotage Terrorism Executive kidnapping Off-site product tampering Counterfeiting False rumors, sick jokes, malicious slander Labor strikes, Boycotts

Crises can be classified into different categories according to their characteristics. A classification of crises is based on the fact that several researchers have categorized crises depending on their duration, geographical coverage, the extent of damage caused to life and property, the type of victim, the causes which evoke crises, the unanticipated or not of crises and other criteria. Such classifications are shown in Table 2.

Table 2: Types of crises (Based on Βλαχοπούλου & Παπουτσή, 2012: 10-12)

Researchers	**Criterion of differentiation**	**Type of Crisis**			
Seymour and Moore (2000)	Speed of breakout (With or without warning)	Cobra: the so-called sudden crisis: disaster strikes the firm suddenly	Python: the crisis emerges to the surface slowly		
Peter Ruff and Khald Aziz (2000)		Sudden events include accidents, terrorist acts, mechanical failures, hostile takeovers or unexpected actions of legal nature.	The events are simmering: they are gradually revealed: industrial unrest, crime - ineffective management.		
Eli Avraham Eran Ketter (2008)		sudden crises: crises which occur suddenly	cumulative crises as a cumulative effect of persistent, long-term problems		
Gottschalk (1993)	Operational or destructive agent	Business calamities: bankruptcy	human tragedies: violence in the workplace or plane crashes	Consumer trouble	
Meyers - Holusha (1986)	Cause of breakout	public perception which leads to a crisis	sudden market switchover	Failure of product	succession of top management
		crises regarding cash flow	industrial relations	ominous international events	price control

Researchers	**Criterion of differentiation**	**Type of Crisis**			
Lerbinger (1997)	Cause of breakout	natural	Technological	Crises of confrontation	crises of malevolence
		Skewed management values	Deception	Management misconduct	
Small (1991)	Grouping by type of generative event	technological crises (accidents, recall of products, hazardous waste)	social crises (kidnappings, wars, sabotage)	natural disasters	Crises related to the way of administration
Glaesser (2006)		Crime related events Terror related events	Political unrest events	Natural disaster events	Epidemic related events
Norman R.Augustine (2000)		Crises from product failures	Crises from accidents	Crises from inexpedient of advanced technology systems	
Mitroff and Anagnos, (2001)	Type of factors of internal or external environment	External economic attacks	External informational attacks	Internal pauses or internal malfunctions	Mass or major disasters - terrorism
Mitroff, Mitroff and Anagnos, (2001)	Natural or human factor	Crises caused by adverse events in nature such as natural disasters	Crises caused by humans	Megadamage (Chernobyl)	

Depending on their prominent features, crises can be classified as Socio-Political, Crises after Disasters, Economic Crises and other types of crises.

1.2 SOCIO-POLITICAL CRISES

In Socio-Political crises, social and political characteristics are prominent. Such crises are the crisis of international affairs or an international crisis, which concerns the relations between independent states and the emergence of insolvable disputes between them, is characterized by the threat to the basic values of humanity, limited time for resolution and high probability of engaging in military operations (Wilkenfend et all, 1995: 370), the political crisis (Offe, 1976: 29) which refers to political or constitutional malfunctions and the operation of the governmental system, and in particular the crisis of the state, which refers to the organizational and administrative problems of state government and which is defined as the moment of decisive intervention, and not as simply the moment of fragmentation, dislocation or destruction (Hay, 1999: 317). Socio-political crisis occurs during a revolution which creates conflicts between supporters of a democracy and a dictatorship (Boil et all, 2005: 2). Furthermore, part of socio-political crises are the crises of civil unrest which refer to the impact they have on members of the same nation, society or culture when they are fighting among themselves for the conquest of political power, the crises of contagious diseases which refer to the impact they have on individuals and society (Olson, 2009: 63,68), the crises in the sector of tourism related to natural disasters, economic phenomena, political unrest, health conditions, terrorist acts and other incidents which negatively affect the tourist flows (Speakman, 2006: 67) and other socio-political crises, such as the security crisis, the safety of air-traffic control, fleet management and public safety (Hendrics, 2013: 542-543).

1.3 CRISES AFTER DISASTERS

Disastrous incidents include natural disasters, international and domestic disorder in delivering goods and services of vital importance, industrial accidents, fire, air and marine accidents, loss of control of laboratory experiments as well as famine and epidemics (Rosenthal & Kouzmin, 1997: 277- 278). Moreover, they include large scale accidents- floods, forest fires and terrorist attacks, such as the attacks in Madrid in 2004 and London in 2005. Such attacks are a problem to address in the EU (Olson, 2009: v). Examples of crises after disasters are the Chernobyl disaster and the emission of nuclear radiation in many parts of Europe, the destruction - sinking of the ferry in Zebbrugge, Belgium with 200 victims in 1987, the Challenger disaster in 1986 (Rosenthal & Pijnenburg 1991: 2). Natural disasters constitute a serious threat to people's lives and properties and they also have a negative impact on economies (Veskoukis & Doulamis & Karagiorgou, 2012: 593). The environmental crisis, which involves the cases of environmental disaster, such as the large-scale damage from emissions of radioactive or toxic gases from nuclear accidents or transportation accidents (Benamrane, 2013: 239), of natural disaster or of the crisis of endangered species, is linked to the deterioration of the natural environment (Georgopoulou, 1997: 38) and requires a high degree of organization and preparation for its treatment

(Douligeris et all, 1995: 255), and, finally, the crisis of endangered species, which affects the modern natural environment (Georgopoulou, 1997: 38).

1.4 ECONOMIC CRISES

Economic crises have been known since the ancient Greek and Roman times. Aristotle, Demosthenes and Xenophon in Ancient Greece and Rhodhertus and Mommsen in Roman times speak about crises (monetary and credit and not commercial), (Καλιτσουνάκης, 1930: 270). Economic crises affect the income and property of individuals afflicting all aspects of social activity. An economic crisis refers to a period of decline in a long period of stable growth (Boin et all, 2005: 2). Including among the economic crises are the Asian crisis, the American crisis, the Greek crisis, the Portuguese crisis, the Irish crisis and generally the current Global Economic Crisis. The Global Economic Crisis is seen as a crisis of the social and political state after the 2nd World War, which developed to avert a recession similar to the 1930s, and as an inability of this system to meet the requirements of a complex and changing environment (Castels & Caraca & Cardoso, 2012: 1).

Other crises like the personal crises which pertain to individuals, such as the emotional crisis, which includes the risk for ourselves and for the people closely related to us (Henlund & Vieweg & Dong, 1987: 109). A personal crisis declares a period of disturbance that follows and precedes a period of mental stability (Boin et all, 2005: 2).

1.5 RELATIONSHIP BETWEEN DIFFERENT TYPES OF CRISES

In figure 1, we depict the main points that are threatened by the various crises, which can be categorized into groups of crises of different general categories.

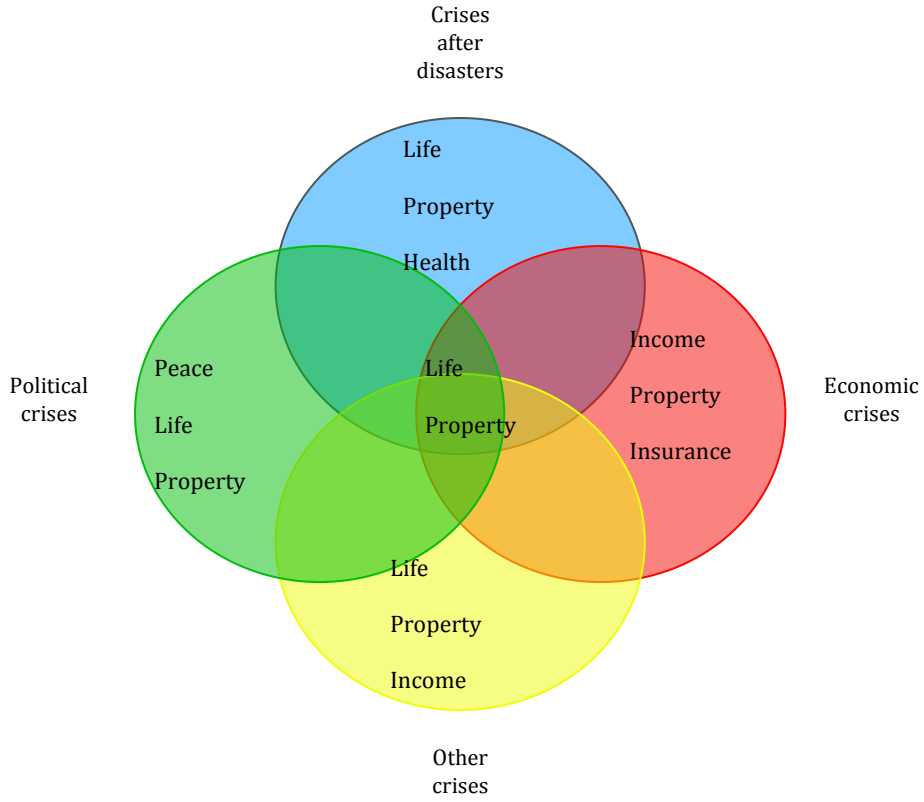

FIGURE 1 : THE RELATIONSHIP AMONG SOCIO-POLITICAL, ECONOMIC, CRISES AFTER DISASTERS

The crises, depending on their characteristics, can be broadly classified into Socio-Political, Economic, Crises after disasters and other crises. Crises are distinguished based on their prominent features. Usually, a crisis is accompanied by secondary characteristics belonging to other crises. Crises can be distinguished among them by analyzing the initial event which constituted the onset of a crisis. Although crises display many different characteristics in the points which threaten individuals and societies, according to the present study, nonetheless, they display many common characteristics in these points, which are shown in the cross sections of the Venn pie chart. The characteristics which are always under threat in every type of crisis are life, property and income.

2.1 MANAGEMENT OF RISK, CRISIS AND DISASTER

A crisis is a negative disorder characterised as unexpected. The crisis is an unforeseen phenomenon that cannot be predicted by any kind of prediction (Boin et all, 2005: 2). However, the non-random production of risk and in particular the development of high- risk technology and the formulation of a high-risk environment leads to the breeding of the so-called normal incidents that cause crises (Rosenthal & Kouzmin, 1997: 278)

Risk Management, Crisis Management and Disaster Management are the three sectors which are used in an Integrated Crisis Management. Risk Management falls under the preventive approach, while Crises Management and Disaster Management fall under the reactive approach (Najjar , 2001: 430), (Mitroff & Shrivastava & Udwadia, 1987: 284).

One cycle of the Integrated Crisis Management is shown in Figure 2 (based on Alexander, 2002). The handling of crises ought to be both preventive and reactive simultaneously, covering the periods before, during and after the crisis (Mitroff & Pearson & Harrington, 1996: vii). Unlike the traditional model of reactive approach to the crisis, the avoidance and containment of crises fit into the planning of their management and their prevention. Therefore, an Integrated Crisis Management includes both prevention and confrontation (Glaesser, 2006, 22). Risk Management takes place at a time before the incident which causes the crisis while Crisis Management and Disaster Management take place after the incident. The cycle includes the stages of alleviation from the consequences of the crisis, of preparation, of response and retrieval. Within these stages of confrontation, we have periods of calmness, of pre-consequences, of urgent response, restoration and reconstruction. When the crisis is restored, then the cycle starts again, with the preparation for the next crisis.

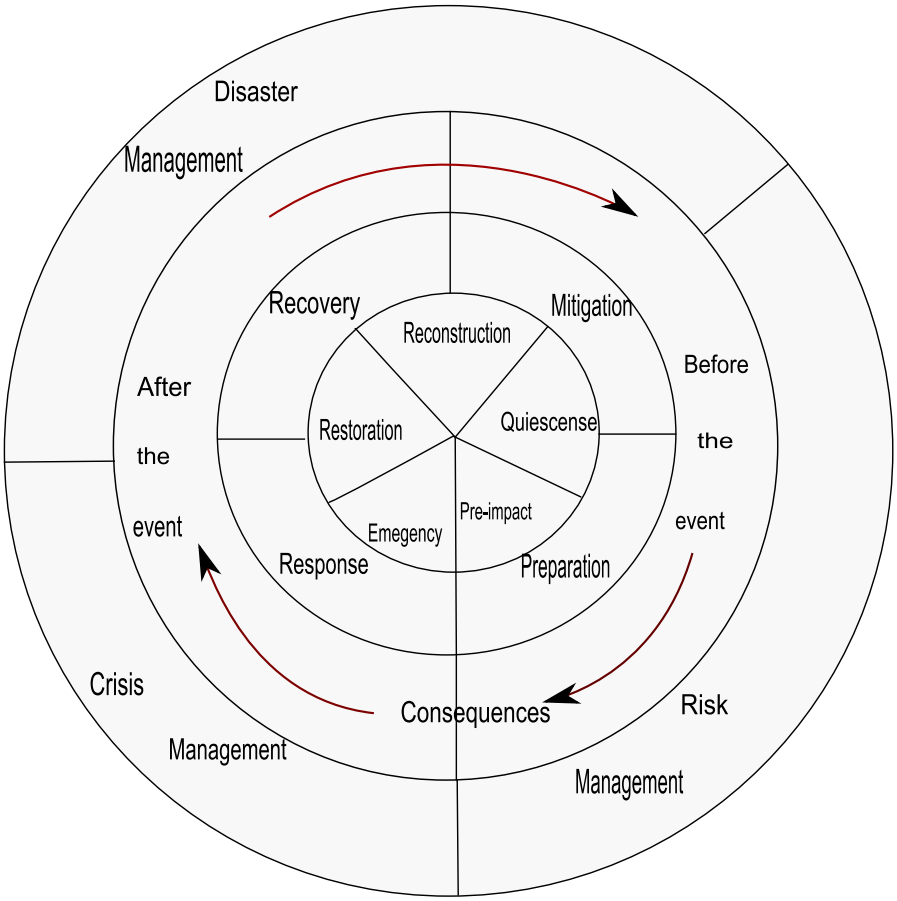

Figure 2: Cycle of Risk, Crisis and Disaster Management (based on Alexander, 2002)

Integrated Crisis Management includes the three sectors of Risk Management, Crisis Management and Disaster Management, but in a sequence based on the reason which creates the crisis.

If the crisis concerns a situation which emerges slowly, such as the economic crisis, the process includes the Risk Management and the Crisis Management, with two sub-cases: if the disaster is avoided, the process ends here. However, if the disaster occurs, then the process continues with Disaster Management, as shown in Figure 3. The integrated crisis management, as shown in Figure 3, displays an integrated outlook on crisis management.

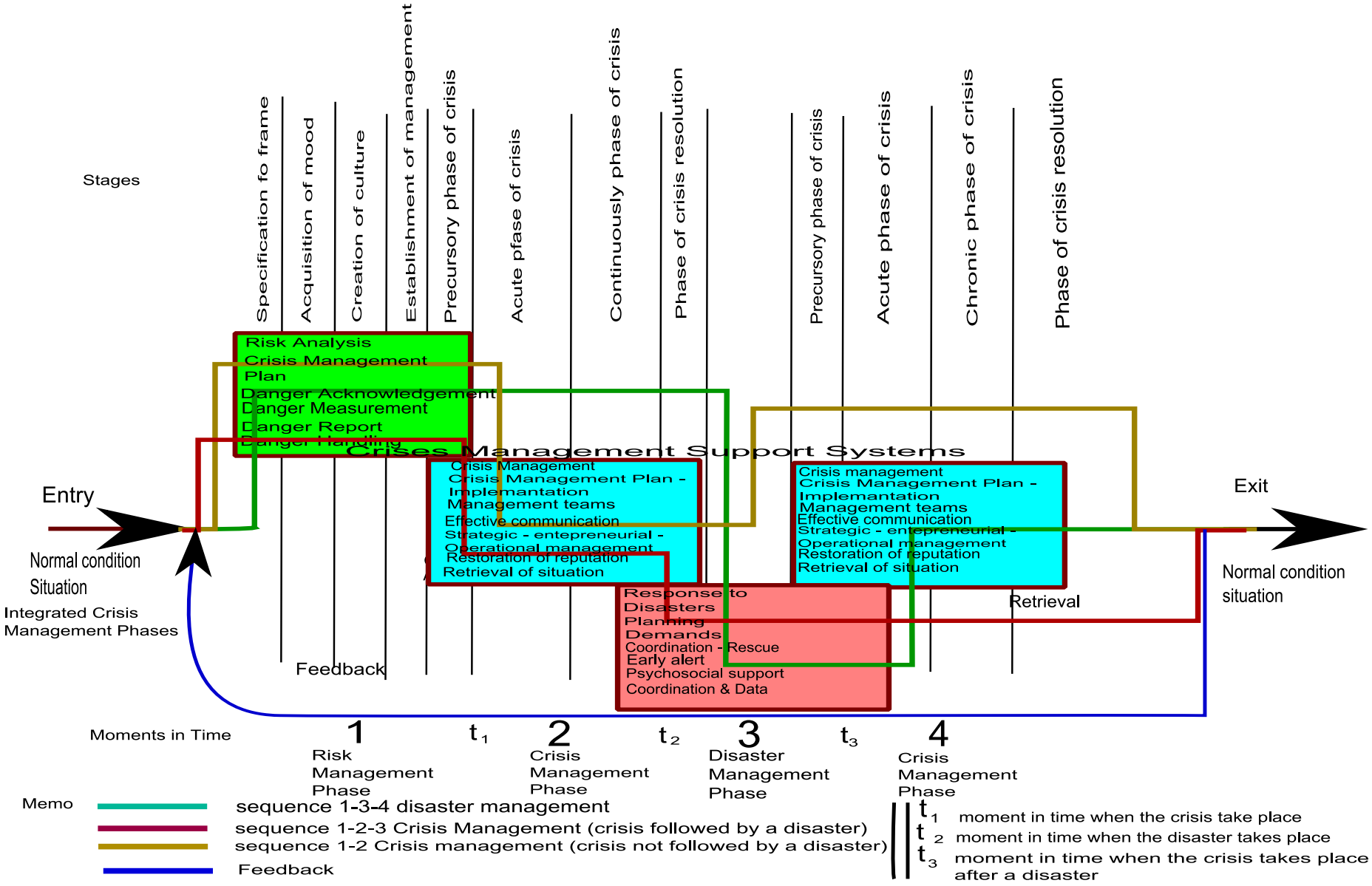

Figure 3: Risk, Crisis and Disaster Management

2.2 RISK MANAGEMENT

Preventive crises management is characterised by readiness. It emphasizes the precursory phase. It is structured in such a way so as to receive the warning signals promptly enabling the organisation to avoid potential crises or, if this is not possible, to cope with them successfully.

Risk Management constitutes a modern methodological approach in decision making. The purpose of risk management is not about reducing the risk, as this is impossible, but it is about developing the ability to address those future events which could disturb the balance of a business (Holmes, 2005: 17). The descriptive approach of risk management in Decision Making with the description of all possible solutions and the regulatory - instructive approach with the use of Mathematical Programming or Optimization are effective approaches (Koutsoukis in Borge, 2008: 12). In many sectors, however, there are insufficient data regarding a certain risk to be defined with precision, so as to enable an organization to manage the risk (Holmes, 2005: on the 3rd, 13). The risks that threaten the smooth functioning of an organization are depicted in the «Risk Spectrum" of Cloman, as shown in Figure 4.

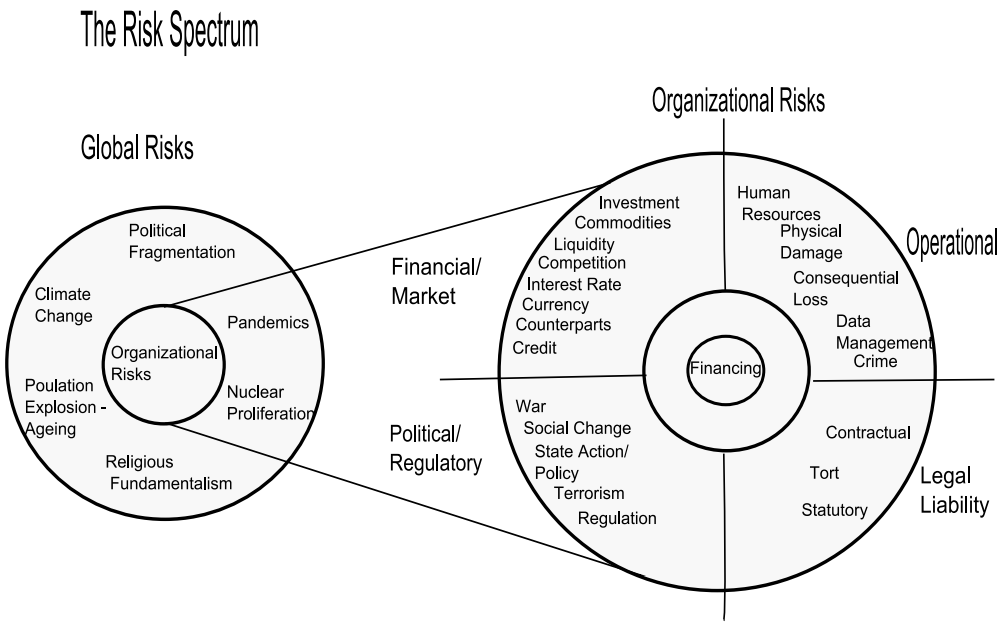

Figure 4: The risk spectrum (Cloman, 1998)

The spectrum of risks includes, on the one hand, global risks (remote environment of the organization), on which the organisation has no potentiality of management, and, on the other hand, organizational risks (internal or adjacent environment) which are located in the inner part of global risks - upon which the organisation may exercise management. Global risks include climate change, population explosion with simultaneous population ageing, religious fundamentalism, nuclear proliferation, pandemics and political fragmentation that causes conflicts. The organizational risks include the risks of markets, operational risks, political and regulatory risks and risks of legal liability (the spectrum of risks constitutes a condensed supervisory look at all types of risks that may threaten an organization (Cloman, 1998: 5-6)).

For a successful risk management, it is of paramount importance to delegate tasks to a specific responsible person, to use a common framework of risk management, to use existing optimal practices (Lamn, 2010: 35-54).

The methodology of risk management is closely connected with the existence of a strategic plan of the organization and the alignment between them can help the organisation to prevent crises (Marcelino - Sadaba et all, 2014: 327-337). The methodologies used for risk management, taking into account the advantages and difficulties in the implementation of each one of them, may contribute to risk management effectively.

2.3 CRISIS MANAGEMENT

The Reactive Crisis Management has a repressive character. It emphasizes the starting phase of the crisis (Mitroff & Pearson & Harrington, 1996: vii). Its structure does not give the possibility for early termination of the warning signs resulting in the inability to prepare business for the upcoming crisis. Consequence is the biggest cost for the company because of the crisis. In several companies it plays a bearable role since it does not bind a lot of resources and manpower as the preventive management.

The study of crises examines the existence of threat for the social and political system, the random appearance of a necessity for the state to respond to the threat, the existence of a necessity for the government to make decisions, the requirement for early decision making at a particular time and the very decision making of the state authorities (Day & Norris, 2006: 15).

The Crisis Management Plan is a component of the effective crises treatment. A Crisis Management Plan includes the identification of risks, the risk assessment, the development of the plan, the immediate reaction, the "recovery" and the control of the plan (Mitroff & Aspalan, 2003, 109-113). The Crisis Management Plan should improve the functioning of the organisation as a whole (Ramsay, 1999: 132-135).

The phases of the crisis can be distinguished in the prodromal crisis, the acute crisis, the chronic crisis and the crisis resolution (Fink, 2002: 20-28). These phases are followed during the process of resolving the crisis and are necessary for its successful resolution.

Crisis management in Combs occurs in three phases: 1) Pre-crisis, 2) Crisis event, 3) post-crisis (recovery). Before the crisis it is necessary to have a plan for crises management and a trained team for handling a crisis. The management plan includes what happens typically in a crisis and the documents and procedures to be used. Management teams vary in synthesis depending on the crisis. The network communication and the website are necessary for the crisis.

The restoration of fame is the most important process according to Combs and it is realized with appropriate strategies, such as attacking the accuser, denial, the scapegoat strategy, justification, reminder of positive aspects of the organization, acquisition of goodwill, compensation and apology (Combs, 2007a, 1-17).

According to Mitroff, the stages followed by a crisis and its treatment are these five: Pre-Crisis (detection of signs -forerunners of the crisis), prevention – preparation (research and reduction of risk factors), prevention of the damage caused by the crisis, restoration of the crisis and retrospection of the crisis with the knowledge which concerns the treatment of a forthcoming crisis. The proper implementation of the plans for the treatment of the crisis is essential in order to achieve an effective treatment of the crisis (Mitroff & Pearson & Harrington, 1996: 57-98).

According to Augustine, the steps followed by a crisis regarding its management are five: the avoidance of crisis, the preparation to manage the crisis, the identification of the crisis (recognising the crisis), the restrainment of the crisis (containing the crisis) and the creation of utilities from the crisis (resolving the crisis). According to this assumption, there is a strong emphasis on preventive crisis management (Augustine, 1995: 1-31).

According to Olson, crises are treated in four phases: the phase of prevention involves the elimination of crisis conditions in a system, making the system vulnerable to various kinds of threats and malfunctions that may be caused by a crisis, through risk analysis and threats for the identification and assessment of risky factors. The phase of prevention may lead to the redesigning of systems. The preparation phase includes plans for setting up adjustments, educating and training for the management of crisis situations, such as the planning of an emergency. The response phase covers work during a crisis, in order to mitigate its negative effects via communication with the media. The retrieval phase includes the measures taken in order to restore what has been destroyed or damaged during the crisis (Olson, 2009:1-15).The stages of crisis management are shown in figure 5.

The preparation for crisis treatment can make a difference when a crisis occurs. Businesses with early warning systems and overall readiness for the treatment of a crisis are likely to survive in a crisis

situation compared to those which are not adequately prepared (Faghfouri, 2011: V). The coordination for crisis management, particularly when crises involve states, such as the Member States of the EU, is important for the overall management of the crisis (Olson, 2009: v). However, a large part of the knowledge and information on issues of crisis treatment is hidden behind a veil of security (Doeg, 2005: 13). Effective crises treatment is necessary to address the phenomenon of recrimination between individuals for the blame of those accountable for the crisis (Mulgan, 2002: 45).

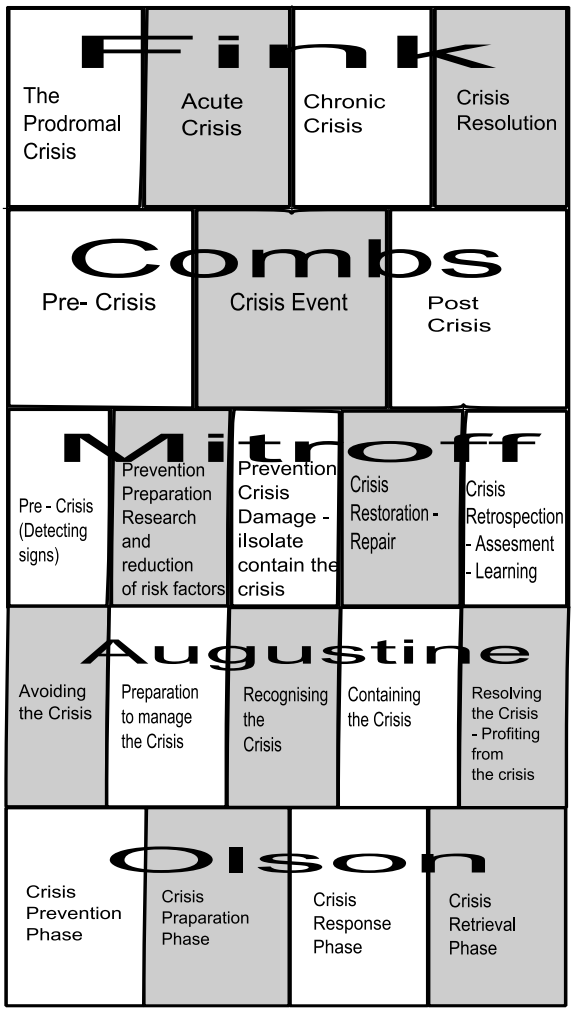

Figure 5: The stages of crises according to Fink, Combs, Mitroff, Augustine and Olson.

2.4 DISASTER MANAGEMENT

A third approach, Disaster Management, is used after the disaster has occurred. Disaster Management concerns the preparation and actions which will lead to a rapid recovery after an unanticipated and perhaps unexpected catastrophic event (Borge, 2008: 14).

Disaster Management includes natural and manmade disasters. Natural disasters are the geological disasters, disasters of river floods, coastal disasters, disasters from landslides, earthquakes, volcanic activity, climate changes and weather disasters, from natural fires and technological disasters (Λέκκας, 2000: 131- 225). The disaster management involves many stages of planning and serves all phases of a catastrophic event, preparation, response and recovery (Othman & Beydoun, 2013: 218-219).

The cycle of administration of disaster management describes the three basic stages that make up the proper management of a disaster. These stages are the stage of risk reduction, the stage of emergency response and the recovery stage: At the stage of emergency response, the important actions are the procedures of a timely warning and evacuation, the conduct of an investigation and the rescue of trapped survivors, the administration and deployment of humanitarian aid, the coordination, the leadership and the exchange of information. In the process of restoration, what is important is management coordination and exchange of information, clearing of debris and damage and needs assessment, provision of targeted early recovery, assistance, temporary accommodation and reconstruction of houses and other buildings, psychosocial support, restoration of infrastructure services, reduction of disaster risks and monitoring and evaluation (Piper, 2002: 1-3).

Conclusions

The literature study of crises shows that crises can be classified according to their predominant characteristics, in Socio-Political, Economic and Crises after Disasters. Regardless of the category in which they are classified, crises have common implications, affecting the lives and properties of people and threatening communities. In this paper, we developed a model of Integrated Crisis Management, regardless of the category they belong to. The Integrated Crisis Management uses the three fields of Risk Management, Crises Management and Disaster Management, following a different sequence according to each category. With the Integrated Crisis Management, the elements of the three fields are combined harmoniously in the three different sequences so that an effective treatment of Crises is achieved.

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COMMUNICATION BASED CHANGE IMPLEMENTATION FRAMEWORK: A NEW PERSPECTIVE,

PAPATYA TASPINAR & HANDE ARBAK

With regard to continuous change in environment surrounding the organizations, working conditions are in a regular alteration in terms of both external and internal affairs. In one hand, while the term "change" defines a minimal process improvement; on the other hand, it can denote a radical philosophy or a structural change in the organization, which will affect the way people carry out their work or procedures. Today; managing change process successfully and harmonizing through change are deemed to embrace a competitive edge over the competitors existing in the market. While regarded as one the key resources of change; powerful communication, is shaped by the behaviors, values, expectations and culture of the organization and in parallel, it's effective in the success of the process. Radical change initiatives within the structures may result in tensions and conflicts between the working groups and individuals. In these evolution periods, the way that management level responds to the negative attitudes has a critical value in facilitating the change. Effective communication has a vital and formidable role in the daily life of the organizations and during the times of change process, its importance surpasses all other business activities (Christensen, 2014). The key factor in the process is how the leader conducts change with the structure.

In light of this information, we are going to give a broad explanation of change management and implementation by chronologically looking over different theories and approaches on the issue. Thus, we will be covered three most reviewed change models: the change curve by Elisabeth Kubler-Ross; Lewin's model and Kotter model which can be classified as a change implementation model. Then, we will try to build a new perspective on change process: a communication based change implementation framework at an organizational level in eight key points.

What ıs change and how to manage ıt?

Change is basically to replace with or exchange for another. It might be not only optional but also a must survival of the organization. The principles why organizations choose to change are (Forsyth 2012):

- Finding new ways of operating
- Revising the product or service to satisfy customers avoid competitive threads
- Reducing operating cost
- Improving employee efficiency and productivity in every department
- Achieving specific objectives (for instance profitability)
- Taking advantage of potential changes in everything from markets to technology

It can be argued that with the plain understanding of change management, good communication skills through the change process have gained an upper dimension. In this process, it is crucial that the management should make use of communication not only as a simple tool for knowledge transfer but as strategic means to reach corporate targets.

When we compare change today and in the past, we can evaluate that change and revolution occurs both faster and infiltrates deeper into the bases of business. In this extent, it is completely natural to argue about existence resistance against the change. When one considers that the organizations are structures formed of people, even well-organized, strictly-coordinated and successfully conducted change procedures are condemned to failure due to strong resistance. Main reasons of resistance within the groups can be considered to be restlessness for unclarity and the question marks in minds whether that one would still have his/her job within the organization after the implementation of change (Elving, 2005). As the resistance feeds from the corporate culture and the irregular structural base, it can be complicated to define, tackle and block it right at the beginning period (Johnson-Cramer et al, 2007). On the other hand, it is possible to sort the opportunities of an appropriate change management as follows (ibid):

- Identify structurally important people who can help to enact cultural change.
- Highlight structural fragmentation points that are driven by clashes of cultural values or perspectives and that can undermine a change effort.
- Understand how certain cultural beliefs or values are dominant in the way an organization evolves due to their prominent position in the network.
- Design interventions targeting the right balance of structural and cultural dimensions.

CHANGE MANAGEMENT THEORIES

The concept of “change management” is a familiar one in most business today. But, how business manage change (and how successful they are at it) varies enormously depending on the nature of business, the change and the people involved. Moreover, a key part of this depends on how far people within the organization understand the change process. It is important to understand the human dimension of the change process as because change creates risks, uncertainties and costs and decisions made by humans (whether manager or non manager) are crucial. Thus, managing the change is on the agenda in many organizations today. Three most reviewed models of change management are the following:

CHANGE CURVE

The Change Curve is based on a model which is developed by Elisabeth-Kubler Ross (1969). It helps people to understand their reactions to change. In the model there are five main phases which can be explained in three stages. This model is shown on figure 1.

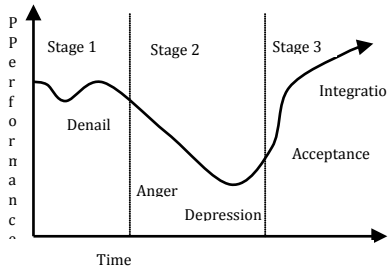

Figure 1: The Change Curve

- Stage 1 / **Denial**: As a human natural, when changes are first mooted, people deny the need of change. Denial is a conscious and unconscious refusal to accept change situation. Faced with possibility of changes, people will often find value in their present circumstances, often in work situations which they would bitterly complain about at other times. In this stage if the change is not dramatic or really new, people deny the situation less strongly, but if the change is dramatic and radical, then this stage can involve a performance collapse.

- Stage 2 / **Anger and Depression**: At this stage the early discussion of change plan is made. People begin to face with new tasks, new working conditions, etc. This situation makes general changes in their world. This can lead anger, defense and some similar feelings that cause difficult to decide how to deal with changes. At this stage performance is at its lowest, and they may continue to perform tasks in the same way as they did before.

- Stage 3: **Acceptance and Integration**: At this stage people begin to let go to the past and focus on building the new. People start to see the change is necessary for their organizations and accept new realities. New situations, processes are tested and acceptance and trust start become the feelings of individuals. At the end of this stage, people create a new system, process in their organizations.

Change curve is an important and useful tool when managing change in organizations. By observing the contemporary behaviours, managers can understand when and what level of support is needed. As seen on change curve, time and communication are the two keys to success for the changes to occur. Time is needed to understand the changes and during this time people need to feel highly connected to the organization. Change management can require a great deal of time and effort.

LEWIN'S MODEL

"If you truly want to understand something, try to change it." Kurt Lewin

One of the cornerstone models for understanding organizational change was developed by Kurt Lewin. He represented two key points for change and transformation (Elrodd and Tipped 2002). According to Lewin's "Force Area Analysis" the interaction of two opposite acting force group establishes the change and continuation f status quo. Lewin (1952) pointed out that organizations need to pass through three stages in order that the change is realized and continued.

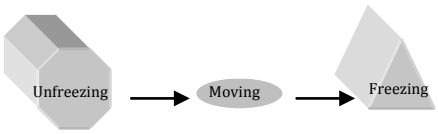

Figure 2: Lewin's Model

- At **unfreezing** stage, the main purpose is to minimize the resistance to change by explaining the individuals why change is needed. It is a very early stage to expect the change of behaviour, the aim is to make the need of change clear and prepare the organization for the change.
- At **moving** stage, the change has been placed and new systems took place of old systems. In other words the individuals have been brought in different behaviour and ways of doing things.
- The final stage is **freezing** which is very important for the continuous change process. If the individuals accept the change and adapt to the new system, the change on the behaviour will also follow the new system and become permanent until another change appear. Thus, the change has been realized successfully.

Kotter's Model

Kotter (1995), proposes that managers do not realize that change as a process. It is an eight step process which takes time to come through the final step. The eight steps for leading change are the following (ibid.):

- Step 1 / **Establish a sense of urgency**: At this step it is important to examine the market, competitive situations, potential crisis need to be identified and managers must develop sense of urgency around the need for change.

- Step 2 / **Form a powerful guiding coalition**: Managing change requires a strong leadership and positive support. It is important to build a team of like mind thinkers within the organization and this team must work to build urgency for change.

- Step 3 / **Create a vision**: Change vision must clearly identified, otherwise individuals can misunderstand the important points of change.

- Step 4 / **Communicate the vision**: Communication is very important at this step, messages should be always fresh in everyone's mind, and communication must reach to all levels of organization. By the help of coalition group, teaching new behaviors to individuals will help them to understand why actions are being taken.

- Step 5 / **Empower others to act on the vision**: Empowerment is one of the key issues to involve people directly to processes. In this step, it is time to analyze the change management effectiveness in the process by removing and move forward.

- Step 6 / **Plan and create short-term wins**: It is important to develop a plan to reach short-term wins. Publicizing, celebrating and rewarding the successes which became visible after a short time will motivate the employees and show them the importance of the process.

- Step 7 / **Consolidate improvements and produce still more change**: Kotter maintains that, declaring success of change project to early, just after the first performance improvement will make it fail. Short-term wins are only the beginning of long-term change. In change process, change managers and leaders need to be patient. To make the process improvement continuous, best and wrong actions should be shared.

- Step 8 / **Institutionalize new approaches**: It is important to make change permanent, since it should become core of the organization. Leaders must continue to support the change by motivating new leaders and employees in everyday work. So, change can become a part of corporate culture not only as a fact but a value to determine the vision and practical work too.

CURRENT APPROACHES IN ORGANIZATIONAL CHANGE AND COMMUNICATION

The work by Lewin (1951), Kotter (1995) and other earlier researchers in the field are still at the core for the use of communication to effectively promote change within an organization. Deborah Barrett (2002) developed the "Strategic Employee Communication model" as a tool for companies to assess the effectiveness of their communication channels with the necessity of organizational change. The model presents effective employee communication in four components which reinforce strategic objectives (ibid.):

- A top and middle level management that is committed to fostering communications in all directions; up, down, and across the organization.

- The communications; messages that are tailored to the audience and consistent with each other and with the overall strategic objectives of the organization.
- The mode of communication; it should rely on a variety of media but should take place primarily in person.
- A communications team or staff that is positioned in such a way as to carry the company's strategic objectives; so that the messages they produce reflects an understanding of the change.

The influence of Lewin's model can be seen in Van der Waldt's (2004) depiction of change communication as occurring in three phases:

- Individuals who face the change in ways of doing things should be supported in the initial phases of the change by communication that acknowledges this change and that recognizes the difficulty that some individuals may have in letting go of the past.
- Van der Waldt characterizes a'neutral zone' which is a corridor between the old and the new and he mentions that communication at this phase should assuage the isolation that may ensue from this confusion. To motivate the employee during this time, goals should be short term and measurable.
- While internalizing the change and moving forward, communication should be characterized by an acknowledgement of the change brought to the new system and an understanding of the role the individual plays within.

Another current topic in change management is the use of narrative techniques in communication. Organizational change is disruptive by nature and involves the uprooting of old norms that have enabled a company to succeed and the adoption of untried practices yet (Denning, 2006). In order to succeed during the change, management and staff must voluntarily disrupt their work habits and consent to move into the unknown. Denning argues that in change situations, the organization's leaders should use different communication techniques. One of them is the storytelling which brings reality and substance to a leader's vision to support the organization during the change. By using Denning's approach, management team can be able to solicit employee feedback, involve staff in the development of strategic goals and empower the organizational culture making employees a part of the change process. Denning (2006) describes eight different narrative techniques to be employed in different stages of organizational change:

- Sparking action (springboard stories)
- Communicating who you are

- Transmitting values
- Communicating who the firm is (branding)
- Fostering collaboration
- Taming the grapevine
- Sharing knowledge
- Leading people into the future

COMMUNICATION BASED CHANGE IMPLEMENTATION FRAMEWORK

In this paper, different models and approaches on change management have been held. Their common point is the supportive fact of communication to implement change successfully. Communication is at the core of every business including employees, customers and all other stakeholders. We suggest that a communication strategy should be built for every company to manage the relations. That strategy could be used as a supportive mechanism to the overall strategy of the organization. When it comes to the change management, managing communication becomes more important than ever. In order to make change successful, the communication channels should be used effectively to distribute the clear messages carrying the benefits of change for all levels of workers and the organization itself.

To do so; a roadmap can be suggested as following: first of all the management team should identify potential threats and examine opportunities. By starting honest discussions and giving dynamic reasons to get people talking, they can bring support from their stakeholders. Identifying the true leaders in the organization and Asking for an emotional commitment from these key people would help to work on team building within the change coalition.

Determining the values that are central to the change is crucial. Creating a strategy to execute that change vision and applying this vision to all aspects of operations would tie all elements of the organization together. Addressing peoples' concerns and anxieties, openly and honestly would help building confidence throughout the organization. Identifying people who are resisting the change, and helping them see what's needed would ease to take action to quickly remove barriers.

The organizational structure, job descriptions performance and compensation systems should be in line with the vision. Talking about progress is very important. Telling success stories about the change process, and repeating other stories that you hear are part of it.

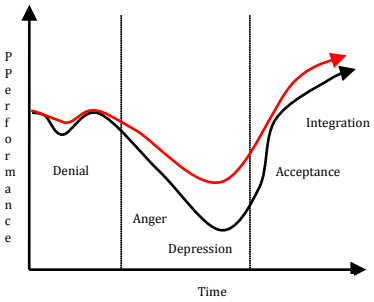

Figure 3: Communication Based Change Curve

Positioning communication just at the core of change management can make positive improvements. The communication based change curve represents the improvement on all stages that individuals and organizations face during change. At the stages of denial and anger, change process crawls, but by the help of communication, this process can be less traumatic because the organization will be enlightened about the change at the beginning. The stage of depression is related with ignoring the new situation, new tasks and new processes which also has lowest performance. By the help of communication, it can be easy to accept the changes with minimum depression, anger and similar negative feelings and higher performance can be possible. Finally it will be easier to reach acceptance and integration stages as there will be significant decrease on loss of time in previous stages.

CONCLUSIONS

All of the change models which are explained above are useful for change management process. As the change process is an uncomfortable situation and adaptation to change is hard to employ, approaching communication not only as supportive factor but a core element would ease the new system to take place of the old. Organizational change requires a common mind when planning, announcing, implementing, and communicating a change initiative. We suggest eight key points to help building a communication based change implementation model:

1. Include communication strategists and practitioners at the beginning of the discussions on change.
2. Explain what is exactly changing and why it is required.
3. Set clear results you target, on the both side of change initiative and communications program.
4. Take extreme care of the quality and consistency of communication.
5. Use a variety of communication pathways and tools.
6. Give people multiple opportunities to share their concerns, ask questions and offer ideas. Keep the people well informed and updated about the progress of change, which is a top priority.
7. Don’t underestimate the length of time required for a change cycle.
8. Implement change management and communication in your organizational culture.

In dynamic business life, the continuous improvement is a must to survive and to succeed for companies. Since improvement contains change in itself; continuous improvement requires continuous change. The companies should improve their change management models and strategies rather than ignoring this fact and resisting the change.

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THE IMPACT OF INTELLECTUAL CAPITAL ON THE CONTINUITY OF BUSINESS ORGANIZATIONS AND ACHIEVING A COMPETITIVE ADVANTAGE IN THE LIGHT OF THE KNOWLEDGE ECONOMY,

FIRAS JAMIL ALOTOUM & FATEN HENNA KERZAN

((And We have certainly honored the children of Adam and carried them on the land and sea and provided for them of the good things and preferred them over much of what We have created, with [definite] preference.))(Al Isra.70)

Due to honoring (Allah) for the human being, there are many verses (Quran Kareem) which are glorifying the creation of man with his existence and his importance in this life ((We have certainly created man in the best of stature))((Al tin. 4))this man is honored for ((Allah))and for ((angels)) and for many creators, and he was provided with all the capabilities and all the ways to build this land.

This study which starts with ((Al Quran Al Kareem)) that clarifies the man's importance and his great position for ((Allah)).

Most Arabic and Foreign studies search in the Administrative sciences certainly, because of that all of them work on one point which is the (Human Element) and this is the starting point for the nation's progress, so without Man's creation to this life there would be no universe.

2-The study's goals:

This study uses the descriptive approach and it seeks to achieve these following goals:

1-Display the human element's importance as a basis for any continual development.

2-Recognize the theoretical and intellectual aspects to the Human capital.

3-Display the competitive advantage's concepts.

4-Display the most prominent characteristics of the successful business organizations.

3-The study's formation:

Basing on what we've read, the human resource's importance is in achieving the competitive advantage of the business organizations, and this resource's role is in achieving the best results with their continuity in the field of business, so this study can answer on this main question with its branches:

How can the human capital effects on the continuity of business organizations?

1-Does the Arabic business organizations' importance to the effective human element lead to stability and growth?

2-Do the Arabic business organizations believe that the continual learning and practicing is the only way for creation and excellence?

3-Do the Arabic states encourage and provide the appropriate financial possibilities to invest in the human resource?

4-The study's importance:

This study's importance can be shown via these points:

1-Man is the base engine for sustainable development in the light of the knowledge economy.

2-Declaring the investment's importance in the minds of the mankind.

3-Declaring the importance of continuity of the business organizations and the human resource's role in that.

5-The study methodology:

This study uses the inductive descriptive approach for its suitability, in general this approach can go with the human and social studies, it shows the theory's aspects with the society's point of view. This study has two topics, the first one is the intellectual capital in the light of the knowledge economy, and the second one is the competitive advantage.

1-The first topic, the intellectual capital in the light of the knowledge economy:

Introduction:

Taking attention to the intellectual capital's subject has started since the late last century, when (Ralf Steer) the manager of Johnson Fili food company had said this phrase (the intellectual capital)(the natural resources were in the past the most important components for the national revolution and the most important assets for the companies, but now instead of all this there is the intellectual capital.

In the middle of the nineteenth of the last century, the Arabic world had started to be interested to the intellectual capital by contracting meetings and seminars to discuss about it.

1:1-The intellectual capital's concept:

This capital is represented as a competitive advantage to the companies that is why the companies started to focus on it by understanding its measure and indicators. They have been thinking that the riches are the buildings, lands and equipments, but no one could realize the effect of the human element on these riches. The human element with the technology and knowledge has become the reason of succeeding the organizations, and since that all the traditional economical concepts have changed to be based on knowledge, and caring about the human element with the organization's capitals increase the final result of this work. So through investment there will be more capitals, the human investment increases the human resources.

(Theward Shelts) is the one who suggested the human capital which is an economical concept and it was audited by (Gary Beeker) to explain the economical results from the knowledge and skills by someone or by an organization. Although there were correct results of the human element but it was without realizing its effect because of the difficulties to evaluate this element comparing to the other elements, in this case there was an evaluation to the workforce with the production's quantity regardless of the performance. Lately many serious studies and researches are done to measure the added value to the human capital to make a group of measures which were clear in the nineteenth and they led to show the skills' apparent lack internationally , the thing which pushed many organizations to be interested to the human element to compensate the workforce at all levels. In the twenty first century there are many positive points are done like, keeping the competitive advantage, finding ways to increase the human capital basing on correct data to invest the production, and by taking all these methods the business organizations were able to solve the lacks' problems.

2:1: Definition of intellectual capital:

It is clear now how is more important to use the human element in the business organizations as a human capital than any financial assets which means that if the organizations study the human resources' skills, there will be a good management.

Organization of Cooperation and Economical Development has defined intellectual capital in 1999 that, (It is the economical value for two categories that are not to a certain organization: 1-Structural capital. 2-Human capital.

(Despres & Chanvel) define intellectual capital as the intellectual assets of the entity which can get legal protection by this capital.

Knowledge Economy:

Knowledge economy has begun with realizing the role in growing, producing, distributing, and using knowledge in workflow of the economies and the organizations, knowledge is not the only one that

has to be developed but also there are relations between the elements that are in Dynamic knowledge generation, with exploiting and distributing these elements.

When we say that knowledge plays a significant role in economy, that's not a new saying, but what we notice that the ways of knowledge production develop constantly.

Organization of cooperation and economy development defines Knowledge Economy that,(It is the economy that is based on the production directly, in addition to distribute and use knowledge in the different productivity service activities).

Knowledge economy makes the production more complex, so it is so difficult to understand the main characteristics for using knowledge because of traditional statistical approaches to the contribution of the different activities' sectors besides the consequent's determination with the outdoor and indoor tables. Another meaning is that the economies in the workflow have to be renewed by economical typical aspects.

Economy's indicators that are based on knowledge:

Organization of cooperation and economical development has suggested indicators for knowledge economy by using four different categories:

1-Sience and technology's indicators:

They are represented in the researches, statistics of the patent invention, scientific publication, the technological payments and the indicators of the technological and scientific specialists.

2-The indicators of the researches that are about regulating invention's activities:

This is the technological possess as protection ways for the technological inventions, the results of the researches in the universities and labs with the group work to invent brilliant skills can make us more interested to these indicators.

The indicators that are related to the human resources:

These indicators have a big importance. Till now there are a few can't study this type because of its business' lack with the difficulty how to measure people's efficiencies.

The human resources' indicators have two main sources: 1- data that are related to learn and practice.2- Data that are related to efficiencies.

The indicators of publishing data technology and communications:

With these indicators knowledge economy can rely on an appropriate technological base to join tightly between knowledge and production's activities for publishing new technologies.

Technology of data, communications, and knowledge economy:

Data's revolution can generate more knowledge like the scientific and technological knowledge, because of it the international economy has changed to an economy that is relied on scientific knowledge, so any state's ability can be known by its cognitive balance, the technological and scientific knowledge can be evaluated for some countries about 80% of their economy because this knowledge plays a decent role comparing to the new economy or to the digital economy.

This technology is a fast factor for inventing a cooperated base in knowledge that allows to publish it all over the world with no costs, and by doing this there will be more brilliant activities in knowledge field.

Here are some of the advantages of this technology: 1- producing this technology in a sector that has a distinguished invention.2- this technology is a pillar to encode knowledge.

There will be a big competition through our point of view on knowledge economy with its aims for perfection that depends on data and communications, and this standard for the competition has become the real capital internationally, to be more investment for using the modern knowledge technology.

In this case there will be more skills and more chances to the management to apply the suitable systems in the organizations, and achieving the balance between all the parties of work, and this will be the second challenge after industry's challenge, but Knowledge challenge depends on the human resource of the institute, and the balance is the one thing that will construct the Organization knowledge management project successfully.

When the organization is able to take the competitive advantage it can make all the indicators of knowledge economy, in addition to its new situation in managing knowledge economy principals effectively.

1:3:2: The essence of knowledge economy:

At the end of the twentieth century there was an accumulation of knowledge almost by the developed countries because of the huge development in science and technology, and this accumulation was connected to an important evolution which it is:

-the capital accumulation.

-the speed of scientific and technological progress which was embodied in connection technology and the information revolution.

1- knowledge economy.

2-Knowledge based Economy.

Knowledge Economy is the economy that has knowledge which achieves the most part of the added value, which means that knowledge is the essential component in the production process in marketing, as long as knowledge grows the progress grows because this knowledge depends on data technology and contact to start going in the economy, so the information is the only element in the production process and the only producer in this Economy, the technology of this information forms and determines the production's ways in marketing fields, so we can say that Information Economy or Symbolic Economy is the economy which is after the industrial one.

Knowledge plays a big role in wealth creation in Economy based knowledge, and this role is an old one, but the new one is bigger and deeper amount of the space that knowledge takes in this Economy.

In this kind of Economy there are no limits for knowledge in transforming the available resources into goods and services, it creates new resources with playing a big role in marketing products, so we have to make sure that this knowledge means the information, experiences, researches, technological studies, modern management systems, and people's skills, that is why knowledge in its meaning is wider than any information.

There was a common use which involves either the new economy or knowledge economy in spite of the big differences between the two kinds; both of them have the human capital which is the skills and the experiences of the human elements.

Ruling factors for making a framework to the society's economical knowledge:

Business organizations are facing now a big challenge in changing the society from the information one to the knowledge based on progressed technology, and to have a competitive advantage in the economy world these organizations have to depend totally on knowledge production.

Many of scholars and writers in management science have shared the concept of knowledge management and these are some of their names: (Peter Druker), and (Paul Strassman), who assured on growing information and showed knowledge as a regulation resource to business institutes, (Peter Senge) clarified that it is so important to focus on knowledge organization as a cultural dimension for knowledge management, the term of (Knowledge Management) has become of the common terms, in 1989 many American companies started to work for knowledge management with making a technological base.

Many of the administrative advisory experiences formed systems for knowledge management with developing it inside the business organizations, and these different organizations presented financing to the projects that are related to knowledge management.

Knowledge in knowledge management is the achieved links through studying the systems, data rules, the information, and the knowledge, so to understand the knowledge we have to use it.

There is no suspect that humanity is moving to a new era which works on information production or (knowledge), and we can do this by computers, satellites, and information webs, ultimately all these ways can affect on Decision Making institutions in developing countries, with big challenges which are ruling factors:

1-Realizing the distinctive characteristics of knowledge and information era with responding to these characteristics.

2-The challenges of the technological and scientific progress with its future outlook.

3-Dealing with the technological revolution and knowledge-information revolution.

4-possibilities for regional working and international cooperation.

The searcher considers that the huge financial wealth in Arabic countries have to be used in different fields of communication technology, continual learning and practicing and going after the development which is good for coming generations, because Arabic society is a consumed society. At the same time we have to know and seek for the new economical concepts to study their efficient on Arabic environment and how much they can be good for the traditions in our societies,

development depends totally on the human being because he is the basic base more than the financial wealth in business organizations.

1:3:3 Arabic experiences:

Constructing A sophisticated human capital is the future challenge in all Arabic countries, it's not enough for Arab individual to acquire knowledge with all its activities but also he has to seek for getting it to be a participant in the twentieth first century. So it's so important to give priority for reducing the cost of (Internet connection) which is an essential appliance to publish knowledge all over the world. in the field of the human resources and developing the human element, specialized staffs have to be there to prepare them as good computer teachers to teach the others how to use (internet)by the computers. Coordination between Arabic countries is the best way to keep the compatibility between the systems and the ways of knowledge and joining them together to give the best results for their shared problems. Many Arabic countries tried to publish knowledge by establishing online cities to be attractions for different institutions that work in technology applications, communication, and information, as the case in (United Arab Emirates) which established (Dubai) as the place of (Internet), after that Dubai achieved a great development in the Electronic Companies with using the electronic exchanging in Dubai's ports to make the commercial exchanging of goods easier. Also Egypt worked in editing communication and information to develop a stimulant environment in this sector, and it allowed Internet services by a cost which it is no more than a local call which means (without subscription fees), In Al Bahrain there was the electronic identity for everyone with applying a test of electronic voting system in 2001. In Jordan there was an ambitious initiative in the private sector to produce and export software, computers, and electronics. In Syria (Syrian Virtual University) has been opened in 2002 which lets the students to use (internet) for getting academic degrees (good marks) comparing to foreign universities all over the world. In addition to the joint project between Dubai and (Al Azhar Al Shareef)which aims to publish the Islamic manuscripts and everything that is related to knowledge, culture, and Islamic Arabic heritage. and the aim of all these achievements is to make the intelligent society.

We can't ignore that Arabic countries have become far from knowledge and the international technological information because of the incapability to keep up the requirements, beside that it's so difficult to publish knowledge in Arabic language because it is considered the isolated language in Internet world and English language is the common one in publishing knowledge, as well as Arabic countries has the feature of inequalities in distributing the proceeds which cause poverty, aside from Arabic Governments' politics which lays down on controlling the society and the individual with no role for the woman to publish knowledge.

2: The second topic: The competitive advantage:

Introduction:

We can say that the institution has achieved a competitive advantage when it is able to fulfill the added value by its adopted strategy at the time of their competitors can't do the same with the same

quality, cost, and productive features, through this concept, the main role will show in gaining the resources which are the added value that distinguishes the organization from its competitors.

2:1: the concept of competitiveness:

This concept can be many concepts like, growth, economical development, and countries prosperity, and the best feature of the concept of competitiveness is dynamism with the constant changing.

This concept can change by the evolutions and changes that may happen in the world, in the seventieth it was changed by the aspects of foreign trade, in the eightieth it was changed by the industrial policy and in the nineteenth it was changed by the technological policy.

Now this concept is represented by the countries' ability on raising the standard of living on individuals. So obviously we need now a precise definition for the concept of competitiveness.

Through this concept there will be a main role in gaining the resources which are the added value that distinguishes the organization from its competitors, many theories appeared to determine the different resources for the competitive advantage, the two leading theories are:1- the theory of the competitive advantage that is based on activities .2-the theory that is based on resources, the pioneers of the first approach: (Porter, 1985,1991, Shank & Govindarajan, 1989, Hergert & Morris, 1993).

The good governance is the best way to achieve the competitive advantage in the organization, and Porter determined three strategies for achieving that by controlling costs, distinction and intensification. For the second approach has been developed by (Wemerfelt, 1984, Collis, 1991, Barmey, 1991, Grant, 1991) who consider that the competitive advantage can be achieved by its resources.

2:2: The definition of competitiveness:

It is so difficult to find an appropriate definition for the concept of competitiveness, but we can say that this concept is coincided with the big deficit in the trade balance for American United States during 1987-1981, especially with Japan, and increasing the external debt for United States.

When the new international economical system had appeared in the late twentieth century, the world had witnessed collapsing the eastern socialized countries especially the former Soviet Union which led to (Globalization) that depends on economies and market forces.

Organization Economical Cooperation development (OECD) defined the competitiveness totally: (It is the range from which the country can produce competitive productions and services in the international markets under the terms of the free and fair market, and at the same time it can achieve

the real income for the individuals forever), but some economizers criticized the concept of competitiveness that is based on success conditions in the international markets.

The searcher thinks that the best definition is (the organization's ability to exploit its resources efficiently and effectively, and achieving the most profits by the financial and human resources that are based on teaching, constant practicing, acquiring, keeping up everything which is new and preserving these resources comparing to the other organizations that work in the same field.

2:3: The fields of competitiveness:

Competitiveness that is based on the countries' situations of foreign trade:

The concept of competitiveness is associated to the country's situations of the trade balance, when this trade balance has the surplus, the country has the competitive strength, and if it has an inability, the country will collapse in its competition, we mean by this saying the competitiveness of American United States with Japan in the eightieth , and we can't generalize this situation all the time because sometimes the inability in the trade balance means the strength of the economy which may improve the standards of living, at the time of reducing the standards of living in the country, the trade balance can be balanced like: England after World War 2, & America in the ninetieth.

The competitiveness that is based on the situations of foreign trade and the standards of living:

This category says that the country has to achieve the balance in its trade balance in addition to its ability to make the standards of living better for the individuals; some definitions appeared in this category:

The competitiveness only according to the standards of living:

There were many efforts to find a clear definition for competitiveness, and after that a definition had appeared that depends on the high achievement of the standards of living in the country:

((The country's ability to fulfill great and constant standards of living by scoring high rates in the economical development that is measured to the individual's rate of the total local production.

So we can see how this concept is complex and it's so important to determine its definition because each definition has particular policies that support it.

Now the question is, which one of the previous categories of competitiveness that fit and conform the circumstances of Developing Countries' economies and Arabic countries of them, inasmuch these countries' economies suffer a lot in the trade balance, suffer from unemployment, and from the weak production for production elements.

Governments' role to support competitiveness:

The seeds of competitiveness were clear through the new theories for foreign trade especially the theory of strategic trade where the government can encourage foreign activities positively and exchanging the profits from foreign economies to local economies by presenting competitive

subsidies to support developing and searching in the industry and stopping foreign facilities to enter to the local markets to give learning chances about local markets. The supported governmental role for competitiveness can be reflected through (Michel Porter) who explained the countries' success in the international competitive, he also presented a global method that involves many determinants which explain the competitive advantage for industries, these determinants can be good or not good for succeeding the international competitive relating to the country's internal characteristics and the country can control them, but the external ones it can't control and they are divided into:

Main determinants that involve:

1- Characteristics and qualifications of production elements.
2- The request's circumstances and its characteristics.
3- The role of the nutritious industries.
4- The local competition and the aims of the institution.

Summary:

With the beginning of this century the world has witnessed a great transformation towards the knowledge economy, many studies and researches suggest that the share of economy-based on knowledge will be about 80% in the coming years of the total global economy.

Basing on the current standard for the competitiveness in the organizations that has moved from the material resource to the cognitive resource, and the business organizations which do all their best to possess the knowledge competitive. The challenge has become bigger between the business organizations to find (knowledge management systems) that are more effective and efficient especially under moving to the economy-based on knowledge and on the human element which is the most important in the continuity of the business organizations, and the developed countries are more interested to the human element than Arabic countries to their human resources, and here we have two main things which are:

1-The immigrant Arabic brains and skilled hands to Europe and America.

2-Considering the scientific search as one of the important human resources in transferring and establishing the technological experience especially when we talk about spending of the Zionist Entity on the scientific search which is more than spending of the combined Arabic countries.

There are aims of the economical situations to the civilized countries of the world that developed industrially in the light of the international financial crisis, and these aims point to find solutions for this crisis by going back to the concepts of the Islamic economy which proved its successful in finding solutions to the most important economical problems which are, unemployment, poverty, and recession which damages the industry and agriculture that are the main elements for any successful

economy, then the western economists thought that the position of the Islamic economy is the reason of existing the recent financial crisis, in spite of having all the human, financial, and ideological elements for Arabic countries, they can't solve the economical problems especially the investment in the human resources.

Recommendations:

After talking about Economy based on knowledge and the competitive advantage, we can summarize some recommendations as the following:

1-taking care of the human resource because it is the important point to develop and grow Arabic business organizations with its continuity, keeping these resources is the key to ensure the organizations' good position in their field.

2-developing the mechanisms of Arabic investment to be able to exploit all the given resources efficiently and effectively with constructing modern information base to enter the competition world and exchanging the competencies to stop the deficit in Arabic countries.

3-Asking Arabic countries to encourage the individual initiatives to be there more talents in the field of technology, and supporting learning and practicing freely (free learning).

4-Encouragement for constructing scientific labs for the specialized scientific groups, because they are so important in creating combined space to work and exchange knowledge.

5-developing the legal legislations which support the human resources.

6-Developing the attitude of the financial institutes, especially the non-financial investments.

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PART II. ONLINE AND NEW MEDIA COMMUNICATION

ANALYZING THE RELATIONSHIP BETWEEN COMMUNICATION SKILLS AND SOCIAL MEDIA HABITS: EXAMPLE OF STUDENTS IN EGE UNIVERSITY FACULTY OF COMMUNICATION, DEPARTMENT OF PUBLIC RELATIONS AND PUBLICITY,

ELIF YILDIZ

That the social media is among the most developed communication tools of our era is evident. Efficient and productive employment of social media is inevitable in this era in which internet has become common and everyone can easily use hardwares (computer, smart phone etc.) and softwares that enable multidirectional and concurrent knowledge sharing. Today, numerous websites for social networking has set off in the market, reshaping people's communication, interaction, cooperation and even learning processes.

Studies reveal both positive and negative impacts of social media, reporting that social media can be used for educational purposes and that social network subscribers spend more time in school, are aware of the events taking place and in daily communication with their friends. In the same way, social media may help students adapt to life in university (Junco, 2011; Kruger et al., 2005). Despite the positive effects, the relation between pathological internet use, self-esteem and general health was examined in a study conducted on university students in England. Researchers found out that 18,3% of the students are pathological internet users and that they experience academical, social and personal problems due to excess use of internet. Results showed that these users have lower self-esteem and are socially more limited (Niemz, 2005).

Social media is among the most popular applications of the internet that rapidly develops as a major communication device. As the number of internet users increase, so does the social media subscribers. It is predicted that in near future a large proportion of the internet will consists of social media. Apart from providing communication, social media meets several other demands like gaming, knowledge acquisition and searching.

In the internet environment, "social network" is described as the area where users contact with people from different cultures and, as well, express their emotions and thoughts through symbols representing certain gestures and facial expressions used in daily life. If we consider internet as a

massively large space, the overwhelming number of social networks that occupy it become even more striking. Though with different categories and purposes, social networks are reshaped to perform in a virtual environment the real communication, interaction, work and learning processes people experience. Though not the same as real life, social networks started to occupy a greater space in daily life. Social network sites, eliminating the distant outlook of technology by gathering people on the Web, replicate the impact of traditional face-to-face communication in the virtual world.

Use of social media differs depending on the user. Expectations from social media devices change, and different uses may satisfy in different aspects. To some, social media is a place where they avoid socialization, remain solitary and participate as a mere viewer, whilst for others it is a reflection of need for socializing, appreciation by their society and being followed. Turkey, at the 5th place, ranks above Europe in amount of time spent on social network accounts (95.7%) (Tektaş 2014). Facebook and Twitter, the most popular social media sites, are seen to be in common use among university students.

2 Social Media and Communication Skills

The concept of social media is expressed in different ways. Social media is a broad term describing blogs, forums, photographs, audio records, videos, links, profile pages on social networks and other content (Eley ve Tilley, 2009).

Social media connects technology and social entrepreneurship through words, pictures, videos and audio files. Though the social media varies in definition and scope from person to person, its main elements, supported by mobile phones and computers, are encountered in different forms such as blogs, microblogs, online chat, RSS feed, social networks, social bookmarking sites, forums, podcasts, video sharing sites and cyber worlds (Hatipoğlu, 2009: 72).

Also, social media can be described as a broadly participated web environment in which the moments, news, articles, pictures and videos, considered important by real persons, are shared and, if liked by other users, reposted. As can be understood from this description, reality and ability to repost content is the most important criteria of this social environment (Çakır, 2014).

Data concerning internet use and social media reveal the aspect of this subject that affect the life.

Amounting to 1% in 1995, the population with internet connection is about the 40% of the entire world population as of 2014 and the number of users is seen to pass 3 billion (http://www.internetlivestats.com/internet-users/). Constituting the 1,21% of the world's internet users, Turkey, ranking in the 18th place, has 35,358,888 users in total (http://www.internetlivestats.com/internet-users-by-country/).

Popularity of social media has significantly risen among regular internet users. According to statistics 52% of Turkish population are active social media users, and the most popular social networks are respectively Facebook (26%), WhatsApp (21%), Facebook Messenger (21%), Twitter

(17%), Google+ (14%), Skype (13%) and Instagram (12%) (http://www.statista.com/statistics/284503/turkey-social-network-penetration/).

According to Kristina Lerman social media sites have four specialty:

- Users can create content in various media types or contribute to these content.
- Users can tag the contents.
- Users can review the content either by active voting or passive usage.
- Users can form social media networks by describing common interests with other users as persons or friends.

Social media should be put forward as a platform where users can share several types of content such as their daily lives, thoughts, images and videos. Users, now, can form their own content, instead of just confining themselves to what is conventionally offered by the media. Some contents receive much attention and are popularized by users sharing it. Content created by the users that form the components of social networks constitute the core of social media (Büyükşener, 2009).

According to Atikkan and Tunç, “the social, economic and political institutions will transform as the number of internet users augment” (Atikkan&Tunç, 2011: 13). So, the forms of communication change as the life style in a society reforms, and depending on the system set by the social media, communication forms, socialization areas and types, and the relationships of families and friends are going to be seen to undergo a change.

Numerous social network sites (Facebook, Youtube, Flickr, Myspace etc.) that provide the environment for various interests and applications possessing different technological properties offer their users the opportunity introduce themselves in a social environment, create social networks, communicate with other users and continue communicating (Ellison et al., 2007), share the contents (image, video, blog etc.) they create (Kim et al., 2010), make up a profile page containing their personal info, images and videos and interact with people unknown, thus discovering new friendships (Wang et al., 2010).

Especially the social network sites frequently connected and used by the youth reflect upon them both positive and negative outcomes. The impact of social network sites on different variables (academical success, motivation, communication, social interaction, loneliness etc.) may differ

depending on the purpose and the method with which the individuals use them (Çetin, 2009; Karal& Kokoç, 2010).

The youth in universities, given their age and status, frequently enter virtual environments while attending their daily life, and save an important space in their daily life for internet, social media and the related topics. The university youth, also referred to as the virtual world travelers, uses internet and social media intensively for several reasons such as participating in educational life, want of easy and quick acquisition of information, curiosity, need of more information, documents and ideas in the process of developing an identity and personality, entertainment, and easier expression of emotions in a non-face-to-face communication (Karaca, 2007: 11-16). This study is important in terms of determining the time spent on internet and social media and the purposes for which this channels is used by university students. In the research, the relationship between communicational skills and social media habits of university students who receive communication education was examined in Ege University example.

3 Objective of the Research

This study aims to reveal the relationship between communicational skills and social media habits of the students from the Department of Public Relations and Publicity, Communication Faculty, Ege University.

4 METHOD

In this research, regarding the students of Communication Faculty, we tried to reveal the frequency of entry to social media platforms, the most followed social media platform, time spent on social media, actions taken on social media and their frequency, reasons of using social media and the expressions relating to social media. In this direction, the study uses a questionnaire including different types of questions gathering personal info and social media use, along with the Communication Skills Inventory, developed by Kurtman Ersanlı&Seher Balcı, with validity and reliability studies passed, that measures cognitive, emotional and behavioral communication skills.

4.1. Population and Sample

The research population consists of students from the Communication Faculty, Ege University. The research sample is formed by 100 students, determined randomly, studying in the Department of Public Relations and Publicity, Communication Faculty, Ege University in 2013-2014 academic year, fall term. During the questionnaire participants were interviewed face-to-face and the unclear questions were explained.

4.2. Data Gathering Tools

Some of the questions in the questionnaire targeted socio-demographic features such as age, sex, and the members of the household currently dwelled, while others were directed to purposes of social media use forwarding questions on social media habits, the most preferred social network, usage frequency and time spent on social networks.

Communication Skills Inventory used in the study was first developed and used by Balcı (1996). There are 70 articles on this first version of the inventory that underwent the required validity and reliability studies. Later, the inventory was applied to a sample of 500 university students and the number of articles was reduced to 45 after the factor analysis (Ersanlı & Balcı 1998).

Inventory, perfected by Ersanlı and Balcı (1998), consists of 45 likert type questions. The inventory measures communication skills in regard to cognitive, emotional and behavioral. Articles are answered as “Always”, “Usually”, “Sometimes”, “Hardly”, “Never”. Always is graded as 5 and Never as 1.

5 FINDINGS AND INTERPRETATION

57 of the 100 participants were female and 43 were male students. Majority (77 students) of the participants are in the 21-24 age range. However, 54% of the participants stay with flatmates, 31% with parents, 12% alone and 1% with their wife/child. 96% use internet daily, 2% enter 1-2 times a week, 50% spent between 1-4 hours, and 19% spent more than 4 hours on the internet.

79% of the students marked “always” on social network sites such as Facebook, Myspace, FriendFeed, Google Plus etc., and 54% stated that professional network sites (LinkedIn, Xing, Acamedia etc.) are sometimes or seldom used. 52% always enter video sharing sites (Youtube, dailymotion) and 58% enter microblog applications (twitter vb.) always or usually. 44% of the students stated that they were unaware of social bookmarking sites (Digg, dei.icio.us,Stumbleupon, Linkibol etc.), whereas 36% reported their use of forums and 33% of blogs as “sometimes”; 36% usually enter Wikis (Wikipedia etc.) and 16% seldom enter Podcasts (Apple iTunes etc.).

Frequency Tables

Table 1 The most followed social media platforms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	53	53.0	57.6	57.6
	Facebook-Twitter	17	17.0	18.5	76.1
	Facebook-Twitter-Instagram	4	4.0	4.3	80.4
	Facebook-Twitter-Tumblr	2	2.0	2.2	82.6
	Facebook-Youtube	1	1.0	1.1	83.7
	Twitter	6	6.0	6.5	90.2
	Facebook-Twitter-Blog	3	3.0	3.3	93.5
	Facebook-Instagram	2	2.0	2.2	95.7
	Facebook-Twitter-LinkedIn	2	2.0	2.2	97.8
	Twitter-Youtube	1	1.0	1.1	98.9
	Facebook-Twitter-Youtube	1	1.0	1.1	100.0
	Total	92	92.0	100.0	
Missing	System	8	8.0		
Total		100	100.0		

Facebook is the most frequently followed social media platform with a follower rate of 53%. In numerous similar researches carried out abroad and in Turkey, the top two websites were, too, found to be Facebook and Twitter. 61% of the participants said 5 years or more for the question “How long have you been following social media platforms?”. 33% reported 3-4 years, 4% 1-2 years and 2% less than 1 years. Amount of time spent on social media was reported 1-3 hours by 51%, less than 1 hour by 26%, 4-6 hours by 18%, more than 7 hours by 5%.

46% of the students “always” and 38% “usually” watch online videos, and 35% said “never”, 29% “seldom”, 17% “sometimes”, 12% “usually” and 6% “always” in reply to the expression “*I share the videos I recorded*”. 39% “sometimes” and 30% “usually shares the videos they liked, while 35% “always”, 46% “usually” view the photos. 33% “usually” shared images belonging to themselves, while 29% shared “sometimes” and 21% “always”.

32% of the students replied saying “usually” and 19% “always” to the expression “*I would share the images I like*”. 47% of the students “always1 33% of the students “usually” listen to music, while 34% “usually” and 25% “always” share the music they like.

To the expression “*I share the music I produced*”, 77% of the students replied “never”, 8% said “always, and 6% said “seldom”. 48% reported “always”, 34% “usually”, 12% “sometimes” in reply to the expression “*I read the articles that caught my attention on social media*”. 29% replied “always”, 26% “sometimes” and 24% “usually” to rate the extent to which they share their articles/opinions.

Participants reported 29% “sometimes”, 20% “always” and 19% “usually” on their frequency to reply the contents they view. Students reported 23% “sometimes”, 18% “always”, 20% “usually”, 23% “seldom” on the range of their participation to discussions relating to subjects they have interest in.

Those who said they would follow the pages of the people they had interest in were 45% “usually”, 33% “always”, 19% “sometimes”, while 38% were “usually”, 27% “always” and 24% “sometimes” follow the groups they like.

Social media platforms make it possible for subscribers to share their location online. Users can follow their friends on one network using Facebook, Twitter or Foursquare. At this point, 20% of the participant students “sometimes”, 26% “seldom” state their status/mood/location. Those who reported “never” made up the 29%.

35% “usually, 30% “always” and 23% “sometimes” follow events pages. 17% “always”, 35% “usually”, 20% “sometimes” and 23% “seldom” update their personal/professional information regularly and 4% answered “never”. 34% “never” play the games on social media. 23% “seldom”, 15% “sometimes”, 9% “always” play games on social media.

89% of the students agreed that the social media platforms are entertaining. 78% use social media to fill in spare times, while 16% reported indecisive. 58% agreed that social media hep get away from the issues of daily life, 24% were indecisive and 17% disagreed with the statement.

76% report that they follow social media because of the popular content interested. 13% disagreed with the statement and 10% remained indecisive. 28% of the students were indecisive on

whether they feel special and important, 53% disagreed with the statement and 18% reported that they felt that way.

To the statement “I can remain in contact with my friends and acquaintances”, 88% agreed, 8% were indecisive and the remaining 4% did not agree. 54% reported that they could meet with new people, 20% remained indecisive and 26% disagreed. 52% reported that they did not feel like a part of a group, 25% were indecisive and 22% agreed to the statement.

At this point new media options individualize the users, but at the same time socialize them. Users rebuild and develop their social relations in virtual environment through the social networks they were familiar with and could rely upon (Binark, 2007: 23). The establishment of individual and group identities is an element that coalesceinstinctively within the democratic culture. By sharing their personal tastes and life styles via digital media, individuals connect through their experiences and build their group identity (Van Dijck, 2009: 44).

65% did not agree that they are able to cast off the sense of solitude, while 20% remained indecisive and 15% agreed. 61% of the students did not agree that they feel more comfortable on social media conversations compared to face-to-face communication, while 16% reported indecisive and 22% agreed. 48% agreed that social media networks help build up conversation topics for friend meetings, 25% remained indecisive and 27% did not agree.

31% agreed that avoidance of social media devices is considered a drawback in their social environment, whilst 16% were indecisive and 53% disagreed. 93% reported that they are aware of the happenings within the nearby social circles, 4% were indecisive and 3% disagreed. 94% said that they are able to keep track of current affairs and 5% were indecisive.

93% reported that they are informed about the events taking place, 4% remained indecisive and 2% stated otherwise. 78% stated that they are informed about the personal affairs of those they follow on social media, 13% were indecisive and 9% disagreed with the statement. To the statement that “I can take advisement and opinions on the subjects of interest to me”, 78% agreed and 15% were indecisive.

79% said that they could evaluate situations and events from different points of view, while 16% were indecisive. 66% agreed that they could meet with people sharing the same view as they, and 24% remained indecisive. 67% of the students agree that they could share their opinions freely, 21% were indecisive and 12% opposed.

53% disagreed that the social media bolsters their self-confidence, whereas 26% were indecisive and 20% agreed. 27% agreed that it allows them to discover their potential, 31% remained indecisive and 42% disagreed. 71% did not agree that they could introduce themselves using a different identity, 16% were indecisive and 13% agreed.

To the statement “I think my opinions are valued”, 34% agreed, 26% were indecisive, and 38% disagreed. To the statement “I do not believe I can make a change by freely expressing my thoughts” 33% of the students agreed, 36% remained indecisive and 31% disagreed.

57% of the participants agreed to the statement “I can react to social/political events in accordance with my beliefs and values”, 21% were indecisive and 22% disagreed. 82% agreed to the statement that “I feel like it was idle after spending a certain amount of time on social media platforms”, 8.1% remained indecisive and 9.1% disagreed. 46% reported that “I think social detriments my privacy”, 32% disagreed to receive such damage. 21% of the students remained.

89% of the participants think that the social media does not replace face-to-face relationships. 4% remained indecisive and 7% disagreed with the statement. 48% of the participants agreed that social media does not fulfill their expectations, 37% were indecisive and 14% disagreed.

Although social media platforms are commonly used by university students, that 26% were indecisive on whether they would want to close their social media accounts is noticeable. 8% state that they think of closing their accounts, while 66% wish to keep their accounts.

5.1. Reliability and Factor Analyses For Communication Skills Inventory

Reliability tests carried out on the scale revealed 0,69 reliability. KMO and Barlett tests were applied to determine whether factor analysis should be applied to data acquired. The value - 0,584 - acquired from KMO test showed that factor analysis can be applied, while Barlett test’s results revealing the p value as lower than 0.05 showed that coefficient was statistically significant, therefore the data could be divided into factors. Questions that passed the reliability tests centered in 3 factors. These 3 factors explain 0,32084 of the total variance.

In accordance, under the Emotional factor the following questions were collected; I dislike criticism generally, I daydream while listening to the other person, I feel bored while listening to people, I usually trust people, I feel discomfort communication with people of opposite sex, I find it hard to apologize, I feel disturbed if someone interrupts me during a speech, I believe I came out uninterested towards other people, I am mostly uncertain of my emotions, I feel contented when understood by the person opposite, It makes me happy to trust the opposite person, I welcome everyone with positive expectations, I learn from and teach the people I communicated with, I feel discontent while expressing the emotions that bother me, I feel understood by the people I communicate with.

Under the behavioral factor the following questions were gathered; I listen openheartedly the advices and proposals from the people I communicate with, I can build an efficient eye contact while talking, I spare enough time to listen to what others want to tell, I usually allow the opposite person

speak, I become impatient and interrupt others while they are speaking, I do not hesitate taking the first step in conversations, I converse with open, clear and appropriate sentences, I sometimes do not listen to people even if I preserve eye contact, I ask question to better understand the person I listen to, I intentionally do things to comfort people while conversing with them, I try not to interrupt the opposite person during a conversation, I hesitate taking the first step to make up with someone I was crossed with, I can adjust my voice accordingly with the conversation subject, I try to control and stereotype other people, I direct sudden questions that are hard to answer at first.

Under the Cognitive factor, the questions gathered are as follows; I try to understand people, I have hard time expressing my thoughts to others, I can focus myself on the interests of the opposite person, I express my criticism without hurting others' feelings, I respect the other's opinion even though I do not agree with it, I try to figure out whether the opposite person is willing to talk and listen, I unhesitantly acknowledge my misdemeanors and misconducts, If the listener seems detached from the conversation, I repeat my point, put it with different words and sum it up, I judge the opposite person's opinions that oppose my beliefs, I believe I am not obligated to listen to others, I can acknowledge the inaccuracy of the ideas I argued at the end of the discussion, I focus on understanding the problem rather than focusing on the demeanor of the opposite person, I have outbursts that can detriment my relationships, I pay attention to whether the person to whom I made a suggestion is open to such proposal, I emphasize with the opposite person to understand his emotions and thoughts.

5.2 Reliability and Factor Analyses For Social Media Habits

KMO and Barlett's tests

Kaiser-Meyer-Olkin(KMO) Test Statistics			.609
Bartlett Test	Sphericity	Chi-square	2634.922
		Degree of Freedom	1275
		P value	.000

Scale reliability result was 0,89. KMO and Barlett's tests were carried out to determine whether factor analysis should be applied to the acquired data. The value - 0,609 - acquired from KMO test showed that factor analysis can be applied, while Barlett test's results revealing the p value as lower

than 0.05 showed that coefficient was statistically significant, therefore the data could be divided into factors. Questions that passed the reliability tests centered in 5 factors. These 5 factors explain 0,6254 of the total variance.

In accordance, under the factor “Ability to communicate better” the following questions were gathered; I can meet new people, I feel comfortable, I get rid of sense of loneliness, I feel better compared to face-to-face communication, It provides conversation topics for friend meetings, Not using social media is considered a drawback within my friend environment, I am able to assess situations and events from different perspectives, My self-confidence increases, It allows me to discover my potential, I can introduce myself using a different identity, I think my ideas are valued, I do not believe I can make a change by freely expressing my thoughts, I can react on social/political subjects in accordance with my personal beliefs and values.

Under the factor “Following the content of interest” the following questions were collected; I watch videos, I share the videos I made, I share the videos I like, I view images, I share my photos, I share the photos I like, I listen to music, I share the music I like, I share the music I produced, I read about topics of my interest, I share my articles/opinions, I comment on contents, I join discussion of my interest, I follow the pages of those (articles, uploads) I have interest in, I chat, I subscribe to groups of my interest, I state my status/mood/location, I follow events pages, I regularly update my personal info, I join the games played on social media, Popular contests catch my attention.

Under the factor “Distancing from daily life ” the following questions were gathered; I am having fun, I fulfill my spare time, I get away from the stress of daily life, I feel special and important.

Under the factor “Following the current affairs” the following questions were gathered; I can establish constant communication with my friends and acquaintances, I am aware of the happenings in my immediate environment, I can regularly follow current developments, I easily get informed about the events taking place, I can follow the happenings in other’s personal lives, I can take advices and opinions on the subjects I wish to know about, I can meet with people that share my opinions.

Under the factor “Inability to fulfill/heed expectations” the following questions were gathered; I can establish constant communication with my friends and acquaintances, I am aware of the happenings in my immediate environment, I can regularly follow current developments, I easily get informed about the events taking place, I can follow the happenings in other’s personal lives, I can take advices and opinions on the subjects I wish to know about, I can meet with people that share my opinions.

In communication skills scale the questions were graded as the most positive answer being 5 and because each factor contained equal number of questions, a total score of each individual could

be collected for each factor. In the internet habits scale the most positive answer was given 5 points, gradually declining with each negative drop, and because each factor contained inequivalent number of questions, median scores could be gathered for each factor. Correlation matrix was acquired between these factor scores as demonstrated below.

Table 2 Correlation Matrix

	Cognitive	Emotional	Behavioral	Sharing the Content of Interest	Distancing from daily life	Ability to communicate better	Following Current Affairs	Inability to fulfill/heed expectations
Cognitive	1	.447(**)	.610(**)	0.099	0.089	-0.141	-0.087	-0.146
Emotional	0.447(**)	1	0.546(**)	0.142	0.133	0.145(*)	-0.058	-0.074
Behavioral	0.610(**)	0.546(**)	1	0.251(*)	0.230(*)	-0.099	-0.057	-0.08
Sharing the Content of Interest	0.099	0.142	0.251(*)	1	0.980(**)	0.455(**)	0.461(**)	0.393(**)
Distancing from daily life	0.089	0.133	0.230(*)	0.980(**)	1	0.517(**)	0.502(**)	0.429(**)
Ability to communicate better	-0.141	-0.145	-0.099	0.455(**)	0.517(**)	1	0.930(**)	0.708(**)
Following Current Affairs	-0.087	-0.058	-0.057	0.461(**)	0.502(**)	0.930(**)	1	0.820(**)
Inability to fulfill/heed expectations	-0.146	-0.074	-0.08	0.393(**)	0.429(**)	0.708(**)	0.820(**)	1

** Statistically significant coefficient in 0.01 error margin .

* Statistically significant coefficient in 0.05 error margin.

A significant majority of those who use social media to share contents they like also use it to get away from the daily life. The majority of those who use social media to establish better communication also use it to follow the current affairs. The majority of the individuals who believe social media did not meet their expectations use social media to follow up current events.

When the relationships between communication skills and social media habits are scrutinized; the individuals possessing emotional communication skills are observed to use social media to establish better communication, whereas those with behavioral communications skills use it to share the content of their liking and get away from the daily life. In terms of communication skills, another result of revealed in the research is that the method of conveying criticism to the opposite side differ depending on the sex. Women are detected to act more sensitively in that respect.

6 CONCLUSIONS

The importance of social media is considerable in terms of the improvements and advantages provided to traditional media, one of the foremost fields of communication science. There are no other media environments where users have such expanded say on contents and each internet user without needing technical knowledge can publish contents.

The individual, who gained the opportunity to express himself better through social media, is able to interact with others more than ever, meet with a larger crowd, share his thoughts, experiences, knowledge and comments as a content producer and active participator, thus to socialize. With a dense user population and increasing popularity, social media affects the conventional methods of reaching information, communication, entertainment, self expression and socialization, identity development, life styles and values with the help of this new form of communication it provides.

The use of social networking sites increasingly becomes expanded and widespread. There are disadvantages as well as the advantages of interactive communication. Students can find the opportunity of participating in more events by sharing information on social networks, however, limitation of interactive communication can create social, academical and personal problems.

Rate of social media participation, especially among the young and young adults, has significantly propelled in recent years. University students' social media habits and the relations between different variables became subject to evaluation with recent studies. In this study it is aimed to reveal the relationship between communication skills and social media habits of students from the Department of Public Relations and Publicity, Communication Faculty, Ege University. The frequency of use, the most followed social media platform, time spent on social media, actions taken on social media and their frequency of execution, reasons of social media use and expressions relating to social media are evaluated in the study. According to data we collected; students (79%)

who reported their subscription to social networking sites - Facebook, Myspace, Frienfeed, Google Plus etc. - said that they (61%) follow these platforms for 5 years or longer. The majority of students state that they are entertained during their social media contact. 76% of the students are those who follow social media for their interest in popular contents. The students who think that through social media they keep constant track of their friends and acquaintances and meet with new people reported that they do not feel more comfortable on social media relations in comparison with face-to-face communications.

Approximately one third of all students state that not using social media platforms is considered a drawback by their immediate environment. Students state that through social media they could follow current affairs, be informed about upcoming events, evaluate events through different points of view and state their opinion freely.

57% of the participants agreed that they could react to subjects with social/political content in accordance with their beliefs and values, and those who begin to feel they wasted time after a while on social media made up a significant proportion in our population. Almost half of the students think social media detriments their privacy. 89% of the participants believe social media does not substitute for face-to-face relationships.

Despite the common use of social media by university students, 26% remained indecisive when asked whether they plan on closing their social media accounts.

When the sex-based answers in terms of communication skills were examined; girls are observed to be more meticulous in communication. The examination of internet use of students revealed frequent internet use, a large proportion of which was to reach social media accounts.

The examination on the relationship between social media habits and communications skills showed that individuals who are shy, withdrawn and uncomfortable while expressing thoughts found it easier to express themselves through social media. Individuals who actively share contents (video, photo) are observed to experience discomfort expressing themselves in real life.

Individuals who use social media to fulfill spare time and get away from daily life are better at expressing emotions and thoughts using social media, and, at the same time, possess better communicative skills in daily life.

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HOW THE KIND OF WALLPOST CONTENT INFLUENCES THE ENGAGEMENT OF FANS: THE CASE OF AUTOMOBILE AND MOTORCYCLE BRAND PAGES,

KARAYANNI DESPOINA & KAPOGIANNOPOULOS CHRISTOS & KATRIS CHRISTOS

The rapid evolution of the Internet and, especially, the rapid penetration of the social media have changed how marketers and consumers communicate (Hennig-Thurau et al., 2004; Nambisan & Baron, 2007). Moreover, state-of-art network technologies, such as wireless sensor networks and 3G network technologies, supported by advanced mobile devices, like tablets and smartphones, enable social networking sites to provide more playful and varied modes of interaction (Cheung & Lee, 2009; Lieberman, 1977).

Specifically, Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and exchange of User Generated Content". On the other hand, Safko & Brake (2009) underline the social character of this Internet application, to define social media as "activities, practices and behaviors among communities of people who gather online to share information, knowledge, and opinion using conversational media".

Corstjens & Umblijs (2012) cite that social media change the game by shaping a new marketing communication reality that will have an essential impact on businesses. Along similar lines, others sustain that social media present new opportunities for firms, as they increasingly influence purchase decisions and transform traditional brand practice and consumer behavior (Hennig-Thurau et al., 2010; Kaplan & Haenlein, 2010). For example, consumers depend more and more on their social networks when making decisions, by sharing information about a brand, by communicating with the brand representatives via complaints, compliments and questions, all of which help in building a brand (Patterson, 2012; Pehlivan & Weinberg, 2011). Moreover, the social media result in shifting some power over brands directly towards the potential consumers (Constantinides & Fountain, 2008).

Thus, social media offer new ways of engaging for companies and customers with one another. Indeed, companies are increasingly using social media as a part of their brand building and marketing activities (Gallaugher & Ransbotham, 2010). However, only a small number of companies feel comfortable in this new environment (Kaplan & Haenlein, 2010).

In this study, we focus on the context of automobile and motorcycle industries, to investigate whether the type of wall post content may influence fans' engagement. To this purpose, we examine the content of 220 wall posts that were selected from 22 Facebook product brand pages. In order to examine for significant differences on engagement among different types of wall posts, we employ the statistical analysis of One-way ANOVA. The aim of this study is to explore whether the type of a wall post may attract more fans to: i) click 'like', ii) to make 'comment', or, iii) to 'share' the content with other users. This study ends with some implications to automobile and motorcycle industries wall post makers, about the type of content, which has to be used, in order to gain more popularity to their social media wall posts.

2 FACEBOOK

Facebook is a social networking site generated in 2004, that allows users to create visible profiles, featuring personal information, interests, photos and the like, and the "friend" other site users. These users may also participate in a wide range of activities such as 'Liking' brands, commenting on links, and writing on other walls of their friends, or firms, participating in forum discussions. Smith, Fisher & Chen (2012) depict how Facebook users communicate with others, keep up with other peoples' lives, build, or maintain social capital and discover gossip. In 2012, Facebook became the social network with the most pages viewed and ranks as the world's most viewed website in January 2013, enumerating 972 million users (Marketing Charts, 2013; Socialbakers, 2013)

2.1 Facebook brand pages and Fans

Firms can create profiles and interact with users in Facebook. Fan pages are "brand oriented profiles that provide additional functionalities like detailed analytics and better content and fans administration". Indeed, Facebook characteristics "provide unique and interesting conditions for investigating the interaction of multiple selves and the incorporation of brands in customer self-expression" (Hollenbeck & Kaikati, 2012). According to the classification of Dholokia, Bagozzi & Pearo (2004), "Facebook combines characteristics of small group communities, based on pre-existing offline relationships, with those of network-based communities where a member, without pre-existing relationships, connects around the brand through its fan page. As members of a brand community, participation incentives are based on personal benefits. Nevertheless, fans can also act as brand evangelists, spreading branded content through their friends' network, where motivations to interact came from social benefits".

According a study presented in the United States by Business Wire (2012), the top five reasons for becoming a fan of a brand page on Facebook are the following:

1. Being a consumer of the firm (58%)
2. Seeking to receive promotions and discounts (57%)
3. Showing others that you like the brand (41%)

4. Being the first to have information about the brand (31%)
5. Having access to exclusive content (31%)

Another study by InSites Consulting (2011) presented that consumers become fans of a brand because they use the product. Many users became fans because they received an invitation through their network, or were influenced by advertising on social networks.

3 BRAND ENGAGEMENT VIA FACEBOOK

Social media provide new opportunities for consumer engagement and firms collect information about their desires and needs (Kozinets, 2002). Facebook, especially, allows potential customers to engage with brands, and also to interact with others who share the same brand preferences (Hollenbeck & Zinkhan, 2006). Firms may create Facebook accounts to engage with potential customers (i.e., Facebook users) via wall posts, in order to address the expectations and the needs of different customer segments (Jansen et al., 2009).

Malhotra et al. (2013) notes that "brands have embraced Facebook as a key marketing channel to drive engagement and brand awareness". On Facebook, the number of "likes", shares and comments that a brand's page receives is a manifest variable for brand engagement (Chauhan & Pillai, 2013; Hoffman & Fodor, 2010; Malhotra et al., 2013).

According to Muntinga et al. (2011), user involvement and interaction with corporate social networking sites (SNS) is based on three engagement levels: i) The level of content consumption (i.e., reading product reviews, viewing pictures and videos), ii) the level of contributions to page content (i.e., taking part in wall post conversations, commenting, rating products), and, iii) the level of creation (i.e., creating and sharing user-generated content).

Features that facilitate engagement include the friend list, the wall, status (text), photos, video, links, and buttons for 'like', 'comment', or, 'share'. Indeed, a significant component of Facebook is the friend list, which allows the end user to create a public display of links to their friends, which, in turn, viewers may click through. The wall is like a bulletin board and allows other users to post personal content directed toward the end user. Status allows users to inform their connections of their actions. Photos, videos and links allow users to upload albums, video and photos, or links, which other users may like, comment, or share. The 'like' button allows users to give positive feedback about preferred comment (Facebook, 2011a).

3.1 The button ‘like’, the ‘comment’ box, the ‘share’ button

When a user clicks the button ‘like’ and engages in a wall-post, its content is likely to instantaneously appear in his or her friends’ feeds. This is the quickest way for users to share content with friends (Facebook, 2011b), and it is relevant to word-of-mouth, because users share the content they like with each other. The ‘Like’ button indicates the popularity of wall post content, by displaying the number of friends who like it and encourage user participation (De Vries et al., 2012). In conclusion, when a Facebook user likes wall post content, and defuses the wall post within a unique network, new value is added to the content (Brown et al., 2003). By liking brand wall post content, Facebook users act like marketers who promote messages, as personal referrals, throughout their friend’s network. Moreover, liking a brand wall post content creates customer brand engagement, where individuals are more likely to talk about their experiences and make brand purchases, and enhance loyalty with the brand (Kumar & Mirchandani, 2012; Schultz & Peltier, 2013).

The comment box lets Facebook users comment on wall post, using their Facebook profile and shows this activity to their friends in new feeds (Facebook, 2013). Brand fans can comment, not only positively, but also negatively, on brand posts. Research shows that online discussion about positive brand experience can generate positive feelings among users (Bickart & Schindler, 2001). The positive comments on a brand wall post increase the attractiveness and might have complementary value to the company's brand post (Bronner & De Hoog, 2010).

The ‘share’ button as a significant part of Facebook platform as it may “let people add a personalized message to links before sharing on their timeline, in groups, or to their friends via a Facebook Message”(Facebook, 2014).

‘Like’ or ‘share’ buttons are Facebook applications that incarnate ways for making brand name very quickly known at a low cost. Social media are the best way to talk with the fans in the same way that they talk to a friend, listen their needs and enhance the relationship with customers on a daily basis (Tsimonis & Dimitradis, 2014).

The popularity of brand posts is influenced by the number of likes and comments, however there is no extensive knowledge about the features (such as the type of post) which may affect the impact on fans, as pointed out by preliminary researches in marketing practice in social media (Ryan & Zabin, 2010; Shankar & Batra, 2009). Furthermore, management oriented studies suggest that firms should experiment with different brand post features, such as videos, images or texts (Brookes, 2010; Keath et al., 2011).

It is of important interest for firms to understand the characteristics of the wall post content, which motivate fans to click “like”, to comment, or, to share brand content. This wall post content is spread by consumers without any enforcement, or cost, just because people like to share the content to their peers, in a fashionable, though, direct and personalized atmosphere (Agresta & Bough, 2011; Constantinides & Fountain, 2008; Fournier & Avery, 2011; Hettler, 2010).

4 METHODOLOGY AND DATA ANALYSIS

In this work, we consider 220 wall posts from automobile industries official brand pages. The goal here is to explore whether different types of posts (i.e., image, video, link, text) may lead to different levels of engagement. In this study, we measure engagement by number of likes, comments and shares. Moreover, comments and shares can affect, or even, increase the viewers of a post, therefore may have a stronger impact than likes. In order to make our analysis more robust, we consider two different metrics, which indicates two different types of engagement:

Engagement= Ln(Comments + Shares+1)

Engagement_1= Ln(Likes+1)

Data display great differences from normality, and for this reason we proceed with data transformation with the use of natural logarithm.

First, we check the hypothesis of normality with the statistical test of Kolmogorov-Smirnov, where the null hypothesis (H_0) is that data are normal. Table 1 displays the results from the Kolmogorov-Smirnov test for Normality.

Table 1. Kolmogorov-Smirnov Test for Normality of Data

	Engagement (comments+shares)	***Engagement_1 (likes)***
Kolmogorov-Smirnov		
Number of Observations	220	220
Statistic	0,799	1,097
p-value	0,546	0,180

We cannot reject the hypothesis of normality for the natural-log transformed data (p-value>0.05).

Table 2 displays the descriptive statistics of the dataset for each engagement metric. Specifically, it displays the mean, the standard deviation and the minimum and maximum values of the data for each type of engagement.

Table 2. Descriptive statistics of data

	Number of observations	**Mean**	**St. Deviation**	**Minimum Value**	**Maximum Value**
Engagement	220	4,605	2,250	0	9,88
Engagement_1	220	7,193	2,238	1,61	11,19

The next step is the comparison ***of Engagement for different types of posts.***

Design: In order to compare means of the different categories, we compare the means of all the different types of posts, with the use of One-way ANOVA analysis. Then we perform LSD post-hoc tests, in order to detect which categories may differ significantly.

Hypothesis Checking: In order to test the validity of the results, hypotheses of Normality for each category and Homogeneity of variances must be fulfilled. First, we used the Kolmogorov-Smirnov test to check for Normality for each category (type of post); next, we checked Homogeneity of variances with the use of Levene test.

Analysis: The data Analysis is following below.

Table 3 displays the number of observations, mean and standard deviation for each kind of post and for each type of engagement.

Table 3. Descriptive statistics for engagement for each kind of post

	Kind of Post	Number of Observations	Mean	Std. Deviation
Engagement	***IMAGE***	128	5,1126	2,26204
	VIDEO	61	4,2879	2,13842
	LINK	24	3,0649	1,62714
	TEXT	7	3,3595	1,68207
	Total	220	4,6048	2,25030
Engagement_1	***IMAGE***	128	7,9618	2,11898
	VIDEO	61	6,3800	1,98122
	LINK	24	5,9529	1,80713

	TEXT	7	4,4786	1,38979
	Total	220	7,1932	2,23803

The graphical representation of mean (Engagement) and mean (Engagement_1) for each type of post follows in Figures 1 and 2.

Graphical representation makes the results of the analysis visible. Specifically, display the superiority of the Image, while Video is clearly the category with the 2nd average engagement (of both types). Link displays higher engagement in terms of "Shares and Comments" than Text, while Text displays higher engagement in terms of "Likes".

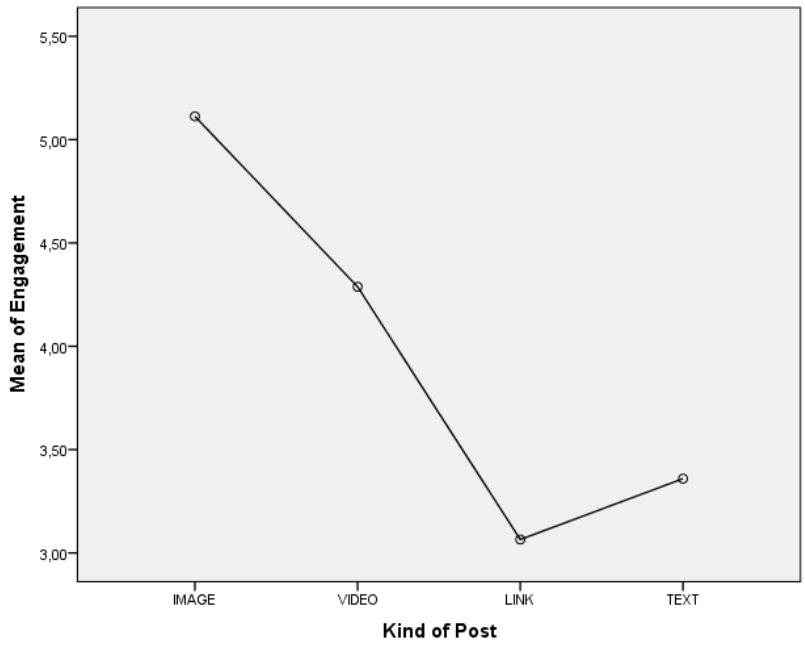

Figure 1. Graphical representation of mean for engagement

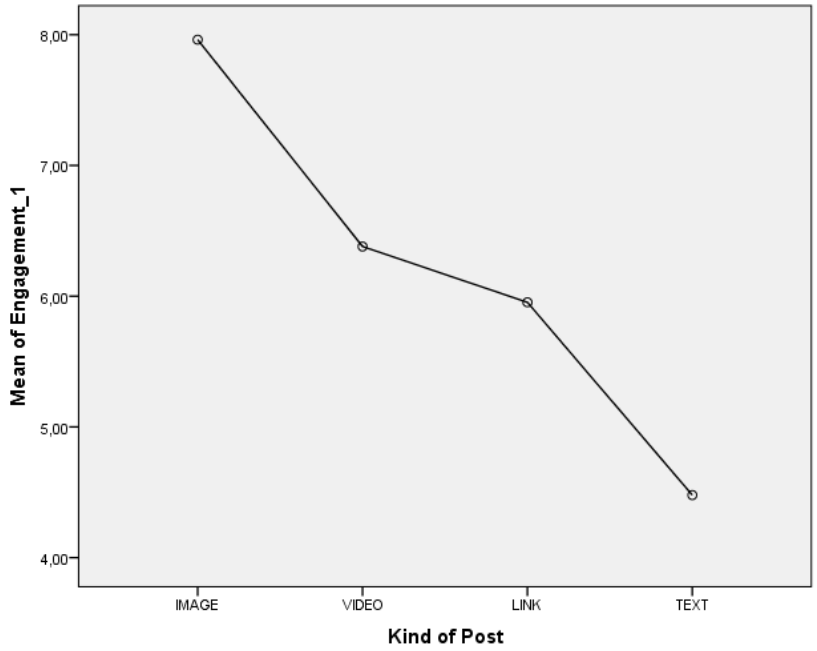

Figure 2. Graphical representation of mean for engagement_1

As a next step, we employed ANOVA, in order to test the significance of the aforementioned differences.

Hypothesis Checking of the One-way ANOVA design is following. Table 4 shows the Kolmogorov-Smirnov test, in order to check normality for each category, for both types of engagement.

Table 4. Kolmogorov-Smirnov test for normality for each type of post and each engagement type

	Engagement (comments+shares)				***Engagement_1 (likes)***			
Kolmogorov-Smirnov	***Image***	***Video***	***Link***	***Text***	***Image***	***Video***	***Link***	***Text***
Number of Observations	128	61	24	7	128	61	24	7
Statistic	1,125	0,776	0,952	0,616	1,318	1,174	0,839	1,010
p-value	0,159	0,583	0,325	0,842	0,062	0,127	0,481	0,259

Hypothesis of Normality cannot be rejected for all categories (p-value>0.05).

Table 5 displays the Levene test for homogeneity of variance, where null hypothesis (H_0) is that all categories have the same variance.

Table 5. Levene test for homogeneity of variance between different kinds of posts

	Engagement	***Engagement_1***
Levene Test		
Statistic	1,284	2,448
p-value	0,281	0,065

From the Levene test, the null hypothesis cannot be rejected (p-value>0.05), thus indicating homogeneity of variance for all categories (homoskedasticity).

The assumptions of the One-way ANOVA are valid, so we proceed with the application of the method. The null hypothesis (H_0) is that all categories have the same mean (i.e., indicating the engagement). This can be expressed as:

$$H_0 : \mu_{image} = \mu_{video} = \mu_{link} = \mu_{text}$$

Against the alternative hypothesis that at least one category is significantly different than the others.

Table 5 displays the result of the One-Way ANOVA for each type of engagement.

Table 5. ANOVA Table for each type of engagement

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	106,903	3	35,634	7,681	**,000**
	Within Groups	1002,079	216	4,639		
	Total	1108,983	219			

		Sum of Squares	df	Mean Square	F	Sig.
Engagement_1	Between Groups	204,469	3	68,156	16,496	**,000**
	Within Groups	892,455	216	4,132		
	Total	1096,924	219			

For both aspects of engagement, there is a significant difference between at least two types of posts. In order to detect the statistical significance of differences between categories (kind of post), LSD post-hoc tests were performed. Table 6 displays the comparisons for each pair of types of posts and each type of engagement. For each pair of type of posts, we observed the mean difference and its standard error, and the p-value of the mull hypothesis (H_0), which states that both types of posts have the same mean.

Table 6. LSD Post-Hoc tests

Dependent Variable	**(I) Kind of Post**	**(J) Kind of Post**	**Mean Difference (I-J)**	**Std. Error**	**p-value**
Engagement	***IMAGE***	***VIDEO***	,82471*	,33511	***,015***
		LINK	2,04775*	,47911	***,000***
		TEXT	1,75314*	,83606	***,037***
	VIDEO	***IMAGE***	-,82471*	,33511	***,015***
		LINK	1,22304*	,51899	***,019***
		TEXT	,92843	,85954	,281
	LINK	***IMAGE***	-2,04775*	,47911	***,000***
		VIDEO	-1,22304*	,51899	***,019***

		TEXT	-,29461	,92523	,750
	TEXT	***IMAGE***	-1,75314*	,83606	***,037***
		VIDEO	-,92843	,85954	,281
		LINK	,29461	,92523	,750
Engagement_1	***IMAGE***	***VIDEO***	1,58188*	,31625	***,000***
		LINK	2,00896*	,45214	***,000***
		TEXT	3,48321*	,78900	***,000***
	VIDEO	***IMAGE***	-1,58188*	,31625	***,000***
		LINK	,42708	,48978	,384
		TEXT	1,90133*	,81116	***,020***
	LINK	***IMAGE***	-2,00896*	,45214	***,000***
		VIDEO	-,42708	,48978	,384
		TEXT	1,47425	,87316	,093
	TEXT	***IMAGE***	-3,48321*	,78900	***,000***
		VIDEO	-1,90133*	,81116	***,020***
		LINK	-1,47425	,87316	,093
**** The mean difference is significant at the 0.05 level.***					

For both types of engagement, similar conclusions can be derived.

Image leads to higher level of engagement from every other category for both types of engagement ("Comments and Shares" - Likes").

Video can be observed that leads to significantly higher "Comments and Shares", than Link and to significantly higher engagement, than Text, in terms of "Likes".

Link leads to lower level of engagement than Image and Video in terms of “Comments and Shares” and lower level of engagement, than Image only (Image and Video), in terms of “Likes”.

Text leads to lower level of engagement, than Image and Video, in terms of “Comments and Shares” and lower level of engagement, than Image only (Image and Video), in terms of “Likes”.

Differences between ***Link and Text*** were not detect for both types of engagement.

5 CONCLUSION

In this study, we examined the influence of different types of posts to the engagement of fans, in the context of the automobile and motorcycle industries. We considered two different types of engagement and explored this influence with the use of the One-Way ANOVA statistical technique, along with the LSD post-hoc tests. For the purposes of our study, we used wall posts from the automobile and motorcycle industries official brand pages published on Facebook.

The main findings are that: i) ‘Image’ was found to be the most efficient type of post, in order to gain engagement (among all “likes” and “comments and shares”); ii) following was ‘Video’ as it was found to lead to higher levels of engagement, in terms of “Comments and Shares”, compared to ‘Link’ and to higher levels of engagement, in terms of “Likes”, compared to ‘Shares’; iii) finally, ‘Link’ and ‘Text’ were found to be equally powerful, according to their ability to increase engagements (i.e., among all three ‘likes’, ‘comments’ and ‘shares’).

Finally, our findings suggest that automobile and motorcycle brand page makers have to give priority to post image, in order to spread the content more frequently. Moreover, Video posts appear to lead to a lower rate of content spread than Image. Finally, as our research results depict, Link and Text posts have to be used less than their counterpart types of posts (i.e., image and video), as they appear to provide lower spread to the brand page content.

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THE IMPACT OF SOCIAL MEDIA ON INTERPERSONAL COMMUNICATION: A STUDY ON ST. AUGUSTINE UNIVERSITY OF TANZANIA STUDENTS,

NKWIMBA MPUYA ADELINE

Social media have revolutionized how young people interact with each other. The use of social web has become an integral part of students' private and university lives.

By using the combination of social exchange theory and Social information processing theory, this paper explored three aspects. Firstly, the changes social media has brought to the millennials both as a tool of academic development and a mechanism for socialization. Secondly, to determine the rate of social media use among university students. Lastly, the impact of social media on interpersonal communication.

An explorative-descriptive design was used. Data were obtained by extensive literature review and by means of survey. The key finding was that the rate to which students use social networks is very high. Some of the respondents acknowledge that they cannot even remember how many times they visit social networks, being in class while the lecture is going on or in hostels. They attribute this high frequency rate to the use of smartphone devices which are portable and user friendly. On top of that, the study highlighted that although social media has simplified communication and is more interactive, it has detrimental effect on face to face communication among university students.

The researcher proposed that the University needs to create awareness on the importance of interpersonal communication among students. In addition students should be made aware on the impact one gets from frequency use of social networks.

BRAND PLACEMENT IN MOVIES: A CASE STUDY OF A TURKISH AND A FOREIGN MOVIE,

GOKER ANIL Z& ELIF ESIYOK SONMEZ

In the global marketplace it is becoming more important for companies to promote their products and services in order to attract their potential customers. With the new technologies also new areas for advertising started to occur in the marketplace. Brand placement is one of these new areas for companies in order to advertise or promote their products. The term 'brand placement', is an integration of a product or a brand into a film or televised series (Lehu, 2007: 1). Movies and soap operas could be listed as one of the most preferred areas for brand placement.

Brand placement has increasingly becoming popular way of reaching potential customers. As Balasubramanian (1994) stated "product placement is a paid product message aimed at influencing movie or TV audiences via the planned and unnoticeable access of a branded product into a movie or TV program" (Balasubramanian, 1994 cited in Gupta and Kenneth, 1998: 47). Placing brand becomes popular in movies after the great success of Hollywood film (ET) in 1980s. After that, it is becoming a common practice to place products and brands into movies, TV programs, computer and video games, blogs, music videos/DVDs, magazines, books, comics and etc. (Williams, et al., 2011:2).

Also it is known that placing a brand or a product to a movie has becoming an increasingly popular way of reaching potential customers in today's world. (Williams, et al., 2011:19). For that reason, this study is designed as a content analysis of brand placement incidents in movies as a comparison of different movies produced in different countries.

From this point, the purpose of this study is to identify the level of product placement in the selected movies "Fast and Furious 6" and "Celal and Ceren" using a content analysis.

1. BRAND PLACEMENT IN MOVIES

Brand placement is insertion of branded products or services into mass media content with the intent of influencing consumer attitude or behavior (Nawelli et.al., 2006) towards to a specific brand.

The technique of product or brand placement brings together a cinema project (via its production studio, its director, or sometimes simply its props master) and an advertiser (whether an interested applicant, or one applied to for financial, technical or logistical help) for the placement of the advertisers product or brand (Lehu, 2007:8).

Brand placement has known to be another way by which the companies could reach movie and television audiences by paying a fee to have their products in selected movies or programs (Arens, et al., 2013: 522). Once brand placement and advertising compared, there is one specific difference between these two, brand placement isn't as intrusive as conventional advertising and audiences can't zap the ads which takes place by brand placement, as they could do while watching television (Moriarty, et al. 2012).

Brand placement is not a new thing; it is known that brands and products have appeared in films for about as long as films have been around (Park and Berger, 2010). For example in 1900, in the movie "La sortie des usines Lumière" the Lumière brothers placed their factory in the background as set for the exit of the wardens (PwC, 2012). But according to Balasubramanian (1994) brand placement was not an organized attempt before the mid-1980s. Especially with the Hollywood industry brand placement started to be organized and planned promotion tool. Hollywood producers have sought brand placement as an additional source of income and a way to increase the production cost but in addition to this also the advertisers saw brand placement as a less resisted venue for their promotions (Fowles, 1996: 144). For example the car industry has been using brand placement in movies to give their customers a test drive through watching (Wells etal., 2003) the movies in which the car was driven by the characters. Another advantage of brand placement is, the brands which try to associate with the top films found a new area for them. For example in 1999 all the characters of Matrix were using Nokia phones (Arens, et al., 2013: 522). Or the movie Top Gun associated with Ray Ban sunglasess.

Also Apple has found this to be a useful strategy for promoting its products (Arens, et al., 2013: 442). Even Coca-Cola's Steve Heyer believes that true brand integration moves beyond product placement to ideas that feel natural and relevant to the consumer and reflect the brand's positioning (Donaton, 2004: 154). Also he mentions that the product has to be accepted and feel appropriate. So it could be stated that, the natural the brand placement the higher its success.

1.1. Some of the most popular brand placements in movies

Not only Coca-Cola and Apple, but also other global and local companies use brand placement technique in order to promote their products. Some of these brand placements were analysed by different authors in the literature. As mentioned previously it is known that brand placement has a deep history behind. It is believed that once the Hollywood movie sector improved, the brand placement in movies started to get more popular accordingly. One of the oldest brand placement was the film which directed by Henri Decoin in 1955, "Razzia sur la Chnouf" (Drug bust) open its scene

with the arrival of an Air France plane at Orly airport. The name of the airline is also mentioned by one of the characters later on, and written on a telegram shown on camera (Lehu, 2007).

Table 1. Years and Brand Placement Examples

Name of the brand	**Movie**	**Year**
Ford Mustang	Bulitt	1968
Marlboro and Coca-Cola	Superman	1980
Reese's Pieces/ Hersheys	E.T.	1982
Ray Ban/ Aviator	Risky Business	1983
Ray Ban/ Wayfarer	Top Gun	1986
Pepsi, Reebok & Pizza Hut	Wayne's World	1992
Taco Bell & Pizza Hut	Demolition Men	1993
Omega	James Bond- Golden Eye	1995
Wilson and FedEx	Castaway	2000
Mini Cooper	Italian Job	2003
Absolut, Burger King, Chevrolet, Ford, Glamour, Hilton, Honda, Lincoln, Nikon, Sony VAIO, Subway,Swatch, Tisserie, UPS	Spider Man 3	2007
Armani, Bentley, Budweiser, Canon, Dodge, Ford, Lamborghini, Magnum Products, Mercedes, Nokia, Powerball, Volkswagen Beetle	The Dark Knight	2008
Acura, BMW, Cadillac, Chevrolet Camaro, Chrysler, Corona, Dell, Dodge, Ford, Honda, Hummer, Infiniti, Mazda, Mercury, MINI, Mitsubishi, Nissan, Pirelli, Porsche, Subaru, Toyota	Fast and Furious	2009
3M, Apple, Audi, Bridgestone, Chevrolet, Chopard, Dell, Ferrari, Google, Hotel de Paris, Johnnie Walker, Kodak, LG, Louis Vuitton, Martini & Rossi, Rolls Royce, Russian Standard Vodka, Shell, Starbucks, You Tube	Iron Man 2	2010
Apple, BBC, BMW, Bulgari, Canon,Casio, Coca-Cola, Dell, Ferrari, LG, Panasonic, Prada, Zippo	Mission Impossible - Ghost Protocol	2011
Aqua Velva, Cadillac, Coca-Cola, Dunkin' Donuts, Ford Taurus, Glamour, Louis Vuitton, NBC, Weekly World News	Men in Black 3	2012
BMW, Dell, Heinz, HTC, Volkswagen, Volvo	Thor: The Dark World	2013
Apple, BMW, Chevrolet, Coca-Cola, Dodge, Ford, Harley Davidson, Kawasaki, Miller, NBC, Nike, Powerade, Ray-Ban, Samsung, Sprite, Toyota Prius, Xbox	Ride Along	2014

(Online Sources: Brands and films (2011), Adweek (2014), Brand Channel (2014)

As it seen from the Table 1. most of the global brands prefer to use brand placement in movies. Especially automobile companies, fast-food chains and both alcoholic/non-alcoholic drinking companies give brand placement advertisement in the movies.

2. MATERIALS and METHODOLOGY

2.1 Research Methodology

This study aims to compare product placement practices of a national (Turkish) and a foreign movie. The research was conducted by analyzing the movies by content analysis method to identify the brand placement practices. “Content analysis may be briefly defined as the systematic, objective, quantitative analysis of message characteristics” (Neundorf, 2002:26). As he mentioned, content analysis is the most common way off investigating human interactions; the analysis of characters in TV commercials, films, and novels and a lot more (Neundorf, 2002: 27).

Hence, to figure out product placements in a movie, it becomes necessary to asses and organize its elements, variables into distinctive categories (Gokhale, 2010:27). Therefore, in the first place, variables used in the analysis were organized by the researchers according to previous studies and past researches on brand placement practices. In this study variables and coding categories of content analysis are formed by using a combined method of Gokhale, (2010), Gupta and Lord (1998) and Walton (2010) studies. At the end seven common variables were used as the basis of an analytical structure to examine brand placement.

The two selected movies are studied and the findings are compared as well as overall similarities and differences to each other, in terms of production, genre, duration, type and etc.

Variable and coding categories that are used in the content analysis are listed below.

Table 2 Variable Categories

Variables	**Coding**			
Product category*				
Product subcategory				
Duration of brand name visibility				
Type of product placement	Visual only (VIS)	Audio only (AUD)	Combined audio-visual (AV)	Used
Primary association of a brand with a character	With a star	With a non-Star	With none of the characters	
Theatrical context of brand placement	Positive	Negative	Neutral	

Integration into the storyline	Brand was integral to the storyline	It was just used as one of the many brands		

2.2 Research Questions

Two selected movies are also studied to figure out the answers of the following research questions.

R1. How many brand placement incidents were used in these two movies (Turkish and American)?

R2. Which brands appeared more frequently and what type of brand placement were they?

R3. Are there any differences between movies in terms of duration, type or genre of brand placement?

R4. Are there any differences with respect to theatrical context and integration of brand placement between movies?

2.3 Sample

The sample was composed of two movies, one national (Turkish production) and a foreign production movie. Movies are selected through the chart of high-grossing films by 2013 (calendar year). The top two hit movies in 2013 from Turkey are picked up from "Box-Office –Hit Movie List in Turkey".

The sample selection criterion was the revenue of the movies. Therefore, one national and one foreign production movie has been selected from Box-office –Hit movie list of 2013 based on highest gross. In this study "Celal and Ceren" is picked up as a 1st highest-grossing Turkish production movie and "Fast and Furious" is also picked up as 1st highest-grossing foreign production movie of 2013 from the Box Office highest –grossing films list (Box-Office, 2014.)

Although, these two movies are most seen movies in Turkey, they have basic differences in terms of genre and their production budget. Fast and Furious 6 is an action genre movie with high production budget of $160,000,000. On the other hand Celal and Ceren is an example of a comedy movie with a lower production budget compare to Fast and Furious 6. Moreover, Fast and Furious 6 is based on a factual book but Celal and Ceren is based on a screenplay written by Şahan Gökbakar.

Fast and Furious has grossed over 4.6 million Euro in contrast with Celal and Ceren has grossed 9.7 million Euro in Turkey (Box-Office, 2014.). The details of the movies are shown in Table 3.

Table 3 Movie Details

Movie Details	**Fast and Furious**	**Celal ileCeren**
Running Time	130 minutes	114 minutes
Franchise:	Fast and the Furious	Celal and Ceren
Source	Based on Factual Book	The film is based on a screenplay
Genre	Action	Comedy
Domestic Releases	May 24th, 2013 (Wide) by Universal	January 18 2013

Source: Adapted from Wikipedia. (2014a) Fast & Furious. [Online] Available from: http://en.wikipedia.org/wiki/Fast_%26_Furious_6. Accessed: 10th December 2014] and Wikipedia and (2014b) Celal and Ceren. [Online] Available from: http://en.wikipedia.org/wiki/Celal_ile_Ceren. Accessed: 10th December 2014

2.4 Pre-test

A Pre-test was conducted before the measurement. One movie was selected from the Box-Office –Hit Movie List in Turkey randomly. This film is analyzed according to determined variables which is adapted from Gokhale (2010) and Gupta and Kenneth (1998). After analyzing the movie, we find out that it is hard to differentiate the product name and brand name while measuring duration especially high-speed scenes on screen (VIS, AUD, or AV). Therefore the two variables “duration of product appearance” and “of brand name visibility” is merged into one variable in contrast to Gokhale (2010) study.

2.5 Reliability

Neundorf (2002) describes reliability as “is the extent to which a measuring procedure yields the same results on repeated trials. Neundorf underline the fact that, content analysis are no more valuable if it can be conducted only once or only by one particular person (Neundorf, 2002: 112). Additional to this definition, validity answers "Are we measuring what we want to measure?" (Neundorf, 2002: 112).

In this study, researchers also the coders of the analysis. The overall reliability is measured through Scott's pi which is a statistic for measuring inter-rater reliability for nominal date in content analysis. 7 items are analyzed for reliability. Over all reliability of the 1st movie was 0.88 and 2nd movie was 0.99. Third of the seven variables had a perfect Scott's pi of 1 in the 1st movie and Six of the seven variables had a perfect Scott's pi of 1 in the 2nd movie and

The equation for Scott's pi is: ∏= Pr (a)-Pr(e)/1- Pr (e)

According to Miles and Huberman (1944), findings of the study have to make sense and can be generalized to be called as valid. Overall findings of the study make sense and gives answers to research questions, moreover findings can be generalized via extending the sample size.

2.6 Analysis and Results

As it is stated above, this study examines the level of product placement in two selected movies "Celal and Ceren" and "Fast and Furious". Placing brand in movies is one of the effective and common way of being apparent in the eyes of customers. Brand placement incidents take place in many forms in the movies. Thus, analysis, based on 7 variables (basis on duration of product appearance, product category, type of product placement, primary association of the brand, Integration into the story line) are carried out respectively for these two movies then, comparison of the movies according to genre and country of origin have been taken in to the account.

2.6.1. Celal and Ceren

Celal and Ceren is a comedy genre Turkish film which is the 2nd highest-grossing production movie of 2013 according to Box Office, 2014 list. The analysis shows us there were 14 brand placements in Celal and Ceren. The total duration of brand appearance is approximately 7.5 minutes. Statistically of 1/15 of the movie is full of brand placements.

In this movie, brand names or its logos are apparent on the screen during 457 seconds in a 4 different types such visually, audio, combined audio-visual or by using. The results indicated us one brand that is called "Koçtaş" dominated the movie Celal and Ceren, which is also the main sponsor of the movie. Koçtaş appeared 3 times in the movie with total duration of 135 seconds. It is scored as the most frequent brand during the Celal and Ceren.

It is determined that the name or logo of brands used both visual and aural. In addition to this, some brands are integrated in the movie as a combined format audio-visual. Eight of the integrated

brands take place on the screen visually. Three of them are displayed whilst being used (KFC, Tommy Hilfiger ve US Polo). As for Facebook, it is both mentioned (audio) and seen (visual) in the movie.

It is observed that the products which take place in the movie such as Koçtaş, Facebook, Tommy Hilfiger, KFC, Pizza Hut are generally from food, textile, social media and sales-marketing sectors. Because Celal and Ceren is a comedy film that appeals to the young audience, mostly fast food, textile and social media brands are used. As the target group of the movie is young audience, even though the film is produced for domestic market, global brands such as Facebook, Tommy Hilfiger, KFC, Pizza Hut are took parts in the movie.

In order to increase the effect of brand placement, setting forth from the audience's intention of identifying themselves with the movie characters, brands that take place both visually and aurally in the movie are mostly used by the stars of the movie. Therefore, brands have become more apparent in the eyes of the audience that intend to identify themselves with movie characters

All of the brand placements except one are identified with main characters in this movie. It is observed that, brand placement incidents are generally integrated into the story line except for Deichmannn, US Polo, Tommy Hilfiger and Hyundai. Those are just stands out as a logo usage only. These brands that are integrated into the story line and used by the main characters of the movie set an example for more effective brand placement as stated in the literature.

Discussing the brand placements used in the movie one by one, it is determined that brand Koçtaş which is the main sponsor of the movie comes into prominence. It takes place in 3 scenes for m total 135 seconds and is shown as the place where the main character works and it is the second longest brand placement incident of the movie.

Additional to this, Koçtaş is the primary official sponsor of the movie and brand placement of Koçtaş is not a brand name just seen on screen it was a brand integral to the story line, one of the main character of the movie is working at Koçtaş therefore Primary association of the brand (Koçtaş) is with a star.

Other official sponsors are KFC, Deichmann and Pizza Hut. All of these brand placements that are visually take place except Deichmann. They all integral to the story line and used positively consider the theatrical context. With the longest duration, USPA (US. Polo) proves the brand which is the shirt that the main character wears. USPA is an example of visual product placement and it is not integral to the storyline. It is just stands out as a logo usage only, therefore it is not possible to state that brand placement has a positive or a negative effect.

In this movie, one of the other effective brand placements is Facebook. The total duration of brand appearance of Facebook is 29 seconds and it is stated both visually and aurally. Many of the brands that took place in the movie were integral to the story line and matched with the main characters. Therefore, except 4 of them can be stated positively as theatrical context of brand placement. Brand placements only whose names are displayed and not matched with the characters

are accepted in the literature as neutral placements. And the brands used by the good characters of the movie are categorized as positive and the brands that are matched with bad characters are categorized as negative brand placement.

Fast and Furious

Fast and Furious 6 also picked up as 1st highest-grossing foreign production movie of 2013 from the Box Office highest –grossing films list (Box-Office, 2014.) Analyzing the movie Fast and Furious 6, 19 different brands are determined and the brand placements are spread within the movie and especially the brands such as BMW, Dodge, Range Rover, Coca Cola, Aston Martin, Under Armour take place throughout the movie in various times. Brand placements are measured to be 328 seconds in total.

The analysis shows us there were a total of 19 different brands found in this movie. Most of them are used repeatedly such as: BMW, Dodge, Range Rover, Coca Cola, Aston Martin, and Under Armour during Fast and Furious 6. The total duration of brand appearance is 328 seconds. Statistically of 1/25 of the movie is full of brand placements.

It is determined that automotive; food, textile and electronics sectors are heavily used in brand placements. In Fast and Furious 6 with 328 seconds of brand placement, brands are mostly used visually. Brands such as Conjure Cognac, Nestle, HP and Under Armour are placed by being used in the movie. Grouping the brands that take place, it becomes evident that the common characteristics of the brand are speed, power, endurance and sportiness. And this shows that selection of the brand placements are quite harmony with the genre of the movies and also with the targeted audience, young male.

Chrysler Group LLC and Fiat Group Automobiles are official sponsors of the Fast and Furious 6. Therefore, it is identified some automotive sector products dominated the Fast and Furious 6. One of them is Range Rover with 59 seconds duration of brand visibility on screen. The second one is BMW. Range Rover was followed by BMW with 45 seconds duration of brand visibility. Range Rover, BMW appeared more frequently than other brands on screen. Range Rover and BMW are followed by Corona with 41 seconds and Diet Coca Cola with 39 seconds. All these brands are both shown via main characters and integral to the story line. Range Rover, in contrast to other brands, takes place within the movie as a brand used by bad characters. In addition to this, Ford, Sparco, Aston Martin, Conjure Cognac and sometimes BMW are categorized neutrally regarding the theatrical context.

All the brands, except four of them, are associated with stars or other characters. Coca Cola, Dodge and BMW brands, although rare, are displayed on screen only as brand names. Conjure Cognac and Dodge brands were not integral to the story line and they are displayed on screen only as brand names.

3. CONCLUSION

Comparing the two movies; since Fast and Furious 6 is an action movie, it is determined that automotive sector products and brands come into prominence mostly. And Celal and Ceren is a locally produced comedy movie, it includes local brands within and it becomes evident that the common characteristics of the brands are mostly related with entertainment and socialization.

Fast and Furious 6 is a production that appeals to an international audience. Thus, global brands are used. Considering that it is an action movie, brands such as BMW, Range Rover, Dodge, Aston Martin, Alfa Romeo that match up with speed and endurance take place more in contrast to Celal and Ceren. There is no common brand that took place in these two movies. Although, some international brands took place in Celal and Ceren.

Observing statistically it is calculated that the total duration of brand appearance is approximately 7.5 minutes, statistically of 1/15 of the movie is full of brand placements in Celal and Ceren whereas this rate is 1/25 for Fast and Furious 6. Ten different brands take place in Celal and Ceren and this number is nineteen in Fast and Furious 6. When the genre of the movie is taken into account; more appropriate choices are made compared to Celal and Ceren such as Range Rover, BMW, Ford, Coca Cola and etc... Even though the brand Koçtaş that is the main sponsor of the movie Celal and Ceren, as it is mentioned above that the main character works in that company, brand is independent from the movie subject and genre of the movie. On the other hand, official sponsors in Fast and Furious 6 are chosen from the automotive sector and they are one-to-one corresponded with subject and genre of the movie.

To sum up, as it is mentioned in the literature, brand placement makes the brand more visual in the eyes of consumers, since movies are being timeless due to its possibility to be watched by audience for more than once in years. Also the reflections of the brands on the screen repeatedly exploit the importance of brand placement.

Moreover, the primary association of brands with main characters and the integration of these brands into the story line appear as an effective usage of integrated marketing communication as it can be seen in both analyzed movies. Placing brands in movies also creates another advantage against television in terms of visibility, because it does not allow zapping unlike television commercials.

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INVESTIGATING SOCIAL NETWORKING INFLUENCE ON MEDIA WEBSITE TRAFFIC,

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The steady growth of internet use and the citizens' shift to the internet as their main information source is changing the status of traditional media. Most mass media have already set up websites where they publish all, or part of the journalistic content they produce.

In recent years, online advertising is growing fast as well, the total spend of which exceeds in some countries even that of the television (IAB, 2014a). These facts create a new landscape in mass media competition. From the traditional measurements of the audience of TV and radio, and the newspapers' circulation, competition measurement shifts to unique visitors and page views (Bergemann & Bonatti, 2011).

Apart from their websites, new publication channels are available for the media online (Veglis, 2012). Social media, which are becoming very popular worldwide, are among these new publication channels (Al-Deen, Hendricks, & Allen, 2012). Facebook has become number two in website traffic worldwide with more than 1 billion mobile users (Wagner, 2014). In order to reach Facebook users, the media create official pages on it, providing information, and some of them developing an interactive relationship with its users. In recent years Twitter also has a rapid growth, with a significant increase of its users. This social network, which in many cases is thought of as a news agency, is attracting the mass media's great interest, and they create official accounts where they post their content.

This paper studies the use of social media by Greek mass media. Specifically it investigates how many Greek media exploit Social media and to which extent is the popularity of a media in Facebook and Twitter driving traffic to its website. The present research is trying to answer to these questions by studying all of the nation-wide and regional daily newspapers in the country.

Literature Revue

2.1. Media and web

Internet penetration in global population is rapidly increasing. In Greece 69.9% of the population aged 13 to 74 years (Focus Bari, 2014), declares that it is using the Internet, while 60.4% says that it is on the Internet on a daily basis. In this context, data is showing a significant reduction of the number of people of the traditional media, with a corresponding increase of the users who prefer the Internet as an information source (Vydiswaran & Chandrasekar, 2010).

Until the end of the 90's the media management believed that the public is not able and do not want to engage in interactive forms of communication (Tremayane, 2007). In early 2000, the picture changes. New concepts are introduced like interactivity (Massey & Levy, 1999), participatory journalism (Lasica, 2003) and user-generated content (Thurman, 2006), and media are entering the era of web 2.0 (O'Reilly, 2005). Furthermore, studies indicate that the media public is gradually transformed into users (Rosen, 2006).

In Greece the interactivity of newspapers' websites in 2009, was restricted and exploiting very few tools of low interactivity (Veglis, 2009). Regarding the penetration of the Internet in the Greek newspapers, in 2014 all of the nationwide newspapers were running websites providing information services to their audience (Angelou et al., 2014). Concerning daily regional newspapers, the picture was significantly diversified, as the percentage of those who maintained a website in operation did not exceed 57%.

As far as the economic impact is concerned, in 2013 in the USA, the Internet ad revenues exceeded for the first time those of broadcast TV, according to a report from the industry group Interactive Advertising Bureau (IAB, 2014a) (Table 1). The picture is the same to other countries as well, while in Greece during the last few years online display advertising revenues are growing constantly (IAB, 2014b). These data lead to the gradual shift of competition measurements of the newspapers from their circulation numbers (leaf sales) to the traffic volume on their websites.

Table 1. Advertising revenue market share of media - 2013 (IAB 2014a)

Media	**Market Share**
Internet	42,8
Broadcast TV	40,1
Cable TV	34,4
Newspaper	18
Radio	16,7
Magazine (Consumer)	13,4
Out of Home	7,9
Video Game	0,9
Cinema	0,8

Note: Values are in million dollars ($)

2.2. Social Media

In the era of the Web 2.0 social media became extremely popular. In Greece, according to surveys, in 2014, 52.4% of the population used social media, while 69.3% of it, belonged to the age group of 18-44 (Focus Bari, 2014). To demonstrate the great increase in the use of social media, it is worth noting that in 2010 the percentage of the social media users in the Greek population was 32% (Focus Bari, 2013). The great value of social media is not based solely on the growing number of their users, but also the frequency of the visits as well as the length of stay of the visitors is such services. In 2014 the Greeks visited the social media 5.8 days a week on average, while the average daily time spent on them was up to 77.9 min (Focus Bari, 2014).

For journalists the social media are information sources, especially for images, as well as means of important contacts with which they can expand their investigations (Newman, 2009). For mass media the social media are new publication channels in an ever-growing audience.

In Greece in the recent years the mainstream media started to gradually make their appearance in social media (Angelou & Veglis, 2012). In 2009 20% of the newspapers were exploiting Facebook and Youtube, 12% of them had an account on Twitter, while 10% was operating a blog (Veglis, 2009). In similar surveys in 2014 regarding the use of social media from the Greek newspapers, both nationwide and regional, Facebook came first and second was Twitter (Angelou et al., 2014).

2.3.Facebook

One of the most popular, if not the most popular social networking tool is Facebook. In September 2011 Facebook counted 800 million users (Mashable 2011), while at the end of 2014 they reached 1.39 (Facebook 2015). Indicative of its growing popularity, is that in its annual report for 2014, it announced that the annual growth rate of the number of its monthly active users reached 13% (Facebook 2015). In Greece, in 2014, 48.3% of the population had Facebook account (Focus Bari 2014), while the corresponding figure in 2010 did not exceed 31% (Focus Bari 2013).

More and more mass media set off official pages on Facebook, where they post content, including links that lead to their website, photos and videos. Facebook users selecting Like on a media's page, enrol in their public and monitor on their Timeline the entire content that the media's uploads. In parallel, Facebook enables mass media to have an interactive relationship with their audience, allowing the user to make comments on their posts, as well as it allows the citizens to directly post content on their page.

Regarding the use of Facebook by the newspapers, it is noted that in 2014, 80% of the nationwide and 48% of the regional newspapers, had an official page on it (Angelou et al., 2014). Research is still in the early stages and doubts are expressed about the influence that may have the number of

people enrolled in the media's Facebook pages, on the number of visitors of its website (Hille & Bakker, 2013).

2.4.Twitter

Twitter is recording a significant increase of its users worldwide. In 2013 it had more than 215 million monthly active users (Twitter 2013), while two years earlier, in September 2011, their number reached 100 million (Mashable 2011). Indicative of the rapid growth of Twitter followers is the fact at that the first quarter of 2014 it announced an annual increase of 25% in its monthly active users (Twitter 2014).

In Greece in 2014, 7.5% of the population had a Twitter account (Focus Bari 2014). The number of registered users in Greece at the end of 2014, according to estimates, reached 470,000, of which 330,000 being active (Trending 2014). The total number of the Greek tweets per day was 440,000 (Trending 2014).

Globally, more and more mass media sign-up for a Twitter account. There is no differentiation between companies and individuals, as they have to follow the same procedure. On their account the media publish, under the restriction of 140 characters, news, photos, video and links that direct the public on their websites.

In Greece in 2014, 70% of the nation-wide and 35% of the daily regional newspapers, had a Twitter account (Angelou et al., 2014). In February 2012, in one of the first analyses on the connection between social media and the traffic on their websites, it was noted that “newspapers' adoption of Twitter has a positive association with attracting online readership to their websites” (Hong 2012).

3 RESEARCH QUESTIONS

Utilization of Facebook

The penetration of Facebook among Internet users is rapidly growing while facebook.com is the second most visited in Greece and also worldwide. At the same time since 2009 the Greek media began to utilize Facebook as a publishing channel for internet users. The present study seeks at first the extent to which the Greek newspapers utilize Facebook by addressing the question:

RQ1:

How many Greek newspapers maintain an official page on Facebook?

Utilization of Twitter

Twitter is characterized as the most informative social network. It has a rapid growth of registered users around the world and in Greece, while some surveys rank it to a higher position as a source of traffic on websites, even than Facebook which counts many more users than Twitter. The study is looking for the extent to which the Greek newspapers utilize Twitter, addressing the question:

RQ2:

How many Greek newspapers maintain an official account on Twitter?

Development trend of the people registered in the media's social media

In order to obtain a better understanding of the relationship between the Greek newspapers and the social media, it is important to study not only the extent of their presence on Facebook and Twitter, but also the trend by which their audience is following them in these two social media and any differences between the two trends. The study therefore seeks for the development trends of the newspapers public following them in the two popular social media by addressing the question:

RQ3:

What is the growth rate of the number of registered people in the Facebook Pages and Twitter Accounts of the Greek newspapers?

Facebook and Twitter as traffic sources on media's websites

Given that the measuring of media competitiveness is transferred from the sales of printed newspapers and from the audience of TV and radio programs, to the measurement of the traffic on their websites, the study investigates the Social Networking influence on Media Website Traffic and attempts to verify or refute the hypothesis:

Hypothesis:

The utilization of the top ranked social media, namely Facebook and Twitter, is linked to the evolution of the traffic on the mass media websites.

4 METHODOLOGY

For the composition of the sample of the newspapers of nationwide circulation, the relevant list published by the Journalists Union of Athens Daily Newspapers (ESIEA) was used. For the sample of regional newspapers, the list of members of the two official associations of regional press in Greece, the Association of Daily Regional Newspaper (SIPE) and the Union District Owners Daily Newspaper (EIIEE) were used respectively. The sample included all the nation-wide newspapers, as well as all the daily regional newspapers.

For each newspaper the existence of its website, was a prerequisite for its inclusion in the sample. The website of each newspaper was searched in the relevant lists of ESIEA of SIPE and EIIEE. For the websites of the newspapers not included in the relevant lists, a separate search was made using Google's search engine, based on the newspaper's title.

The survey was conducted during April 2014-January 2015, with measurements made quarterly. More specifically, the first measurement (Baseline) took place from 1st to 5th of April 2014. The second measurement (Time Point 1) took place from 1st to 5th of July 2014, the third (Time Point 2) between 1st and 5th of October 2014 and the fourth (Time Point 3) from 1st to 5th of January 2015.

4.1. Data Collection

Facebook

The measurement of the registered Facebook users on the Facebook page of each newspaper, refers to the number of Likes, as it was reflected in every page at the particular Time Point.

The number of Likes on a page is the number of the Facebook users, who by selecting the Like button have registered and are attending on their Timeline all the streaming content that is uploaded on the page.

In order to find the official pages of the newspapers on Facebook, their websites were studied and if there wasn't any relevant information, the search engines of Google and Facebook were used, based on the title of each newspaper.

The measurement does not include newspapers that instead of a Facebook Page retain a personal account, given that in these cases, it's impossible to check the number of friends with whom each account is connected. If the search found two or more pages of a newspaper, the research took into account only the sample page with the greatest number of Likes.

Twitter

The measurement of the registered Twitter users in the official Twitter accounts of the newspapers refers to the number of Followers, as it was reflected on the Twitter page of each account, at the particular time point.

The number of Followers is the number of Twitter users, who, by selecting the Follow Button, have registered and are attending at their Timeline, all the streaming content posted to the Account.

The search of the official accounts of the newspapers on Twitter, has exploited relevant Links, Tools and Widgets that are hosted on the websites of the newspapers. In case that the search did not provide any result, the search engines of Google and Twitter were used, based on the title of each newspaper.

If the search found two or more accounts of a newspaper, the account with the biggest number of Followers was included in the research sample.

Traffic

For the classification of the websites of the Greek newspapers according to the traffic index, the estimates presented in alexa.com were chosen. Estimates of the websites' traffic of alexa.com are based on data obtained from a sample of millions of Internet users around the world who have chosen to install a relevant web browser extension, as well as on measurements of certified sites that have installed the relevant script.

The measurements of alexa.com illustrate the ranking of a website in relation with all the other sites, taking into account the number of its unique users and its pageviews. In the relevant measurements of alexa.com, the ranking of a website's traffic at a global level, “Global Rank”, is shown, as well as at a country level, “Rank in Country”, (Alexa 2015). Indicatively, in January 2015 the Top Sites by Rank in Greece were 1: Google.gr, 2: Facebook.com, 3. Google.com, 4: YouTube.com and 5: Zougla.gr.

To measure the traffic ranking of the newspapers' websites in this survey, the Rank in Greece was employed. The search of the Rank of the newspapers' websites was made via the search engine of alexa.com for each website, and at specific time periods (Baseline, Time Point 1, etc).

4.2. Data Analysis

To study the extent to which the Greek newspapers exploit Facebook and Twitter, in order to answer RQ1 and RQ2, descriptive statistics such as frequencies was employed.

To study the evolution of the number of people registered in the Facebook Pages and Twitter Accounts of the Greek newspapers, in order to answer the RQ3 trend analysis was used.

To test the research hypotheses on the relationship between the number of registered users on the Facebook Pages and Twitter Accounts of the Greek newspapers, and their ranking based on traffic trends as measured by the alexa.com website, correlation analysis was employed.

5 RESULTS

RQ1 asks how many newspapers maintain an official page on Facebook. Results showed that 64% of the Greek newspapers have a presence in the popular social network. The difference between nationwide and regional newspapers is significant. 85.29% of the nationwide newspapers maintain an official page on Facebook, while the regional newspapers' percentage does not exceed 56.04.

Table 2. Greek newspapers that maintain an official Facebook page

	Total (n=125)	Nationwide (n=34)	Regional (n=91)
Facebook Page	64%	85.29%	56.04%

RQ2 queries how many newspapers maintain an official account on Twitter. Results showed that the percentage is 61.6. There is a big difference in the use of Twitter between the two categories of newspapers. The 82.35% of the nationwide newspapers has an account on Twitter while in the regional newspapers this percentage reaches 53.85%.

Table 3. Greek newspapers that maintain an official Twitter account

	Total (*n*=125)	Nationwide (*n*=34)	Regional (*n*=91)
Twitter Account	61,6%	82,35%	53,85%

RQ3 asks what is the growth rate of the number of registered people in the Facebook Pages and Twitter Accounts of the Greek newspapers. Repeated measures analysis was applied to study the

evolution of the number of users of each media registered in its official Facebook page. Results showed that there was a statistically significant difference among the measurements of the four time points, $F(3, 120) = 10.29$, $p < .001$, partial $\eta^2 = .21$. Moreover trend analysis revealed a linear increase of the number of Likes from the Baseline to the last measurement, $F(1, 40) = 11.39$, $p = .002$, partial $\eta^2 = .22$ (Figure 1).

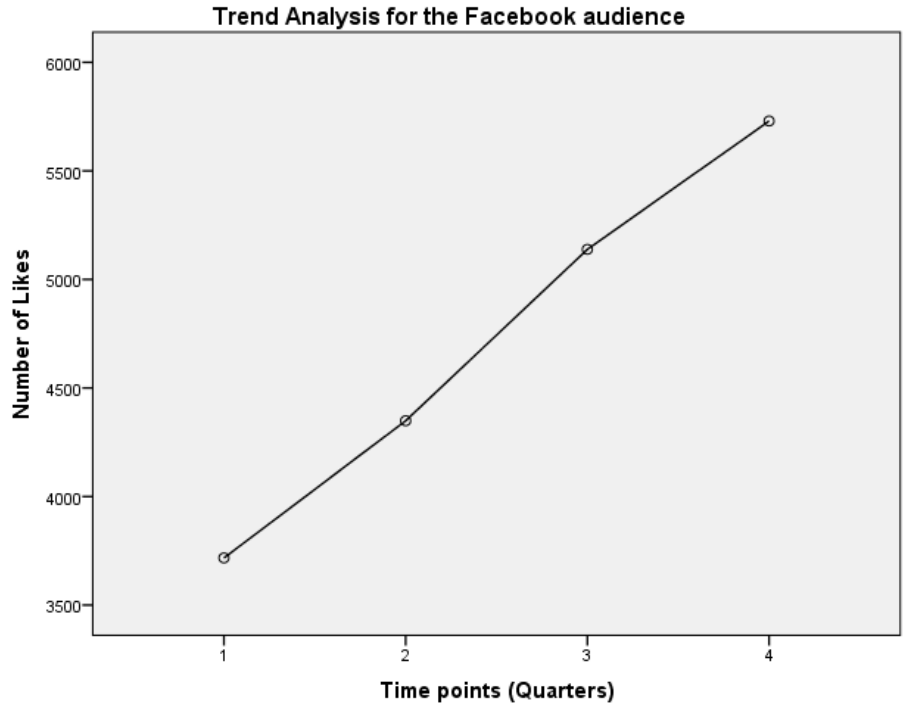

Figure 1. Trend analysis for the newspapers' facebook audience increase

Similar results were revealed with regard to the medias' official Twitter accounts. In particular, findings suggested a statistically significant difference among the measurements of the four time points, $F(3, 108) = 12.06$, $p < .001$, partial $\eta^2 = .25$. However trend analysis showed a different picture in comparison to Facebook. Twitter followers seem to exponentially increase for the registered time of period, $F(1, 36) = 4.38$, $p = .044$, partial $\eta^2 = .11$ (Figure 2).

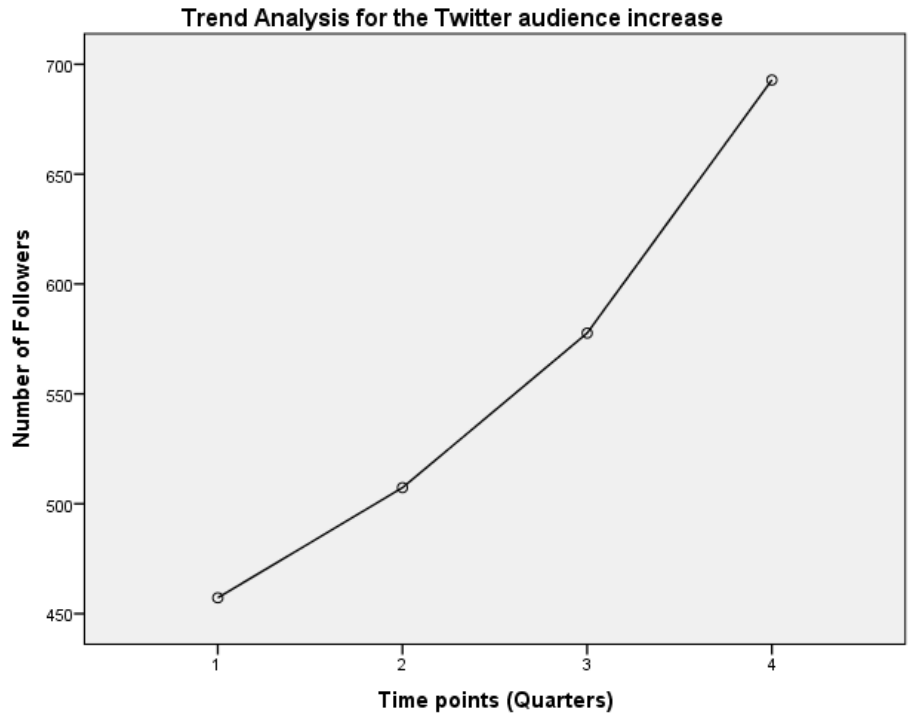

Figure 2. Trend analysis for the newspapers' twitter audience increase

Correlation analysis was used to examine the relationship between the number of the people following each newspaper on Facebook and Twitter, and it's ranking based on traffic trends as measured by the website alexa.com. Since one of our variables was measured in ordinal scale the non parametric coefficient Kendals Tau-b was employed. Results showed that the relationship between the number of users following each newspaper on Facebook and its ranking based on traffic trends on alexa.com is negative and statistically significant with values between -.63 and -.69. On the contrary the relationship concerning Twitter, although statistically significant, is found to be lower and more variable, with values between -.42 and -.60 (Table 4). The negative association was expected since alexa.com assigns media with higher web traffic rates lower values (e.g. 1^{rst}, 2nd , 3rd etc).

Table 4.Kendals Tau-b coefficients among the social media audience and the Alexa rankings

	Facebook	Twitter	Alexa
Facebook	1.00		

Twitter	$.68^{B}$, $.66^{1}$, $.66^{2}$, $.56^{3}$	1.00	
Alexa Rankings	$-.63^{B}$, $-.63^{1}$, $-.69^{2}$, $-.63^{3}$	$-.53^{B}$, $-.53^{1}$, $-.60^{2}$, $-.42^{3}$	1.00

Note: B = Baseline measurement, *1*= measurement after a quarter, *2*=measurement after the second quarter, *3*= measurement after the third quarter

6 CONCLUSION

The exploitation of Facebook and Twitter by newspapers in Greece.

The study shows that the majority of newspapers in Greece maintain an official Facebook Page and a Twitter account, in an effort to reach the large and ever growing number of users of these popular social networks. Diversification still exists between newspapers of national and regional circulation.

The penetration of the two social networks in national newspapers exceeds 80%, while the corresponding figures for the regional newspapers is ranging between 53% and 56%.

This diversification could be attributed to the fact that the adoption of new technologies has a more rapid rate in large urban centers such as Athens, where most of the nationwide newspapers are established, while it is slower in regional areas.

Differences in the growth of newspapers users on Facebook and Twitter.

Examining the trend by which the numbers of the newspapers' users are growing on Facebook, the study shows a linear increase of the Likes, i.e. the numbers of the newspapers readers on their pages on Facebook, between the four time points examined.

But in the case of Twitter there is a different picture, as their Followers, ie the newspapers' users registered in their accounts on Twitter, are increasing exponentially. The difference could be attributed to the significant variation in the rate of growth of the users of the two social media themselves. On Facebook in 2014, the annual growth rate of the monthly active users reached 13% (Facebook 2015), while on Twitter the percentage reached 25% (Twitter 2014). Therefore, it seems that the growth trend of the newspapers' users on Facebook and Twitter follows the growth trend of the users of the two social media in Greece.

The relation between the number of users of newspapers' social media and the newspapers' web traffic.

The study confirms the hypothesis that the exploitation of the most popular social media, namely Facebook and Twitter, is linked to the evolution of the traffic on the mass media websites. The analysis of the survey data shows a positive relationship between the newspapers' users registered on their Facebook pages and the classification of the newspapers based on the traffic trends of their websites.

The relationship between the newspapers' followers on Twitter and their ranking based on their websites' traffic is proved positive as well. Although, the relationship Twitter followers-Website Traffic seems to be lower and volatile. One of the factors for this difference is probably the penetration difference of the two social media in the Greek population; in Greece in 2014, 48.3% of the population maintained a Facebook account, while the population percentage registered in Twitter did not exceed 7.5 % (Focus Bari 2014). Obviously more accurate results can be obtained when the number of Twitter users in Greece will be comparable with the number of Facebook users.

7 LIMITATIONS OF THE STUDY

The study examines the traffic on the newspapers websites from the available data provided by alexa.com. These figures provide the ranking of all sites but do not provide absolute numbers regarding the websites visitors. It would be interesting to correlate the number of the newspapers readers registered in their social media accounts, with data such as the number of unique visitors, the visitors, or the page views of the websites of the newspapers. However such data in Greece are not available publicly.

8 FUTURE EXTENSIONS OF THE STUDY

A future extension of this study may include a longer period of study in order to produce better statistical results. A possible approach would be attempted to obtain the actual traffic data from a limited number of newspapers that will allow us to contact a more thorough analysis.

Also the study may be extended in order to include other types of mass media (for example radio stations, TV stations, news portals) in order to investigate possible variations of the impact of the social networking on each media type.

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PART III. INTERCULTURAL COMMUNICATION AND TOURISM MANAGEMENT THEMES

A FOUR ETHICAL APPROACH AND CORPORATE SOCIAL RESPONSIBILITY: RE-EVALUATING THE SUSTAINABILITY ROLES OF MULTINATIONAL OIL CORPORATIONS IN NIGERIA'S NIGER DELTA,

OMOREGIE CHARLES OSIFO

Discussing any issue relating to Nigeria could be very challenging, because of the diverse and complex natures of the Nigerian state. A historical overview of the Nigerian state will include the pre-colonial, colonial, and post-colonial interpretations or perspectives.

From a true historical sense the Nigerian state is a product of British idea. Before the year 1900, the Nigerian state did not even exist as a single country, but was collection of provinces loyal to different authorities. On the 1st of January 1900, Great Britain officially, established its authority and started to administer Nigeria as a single entity in 1914 with the amalgamation of the Northern and Southern protectorates. Western influence and education proceeded more rapidly in the southern part compare to the northern part, with the social, cultural, and political consequences still evident today. After World War II, Nigerian nationalism and demands for independence resulted in successive constitutions, legislated by the British Government moving Nigeria toward representative self-government. (Edevbaro 1998: 23.) The country Nigeria formally, became an independent state on the 1st of October 1960. The present composition of the Nigeria state includes the diverse ethnic nationalities of about 400 and religious orientations relating to Christianity, Islam, and Local Traditions (Osifo 2012)

Nigeria´s Niger Delta covering some 70,000km2 is one the richest regions in the world, but ironically or paradoxically also one of the world´s poorest. Richest in the sense that it holds some of the world´s best oil deposit; and poorest in the sense that it is home to some of the world´s and Nigeria's poorest and most exploited inhabitants or citizens. The Niger Delta states in Nigeria are Edo, Delta, Rivers, Bayelsa, Imo, Ondo, Abia, Cross Rivers, and Akwa Ibom.

Oil fouls everything in Nigeria´s Niger Delta, because it spills from the pipelines, poisoning soil and water. Oil soils the hands of politicians and generals, who get its profits; and negatively affecting the dreams and aspirations of the young, who will try everything to scoop up a share of the liquid riches, shoot a gun, vandalize a pipeline, take an expatriate or foreigner hostage. Nigeria had all the features of succeeding: poor African country blessed with great sudden wealth. The dream to become one of Africa´s greatest rose along the same period oil was first discovered in 1956 in Niger Delta. The "sweet crude" (low-sulphur liquid called Bonny Light) became the most sort after in world market, because it was not difficult to refine into gasoline and diesel. In 1971 Nigeria became a member of OPEC (Organization of Petroleum Exporting Countries), and the government's budget rose drastically with crude oil money. However, from a contemporary outlook, in most Niger Delta´s cities and communities garbage-heaped slums stretch for miles; choking black smoke from an open-air slaughterhouse rolls over housetops; streets are cratered with potholes and ruts; vicious gangs roam school grounds and peddlers and beggars rush up to vehicles queuing for petrol and diesel at gas stations. In Port Harcourt for example, a Nigeria's oil hub, capital of Rivers state, smack-dab in the middle of oil reserves bigger than the United States' and Mexico's combined; this city should gleam, but it rots and sucks. (O´Neil 2015.)

An ethical approach on a phenomenon primarily aims at seeking solution and balancing in relation to the same phenomenon of interest. The topic "a four ethical approach and corporate social responsibility: re-evaluating the sustainability roles of multinational oil corporations in Nigeria´s Niger Delta" aims at seeking solutions and balancing regarding different socio-economic and environmental problems in this specific region in Nigeria and Africa. Some necessary questions to ask in connection with this topic before starting the discussion proper are:

1. What is the relationship between ethics and corporate social responsibility?

2. What are the sustainability roles of multinational oil corporations in Nigeria´s Niger Delta and the present outlook of ethical assessment?

3. How can true development be realized in Nigeria´s Niger Delta?

Ethics goes with moral judgement of what is good or bad, acceptable or unacceptable, right or wrong to an individual, group, organization, community, culture, state, nation, world, or environment. Re-evaluating the sustainability roles of Multinational Oil Corporations (MNOCs) such as Shell, ExxonMobil, Elf, and many others operating in Nigeria's Niger Delta in regards to their corporate social responsibilities to the stakeholders and environment they operate could be challenging; but a perspective on four ethical approaches of deontology (duty ethics), utilitarianism (consequentialism), virtue (virtue ethics) and care (care ethics) helps in narrowing down analysis to some defined frameworks; in order to create focus.

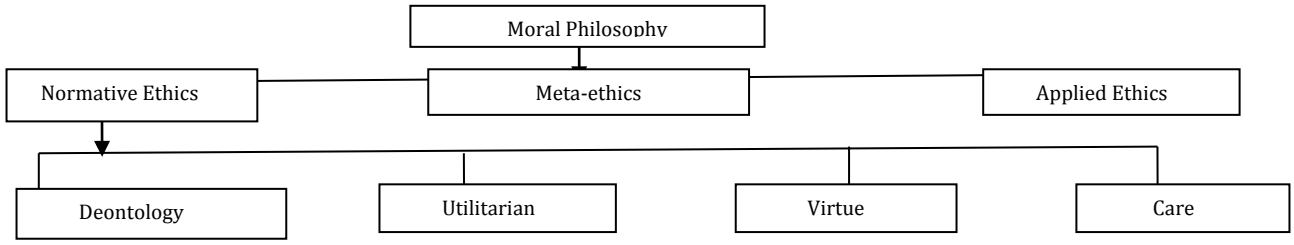
The present paper is a qualitative that adopts literature review and documentary analysis as method of data collection and analysis; because the sustainability roles of MNOCs, ethical re-evaluation and situation improvement are studied and analysed through literatures, documents, and personal experience.

UNDERSTANDING ETHICS

Ethics is a way of defining acceptable and unacceptable behaviours. Ethics also concerns the rules and standards that guide individuals and groups in their official roles. Ethics is a philosophical outlook on good conducts and acceptable actions. According to Bruce (2001: xiii), ethics *"is the study of the nature of morals and moral choices and the rules governing a profession that define professional conduct."* From the perspective of Salminen (2010: viii), the nature of morality is known through ethical judgements. Ethics has a part in administrative and personal issues that affect official business; and to state specifically, ethics evaluates what is the right conduct for promoting the good of others, in preference to self-advantage (Uhr 1994: 176). According to Bowman (1991), ethics is action and the way we exhibit our values. Ethics from a traditional standpoint in public administration and management represents the obligation to avoid administrative injury (Stewart 1984: 139) and principled sensitivity to the rights of others (Bulmer 2008: 146).

Moral philosophy is one theoretical framework for understanding ethics, because it emphasizes how individuals should live their lives. Moral philosophy has three main divisions, which are Normative ethics; Meta-ethics; and Applied ethics.

Figure 1: A Framework for Understanding Ethics



Normative ethics deals with moral framework that can help in examining actions that are right or wrong, good or bad. Key traditions in moral ethics are deontology, utilitarian (consequentialism), virtue, care, social contract, pragmatic, and discourse ethics. Metaethics deals with abstract questions of moral philosophy like relativism and cognition. Applied ethics deals with the application of normative ethical theories to a particular situation or event.

THE ETHICAL APPROACHES

The focus of this paper is to concentrate on four normative theories of deontology, utilitarianism, virtue, and care, which are later applied in re-evaluating the sustainability roles of MNOCs in Nigeria´s Niger Delta in relations to their corporate social responsibilities.

Deontological ethics also known as duty ethics by Emmanuel Kant is based on sentiments and emphasizes the obedience to principles; according to this doctrine the morality of an action depends on duty itself, that is to say by following our duty we behave morally. This includes, obeying rule and regulations, serving government and citizens, promoting public interest, and protecting environment, which are the main make-up of the moral, legal, bureaucratic, governance, and right and duties traditions. Kantian categorical imperative emphasizes acting within the principle or maxim of universal law or acceptable right, which is to say behave and treat others in a similar manner you would like others to behave and treat you, such that it could become a moral rule. From an administrative viewpoint, duty ethics is considered a low road ethics, because it is external.

Utilitarian ethics also known as consequentialism by Jeremy Bentham and John Stuart Mill is the doctrine of the ultimate good. From this perspective, outcomes determine the morality of an action, because consequences and intended outcomes form the background for a moral judgment. Utilitarianism has an intellectual tradition that is tied to hedonism (doctrine of pleasure) and eudaimonism (doctrine of happiness and wellbeing). According to this school of thought, an action or behavior is good when it produces the greatest number of good. In Act-utilitarianism, the value of the consequences of the specific act is thing that matters when assessing if the act is right or wrong; and in Rule-utilitarianism an action or behavior is moral if it in agreement with the rule that offers the greatest good. In administrative science, utilitarian ethics is good for performance management (personnel wellbeing), and this approach is more internal than external.

Virtue ethics by Aristotle is premised on habits. An act or behavior is based on the basis of the virtue that the particular behavior or act represents. The popular shared values are compassion, sympathy, humanity, and empathy. The cardinal virtues according to Aristotle are prudence, justice, fortitude, and temperance. Virtues as a leader are commitment and teamwork, transparency accountability, loyalty to organizational or national visions and objectives, and leading by example and tolerance. From a pure administrative perspective, impartiality is a key virtue. Since virtue ethics is based on habits it is internal, although, ethical training can be used to help personnel to become ethical.

Care ethics is based on caring. This approach informs the notion of governance and organization caring for their citizens and welfare; because it is characterized by relation-centeredness. Care ethics places much emphasis on close relationship and the development of the future generations. Above all, care ethics must not be all about deep affection, but also healthy empathy, commitment, and patience. Linking administrative justice and administrative reality is mainly about fair and efficient treatment of citizens and their administrative engagement. Caring also means to extend services to others one might not be officially indebted and not taking for granted other theoretical points of view of ethical issues which is displayed by exactness and efficiency of service. By sticking to caring ideals and empathy as major values in public service, and making sure that public agents can implement a caring attitude in their act of work execution, the gap between administrative reality and the citizens' expectation for good governance can be narrowed. (Noddings 2003: 3; Held 2006: 46; & Lehtonen 2010: 37–41.)

Richter and Burke (2007), talks about “ethical triangle” to describe the complementarity of the three main ethical approaches of deontology, utilitarianism, and virtue on how they could collectively help an individual, group, organization, or a state in resolving a particular problem or tackling an issue. However, in relation to the present topic of discussion, I would propose an “ethical rectangle” of the main four ethical approaches (deontology, utilitarianism, virtue, and care) being discuss in this paper to complement one another in relative ways; this would help MNOCs to tackle most of the socio-economic and environmental in areas they operate; more emphasis about this later.

DEFINING CORPORATE SOCIAL RESPONSIBILTY?

Corporate social responsibility (CSR) is a simple and clear concept that emphasizes the responsibilities of corporate bodies or institutions to the environment, community, people, and nation they operate. Corporate social responsibility is carrying out business ethically and morally putting the interests of the people, society, and people into positive consideration. In contemporary times, the idea of CSR has been on the increase worldwide, because different corporate bodies are more willing to contribute and play more positive roles in social and economic development. It is important to state that CSR has no compulsion attachment from a capitalist interpretation perspective, but it is a necessity that can do many good in developing societies.

Actions and behaviours exemplifying CSR in an organizational and business context are developing non-animal testing procedures, encouraging local businesses and products with social features. In today’s world engaging in business activities does not mean only manufacturing or producing the viable products, but also to take the responsibility of the environmental and social consequences of action and behavior in compliance with national and universal laws and regulations. The key responsibilities which aim towards CSR are “humanitarian or philanthropy responsibility” (being a good corporate citizen and provision of quality life); “ethical responsibility” (being able to do the right things that affect reputation); “legal responsibility” (being able to obey laws and regulations in agreement with all nations legal code; and “economic responsibility” (being able to achieve set objectives and make profit). Every responsibility should be accepted and mandated by the global stakeholders (consumers, employees, owners, the community, competitors and the environment). (McWilliams & Siegel 2001; & Carroll 2004.)

A good framework for maintaining and managing CSR includes identifying that ethical and economic values are interrelated; insisting on honesty and fairness in all areas of business; conducting training and enlightenment programs; and adopting a zero tolerance policy in relations to compliance issue. There are empirical facts that show that corporate social responsibility will maximize profits even when satisfying the demand of corporate social responsibility from multiple stakeholders. A good level of CSR can be realized by cost benefit analysis; because to maximize profit, the firm should give accurately that level of CSR for which the increased revenue (from

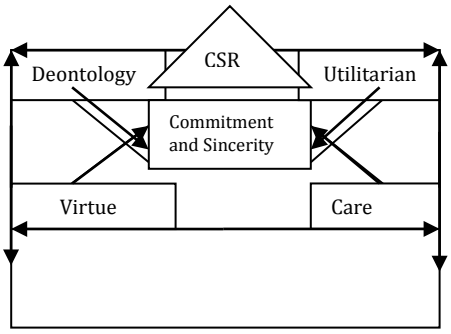
increased demand) equals the higher cost (of using resources to provide CSR). This assists firm to meet the demands of key stakeholders (consumer, employees, and community on side and shareholders on the other side). (McWilliams & Siegel 2001; & Carroll 2004.)

THE RELATIONSHIP BETWEEN ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Ethics is strongly tied to responsibility, because it teaches us things we are to do, and why and how we are to do them. Ethics and CSR functioning together guarantees effectiveness and efficiency in relations to communication, profit, quality, stakeholders fulfilments and satisfactions, competiveness and comparative cost advantage. In addition, is survival, because of the trust, monitoring, and viable anti-corruption measures that can be instituted (Osifo 2014).

Analysis from the perspective of the four ethical approaches earlier discussed can help in creating a useful “ethical rectangle”:

Figure 2: Four Normative Approaches and CSR



All normative approaches are interrelated one way or the other; also as they complement one another from different perspectives. In relation to CSR multiple good and positive changes can be realized, because of their (normative approaches) external connections that can internally/inwardly and aggregately boost CSR. Table 1 below shows the aspects of significance of normative approaches to Corporate Social Responsibility:

Table 1: The Significance of Normative Approaches to Corporate Social Responsibility

Normative Ethical Approaches	The Significance to Corporate Social Responsibility (CSR)
Deontology	Offering a real duty orientation
Utilitarian	Informing an ultimate good and greatest amount of pleasure and happiness tradition
Virtue	Informing a perpetual and good habit orientation
Care	Offering a true caring orientation

Deontological ethics can offer CSR a real duty orientation that is influenced by national and global legal rules and regulations. Utilitarian ethics can offer CSR an ultimate good tradition that is influenced by the need to guarantee happiness, wellbeing, and ethical pleasure for the highest number of people. Virtue ethics can turn CSR to a perpetual and good habit that is influenced by sound ethical values. Care ethics can offer CSR a true caring orientation that is influenced by relation-centeredness. Planning and executing CSR from these ethical approaches can create a both short and long term good, happiness, wellbeing and prosperity for stakeholders, communities, environment, and nations.

THE SUSTAINABILITY ROLES OF MULTINATIONAL OIL CORPORATIONS IN NIGERIA´S NIGER DELTA

CSR in Nigeria has a long history, which is embedded in the framework of socio-legal contract between firms and society; issues often identified with this aspect include human and staffs rights, environmental protection, supplier relations, and community development. MNOCs in Nigeria started key exploration, drilling, and flaring activities immediately after the discovery of crude oil in commercial quantities in mid 1950s in Nigeria. In this paper, the MNOCs in focus are some big and foreign oil and gas firms such as Shell and ExxonMobil that can serve as good examples to the local or indigenous ones like Sapetro and Oando plc.

Shell Petroleum Development Company of Nigeria Limited (SPDC) also known as the Royal Dutch Shell Nigeria started operations in Nigeria the year 1937 to explore and drill crude oil and flare

natural gas; while ExxonMobil started related operations in Nigeria the year 1961. The Shell and Ogoni (one main community Shell operates in the Niger Delta) people case is one special issue in relation to CSR discussion. Shell, ExxonMobil, and most other MNOCs have described their CSR roles in different terms to match with their intended strategies at each time to include sustainable development (poverty alleviation and reduction of illiteracy); community investment; marketization; environmental protection ; and capacity building (recruitment and internship program for undergraduates (Boele, Fabig, & Wheeler 2001). Judging by the huge resources and consequent power and influence that the MNOCs exert over the host communities make them dominant and significant social force, which have shaped and re-shaped the local economies, local politics, local struggles and local conflicts over the years in Niger Dealta (Ugbomeh & Atubi 2010).

From the sustainability report of 2013, the sustainability roles of Shell in its operational locations including Nigeria's Niger Delta are running a safe, efficient, responsible and profitable business; sharing wider benefits where we operate; and helping to shape a more sustainable energy future. These are carried out within the framework of antitrust, human rights, indigenous peoples, security, process safety, joint ventures, investing in communities, environmental sensitivity, minimizing waste, and engineering with nature. (Shell 2013.) From the corporate citizenship report of 2013, the sustainability roles of ExxonMobil in its operational locations including Nigeria's Niger Delta are social, economic, and environment, which are within the framework of human rights and managing community impacts, safety, health and the workplace, corporate governance, economic development and supply chain management, environmental performance, and managing climate change risks. (ExxonMobil 2013.)

AN ETHICAL RE-EVALUATION OF SUSTAINABILITY ROLES

Different reports have it that most activities of MNOCs operating in Nigeria´s Niger Delta are overhyped, because schools, hospitals and other social amenities stated to have been provided are abandoned or did not help the needs of the communities they were meant to enhance (Christian Aid 2004 & O´Neil 2015). The same MNOCs have engaged in more hidden unethical acts in Niger Delta even more serious than the popular Halliburton scandal; which according to CNN Wire Staff (2010), the oilfield contracting company agreed to pay Nigeria $35 million to settle bribery allegations that led to charges against former United States Vice President Dick Cheney and nine other executives; because they were charged by Nigerian officials with conspiracy and "distribution of gratification to public officials" in a long-running case involving the company and its Kellogg, Brown and Root subsidiary to pay bribes to secure contracts valued at $6 billion for a liquefied natural gas project in Nigeria´s Niger Delta.

An ethical re-evaluation of the sustainability roles of MNOCs operating in the Nigeria´s Niger Delta shows a negative assessment, because the problems of environmental pollutions, under-development, poverty marginalization, oppression, inequitable and unjust treatment, repression and violence, corruption and other unethical acts have been on the increase, which have led to soil, water, and air contaminations, farmland destructions, deaths of live-stocks both in water and on land, loss of lives and creation of a wasted generation; these problems have been caused and increased by poor or lack

of adherence to ethical framework by MNOCs in their operations and engagements (Ugbomeh & Atubi 2010).

After the execution of Ken Saro-Wiwa a foremost environmental activist from Nigeria´s Niger Delta in 1995 and violence and environmental pollutions of various dimensions, much positive changes were expected, but the situation is still same or if not worse in the year 2015. According to BBC (2015): *"Oil giant Royal Dutch Shell has agreed to a $84m (£55m) settlement with residents of the Bodo community in the Niger Delta for two oil spills"*. According to Adejoro (2014), *"the inauguration of a committee for the implementation of the United Nations Environmental Programme (UNEP) report on Ogoniland is a welcome development but with the Minister of Petroleum, Diezani Alison-Madueke in the driver's seat, Shell has obviously hijacked the process, the Environmental Rights Action/Friends of the Earth Nigeria (ERA/FoEN) has alerted"*.

The Amnesty program for ex Niger Delta militants by the late President Umaru Yar´Adua administration that started in June 2009 has not yielded the expected result, because most MNOCs operating in Niger Delta did not see it as a crucial avenue to contribute or add to the socio-economic wellbeing and development of the people of this region. According to IRINNEWS (2015), The amnesty program in Niger Delta meant for the disarmaments, rehabilitation, reintegration with a stipend, job training and a micro-credit loan, has been linked to reduced violence in the delta, but from a critical point of view the program cannot be said to be successful, because of the lack of sincerity and effective collaboration between the government and MNOCs.

The Niger Delta Development Commission (NDDC), which was setup the year 2000 with the mandate of facilitating the rapid, equal and sustainable development of the Niger Delta into a region that is economically prosperous, socially stable, and ecologically regenerative and calm politically (NDDC 2015), has failed in many regards. According to Rexler (2010), it becomes readily apparent that development initiatives such as the SPDC-NDDC partnership will ultimately fail to achieve their ambitious targets, because of lack of commitment from both parties; this will not only weaken state capacity and increase its dependency on oil and MNOCs, but will also fail to address the crushing problems of environmental devastation in the Niger Delta.

WAYS OF IMPROVING THE SITUATION

It is not expected that MNOCs must solve all the problems in Nigeria´s Niger Delta, but reliance on the four ethical approaches (deontology, utilitarian, virtue, and care) earlier discussed in relations to sustainability issues can go a long way in improving the situation; because of the commitment and sincerity they can offer MNOCs CSR in Niger Delta.

Another important way of improving the situation in the Niger Delta is for MNOCs to see Nigeria and its Niger Delta region as extremely corrupt entities. MNOCs must collaborate with the various anti-corruption institutions such as the ICPC and EFCC in Nigeria to make the general anti-corruption war more effective; in order to effectively reduce or curb the rent seeking mentality, bribery, indigenous and corporate corruption in Nigeria from one perspective and increase the integrity and compliance doctrines or responsibility enhancement from another perspective.

Another way is that MNOCs must start dealing directly with the stakeholders (masses for example) at the grassroots level. Doing business and negotiating with criminals, and allowing same criminals to represent the interest of the people wouldn´t help very well in the future; popular participation and consultation of the people of Niger Delta, along with equitable distribution of resources are highly required for holistic development.

Finally, other aggregate ways of solving the problems in Nigeria´s Niger Delta include MNOCs establishing effective clean up mechanisms to deal with oil pollution and its effects; ideal or customize training on geographical dimensions to prepare people for dealing with related issues; communication serving as an avenue of social and ethical justice; MNOCs breaking the myth that we can attract the best talent, but rather encouraging local content training that assist personal and career development; introducing management framework that boost equality and self-respect; seeking balance between ethnocentrism and xenophilia; implementing past key international reports such as United Nations Environmental Programme (UNEP) on Niger Delta; increasing dialogues with SMEs and NGOs; and putting an end to irrational repression and reducing excessive capital flight by MNOCs.

CONCLUSIONS

The discussion on a four ethical approach and corporate social responsibility: re-evaluating the sustainability roles of multinational oil corporations (MNCs) in Nigeria's Niger Delta primarily aims at seeking balancing and solving the numerous socio-economic and environmental problems and challenges in the Niger Delta region of Nigeria. Ethics and Corporate Social Responsibility (CSR) are related in many aspects; however, narrowing down focus to four ethical approaches of deontology, utilitarianism, virtue, and care helps in creating specified ethical framework for the analysis of CSR. Deontological ethics can offer CSR a real duty orientation that is influenced by national and global legal rules and regulations. Utilitarian ethics can offer CSR an ultimate good tradition that is influenced by the need to guarantee happiness, wellbeing, and ethical pleasure to the highest number of people. Virtue ethics can turn CSR to a perpetual and good habit that is influenced by sound ethical values. Care ethics can offer CSR a true caring orientation that is influenced by relation-centeredness. These in total will help in guaranteeing commitment, sincerity, survival, trust, and profit on the part of MNOCs in relations to their CSR in Nigeria´s Niger Delta, which can in total help in reducing the socio-economic an environmental problems and challenges; and in addition to reducing the high level of corruption in this region.

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ANCIENT GREEK CULTURE AS INTERCULTURAL COMMUNICATION IN NOWADAYS' DANCE,

DELAVAUD-ROUX MARIE-HÉLÈNE

Ancient greek culture is known in most of the world. It inspired many artistic works and it is a reference shared by artists and their public, and by people in many different countries. So, we can say that ancient Greek culture promotes intercultural communication in nowadays' works. As other arts, dance follows this rule and actually many ballets are inspired by ancient Greece, offering a common reference for the public and intercultural exchanges. Using Greek mythology in the ballet is very ancient, in France since Louis XIV and productions as *Les amants magnifiques* or the *Noces de Thétis et de Pélée*, more recently in some other parts of the world.

The American dancer Isadora Duncan, fell in love with Greek mythology, and used it to create the modern dance. We will study how this genius woman during her trips in the United States and all over Europe (including Greece), broadcasted greek culture, made a choreographic revolution, and aroused intercultural exchanges.

Then we will speak about world dance congresses organized by CID and the dance day in the world which are favoured places for exchange, and we will examine a particular example, as Mercedes Baldo's choreography about Artemis myth which is in connection with the history of Venezuela. Mercedes work's offers foreign public a way to discover how create an authentic myth (as Ancient Greek did it) and to experiment an original cultural transfer between Greece and Venezuela, Antiquity and Contemporary world.

At last, we come back in actual Athens to see how Dora Stratou Theatre conveys ancient Greek culture with its performances of traditional greek dances as *tsakonikos* or *serra* and with Dora Stratou's books

I- Isadora Duncan, the source of intercultural communication between Ancient Greece and 1900 years

1- Isadoras' trip in Greece

Isadora Duncan, who created modern dance, knew well the ancient greek vases and the ancient poetry. During her trips to Europe, she looked at the vases in museums, such as the British Museum in London, the Louvre in Paris, several museums in Athens with her brother Raymond. But she did not use the pictures of the vases as models for her dance. She did not want to copy the pictures but to find the natural energy of the movements which were depicted[1]. She knew well the ancient greek texts, and when she arrived in Greece in July 1903, she tried to reconstruct the ancient greek choirs. She hired around ten young greeks and a byzantine priest, to perform Aeschyleus' *Suppliants* with byzantine music[2]. She went with them to Vienna but these young men became quickly dangerous and she was obliged to send them back to Athens. Her brother, Raymond, married a Greek girl, Penelope Sikelianos, so Raymond and Isadora could discover modern and ancient Greek languages. But soon, Isadora was obliged to let her greek land Kopamos (which was on Hymette, near Athens), because she had not enough money to keep it. Then she left Greece. The Greek experiment was short for Isadora and she understood that reconstruction of Greek dance tragedy was too difficult for her![3]

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[1] I. Duncan, *My life*, Horace Liverwright, New-York, 1927, p. 63 : Eugène Carrière said about Isadora that "She thinks of the Greeks and only obeys her own expression" ; I. Duncan, "La grande source", 1916 (publication dans un programme), in: I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de Regards sur Isadora Duncan par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 44.

[2] *Isadora Duncan, 1877-1927. Une sculpture vivante*. 20 novembre 2009-14 mars 2010, Paris-Musées 2009, Paris, p. 318. V. Kolokotroni and E. Mitsi (ed.), *Women writing Greece: essays on Hellenism, orientalism and travel*, ed. Rodopi B. V., Amsterdam / New-York, 2008, p. 177 : "From Penelope Sikelianos, Eva Palmer had learn how the Duncan set word to music. That process was firmly in her mind. Yer something did not rest well with her now that she had learned Byzantine music from the performer's side. It was Palmer conviction that the method of ecclesistical chanting was the key to the performance of the ancient chorus: it offered melody an rhythm, but nothing more -- exactly as Greek drama required. Furthermore, it taught one to find the melody in the words, rather than to put words in music. Accordingly, she aked Konstantine Psachos, her teacher of Byzantine music, 'Leader of Music of the Great Church of Christ' by the Ecumeniccal Patriarch to provide her with a range of Byzantine style compositions. Using these as a guide, she connected music to words by finding the melody and rhythm in the words, a process she had learned by Psachos folowing her imitation to Greek music by Penelope Sikelianos".

[3] I. Duncan, *My life*, p. 100 : "Our desire to make the Greek choruses and the ancient tragic dance live again was surely a very worthy effort, and one of utter impracticability" ; *Isadora Duncan, 1877-1927. Une sculpture vivante*. 20 novembre 2009-14 mars 2010, Paris-Musées 2009, Paris, p. 18.

2- Ancient Greek source used and broadcasted by Isadora

Even though she was not a Hellenist, in Greece, Isadora often had the opportunity to listen to ancient Greek texts and became more familiar with the ancient rhythms. She wrote that it was easy to dance on the rhythm of a Greek choir's words[4]. She did not write anything else about the ancient Greek rhythm, but we can be sure that naturally, she connected the rhythm of Homeric poems to a binary rhythm, and to the march rhythm. But for Isadora, the text was not enough to dance, and it was not possible to find the ancient Greek music. So, she tried to find natural rhythms: the sea gave her the first idea of dance[5], as Demosthenes used the sea to improve the rhythms of his speeches and to make his voice stronger. She thought that only the most famous musicians' works had a rhythm, so she danced on Bach, Gluck, Beethoven, Chopin, Schubert and Wagner. For Isadora only these musicians understood and expressed the rhythm of the human body[6]. It is not easy to understand the common points between Bach, Gluck or Chopin and the ancient Greek rhythms, but we know that the Greek experience was very important for Isadora. Dactylic rhythm, as in *Iliad* or *Odyssey*, was natural for walk. We find it also, in free form, in some verses of Aeschyleus' *Suppliants*, the tragedy that was performed in Athens and Vienna by Isadora's troop. So, it will be very interesting to study the dactylic hexametre and all the dactylic rhythms as a source of contemporary culture and especially contemporary dance.

We know that Isadora and her brother Raymond were inspired by *Odyssey* for their trip: they took the boat from Brindisi to Santa Maura, then after they rented a sail boat to imitate Odysseus. But we don't know what Homeric elements inspired Isadora's dances. Maybe she was inspired only by the binary rhythm to study the walk, but she preferred to use the rhythms of classic musicians founded on

[4] I. Duncan, "La danse grecque", *Musica-Noël*, décembre 1912, in I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de "Regards sur Isadora Duncan" par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 50.

[5] I. Duncan, "La grande source", 1916 (publication dans un programme), in I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de Regards sur Isadora Duncan par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 45.

[6] I. Duncan, "La danse grecque", *Musica-Noël*, décembre 1912, in I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de Regards sur Isadora Duncan par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 49.

telluric pulse[7]; When she teaches dance, exercises around walk are very important[8]. The greek experiment maybe confirmed her first idea of the binary rhythm and the walk, even if she did not want to reproduce ancient greek dances.

We know that Isadora Duncan was interested by dionysiac subjects and bachic dances. She often performed this type of dance: in 1904 (in Bayreuth and 1911 (in Paris) *Tanahauser's Bacchanale* on Wagner's music; in 1912 she was invited by Paul Bulard for the "Fête de Bacchus" near Versailles. She was often depicted by artists in dionysiac choreographies, as Grandjouan[9]. In the end of the *parodos* of Euripides' *Bacchae*, we can find some verses in dactylic rhythm (without hexametres)[10]. Maybe they could have inspired Isadora, even though she noted that the principal rhythm of this piece was ternary.

II- Ancient greek culture as intercultural communication in world dance congresses organized by CID and dance day

1- CID and his work

"CID is the official umbrella organization for all forms of dance in all countries of the world. It is a non-governmental organization founded in 1973 within the UNESCO headquarters in Paris, where it

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[7] I. Duncan, "Terpsichore" (1909), in I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de Regards sur Isadora Duncan par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 51-52, cf. p. 51.

[8] I. Duncan, *My life*, Horace Liverwright, New-York, 1927, p. 128 : "The exercices commenced by a simple gymnastic preparation of the muscles, for their suppleness and their force ; it is only after these gymnastic exercises that the first steps of the dance come. The first steps are to learn a simple, rhythmic walk of march, moving slowly to simple rhythm ; then to walk or march quickly to rhythms more complex ; the to run, slowly at first, then jump slowly, at a certain moment in the rhythm" ; I. Duncan, "La beauté et l'exercice", *Femina*, Ier avril 1914, in I. Duncan, *La danse de l'avenir*. Textes choisis et traduits par S. Schoonejans. Suivis de Regards sur Isadora Duncan par Elie Faure, Colette et André Levinson, Territoires de la danse. Editions complexes 2003, p. 111-114, cf. p. 112.

[9] E. Schwartz, "les lignes élémentaires", *Grandjouan dessine Duncan. Expositions*. Centre National de la Danse, Pantin, 2005, p. 20-26, cf. p. 22.

[10] v. 165 ss., cf. A.-I. Muñoz, *Les ioniques à l'épreuve de la dramaturgie : d'Eschyle à Euripide*, dans *Le poète tragique et ses rythmes*, École Normale Supérieure, Paris, 19 juin 2009.

is based. CID is recognized by UNESCO, national and local governments, international organizations and institutions. Its members are the most prominent federations, associations, schools, companies and individuals in 155 countries"[11].

CID organizes each year World congress on dance research and other international congress about dances. One of these congresses, the 5th, in 1991 was called Dance and Ancient Greece and took place in Athens. Other congresses brought other themes but these themes were very large (for example *16th World Congress on Dance Research "Dance as Intangible Heritage"*, Island of Corfu, Greece, 30 October-3 November 2002) and it was possible to show presentation about ancient Greek dance. For example we gave several research reports focused on this subject between 2004 and 2012 :

- « Antic greek dances recreated by Maurice Racol », *The Preservation of diversity, 18th World Congress on Dance Research, Argos, Greece, 3-7 November 2004* (Published on DVD)

- «More than Movement : the use of voice in the Ancient Greek Dance, *Much More than Movement, 19th World congress of Dance Research, Larnaca, Cyprus, 9-13 November 2005* (Published on DVD)

- « Promotion of diversity in the choreography : an original dance, using voice and mask, in the beginning of the *parodos* of Euripides'*Bacchae*, v.64-86 », *XXth world congress on Dance Research, Athens 25-29 October 2006* (published on DVD),

- « Dance without borders : Diffusion of *Kalathiskos* Dance in the Ancient Greek World. Examples », *XXIth World Congress on Dance Research, Athens, 5-9 September 2007* (published on DVD)

- « Comparison between dionysiac dance in ancient Greece and dervishes ceremony from Middle Age to nowadays in Turkey », *XXIIth World Congress on Dance Research, Athens, July 2008* (Publication on DVD).

- « Using Greek Folk Dances for the Reconstruction of Ancient Greek Dances », *23rd World Congress on Dance Research*, Malaga, 15-19 July 2009 (published on DVD)

[11] See the website of CID : http://www.cid-portal.org/site/index.php

« The beginning of an original dance in ancient Greek comedy : the frogs who wanted to become swans (Aristophanes, Frogs 209-220) », *25th World Congress on dance Research,* Istanbul, 7-11 April 2010 (published on DVD)

« Ancient Greek dance as therapy ? » *Panorama of Dance Therapy, 33rd Word Congress on dance research*), Athens, 21-25 November 2012 (published on line: https://docs.google.com/document/d/1R8k-lXaYA3vJuqYZDfeHxiXxvEp7MCYQ3795m4TdvEc/edit?pli=1)

We were not alone to speak about ancient greek dance. For example we listened several presentations, as Nektarios Yioutsos about "Ancient Greek dance" at *25th World Congress on dance Research,* Istanbul, 7-11 April 2010 (published on DVD). So the world congresses on dance research organized by CID are a strong way for intercultural communication in the world, not especially on Antiquity, but they give opportunity to speak or to listen about ancient world.

CID organizes, since 1982, each 29th April, the Dance day in the entire world. This day aims at attracting attention to the art of dance[12] : people can discover different types of dance practice them and see performances and exhibitions. So The Dance Day organized by CID is also a strong way for intercultural communication in the world, not especially on Antiquity, but sometimes performances can use a theme connected with ancient Greek culture as in the follower example which is Venezuelan.

2- Bohemio danza teatro (Caracas), Mercedes Baldo, and the creation of an Artemis' myth

The 29 April 2014 The Finistere Section of CID received for the Dance day, Mercedes Baldo, the director and choreographer of Bohemio Danza Teatro, which is a Venezuelan company, located in Caracas. Mercedes Baldo lived in Paris before coming to Caracas. In Venezuela, she taught and created a lot of dancers. She choreographed already twenty pieces and her work is a research about actor and dancer's art. Mercedes came to Brest with her daughter Lucia and they offered a wonderful performance, with two different pieces[13]. The first, *Piel de maraca*, was a ritual for the peace, focused on primitive Venezuela and shamanism, so we will not speak about it. The second choreography, *Caraibe en lo blanco*, tells Artemis' story but shows an original Artemis. Everybody knows Artemis as a hunt goddess, a virgin who does not want to become a mother but in ancient

[12] See the official website for Dance Day: www.danceday.cid-portal.org

[13] Thanks to Catherine Le Rudulier, ballet teacher, and Père Caille who received this compagny and her performance in Salle Saint-Louis, in Brest. About Bohemio Danza Teatro, see http://av.celarg.gob.ve/MercedesBaldo/BiografiaMercedesBaldo.htm. See also about the performances anhttp://www.correocultural.com/2011/05/el-grupo-bohemio-danza-teatro/

Greek word, this goddess was variously interpreted. Artemis Brauronia in Athens does not look like Artemis Caryatis and Artemis Limnatis in Sparta, or Ephesian Artemis. This is normal because in ancient Greece, each city-state honors the same gods but has his own pantheon and associate to each deity an epiclesis which explains the deity's function. Each city wants to integrate the gods in their own mythology and foundation myth in order to appear as the best city. For this reason, mythological variations are often very great between the towns and between the villages. Each city was able to create an original foundation myth[14]. Mercedes Baldo knows very well Artemis and she loves her. But this Artemis is not only Hellenic and ancient, she is also Venezuelan. There are two parts in the choreography: "Marine figure, approach of Caribbean coast" and "Aquatics". These two pieces are accompanied by Diego Silva's Venezuelan music, especially composed for the performance. The dancers' corporal language is completed by Eugenio de Andrade's poem, "Black in White". Eugenio de Andrade draws one's inspiration from Artemis and by the desire of the Portuguese coast. Mercedes Baldo's Artémis associates Greek, Portuguese and Venezuelan elements. This Artemis can remember Aphrodite born from the froth of sea (in the story where Aphrodite comes from Ouranos' mutilation) and it is not exactly traditional Artemis: it is Mercedes Baldo' s creation. When Mercedes made this choreography, she created an authentic modern myth, as did the ancient Greeks. And when she performed it in Brest with her daughter Lucia, to feast the 32th Birthday of Bohemio Danza Teatro, she integrated her discovering of another marine space: the Bretagne. This work is a good example of knowledge and integration of antic Greek culture abroad, with an original revival.

[14] See Jonathan M. Hall, *Ethnic Identity in Greek Antquity*, Cambridge University Press, 1997 and Jonathan M. Hall, *Hellenecity. Between ethnicity and culture,* Londres/Chicago, The University of Chicago Press, 2002 ; See also Irad Malkin, *A Samll greek World. Networks in the Ancient Mediterranean*, Oxford, Oxford University Press 2011 and Olivier Curty, *Les parentés légendaires dans les cités grecques*, Genève-Paris 1995.

Fig. 1 Lucia Salgado in *Caraibe en lo blanco*, Bohemio Danza Teatro, Brest, 29-04-2014, Photo Marie-Hélène Delavaud-Roux

III- Ancient greek culture as intercultural communication in Dora Stratou's theatre performances and Dora Stratou's book

1- performances

The Theatre of greek dances was founded in 1953 by Dora Stratou, who was a Prime minister's daughter and who studied lyric song. She was the President of this association from 1953 to 1983. This public-benefit institution subsidized by the Ministry of Culture and the National Tourism Organization under the auspices of the Municipality of Athens, is original because it is a company (75 dancers, musician and folk singers) but also a school (courses, lectures and workshops on Greek folk dances an traditional culture) and a living museum (costumes copies, accessories, field recordings, photographs, video, books and article)[15]. Dora Stratou works in collaboration with other ethnomusicologists. She went into the Greek villages, filmed the groups of villagers and invited them to perform in the Theater. The dancers of Dora Stratou Theater learned choreographies with villagers

[15] See the web site of Greek Dances Theater Dora Stratou : http://www.grdance.org/en/

of each area and/or ancient videos. Each choreography is driving by a dancer who comes from the area of the showed dance. Some of these dances are ways for intercultural communication because they keep memory of ancient culture. We give two examples.

The *tsakonikos* comes from a little village Tsakonia (Peloponnese) but is also panhellenic because it is connected with the ancient *geranos*, the labyrinth dance. After the murder of the Minotaur, Theseus and his companions practiced the *geranos*, which was also the first *anamix* dance, with men and women[16]. It was danced also in the Delian festival around the altar horns during Antiquity[17]. The

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[16] *Iliad*, XVIII, 590-606 ; Plutarchus, *Theseus*, 21 ; Callimaque, *Hymn to Delos*, 307-315 ; Pollux, *Onomasticon*, IV, 101 ; Hesychius, sv. Γερανουκκός ; For a selective bibliography, see : Bruneau, Ph., *Recherches sur les cultes de Délos à l'époque hellénistique et à l'époque impériale*, BEFAR 217, Paris, 1970 ; Calame, C. *Thésée et l'imaginaire athénien. Légende et culte en Grèce antique, Lausanne*, 2e ed., 1996 ; Delavaud-Roux, M-H, *Les danses pacifiques en Grèce antique*, Publications, Aix-en-Provence, 1994 ; Delavaud-Roux, M-H, "Perspectives d'avenir en Grèce antique. Une préparation originale au mariage: la danse géranos", *Amadis 5, Visions d'avenir*, 2003, p. 19-36 ; Deonna, « Les cornes gauches des autels de Dréros et de Délos », *Mélanges G. Radet*, 42, 1940, p. 111-126 ; D'arcy-Thompson, *A Glossary of Greek birds*, Hildesheim, 1966 (Iere ed. 1936) ; Detienne, M. "Le labyrinthe et la grue", *MEFRA*, 95, 1983, 2, p. 541-553 ; Dugas Ch., Flaceliere, R., *Thésée, images et récits*, Paris, 1958 ; Frontisi-Ducroux, F, *Dédale, mythologie de l'artisan en Grèce ancienne*, F. Maspéro, Paris, 1975 ; Gallet De Santerre, H., *Délos primitive et archaïque*, Paris, 1958 ; Johansen, K. F., *Thésée et la danse à Délos : étude herméneutique*, Copenhague, 1945 ; Kabarakis E., *La danse chez Homère,* Master in ancient languages and literature, University catholic of Louvain, 2014-2015, p. 92-105 (discussion about Iliad, XVIII, 590-606 **;** Kerenyi, K., *Labyrinthstudien. Labyrinthes als Linienreflex einer mythologischen Idee*, Zurich, 1950 ; Lawler, L. B., « The dancing Figures from Palaiokastro. A New interpretation », *AJA*, 1940, p. 106-107 ; Lawler, L. B. , « The Dance of the alphabet », *Classical Outlook*, 18, 1941, p. 69-71 ; Lawler, L.B., « The Dance of the Holy Birds », *CJ*, 37, 1942, p. 351-361 ; Lawler, L. B., « The Dance of the ancient mariners », TAphA, 75, 1944, p. 20-33 ; Lawler, L.B., "The Geranos Dance" *TAphA*, 67, 1946, p. 241-247 ; Lorentz, K., *L'agression, une histoire naturelle du mal*, Flamarion, Paris, 1969 ; Lykessas, G., « Οι λαβυρίντικοι χοροί στον αρχαίος ελληνικό χωρό », Χορός καί άρχαία Ελλάδα *(5e congrès international sur la recherche en danse), Praktikav*, 1991, 2 vol., t. II, p. 180-186 ; Moreau, A. , "introduction à la mythologie XII : le labyrinthe et la grue", *Connaissance hellénique*, 37, octobre 1988, p. 7-16 ; Moreau, A., "introduction à la mythologie XII : le labyrinthe et la grue II", *Connaissance hellénique*, 38, janvier 1989, p. 24-33 ; Naerebout, F, *La danza greca antica. Cinque secoli di indagine*, Lecce, 2001 ; Papadopoulou, Z., "Les origines cycladiques de la géranos : sur un pendentif de pierre du Délion de Paros", *Kernos*, 17, 2004 ; Pironti, G., DEA about the géranos, EPHE, 1999. ; SantarcangellI, P. *Le livre des Labyrinthes. Histoire des mythes et d'un symbol*e, Paris, 1974

tsakonikos is not the *geranos* but the choreography keeps the memory of the past. The dancers moves as in a labyrinth

Fig. 2 Tsakonikos, Dora Stratou Theater, Athens, 2008, Photo Marie-Hélène Delavaud-Roux.

Another dance the *serra* from Pontos, is connected with the armed dances of the ancient Greece, the pyrrhic or another choreography. It is the story of a group of men which dances in chorus and then there is a duo of man fighting with knifes[18].

2- books

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[17] Ph. Bruneau, *Recherches sur les cultes de Délos à l'époque hellénistique et à l'époque impériale*, Bibliothèque des Écoles Françaises d'Athènes et de Rome 217, E. de Boccard, Paris, 1970, p. 32 : geranos practiced at the Delia and not at the Aphrodisia.,

[18] M. H. Delavaud-Roux, *Les danses armées en Grèce antique*, Publications de l'Université de Provence, Aix-en-Provence, 1993, p. 163-165.

Dora Stratou wrotes also books[19] and she was followed par Alkis Raftis[20] who is the President of the Theatre since 1983. Dora Stratou's aim is showing to people that traditional greek dance is very ancient by forms, patterns, stories. It appears clearly in his book, *Ἑλληνικοί παραδοσιακοί χοροί* and, even if we can discuss it, it is really an ethnographic work with a good knowledge of ancient Greece. Dora Stratou saved in her books all the ancient greek cultural patrimony and it is very important. Even the *tsakonikos* is not the *geranos* but a dance which remembers the *geranos*, it is loved in Greece as a traditional Greek dance and it is a way to tell Theseus' story and to learn mythology to

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[19] Stratou, D., *The greek dances : our living link with antiquity* , Athens, 1966 (translated in several languages) and Ἑλληνικοί παραδοσιακοί χοροίν, Athens, 1979 (translated in several languages)

[20] This list is only the books Alkis Raftis wrote, not the books he edited: *Work in poetry. Poems and songs about work* (originals and Greek translation). Athens, Polytypo, 1984 ; *The world of Greek dance* (in Greek). Athens, Polytypo, 7, 244 p. ; *The world of Greek dance*. London, Finedawn, 1987, 239 p. ; *Danse et poésie: Anthologie internationale de poèmes sur la danse.* Paris, La Recherche en Danse - Sorbonne, 1989, 194 p. ; *Dance in poetry. International anthology of poems on dance.* Paris, International Dance Council CID, UNESCO, 1991, 186 p. Reprinted by the Princeton Book Company, Princeton NJ, USA ; *Dance, culture and society* (in Greek). Athens, Dora Stratou Dance Theatre, 1992 ; *Encyclopedia of Greek dance* (in Greek). Athens, Dora Stratou Dance Theatre, 1995, 800 p. ; *Costumes 1860* (in Greek), with Athena Makha. Athens, Kastaniotis, 1995, 111 p. ; *Le monde de la danse grecque*. Paris, La Recherche en Danse, 1996, 311+16 p. ; *Griechische Tänze, 20 Beispiele* (in German), with Klaus Kramer. Remscheid, Deutscher Bundesverband Tanz, 1997, 89 p. ; *Loupsiko. Wedding dances and songs* (in Greek), with Agoro Tsiou. Athens, Greek Dances Theater, 1997, 143 p. and CD. ; *Dances of the whole world. A complete catalogue of stamps.* Athens, Greek Dances Theater, 1998, 77+16 p.; *Dance 1900. Greek turn-of-the-century postcards portraying dance.* Athens, Dora Stratou Dance Theatre, 1999, 237 p. ; *Para-lexicon*. Athens, Way of Life Publications, 2000, 354 p. ; *The scholarly work.* Athens, Way of Life Publications, 2000. ; *Etude ethnographique de la culture d'entreprise*. Paris, 2000, 53 p. ; *Il mondo della danza greca*. Firenze, Taranta, 2001, 152 p. ; *Isadora Duncan and the artists* (in Greek with English supplement). Athens, Way of Life Publications & Dora Stratou Dance Theatre, 2003, 222 p. ; *Joannes Meursius and his "Orchestra, sive de saltationibus veterum" of 1618. The first monograph on ancient Greek dance since Antiquity* (with Frederick Naerebout). Athens, Dora Stratou Dance Theatre, 2003, 85 p. ; *Dance in the culture of Karpathos* (with Marigoula Kritsioti). Athens, Dora Stratou Dance Theatre, 2003, 474 p. ; *The dance in Rhodes*. Athens, Dora Stratou Dance Theatre, 2004, 154 p. ; *Dance and History in Cyprus*. Athens, IOFA, 2004, 133 p. ; *Dance in poetry. An anthology of Greek and foreign poets* (in Greek). Athens, Dora Stratou Dance Theatre, 2004, 183 p. ; *Orientalist dance. Paintings and travellers' accounts*. Athens, Dora Stratou Dance Theatre, 2007, 134 p. For a complete bibliography, see : https://sites.google.com/site/alkisraftisworks/profile/publications-1

children, adults, foreigners. Alkis Raftis' aim is to give an encyclopaedic knowledge of dance. His Ἐνκυκλοπαίδεια του ελληνικού χορούν[21] lists all the names of all traditional Greek dances and all the circumstances of each choreography. It is a very important tool for the researcher.

Conclusions

Ancient Greek culture is a strong way to develop intercultural communication in nowadays' dance. Since Isadora Duncan and her revolution in dance, it interested a lot of choreographers, dancers, researchers and also a great public. It interests always, even if it is very difficult to learn ancient Greek at school in France for example and people can often learn it only at university. In this aspect, Greece could help, but due to its current economic problems, this is difficult: museums and archaeological sites need money to be preserved, libraries need money to buy books, schools, universities, dance companies need money to survive, people need money to visit museums and sites, see performances, etc. Foreign people must understand that they have a part to play to save Greece, because Greek civilisation is theirs as well. We have to be the citizens of the world and to know that Greek culture is ours.

[21] Raftis, A., Ενκυκλοπαίδεια του ελληνικού χορούν, Athens, 1995

ARABIAN MANAGEMENT THEORY FOR SUSTAINABLE DEVELOPMENT,

AZIZ M. ABU NABA'A

Administration plays a significant and important role in the advancement of nations and societies in the whole world. Henry Fayul, the founder of the Science of Administration, refers to the fact that the difference between a successful and a failure company, a successful establishment and a failure one, and a successful organization and a failure one, that there is a successful manager and a failure one

If this company, this establishment and that organization prospered, it means that the whole society succeeded in achieving the development in its different sectors; the educational, health, scientific, economic, social and cultural, etc. Which will finally be reflected on raising the standard of living for the members of that society and achieving prosperity for all those members?

No wonder that the scientists and researchers had been working on searching for the means, methods and ways that guarantee building the effective and successful manager who is capable of achieving the targets. Consequently, a number of theories emerged and new ones are still emerging from time to time. The search will go on and on to achieve the administrative fulfillment.

The Nature of Management

There are a lot of those definitions. In an effort to reach a comprehensive one, Administration is the art and knowledge of using all the necessary practices for directing the sources of the organization to achieve its goals in an optimal fulfillment.

This definition concentrates on the following …

- The successful manager must, have the talents and charisma that make him accepted by the others, like the stature, in addition to the other arts of administration like fairness, patience, wisdom, confidence in others, and the art of solving the problems. These are born-in habits, otherwise where could they be learned?

- Second comes the education which is essential now to deepen these talents and make him/her able to take decisions that commensurate with this age of globalization, commuting and internet. Talents alone are not enough. The successful manager needs to be aware of a diversity of sciences like economy, computer, researchers, marketing, financing and manpower control in addition to a comprehensive knowledge of the environment like the social, economical and cultural changes besides the other branches of knowledge that prepare him to be a successful manager.

- This definition also stresses the importance of being aware of the administrative activities like the ability of planning, monitoring, arrangement, training, leadership, coordination, and taking decisions on scientific bases.

- These practices and knowledge are necessary to direct all the sources whether financial manpower, goods or services etc…and managing them in the right way.

- This definition also applies to any organization whether it was private or public, company, establishment, school or bank regardless of the shape of the organization or the institution.

- In addition, this definition stresses the importance of achieving the targets of these organizations whether they were profitable or not by improving the service and achieving the required quality.

- Not only achieving the goals and objectives but also the highest possible fluffiness which means achieving the highest profit or the best service with the least cost in order to reach the required administrative fluffiness.

Problem of the Study

There is a humble fact to which Dr. Ibrahim Al- Munif refers and which most of the researchers and activists take for granted in the field of administration saying that the Arab countries are reactionary ones or as they are called out of courtesy developing countries. Most of the researchers are unanimous in considering the Arab world as reactionary in all the technological fields and the administrative field in special. (Munif, 1980).

At the head of this problem there remains an important point namely that those who try to find the development methods through the administrative education and training have not initially tried to determine first the dimensions and reasons of the executive and regulatory body.

Dr. AL- Munif highlighted them as follows:

- The shortage of information and statistics that, if available, is obsolete and not updated.
- Shortage of productivity and administrative qualification in addition to the unavailability of effective leadership capable of developing and modernizing.
- The haziness of the concept of administration and the lack of participation by the Arab scientists and the Arab administration writers in developing the administrative theories.
- The lack of rules of administration career like the jobs description and categorizing them and putting the organizational rules, procedures and work rules in a lot of the establishments and companies.
- The bureaucracy and administrative routine and giving no power or administrative rights or confidence to the employee or inciting him to do his job as best he can.
- Transferring the western theories in management without modeling them to commensurate with the Arab circumstances and environment (Munif , p1980)

Dr. D. Ibrahim referred to the problem in by saying," From this historical ground, we have to suggest that the Arab managers need, with full awareness of their administrative role, to participate in the well- organized thinking instead of just consuming the western thoughts without review or making sure that they are suitable for the Arab environmental needs. Too much dependence on these thoughts is considered a reason for non-thinking or coming up with management theories and thoughts that are derived from the Arab ground. It is worth noticing to the dependence of the Arab administrators, because of having no administrative background, on the personal un rational. All this is apt to lead us to administrative reactionary steep ways. Development can't be achieved unless the Arab administrators play a leading role in enriching the world administrative thoughts.

One of the reasons of the administrative reactionary that hampers the development is the lack of connection between the theory and the implementation. The seriousness in wiping up this backwardness lies in connecting the theory with the application and bringing up new thoughts of implementation and transferring them into theories. Arab administrators need to do their best to extract from their practical ideas that lead to understandings bases and principles that make theories. It is time for the Arab administrators to publish the result of their practices and thoughts and understandings that suit the Arab environment, and instead of wholly dependence on transferring the western theories we will have another substitute by coming up with the thoughts that lead to developing Arab administrative theories springing up from the tests and activities that stress the adoptability of the Arab environment (Munif ,p326).

Aims of study

This research aims at solving the previous problem where Dr. A. Abu Naba'a represents an attempt, after an experience of a quarter of a century in administration as a teacher or conducting administrative work, to represent an Arab theory in administration springing up originally from our Arab environment and Islamic values that can be implemented to contribute in raising the productivity of the Arab person and to achieve the targets of the administrative development in the Arab world by which the following can benefit :

- The colleges of economy and administrative sciences in the Arab universities to be taught and expanded
- The Arab administrative institutes for training the employees to adopt and implement them in their future work.
- The managers who conduct administrative work at the establishments and organizations whether they were private or public to incite their employees to improve their work and increase production to catch up with the advanced nations.
- Implementing this theory helps in reaching the comprehensive quality in the administrative work.

Methodology of study

The researcher depended on the theoretical review of all the available secondary sources in the administrative study in the university libraries. But regarding developing an Arab administrative theory, the researcher depended on his practical practice in administration whether in teaching or practice which covered twenty-five years in different sectors whether academic, industrial commercial, banking or at the public administrative institutes until he could grasp this theory which

he registered and documented in this research which the students or practitioners may benefit from in the administrative science in the Arab world.

Arab Administrative Ailments

Among the Arab administrative ailments recognized by the Arab writers are the following: the intervention, wrongly placed preference, organizational bureaucracy, administrative schizophrenia, lack of administrative qualification, administrative injustice etc...(Munif, 1980).

These are only some and not all of the ailments that we are trying to treat and represent the suitable solutions for them to enhance the Arab administrative qualification to catch up with the advanced nations. This theory is extracted from our Islamic Arab environment.

Previous Administrative Theories

There are a lot of western previous theories that were translated into Arabic and we are going to briefly describe them without going into details. These theories have contributed only a little in raising the standard of the Arab administration since they are imported and do not fit the Arab mentality most of the time which makes us study and teach but not practice or implement since we are not fully convinced of them and because of our feeling that they do not suit the Arab environment. Among these theories are (kasim , 1993).

- The German bureaucracy theory.
- The American theories like:

  X Theory, Y Theory, S Theory, M. B. O. Theory, System Theory
- The Japanese Z Theory (Abunabaa, 2001).

Meanwhile when the Arabs do not have their own applicable theory extracted from their Islamic Arabic heritage.

Arabian Management Theory

After reviewing the western theories in administration (The German, American and Japanese) and despite their importance in developing the administrative thought in general and the Arab one in particular which does not allow us to ignore or get rid of its importance in developing the Arab administrative action, yet we have to be aware that they grew up in foreign environments that are different from the Arab environment. No writer, researcher or author can deny the importance and effect of the environment on the thought of the individual or the worker and more important its effect on the manager's mind.

But it is noticed regarding these previous theories that they concentrate either on the organization to achieve its targets through the most ideal example of organizing (The bureaucracy/Max) or it focuses on the work procedures and simplifying them or the work circumstances like light or conditioning, etc and improving them (The Scientific Theory) or on the human relations (The Human Relations Theory/Mayo) or according to the loyalty, intimacy, confidence and dedication of the workers to the organization (The Japanese Theory). Though we do not disregard the importance of these theories in improving the productivity and raising the skills of work, yet none of them fathomed the manager's thought, his beliefs and the environment around him and its impact on his accomplishment which is the core of all the administrative operation. Henry Fayol, the founder of the administrative science assures that if there is a successful or failure organization, a successful or failure establishment then there is a successful or failure manager. He did not mention the worker or the work circumstances. This success will depends on the type of the environment and again I highlight the word ”environment” in which the manager was raised and through which he built his beliefs, understanding, habits and traditions and which in turn make of him either a successful or failure manager. There are lots of managers in our Arab world who came back holding a PhD in administration from the best American universities or was taught by such teachers but put all that he had learned at the shelf and started practicing bureaucracy, power, discrimination and the complexities that he was raised at against the wretched employees killing by his dictatorship their initiative spirits by taking sides leaving no motives of productivity. He even may get rid of the well- qualified ones out of fear that he may lose his position. By this he forgets all that he had learned and goes back professionally to the old ways of administration. (Nabaa, 2004).

I don’t, of course, mean to generalize but regretfully enough I can assure, through monitoring and experience, that these samples exist among us and we should not ignore their existence and say that the Arab administration is at its best in the time when the average Arab feel otherwise enforced by their managers and the way they abuse the positions and authorities given to them. Today’s managers direct the organization as if it was his/her own property doing whatever he/she wants in it, since there is no questioning, monitoring or scientific measures, and again I stress the word” scientific” to fix the matters and to rectify what is wrong, but not by abusive control, lies, and hypocrisy to deprive the employees sense of accomplishment. An ignorant manager or the one with

a weak personality is that who uses the ”destructive management” method while the successful one uses the scientific methods of control.

This reality and the wrong direction we are taking need to be changed, and in order to do this we have to diagnose the reasons and treat them. We, too, have to go back to our roots, heritage, originality, history and values to extract from them and not from our present life or from the West what helps us to rectify our root and to direct the efforts to achieve the development and to catch up with the advanced nations and contribute in developing the sciences instead of being only importers of them. (Alnahawi, 1988).

If we took the previous theories as they are without developing or amending them to commensurate the new environment, they are apt to fail in achieving the required objectives especially because the mentality or attitude of the Arab individual has unique characteristics that are completely different from the mentality or the attitude of the Western worker. The social values are different and the cultures are far away from each other. The ways of thinking and attitudes are not the same. They are contradicting sometimes. The Arab individual is proud, self confident, generous, very sensitive and dedicated to his tribe in many occasions. All this demands from us to look for our Arab identity in administration that springs up from our values, originality, culture and rooted Islamic and Arab traditions for tens of centuries. We should do this by amending and developing these theories to suit us in order to achieve our targeted success.

From this concept, Dr. A. Abu Naba'a started formulating the Arab Management Theory from the desert terrain which is the source of purity and clarity and which depends on these pillars. If the Arab manager was convinced of them, worked and implemented them, in addition to what we have already mentioned of modern administrative methods, he will achieve success and administrative effectiveness. So this theory is not brought in to cancel what the administrative sciences had reached but to complete it and make it suitable for accomplishment in the Arab environment. (Abunabaa ,2004).

So what are the three pillars of the wise Arab management theory?

After scanning our Islamic and Arabic heritage we notice that the Sheik (chief) in the Arab tribe system extracts his authorities and position from three main understandings:

First: The concept of service: where the leader of the community is its servant, which means that he is the one who takes care of the tribe, solves its problems, protects and supply it with prosperity.

Second: counseling concept: The decision of the tribe sheik is not usually taken by him alone. They are rather unanimously taken and represent the conclusion of the opinions of the wise men in the tribe pavilion.

Third: The right of the (Dakheel) a refugee seeking protection, which embodies justice and protection until he takes his rights; in other words, justice.

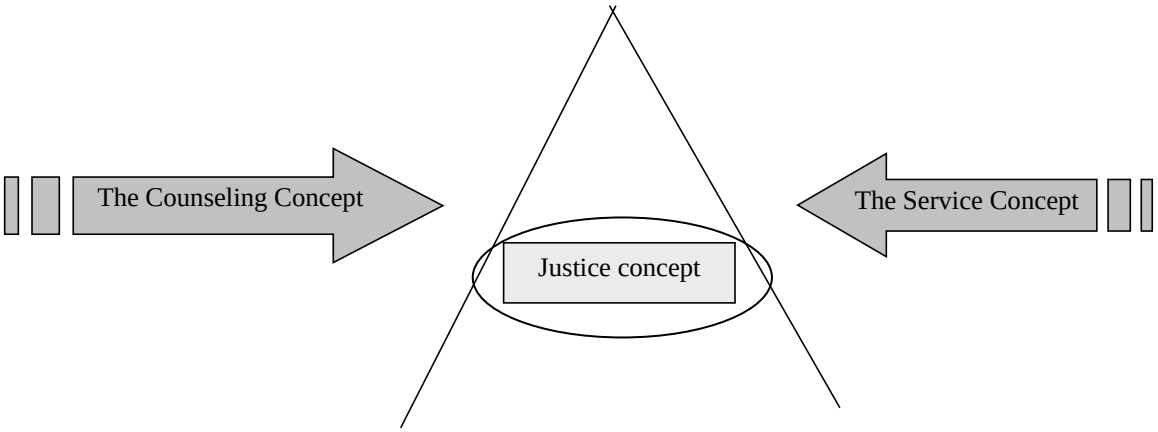
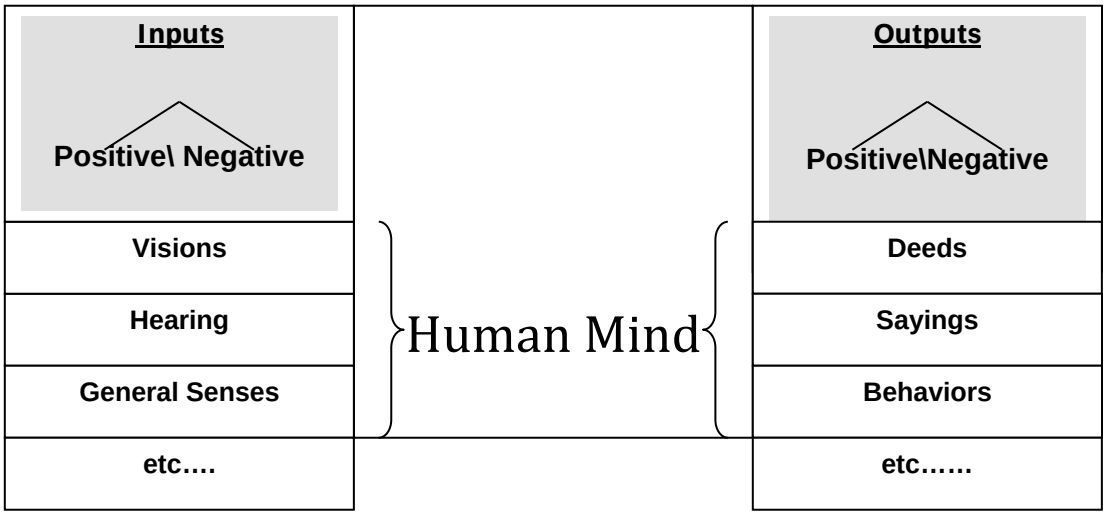


Figure 1: Arab Management Theory

It is worth mentioning that we, by these three concepts, are not trying to reinvent the wheel. Their roots are available in our Arab heritage and our Islamic culture, but we have tried to assemble these wheels together to make the administration carriage capable of going forward. Isaac Newton had not discovered the falling of the apple to the ground, but he answered the question"Why did it fall to the ground?"

The Following model shows the impact on the human behavior as results of external effects:

Figure 2: Human Mind



So if we want to develop or change the process of the Arab manager, we have first to change the inputs of the Arab manager's mind so that we can have an effect on it and raise its administrative ability. (Hassan,(1987).

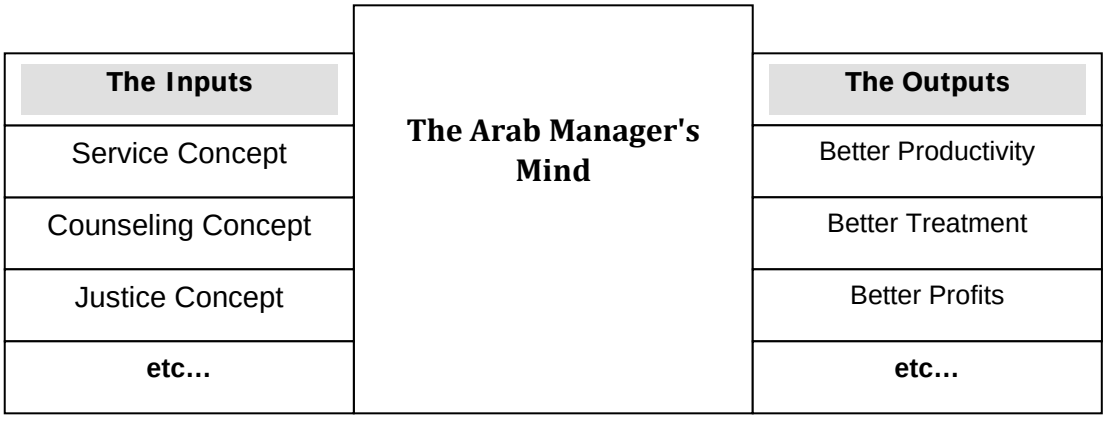


Figure 3: Arab Manager's Mind Model

And now what are the details of these three concepts that the Arab manager needs to adopt then put them to implementation if he wishes and has the will to improve the productivity of his workers and to raise his administrative ability.

First Concept, Service, (Respect the employee as a "guest")

The ancient Arab poetry says that (the leader is the servant of his community). He takes care of them, solves their problems and works for their prestige and development. In summary, he works for the good of all and for each individual.

Peter Drecker, the well-known leader of administration says,

"The successful manager is the one who acquire his authorities from the satisfaction of his employees", so he is the one who does not use his powers but persuades the people of what needs to be done.

The marketing leader Philip Kotler says,

"The consumer is always right", consequently he built a concept of marketing that searches for the needs of people, then works for satisfying them"

These concepts were available for hundreds if not thousands of years in our Islamic and Arabic heritage and we have our prophet Mohammad as a high ideal. He used to work for the rest and happiness of his nation in their daily life and their second after- death life. After him came the Rashideen Caliphs, and the story of Abu Bakr* who used to clean the house of a widow and milk her

goat to feed her is well known. Omar Bin Al- Khattab[**], used to carry the flour sack on his shoulders, refusing his servant to do so, to give it to the poor woman and her children…. . is also well known. Those set good examples for a whole nation. The Arab manager is supposed to learn from them, so that is the example which the Arab manager should follow and not as he does now leaving lines of applicants at the shoulders of the wretched employee while he sits in his office drinking tea and reading his newspaper or phoning his wife or relatives instead of assisting that poor employee. Of course I am not generalizing, but this type is among us we cannot deny it. Who of us did not see the manager who comes late to his work or who is the last to attend a meeting after its fixed time, while if this action was done by an employee he will be badly punished? On the other hand, we have a lot of good managers, but we want all managers to be as good as others.

Hospitality is a merit of the Arab in the Bedouin areas to which he still sticks and is proud of. It is a part of his nature like pride, self confidence, generosity and helping the needy. He has inherited these merits from his ancestors, so they are not artificial but natural and a part of his nature which he sucked since his childhood. The Arab Bedouin is known of his hospitality, good nature and generosity to his guests and receiving him with a true smile on his face.

The traditional Arab's house in general and the Bedouin in particular always has a copper coffee pot full of fresh Arabian coffee to be presented with a date to the guest after welcoming and seating him in the middle of house as a sign of hospitality. The hospitality of the guest by the Bedouins is a great matter not equally by anything else and it is an indispensable habit of the Bedouins and a merit they inherited from their ancestors. The guest holds a high state in the Bedouins life that he does not hesitate to do the best he can afford to please his guest, and the story of Hatim Al – Ta'i's[*] generosity is well known and his fame went on until now. Arabs are still competing in their hospitality to their guests and it is well known worldwide.

When the guest comes, the host receives him with welcome and smiles and the Arab said" when the guest arrives he is a prince and when he sits down he is a prisoner and when he leaves, he is a poet." This all means that the host must show all the possible hospitality to his guest and to welcome his presence as if he were a prince. This is how the Arab manager should behave towards his employee showing high respect for him.

When the guest sits down he is a prisoner of his host which means that he cannot leave without the host's permission and not to contradict the traditions of guest-host relationship and this should apply to the Arab employee since he is a prisoner of the company or organization where he works and should abide by the instructions and rules of his manager.

When the guest leaves after the end of his visit he will be a poet, in other words, the guest should say good things about his host mentioning his hospitality and generosity and this is what

the modern administration refers to” the technology of dismissing an employee". The employee should be respected to the last moment of leaving his job so that he reflects a good image of his company and that will give it a good reputation that in its turn will attract qualified people to work at it.

So the manager has to adopt this concept. If he wants to be a successful manager he should treat his employee as a ”guest” that is with respect and appreciation and not as a ”slave” strict to treated with sadism, power, toughness and psychological complexities of his boss. This, anyhow, does not mean that the manager should not be strict. The Arab poet says,” he was making them follow the right track and he was tough at those who were careless". The core of the effective manager is one who praises the good work and denies the wrong one.

One of the studies referred to what the employee expects from his manager from the employee's point of view and from the manager's view point. It appeared that the manager imagines that the employee seeks for better salary, promotion and raises, while in fact the employee, from the employee's point of view, he/she seeks for respect, appreciation and participation in decision making.

So if you want to be a successful manager, you must respect your employee and treat him as a ”guest” and if appraisal and praising were used skillfully they will be of the strongest motives to work perfectly. Prophet Mohammad is to be taken as the best example that God said to him (If you were too tough, they will leave you) (Al Omran*, verse 159). God also said,”say good words to people” (Al- Bakara*, verse 83) God also said” It is better to say good words and forgive than to give alms followed by harm” (Al Bakara*, verse 263). He also said,” God, as you can see, gave an example: a good word is like a good tree whose roots are stable and its branches are in the sky and it gives fruit at anytime (Abraham*, verse 24-25). Prophet Mohammad also said: ”None is a believer until he likes for his brother what he likes for himself”. One of the holiest things in individuals' life is the feeling of respect by others. The employee feels silently angry if he was mocked by his manager or treated by him with superiority. Mockery and superior treatment has no place in the right administration. Have you ever to reconcile with a child after angering him? The child will answer in a rough manner no matter how reasonable your opinions are and no matter how much you try to please him, as if all the doors to that child's mind had been closed. He will not even listen to your good words. Psychologically, this is not different from what happens with elderly people, but the old employee had learned how to restrain himself and control his anger better than the child can. Consequently, it is important that any successful contact with any individual aiming at affecting him should start with the thing that pleases him and makes him feel that he is important after which you can advise him with the objective of rectifying him and making him achieve his/her goals and not by criticizing or belittling his/her respect and this is what is called” constructive criticism”

Al Imam Al- Shafa'e* said:”Advise me when we are alone and not in front of the others, since the latter is rebuking which I do not like to hear".

The employee expects that his manager protects his interests and not being an enemy of them, and if you want your employees to be loyal you must take into consideration their time and capabilities which means that you have to own sensitivity to understand that, because the manager

who does not feel or think cannot have appreciation or respect. Your subordinates expect you to respect their feelings and treat them as human beings. It may happen sometimes that you are nervous or tired, but your employees may not be aware of that. Your problems do not justify hurting your employees though they will be obliged to accept this until they find another work. You have the power over your employees but if you abuse it, then you are a failure manager (Hashim , 2005) .

If you have the actual ability to put yourself in the place of others with no interference of your personal attitudes and if you can think of what your employees think, then you would have crossed a long way of being a successful manager, and the simple principle since thousands of years says," Treat others as you like them to treat you. Prophet Mohammad said: "your smile in the face of your brother is alms". Be a good listener to the concerns and problems of your employees and be gentle in giving your instructions. Say" please" and do not say" You have to … or else" and if you refuse, refuse with courtesy and if possible explain the reasons gently and do not criticize your employees in front of the others but alone and let your criticism be constructive, that is start with the employee's positives and not negatives and when you refer to them, choose your words carefully. One of the studies shows that the success of the managers depend 7% on what there is in their heads of science and experience, 23 % of how they say what they want to say and the rest 70 % on their body language as good example, appearance, conduct, manners, etc ….. An experiment says that encouragement by appraisal and good words is the most successful way to make people do their best. It is not allowed that the manager asks the employee to do what may insult him or disgrace his prestige or dignity. Strongly expressed orders, ambiguous instruction, criticism in front of others and the suspicious methods that show distrust, all these and their likes underestimate the worker and enrich his feeling of hatred and anger at the establishment, and in a wave of rage may answer you back or even slap you or disgrace your dignity in front of your subordinates, the matter which may destroy your powers all at once. Always keep in mind that your employee is an Arab raised at prestige, self respect and dignity and he refuses to be insulted at any price and regardless of the price. The Arab individual is sensitive. He refuses to be disgraced or humiliated and the Arab proverb says" the free woman starves to death rather to sell her honor".

So, be careful, you mange, in the way you treat your employee since you are in an environment different from that you studied in abroad. Treat him with the respect of a" guest" by which you gain his respect and loyalty and raise up his feelings and productivity and that is the target of the effective and successful manager. That, anyway, does not mean that you should not be strict when necessary since every rule has exceptions and the Arab poet said," You gain to your side the generous if you treat him well, but the bad person takes advantage of your generosity."

So what is required is to be lenient without weakness and strong without violence, so hold the stick from the middle and do not be either too harsh or too soft. Being in the middle is the best.

We have to be aware that all the managers and employees are in the same boat and if one side tries to achieve his interests at the expense of the other, the boat will sink from his side then the whole boat and its occupants will sink, so wisdom requires that both sides meet in the middle for the sake of the mutual interest. The successful manager is the one who takes into consideration the points of strength in his employees and tries to discover and develop them and use them at the time when he looks for the weak points in his employees and treat them by directing, training and by appointing the right person in the right place.

The failure manager, anyhow, sees only the empty part of the glass and sees in his employees nothing but the shortages, so he works to intimidate and dismiss them. Studies showed that 80% of those who were dismissed were because of their managers' shortages and not theirs. Consequently, the employee should be treated with ”respect” to the outside door and this is what is called in the modern time ”Technology of Dismissing an Employee". By this the employee reflects a positive image of his company even after he leaves it since the reputation of the company in the long run is more important than its profit side as the marketing scientist Phillip kotler says.

Second Concept, Counseling (Participation in decision making)

Counseling in its simplest meaning is exchanging opinions among a group of people in a matter or it is a kind of giving advice and a kind of cooperation (Alnahawi , 1988). It also means extracting the opinions of the wise people after counseling them. This means that counseling is composed of sides that suggest and listen to one another discussing and exchanging opinions.

(Al Shurah) – counseling in language originally means asking for opinions to see what is advantageous or disadvantageous, positive or negative and right or wrong in them to reach the best opinion. The Arab dictionary (Lisan Al- Arab*) discusses the word in (Altamimi, 1985).

To summarize the previous understandings Al- Shurah means taking decisions unanimously and counseling with the wise people before taking the decision.

Theories of ”mass mind", ”collective feeling” or ”collective delegation” in addition to the social regulations in the Bedouin areas are nothing but common methods of thinking, feelings and

decisions. This tradition is extracted from something common in the Arab desert areas called ”relatives regulations” through which the Arabs maintained their culture, habits and traditions by participation and cooperation at the happy and sad circumstances. This merit is no longer monopolized at the Bedouin areas but spread to the Arab communities wherever they are (Longeneckez , 2004) .

The tribe Sheik (chief) does not take the decision alone. He rather has a counseling group with whom he discusses and studies such decisions from all their sides whether negative or positive and discusses their advantages and disadvantages, after which they make these decisions. Islam came and intensified this concept. God said,”counsel with them” and ”Their matter is to be discussed in counsel". Abu Hurairah* mentioned as Al Bokhari** told,”There was no one who counsels his friends more than God's messenger".

There are tens of our prophet Mohammad's sayings,” The counselor is to be regarded as honest” told by Al Tirmithi**, ”You will not fail if you counsel or regret if you select the wise counselor” told by Al Tabarani**.

It is assured that God's messenger counseled women as he did when he counseled Om Salamah* about what he should do in Al Hodaybeyah*** and he did as she advised and she was right and the Muslims escaped the punishment and the mutiny. Abu Bakr***, Omar ****, and Othman***** followed his track counseling the Believer's Mother Aysha******, may God bless her soul, and other women in the Muslim concerns (Faraj ,1996).

By going to the biography of Prophet Mohammad, we notice that he formed a counseling conference from the immigrants and their hosts when he entered AL Madina Al Monawarrah after the immigration from Makkah. He selected them from the wisest men from both sides. The same example is followed now in most of the Arabian tribes. They help the tribe Sheik and assist him to do his job in a way that achieves the interests of all the members of the tribe (Josen ,p.140,) and caliphs followed his track. Omar* used to say,” There is no use of a decision taken without counseling”. Ali Bin Abi Taleb** would say,” Counseling and dialog are a door to mercy where no opinion goes astray". Al Arjani** said, ' counsel with others when you face a critical problem.”(Abu naba ,p.2004).

The concept of counseling (participation – Shurah) is necessary in directing people and motivating them to work. The human mind, no matter how smart, needs to ask the professionals since science is broad and person may not be able to contain it. By counseling you may reach the best opinion and follow it (Altamimi , 1985). Besides this concept helps in intensifying the relation between the manager and his employees. It is also the best way to wipe away the rumors, suspicions and false illusions. It also gives the chance for every individual to express his opinion and represent his

experience for the good of all. In addition, it gives self confidence for the employee and makes him more committed to carrying out the decision since he participated in making it. All this will help in supplying the establishment with more loyalty and continuing of production and establishing the self satisfaction and increases productivity (Altamimi , 1985)

This concept that is rooted in our heritage and Islamic Arabic traditions has been studied in Europe. Sweden implemented it since 1946 where the managers meet with the employee's representatives periodically to exchange opinions in the common issues in search for solutions. In Germany there are two councils, one for the managers and the other for employees. They meet periodically to study the production issues and solve them.

Europe then exported these concepts to the USA where laborers syndicates were formed to defend their interests towards the administration. Then its scientists extracted from our heritage theories which they called modern administrative concepts like management by objectives, task force, teamwork and then they were introduced to Japan under the name" Theory Z" and collective administration. We, in our turn, import it from the West under the names of Ph D. in business administration and forgetting that these imported concepts are from the core of our Islamic Arabic history. Do not we have the priority to carry them out and implement them instead of"Pharaohing them" meaning diverting the manager to be alone in the opinion and decision and adopting the Pharaoh saying, "I show you only what I see" meaning that he is the only one who monopolizes wisdom and knowledge.

When the successful manager is appointed, he surrounds himself with qualified work force to protect him and supplement his weakness, and knows the values of the employees around him to avoid falling because of his weak points. He should not try to be expert in everything as today's managers do these days by surrounding themselves with weak employees to defend their positions then they fall down because of those weak employees, while the strong ones carry the qualified employees on their shoulders which makes the whole situation of work easier and work goes on more steadily at the establishment which they live at its productivity.

The effective manager, then, has to study the opinions and advice of his subordinates and counselors very deeply and thoroughly, then makes his decisions according to what his heart and mind find more suitable. He should not rush in making his decisions alone which makes him regret (Altamimi , p. 1985)

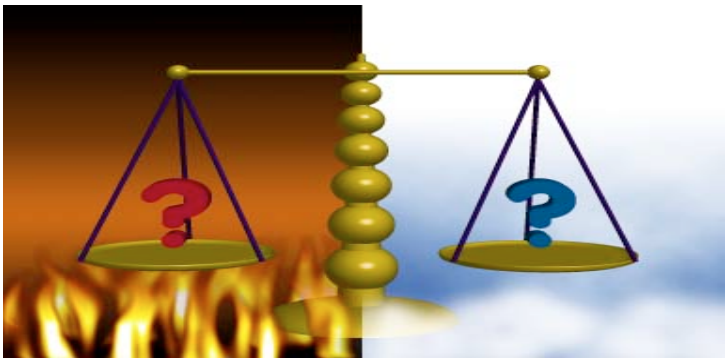
The poet Al Katami said "The one who works steadily may achieve his objectives while the rash may fall into mistakes"

From the other side, your employees expect you to be their counselor to whom they complain and represent their concerns and problems looking for a solution. Sometimes the manager faces unpleasant problems which he has to solve. This is what you are paid for, so do not get angry if an employee came to you with a problem to solve given that administration is" the art of solving problems'. Consequently, you have to be more sympathetic understanding and ready to give the opinion and the advice. Besides, you have to handle the unintentional problems and the human

problems such as absence, coming late to work, decrease of productivity, home circumstances with good will. Do not regard thing superficially. If you can be patient enough trace the problems and find out their origins and reasons in addition to sharing the others their feelings and the ability to understand the others' problems and regard them objectively and positively away from emotions, then you are the successful manager whom the employees wish to have (Hashim ,2005).

Of the merits of advice or counseling is to be given in the wise way and at the suitable time and place in lenient words and polite statements. God said," He who is wise has been blessed a lot".

Third Concept, Justice (The manager is a judge)



The fugitive concept goes around justice and being fair to the oppressed. The fugitive (Al dakheel) in language is the one who takes refuge in certain people and joins them in the time when he is not one of them but he needs their protection (Josen ,1993).

The refugees described in the famous Arab dictionary Lisan Al Arab (Arab Tongue) is like the traveling guest or the visitor who enters the tent of a Bedouin for one or more days, so he is considered as a guest, and the guest must be protected and not hurt. At the same time he is a guest who has come for a task which must be answered. Otherwise it will be a disgrace that cannot be erased since the refugees has come to a certain leading person with hope and if that hope was not fulfilled or he was let down, then that will be disgraceful since the fugitive could have gone to another man to help him without all this toil and hardship (Hassan ,1987).

The fugitive may be one of the tribe or a foreigner who came to the chief of the tribe or Sheik seeking help and protection from an oppression he was subjected to and he cannot retrieve his right from the oppressor so he enters the tent of someone stronger than that oppressor to help him and to be

safe if he had been in danger. So it is not necessary for him to be a guest though treated as a guest. . (Alabadi, 1983).

Seeking refuge may be at different ways, but in this concern we are interested in seeking justice for the oppressed which anyway maintains justice against oppression in its different forms.

If the Bedouin feels that he was humiliated or fell under aggression whether physical or spiritual he takes refuge at a Sheik known of wisdom, strictness and strength to help him in retrieving his right since he cannot do by himself. The way is easy. When a Bedouin faces oppression, he goes to the strong Sheik of the tribe, enters his tent and says," Please, you generous well known Sheik; help me". Then he takes the kofiyyah (head dress) of his expected savior and put it around his neck. This means that he puts the responsibility of his honor and oppression upon his savior. It is impossible for the savior to let down such a fugitive if this procedure is done so. He is immediately given the support and protection even if he is an enemy." This is for your good and for retrieving your right" By this way, justice prevails among Arab tribes. However Arab countries has modernized their judicial system, but this type of justice is still prevail in remote parts of their countries (Josen , 1993)

Justice can not prevail without a doctrine where people do not see that stabilizing justice is a matter you are paid back for in the daily life and after death. Islam came to intensify this principle," Do not refrain from establishing justice rules. Be fair. This is better for you."(Al Ma'idah*, verse 8) and He also said," When you judge, be fair" (Al Nisa'a*, verse 58).

God's messenger said," Three judges: one goes to paradise and the other two go to hell", to show the importance of legislation and to make the judge think of God's fear before judging. When we mention this hadeeth (Prophet Mohammad's saying), we think that it applies only to the judges in the courts and forget Mohammad's hadeeth" You are all responsible for your deeds". Therefore, the manager sitting in his office at a company, organization or an establishment is a judge though he now has another name. He has to be aware, then, of this concept and fear God in his inner feelings and by this behavior everything in his administration will go on as best as it can be. The employee too has to do his job perfectly whether his boss is there or not. We should not lie to accuse an employee and set ourselves free, and we should not give credit for ourselves for actions conducted by our subordinates working under our administration. We should not deliberately oppress anyone. Some small matters that we may not be sure of our handling are important though they may not seem to. Justice cannot be achieved only by good will. It, in fact, requires effort to be realities (Abukhousah , 1990).

The manager who suspended an employee's promotion is unfair or appointed someone at personal basis, as a relative, has judged unfairly or deprived an employee of his promotion to spare for his company has judged unfairly …. etc. These actions that happen every day are unfair and lead to hell. Studies have shown that justice and fairness by the manager as seen by most of the employees is one of the most important characteristics of the successful manager. So if the fair characteristics are available, all the fair administrative decisions like appointing, promotion, raises and vacation. . Etc will lead to increasing the productivity and administration efficiency. (Halim , 1991)

Consequently, the Arab manager should fear God in his judgments and decisions to avoid being dragged to hell where no position, money, children or power can help him. He should not install an antenna on his ears to hear hypocrisies, envious and jealous people. He has to verify what he hears before judging or taking decisions. God said," If you receive a bit of news from a bad person, be sure not to hurt people accordingly, otherwise you will be sorry for what you had done." (Al Hujurat* Quran)

The Arab manager should not believe whatever he hears. Besides, he should listen to the complaints of his employees and retrieve their rights to them as his ancestors used to do. Successful people and productive ones have lots of enemies like fertile trees which are most often attacked. Infertile trees are usually taller, so no wonder hypocrite employees and opportunist reach higher positions before the unknown ones who are like the unknown soldiers working silently and more productively, so there is no need for plotting and killing productivity by injustice of the managers. Justice is the honest base for perpetual success and inviting the employees to achieve more productivity.

Do you, sometimes, criticize an employee for a mistake to discover later after verification that this employee had not been trained enough or that his tools are not effective, and do you sometimes give judgments without going into details of the facts, then after dismissing that employee you discover that he was the best and most loyal employee. A study showed that 80% of the failure employees are so because of the wrong directions of their managers.

The question now is: are we always cautious that our evaluations and salary raises built on well studied standards built on the real facts and not on friendship, relativity and hypocrisy?

For the Arab manager to succeed well, he has to be always cautious and fair even in the trivial and small matters. He has to fear God and to be aware that there is no middle standard in justice.

Administrative oppression is the ugliest oppression because it" scatters" the qualified and skilled persons. The studies show that the average of the departure of the qualified and skilled persons of the Islamic and Arabic world is more than a hundred thousand every year. Oppression kills the productivity and motivation. It is an illness that goes into the body of productivity and, as a result, hampers the societies from advancement.

God's messenger says;" Be cautious not to be oppressor since God receives the oppressed complaint with no barriers."

Al Imam Ali Bin Abi Taleb said," Do not exercise oppression even if you are capable of doing so, otherwise, you will be regretful"

So, you Arab manager, people's eyes sleep while God's eyes do not. Be kind to your employees and ask yourself before you ask your employees and be like Omar Bin Al Khattab," He was fair and just, so he slept peacefully".

Conclusion

It is true that the Western theories in administration had contributed to development of those societies and advancing them in addition to increasing the prosperity of their people, but these theories, despite their importance, they have their pitfalls: first, those theories are made for the west, where the environment is completely different from ours, so those theories cannot be applied in our societies as it is without adaptation. Second, in the west, administration became on one side and the workers on the opposite side, and this created conflict and mess in addition to strikes to achieve the workers' interests in confrontation with the administration that aims at achieving the interests of its investors. Every side would pull the rope to its side instead of working together and avoid confrontation. They should have known that cooperation between them would be reflected positively for achieving the interests of both sides and not only one side at the expense of the other. The strikes we witness today led to hampering the productivity of operation instead of pushing it forward.

The Arab Management theory came to achieve this cooperation among the both sides of production to achieve their mutual interest. The successful manager is the one who achieves the interests of the organization through achieving the interests of its individuals. So this theory follows the" medium solution" to achieve the mutual targets of all the productive operation's sides since both the productive sides are in one boat, if it sinks they all will sink.

Besides, it is worth noticing that the Western theories of management concentrated on the means, like motivating, participating, improving the work circumstances such as lighting, conditioning, improving the relations among the employees, simplifying procedures, presenting principles for the administration or presenting an ideal example for organizing and other means. Anyhow, none of these theories fathomed the manager's mind, thought, philosophy, convictions, beliefs and habits in addition to the effect of the surrounding environment. So the adopters of those theories and the holders of the PhD in business administration or public administration, they go back to their countries without modifying or developing those theories in order to be implemented successfully in their communities, instead they went back to implement the old methods of administration either because they think that these imported theories does not fit their countries because of being a different environment, or because their countries are not up to the standard of these theories yet. So those theories remained in the books. Despite the diversity of reasons, there is only one result namely that the Arab communities back from advancement or following the advanced countries. We did not hear that the Arab universities graduated a well known scientist who contributed in developing his science to be known worldwide. The researcher thinks that this all can be referred to the lack of effective administration in the first and last place.

(Reference: The Author's book; Studies in modernizing the university administration)

To treat this weakness, the researcher sees the importance of going back to the roots of our Arab originality and Islamic values to wake up heritage and to contribute in developing the administrative mentality not only by importing the administrative methods and theories but also by building the Arab mentality so that it has the conviction and the will of developing and change instead of staying a prisoner of the habits and traditions, imprisoned with his theories and sciences in the books and statements without actions or implementation.

So we have to plant in the Arab manager's mind the wish and will in development and change to give fruit later. So if the Arab manager's mind is convinced of the idea it changes to a doctrine which changes by its turn to behavior action and accomplishment of God's saying," God does not change a nation until they change what is in themselves."(Al Ra'd*, verse 11)

This Arab management theory in which I adopt for developing, I do not claim that it is a perfect one since God alone is the perfect, but it is like throwing a stone in still water. I hope it is a snow ball which gets larger and bigger while falling until it is purified with clear dimensions from which the Arab administrative mind can benefit. I hope it can be studied well to contribute in the advancement of the Arab nation.

God's Messenger said," God likes that you conduct your work perfectly." However, the new management theory does not intend to wipe away the previous theories of administration but it is hoped to be implemented in the Arab world in a way that commensurate with our mentality and environment to achieve an effective administration.

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SOCIAL MEDIA DRIVER FOR TOURISM MARKETING STUDY OF GCC STATES,

S.K. MASTAN VALI & VEENA TEWARI

1. BACKGROUND:

Presently Oman is studying 30 locations around the country for their potential to be developed into tourism resorts and attractions. The studies are part of Oman's ambitious tourism plan which aims to attract 12 million visitors a year by the end of the decade. According to the Director of Tourism Promotion, Haitham Mohammed Ghasani, Oman Ministry of Tourism, "Locations such as the Al Hoota, Majlis al Jinn and Suhoor Caves are being looked at for potential tourism development". Further he added that plans are also in the pipeline for the construction of an archeological park and a museum at the recently discovered Friday Mosque in Qalhat which was built around 1300 AD. The tourism plans were revealed as Oman was ranked among the 20 top tourist destinations in the world, according to National Geographic magazine. The point to be noted is that Oman is the only Arab country to figure in the list.

The Oman Ministry of Tourism aims to increase the GDP contribution of tourism from two percent in 2011 to around 3.5 percent in 2015 and is eyeing a 10 percent growth for the sector in 2012.Separately, Oman's capital Muscat has been ranked the second best city in the world to visit in 2012 by Lonely Planet, the popular travel guide publisher. Second only to London, Muscat beat tourism hotspots including Cadiz, Spain; Bangalore, India; Stockholm, Sweden; Hong Kong and Orlando, USA. As per Mr. Ghasani, all these recent recognitions affirm the strong global interest in Muscat and Oman in general as a leisure, lifestyle and business destination. Moreover the ministry is also expecting that the recent initiatives will act as a turning point to take the performance of our tourism sector to the next level. Oman is ramping up its tourism projects and rolling out a media marketing campaign. The Sultanate has also opened the Royal Opera House Muscat in October 2012 and is also aiming to attract more visitors when it completes a $1bn tourist resort in Salalah and a $1bn Oman Conference and Exhibition Centre in Muscat, which was opened in late 2013.

A key factor in Oman's growth as a tourism destination is its position as a port of call for many cruise companies. In fact Muscat's cruise ship passenger arrivals increased to 230,000 during the 2010/2011 season, up from just 44,000 in 2007. This is expected to exceed to 300,000 by the end of 2015.

2. REVIEW OF LITERATURE:

Oman is pushing ahead with major investments in tourism developments to boost the growth of the sector as part of the government's strategy for diversifying the economy. In an indication of this, two major developments under discussion for many years took a step closer to reality in late 2014. The recent fall in oil prices has provided a sharp reminder that Oman cannot rely on oil revenue indefinitely. However, the government faces a number of hurdles in its bid to brand the country a hub for tourism in the Gulf region.

According to a report by the World Travel and Tourism Council, travel and tourism made a direct contribution of nearly OR1bn (US$2.6bn) to GDP in 2013, based on the latest figures available, representing 3% of total GDP for that year, and the total contribution to GDP was nearly OR2.1bn. Occupancy in Oman's four- and five-star hotels grew by over 5% in the first five months of 2014 compared with the same period of 2013.

2.1 The Growth of Social Media:

According to Merriam-Webster (2011) Social media is defined as “forms of electronic communication (as Web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content has seen exponential growth during the past several years. Further as per a study done by Henrikson (2011), in September 2005, 16% of 18-29-year-old internet users were social networking site-users; by May 2010, this number had grown to 86%. Likewise, between September 2005 and May 2010, the number of 30-49-year-olds, 50-64-year-olds, and 65+ year-old internet users using social networking sites has risen from 12% to 61%, 7% to 47%, and 5% to 26%, respectively.

Király (2011) states as per a study made by Skyscannar which examined that how social network sites impact travelling attitudes. The result showed that half of the participants select their next holiday destination by their friends’ shared photographs. Furthermore, this study also revealed that 88% of the users always look at their friend’s holiday pictures. Similarly, Murphy et al., (2010) examined the online sharing attitudes in general (video, text, photo etc.). 40-50% of the respondents frequently share texts and pictures while only 3% post videos.

2.2 Impact of Social Media on travelers:

Ráthonyi G. (2013), in his study showed that social media sites influenced almost every fifth of the students who used social media during the travel planning process. Although this age group of people “live” on social media sites, the usage of this platform – in order to planning their trips – is at low level. The two reasons of this result, which was not surprising, are (1) that they are inexperienced in

organising their trips, because of their age group and (2) only a very few of them have a job, so they are not independent from their parents financially. In the same study it was observes that among students the most popular smartphone activities are visiting social media sites such as Facebook, LinkedIn or Iwiw (88%), searching information (78%) and visiting their e-mail box (65%).

Bruhn, M., Schoenmueller, V. & Schäfer, D.,B. (2012) argued tourism businesses and destination management organizations pay even more attention to online travel blogs in order to (1) communicate with their guests, and enhance their loyalty, (2) create interest and appeal to their products or services, (3) conduct an easy, free, timely and reliable market research about travellers' preferences, (4) give feedback and maintain connection with current and prospective travellers in a very personal and informal way. Weblogs are becoming very important tools affecting information search since their links, content (using keywords regularly) and popularity influence the ranking of a company on a search engines. The similar study was done by *Sigala* (2007), where it was proved that search engine optimization is vitally important to deal with the content of the blog. Blog posts should be compact, relevant and informative because of the fact that a regularly updated blog may help promote your tourism brand through the building of a community of readers and by increasing the number of search terms that may bring visitors to the site.

2.3 Discussion and synthesis of literature review: MASS MEDIA VS. SOCIAL MEDIA

The area is important to elucidate since both alternatives provide an avenue for marketing of tourism destinations and activities. Traditional media routes have been viable in the past although the upsurge of social media is providing a competitive alternative to traditional media avenues (Murdoch, 2014). Actually, traditional media avenues have managed to consolidate a large customer base because the methods have been validated and tested (Pine & Gilmore, 2001) derives a welcome to experience theory that is necessary for elucidating the differences arising from using social media compared to traditional media. In the theory, four realms of experience are presented. The theory depicts customer participation on one dimension. Customer experience can be viewed on the premise of passive and active participation. On the other hand, the realm of experience encompasses the connection existing with the event with absorption and immersion being used as the variables (Brown, 2008).

Traditional media makes customers passive users as opposed to social media which integrates customer participation in delivery and sharing of information between parties. Moreover, traditional media transmits programmed content to the audience or viewers as opposed to social media that offers a two-way communication avenue. Some exceptions arise in situations where television and

radio platforms where customers are required to contribute by asking or answering questions but this is usually restricted to some shows and specific timing of the program (Duhé, 2007). Furthermore, only a small population is able to participate due to time constraints rendering the greater population passive (O'Guinn et al. 2014). On the contrary, social media engages the active participation of customers since every user has authorized access by virtue of being an account user. Through social media, users are able to share information and knowledge for the benefit of other users. No boundaries exist in the amount of information that can be shared through social media platforms. Actually, social media platforms promote and encourage participation of customers in contrast to traditional media (Metzger & Flanagin, 2008). Ideally, most social media platforms are interconnected through synchronization that enables sharing of information to other sites, links and blogs. Social media allows for absorption of content, which makes the platform very engaging in comparison to traditional media (Hinchcliffe & Kim, 2012). The scope of traditional media platforms is one way, hence not enough to generate enough influence to warrant an influx of tourism in Dubai. The potential and the ability of social media platforms to involve the global population in driving Dubai as a top notch tourist destination is certain due to the ability of engaging customers in active participation (ME, 2008 p. 41). Moreover, social media platforms have a graphic user interface that customers are able to relate with, memorize, absorb and understand promotion stimuli.

2.4 Significance of social media in tourism

The most fascinating facet of social media is that information originates from a variety of sources that aid in generating increased knowledge of end users. The platform is reliable because people prefer obtaining information tailor made in accordance to the tastes and preferences. People across the world are highly oriented to social media because of the moral responsibility attached. Social media supplement awareness among people across the world regarding a tourist destination because information is constantly updated, pictures and videos uploaded onsite and personal reviews form an important source of research information regarding the destination. An in-depth look into Facebook groups indicates that people join groups based on associations and interests (Freya, Antebi, & Fornazzari, 2009).

The interpretation of social media is diverse probably due to the context of use. Social media can be thought of as the evolution of mass media such that communication and sharing of information is possible through an interactive user interface that enables immediate receipt of information on an individual's profile. Ideally, social media combines audio-visual elements, telecommunication and interaction to compose and submit messages across geographic locations. Interaction and mode of presentation of the information depend on varying perspectives of meanings that are understood by the recipient depending on stories and prior experiences.

2.4.1 Low advertising costs:

Social media platforms have no advertising costs requirements which make it a viable option for reaching a large population of clients at the least time possible. Social media platforms are updated frequently to enable quick transition and transmission of information to customers across the globe. Commercials are very expensive as the cost of advertisements is charged per second. These

links and time are available for free in social media sites hence low costs and high returns. Social media has the ability to engage in pull marketing, which supplements traffic to a specific organization. The more a company attracts traffic to its websites; it is possible for the organization to spur a vigorous marketing campaign. Moreover, it presents an opportunity for the organization to streamline conversations with their customers to identify the shifts in demand and supply (Regenberg, 2010 p. 31).

2.4.2 Market segmentation:

Moreover, through this initiative, the organization can undertake market segmentation according to the reviews obtained and the following amassed through traffic in their social media user accounts. The organization and customers share information and knowledge with other users in the community hence creating awareness and affiliations with tourist destinations. According to a survey conducted by Universal Media, social networking and social media are heading towards a state of synonymy since approximately two thirds of internet users are joining different social media websites in the recent past. The world's active internet users are estimated at around 700million people meaning that; one in twelve of the total world population and one in three internet users. According to (Customer Think), an in depth analysis of the fortune 500 companies revealed that almost three quarters of the companies are active users of social media. Moreover, according to (ITB ASIA) social media influences travel since most of the population purchasing travel packages uses social media platforms.

2.4.3 Flexibility in promotion:

The world today is diverse as power lies within the realm of consumers. Different users exhibit different roles based on their online activity, innate characteristics and personality. Professionals give opinions; oblique users observe the development of discussions and arbiter guide discussions. Depending on the type of internet users, the role of social media in promoting tourism differs (Walker, 2005). Websites like tripadvisor.com offer numerous opportunities for global reach and augments promotion and distribution of tourism services. For instance, tripadvisor.com has introduced inventive applications meant at adding value through availing travel information, interactive interface and offering online support. On the contrary, social media applications are easy to use, offer flexibility and enhanced interactivity, which makes it easy for the customers to obtain the required information. However, such interactive websites like wayn.com and tripadvisor.com have-ascribed the status of online social communities that encourage the customers' network with the community. The pool of knowledge generated by constant interactions in the online social communities contributes immensely to the building up the acuity of the destination.

2.4.4 Eradication of boundaries:

Traditional media sources create oblique boundaries that make it difficult for people to obtain information freely. Online communities assist in eradicating these boundaries by making information easier to obtain, establishes and maintains connections among people and organizations of interest and acts as a meeting point where people can connect, interact and execute travelling plans together.

2.4.5 Common interest and goal:

According to (ME, 2006), online social community platforms offer a variety of characteristics that enable them become successful sources of promoting tourism destinations. The members usually have a common interest and goal that acts as the primary source of ascribing to the online community. Moreover, the users engage in active participation and intense interactions that for information pools relevant for the promotion of a certain concept. Ideally, users can create accounts in multiple online communities that enable resource mobilization as members have access to shared knowledge bases. Furthermore, the reciprocity of shared information makes it possible for delivery of support services from the organization. There exist certain fundamental requirements that users of social media expect from the services being advertised. The assessment of these needs is pivotal for any organization that seeks to use the platform to mobilize consumers affiliate with their products.

3. METHODOLOGY: We collected primary data in the form of questionnaires from the tourists, which were only visiting Dubai. In addition to this we also conducted few telephonic interviews from the concerned personnel from the Ministry of Tourism.

4. FINDINGS AND ANALYSIS:

4.1 The questionnaire was divided into some specific sections, in relation to the objectives. Each section was designed to get information about an important aspect related to tourism and social media of the participants.

Around 70% of the participants informed that they were influenced by social media as a medium that led them to take decisions regarding the visit to the place. They informed that tourism marketing related to Dubai was designed such that those trying to get information through friends could not escape it. 30% felt that social media has not much contributed in propagating that Dubai can be next destination for them when they plan a vacation. No matter whatever media they thought influenced them; all felt that it was the beautiful images of the city that led them to come and discover the beauty of the city. However, for those who got influenced by social media, authenticity of the information that was based on the consumer's feedback instead of seller's feedback was what mattered most. This means that though they saw tourism advertisements on social media but consumer's feedback was what left more impact on their vacation decision. It can be analyzed that if the tourism department of Dubai designs its marketing strategy in such a way that the tourism advertisements are placed well; then their appeal and impact can be accentuated by the good comments of the consumers who have already been to the place. The claims of the advertisers would look true to potential consumers if the experienced consumers are confirming what is being advertised. All of the respondents have pointed out that local sightseeing were easy in Dubai as amenities for the same was immense. This factor was what made Dubai visit so special to them.

On the basis of, feedback of place from tourists, level of education, employment level, frequency of vacations, frequency of internet usage. 98% of the participants felt that feedback of places that they got from other tourists was up to the mark and in fact they seemed easier to believe as they were based on the personal use of the product (Dubai) by the consumers (tourists). As far as educational level was concerned; 22% were undergraduates, 58% were post graduates and rest of the 20% were graduates. The majority of the undergraduates were students who had accompanied their parents or spouses. The rest of the population was employed in middle and senior management levels in their organizations. There was about 40% of the population that was involved in business as an occupation. Since all were able to afford tourism in Dubai indicated towards the fact that they were well-off in their respective professions. Those who accompanied people in vacation as children or spouses also gave an impression that they belonged to the families of professionals who were successful in their own professional lives. 65% of the research participants informed that they go out for vacations once in a year. 10% informed that they indulge in vacations twice a year. 25% of the respondents go on a vacation once in two years or may be once in one and a half years. Dubai was certainly not the choice of their vacation all the time.

All the respondents were internet savvy. There is reason enough to believe this as they had participated in an online research study. 82% of the respondents indicated that they used internet frequently. 11% indicated that they used internet sometimes whereas rest of the 7% indicated that their internet usage is low. However, whatever is the percentage of internet usage; it was evident that they were computer savvy as they had filled up the online forms well.

On the basis of viewpoints on the influence of social media on success of businesses, purpose of their social media usage, influence of social media on their travel decisions, specific social media that they make use of for their travelling plans, impact of facebook on their social life, their take on online social community platforms. A majority of them (95%) believed that social media has emerged as a very powerful way of promoting businesses; whereas just 5% were of the opinion that social media's impact is not that powerful. This is a clear indication that social media has been really influencing people in making their buying choices. This clearly indicates that social media is a good tool to reach to the potential consumers and hence it is completely applicable in tourism marketing. In fact, the research results point out that if tourism marketers are missing out social media by any chance, then probably they are not on the right path.

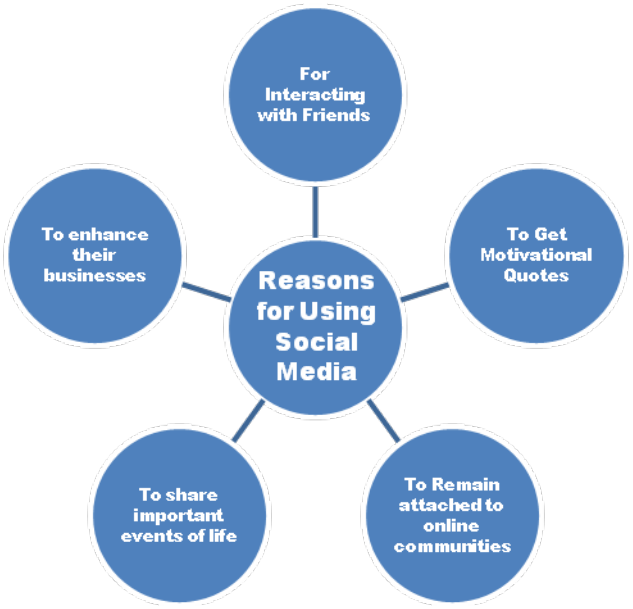

Fig 1: Reasons for using Social Media for choosing Travel Destinations

Most of the respondents have indicated that the social media that affects the travelling decision of individuals is very aptly known as trip advisor. They informed that they believed a lot in the accommodation review of the site that has been posted by fellow travelers. 44% of them also informed that they also used trip advisor to get information about restaurants and places of visits like museum, recreational parks etc. This information can prove to be beneficial for positioning the tourism advertisements.

As far as facebook is concerned, they said that they get influenced to travel by seeing the pictures of their friends and sometimes think of travelling the same destinations where they have been to. 82% of the respondents responded that they are part of at least one of the online social community as such communities help them to be in sync with the areas of their interest. Some respondents pointed out that those online communities give them a privilege to be updated about an area of their interest. Marketers of tourism can utilize these data for the purpose of planning greater impact on these group based target audiences.

To highlight the importance of social community platforms and tourism, relation between social media activities of self and tourism, comparison of social media and tourism between host county and native country and description of Dubai in relation to social media – a personal viewpoint, benefit of tourism sector by social media in host country.

A majority of the research participants felt that social media and tourism go in hand in glove in today's times as people are increasingly getting hooked to this medium of gathering information. The believed that since a tourist destination is a product that they bought without really seeing the product but experiencing it after it has been bought; they need to be very sure about it before spending a huge chunk of their money on it. Social media has a positive impact in their buying choice because in comparison to traditional media which is just one way communication; social media is a two way

communication process. Apart from this it seems more authentic as the information given in the social media is based on the experiences of the consumers like them instead of being a part of marketing strategy or marketing communication by the seller or marketer.

Majority of them gave the opinion that the above mentioned factors led them to indulge a lot in different activities related to social media like looking at friend's pictures and comments on facebook, instagram, twitter, MySpace etc. To get an idea about how their vacations have been and whether they can plan a vacation too similar to theirs. They said they get influenced by positive feedback of known people and even of unknown people like in trip advisor. In fact, some of them (22%) informed that they get more active on social media before and after their vacations. They indulge in social media, before their vacations; to gather information and after their vacations; to share information. 87% of their respondents did not find much difference in social media behaviors of people in their host country and in their native country. They pointed out that social media has played a great role in making this world a global village and hence habits and consumption of people in relation to social media are more or less similar irrespective of the national boundaries. 72% of the respondents felt that Dubai is one of the most hyped countries for tourism. Those living in the eastern part of the world felt that Dubai is not only a beautiful tourist destination for them but also a very practical choice as it takes very less time to travel from their part of the world to Dubai and hence travelling costs are less. This gives them an edge on indulging in other tourist attractions with more open hands like shopping, eating out in lavish restaurants, checking into good class hotels etc.

Some reflective respondents stated that due to all this tourism has started to be recognized as an industry and it has given employment to many people due to which economy of their native country on the whole has flourished because those who cannot afford foreign holidays are at least going for holidays in their own native countries. If seen from another angle; Dubai is becoming richer and richer by the virtue of becoming a hotspot for travelers in search of leisure and happiness.

4.2 The following differences between mass media and social media got emerged while going through the filled in questionnaires of the 150 research participants:

Mass Media	Social Media
One Way Communication	Two Way Communication
Opaque	Transparent
Mass Marketing	One-to-one marketing
About Seller	About Consumer
Professionally Managed content	User generated content

Polished content	Authentic content
Paid Platform	Free Platform
Celebrity Endorsement	Common Man Endorsement
Economic Decision Making	Community Decision Making
Controlled Communication	Unstructured Communication
Pre-produced schedule	Real time creation
Top down strategy	Bottom up Strategy
Formal Communication	Information Communication
Passive Involvement	Active Involvement
Reach and Frequency is Designed	Engagement of users is self-driven

4.3 Limitations of social media in relation to tourism were described by the research participants in the following way:

Anyone can publish anything which may not be correct all of the times
Social media messages are short time buzz not long term buzz as planned by mass media
People get influenced by negative comments easily and in return start making negative comments themselves
Reach is smaller than mass media
Bad news might go viral like good news
Sometimes people pose unrealistic demands

4.4 Discussion on the basis of interview:

The representative from the Ministry's marketing and promotional department shared this information. This was being finalized in 2011 by the Ministry:

- **Awareness campaigns** to the travel trade and consumers. The Ministry had launched a global awareness campaign in late 2011.
- **Trade and consumer educational and tactical campaigns were launched** in concert with Oman Air, Oman's hotels and tour companies.
- **Events marketing and promotions** - including regional and national events. Already taking place at the national and international level.
- **E-Marketing** using the Ministry's portal as well as online travel agents, and campaigns hosted by our trade partners.

- **Airline marketing** - through partnership programs with Oman Air and selected airlines.
- **Travel trade and consumer shows and exhibitions**- including exhibition coordination for Omani hotels, tour companies and tourism service providers.
- **Regional tourism marketing and promotion**– with Governorates and event organizers
- **Schools' programs** on the value of tourism.

The international activities of the ministry are managed through representative offices in the United Kingdom, Germany, France, The Netherlands, Belgium, Italy, Russia, United Arab Emirates (UAE), India and Australia. The resources allocated to these offices are generally proportional to their respective market size and potential. The Ministry is also increasing domestic tourism promotions and associated major events including the Muscat Festival (January to February) and the Salalah Tourism Festival (July to August).

Originality and **innovation** are important elements of the Ministry's marketing strategy. On inquiring about the various social media platforms used by the ministry to promote tourism? We got to know that these are the platforms which are being used are:

Facebook, tweeter, flicker, YouTube, Google +, LinkedIn

5. CONCLUSION:

Travel and tourism has always relied on the power of word of mouth to market to travelers, due to the intangible and experiential nature of the product. For much of the 21st century, friends and family provided the main tools for inspiration, planning and organizing travel alongside tourism guides and magazines and travel agencies. Social media generally defined as 'websites and applications that enable users to create and share content or to participate in social networking', provides travelers with a gateway to the opinions and recommendations of millions of people, including friends within their social network and like-minded travelers. Social media and travel go together because of the experiential nature of travel, which is a social activity in itself. Travel requires information, and travelers have a strong desire to share information about their experience. Whether answering questions, posting visitors' photos or sharing announcements about upcoming events, companied and individuals use social media to engage visitors in an informal dialogue about what they want to see and do. Social media has become a valuable tool for promoting giveaways, presenting of-the-moment insight about attractions and overall experience.

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PERFORMANCES OF 4* AND 5* HOTELS IN ATHENS BEFORE ECONOMIC CRISES IN GREECE,

DOUVAS LOUKAS & MAVROPOULOU EVGENIA -DESPOINA

The objective of the present research is to analyze the financial situation of four-star and five-star hotel units in Attica during the years 2002-2008. The evaluation of each business unit is achieved through the use of a group of ratios. It should be noted here, that the calculation and presentation of various ratios is a method of analysis which often provides only indications. For this reason, an individual ratio cannot give us a complete picture of the financial status of an enterprise, if not compared with other representative or standard ratios or not associated with the respective ratios of a previous years series. In the related literature there are many alternative ratios. In the present study the main ratio groups (liquidity, activity, profitability, capital structure and viability) were selected. The most representative ratios of each group (twelve in total) have been selected.

The determination of the sample followed two main restrictions. Firstly, the hotel units that are publicly traded and are obliged to publish consolidated financial statements (under IFRS) have not been taken into consideration in the present analysis. Similarly, the hotels for which no financial data for the 2002-2008 periods were available were excluded from this research. Therefore, the intended/analyzed sample consists of sixteen four-star and ten five-star hotels. The method used to draw conclusions for all economic units is the simple arithmetic average. Despite the existing drawbacks, this method was considered as the most appropriate.

METHOD

Ratio is the simple relationship between an account of the balance sheet or profit and loss statement and another one and is expressed in a simple mathematical form (Niarchos 2004, p. 47). The reason that led to the introduction of the use of ratios is derived from the need the true value and importance of absolute magnitudes to be immediately perceived. The main and most used in financial analysis of accounting statements ratios can be grouped into the following categories:

1. Liquidity Ratios

2. Activity Ratios

3. Efficiency Ratios

4. Capital structure and viability Ratios

LIQUIDITY RATIOS

The use of liquidity ratios enables the company management to ascertain how the working capital is employed and whether- and how much - the right use of it is being made. Discussion will focus on the two most important ones, namely the current liquidity ratio (overall liquidity ratio) and the quick liquidity ratio (special liquidity ratio).

CURRENT LIQUIDITY RATIO

(Total Current Assets / Current Liabilities)

The current liquidity ratio shows the standard of the company’s liquidity and the safety margin that its management keeps in order being able to face any unwanted development in the flow of working capital. The higher the specific ratio, the better, in terms of liquidity, the financial condition of the entity is. Certainly, one entity may be unable to meet its liabilities, despite the fact that it has a high ratio. This can be associated with the over reserve, the granting of large credits to customers as well as with the sales to risky customers.

QUICK LIQUIDITY RATIO

(Total Current Assets - Inventories / Current Liabilities)

The quick liquidity ratio indicates the extent to which the fast liquefiable assets of the company cover its short–term liabilities. Therefore, it portrays more accurately the company's ability to meet its current liabilities. In the event that the immediately liquefiable assets are equal to or greater than current liabilities, the company presents a good current economic status.

ACTIVITY RATIOS

The activity ratios are used in addition to liquidity ratios. The use of activity ratios helps to determine the degree of conversion of certain assets (inventories, receivables) into cash (Niarchos 2004, p. 69).

ASSET VELOCITY RATIO

(Turnover / Total Assets)

The asset velocity ratio is the extent of its use in relation to sales. It indicates whether there is over-investment of capital in the company in relation to the amount of sales made. The upward trend over time indicates a more intensive exploitation of assets (fixed and current) leading the company to increase sales.

EQUITY VELOCITY RATIO

(Turnover / Total Equity)

It shows the extent of use of the company's capital in relation to sales. The higher the ratio is, the better the position of the company as it makes big sales with a relatively small amount of equity. What is more, a high ratio may indicate the use of large foreign capital from the company, which also affects its image. On the contrary, a low equity velocity ratio suggests that the company makes sales to a relatively large amount of equity. It also provides an indication of a possible over-investment by the company in fixed assets compared to its sales.

EFFICIENCY RATIOS

The main purpose of a business is to generate profit. This determines primarily the viability of a financial entity in the future. Efficiency ratios indicate how effectively the firm ran over a fiscal year or more.

GROSS MARGIN OR GROSS PROFIT RATIO

(Gross operating profit (before tax) / Turnover)

Gross margin or gross profit ratio represents the functional effectiveness of the business and its price policy. A company is considered successful when it has a fairly high percentage of gross profit which allows it to cover the organic and inorganic costs while leaving a satisfactory percentage of net profit. Therefore, a high ratio indicates the ability of the administration to obtain cheap purchases, as well as to sell at high prices. On the contrary, a low gross profit ratio points to a non effective policy in the area of purchases and sales.

NET MARGIN OR NET PROFIT RATIO

(Net operating profit (before tax) / Turnover)

Net margin or net profit ratio indicates the profit achieved by a company from its operating activities. The higher the ratios is, the more profitable the company.

RETURN ON CAPITAL EMPLOYED RATIO

(Net operating profit (before tax) + financial expenses / Turnover)

It shows the efficiency of the business regardless of its funds source of origin. This is, perhaps, the most important efficiency ratio, in terms of helping managers, in decision making. A low ratio may indicate changes in the organization and functioning of those sectors that seem problematic, or even the possible suspension of their activity. Moreover, this can be used as a guideline when a company is planning to make an acquisition of another company or to expand into new markets or products. A low return on capital employed ratio means that there may be an over-investment of capital in the company compared to its sales or that the cost of sales (administrative expenses, marketing costs, etc.) is high. In contrast, a high ratio suggests that the company's management follows a more rational financial policy.

RETURN ON EQUITY RATIO

(Net operating income (before taxes) / Total Equity)

Return on equity ratio reflects the profitability capacity of a business and provides an indication of whether a satisfactory result was achieved. While a low return on equity ratio means that the company suffers in a certain sector, a high ratio shows that the business operates efficiently.

EQUITY AND VIABILITY RATIOS

In order to determine the long-term financial status of an entity, it is also appropriate to examine the capital’s structure.

EQUITY TO TOTAL CAPITAL RATIO

(Total Equity / Total Capital)

The higher the equity to total capital ratio, the greater the protection afforded to company’s creditors is, as there is a little chance of financial difficulty to cover its liabilities. Nevertheless, a high ratio does not necessarily imply that the company follows the most beneficial way of financing, since it may eventually face a liquidity problem.

EQUITY TO LOAN FUNDS RATIO

(Total Equity / Loan Funds)

Equity to loan funds ratio is used to determine whether or not there is an over-lending in a company.

EQUITY TO ASSETS RATIO

(Total Equity / Total Fixed Assets)

By calculating this ratio, the financing method of company's fixed investments is discussed.

TOTAL CURRENT ASSETS TO LIABILITIES RATIO

(Total Current Assets / Total Liabilities)

This ratio shows the liquidity of the company's long-term liabilities. It is especially important when taking into account the relatively low degree of liquidity that some current assets have.

SIMPLE ARITHMETIC AVERAGE

The comparison of financial figures between certain companies in an industry can be achieved in different ways. In the present study, the use of the simple arithmetic average was preferred, not only because of the ease of calculation, but also because of the quality of the results provided. The main aim was to determine the tendency that four and five stars hotels exhibit during the reporting period. A more accurate measurement of their financial figures is beyond the scopes of the survey. Consequently, the use of the weighted average, which presents certain difficulties in terms of calculation, was avoided. In addition, the calculation of the median was considered unsuitable as strongly influenced by extreme values. In order to calculate the simple arithmetic average the sum of the figures of hotel units in each category was divided by the number of units. It is obvious that the ratio (as well as the median) is affected by extreme sizes. However, due to the volume of the companies, the influence of these extreme values is relatively smaller.

From the above implies that the use of ratios is crucial for any business. The company's management in order to have a more complete picture of the firm should use apart from quantitative criteria, quality information. This information is provided by the CRM systems.

CRM SYSTEMS

Customer relationship management (CRM) is a widely implemented model for managing a company's interactions with customers, clients, and sales prospects.

TYPES OF CRM SYSTEMS

- CRM systems for call centers
- CRM systems for service representatives in the field
- CRM systems for sales managers in the field (sales managers who are in direct contact with the client)
- CRM systems for marketing
- analytic CRM systems for the creation of reports based on a database of client contacts

BENEFITS OF CUSTOMER RELATIONSHIP MANAGEMENT

There are significant business benefits from using Customer Relationship Management systems. These are:

- reduced costs through an effective and efficient operation
- increased customer satisfaction, as there is fulfillment of their expectations
- increased numbers of customers
- increased quality and quantity information of the market
- reveal poor operational processes
- long term profitability and sustainability

The benefits to the company's management vary:

- knowing what customers want enables to focus the production and service efforts to their needs
- knowing which products or customers have most growth potential leads to focus on developing highest potential
- knowing which products or customers are most or least profitable maximises the profit
- knowing which customers will be advocates and supporters helps to provide references and safely test new products and services

RESULTS

COMPARATIVE ANALYSIS OF FOUR STAR HOTEL UNITS

Looking at the four star hotel units from 2003 to 2008 we see that they maintain sufficient liquidity. The quick (special) liquidity ratio is almost identical to the current liquidity ratio. This implies that companies tend to invest those funds in current assets which are easily and quickly converted into cash (debtors and cash).

Over the time asset velocity ratio moves upwards. Associating this figure with current and quick liquidity ratios, one may observe that the current assets, in which companies have invested their capital, are sufficiently utilized, thus resulting in increased sales.

The equity velocity ratio from 2002 to 2005 is increasing as the hotels make big sales with relatively small amount of equity. Looking more closely, however, it is understood that the increase in the ratio is due to the large use of loan funds, which affects the businesses' image. From 2006 onwards, the ratio shows a downward trend, indicating that there is a decrease in loan funds and a parallel increase in the participation of equity.

The four-star hotel units have a relatively high rate of gross profit from 2003 to 2006, which allows them to cover the organic and inorganic expenses while leaving them a satisfactory rate of net profit. The index stands at 35% and shows a relatively good administration policy in the areas of purchase and sales. Nevertheless, from 2007 onwards, the ratio shows a downward trend of about 7% as a result of the higher cost of goods sold.

Deeper into the inner functions of businesses, there is instability in the net profit ratio during the period 2003- 2005 followed by relative stability. Presumably, the increased sales during the Olympics, allowed hotels to operate while having a higher profit margin. In the following period, however, the need for a more efficient organization and management was created. Although this has initially raised organic and inorganic costs for the companies, their percentage over net profits was gradually stabilized.

Concerning the return on capital employed ratio, a relatively good use of both loan funds and equity of the hotel units is indicated. This, in turn, suggests that management teams operate, by and large, rationally, by avoiding high costs.

Regarding the return on equity ratio, although there are some variations, we can claim that a satisfactory result has been achieved. The companies' equity (shareholders' equity and reserves), are invested properly, contributing to the profitability capacity of the business units. An exception can be noticed in the year 2005. The low ratio (-2.61%) seems to confirm the assumption made by studying

the net profit ratio. The fall in turnover and the increase of organic and inorganic expenses reduced the net income for the hotel units and led to a fall in their efficiency.

Equity to total capital ratio is around 65% throughout the period considered. Given the fact that hotel units do not seem to be experiencing liquidity problems, there is a preference in financing their needs with their own capital. It should be noted that external loan is generally preferred to finance the assets of the business units.

Regarding the mode of financing the fixed investments of business units, two important observations can be made. Firstly, the companies' creditors finance their assets more than their shareholders. Secondly, the investment in fixed current assets (renovations needed to keep them in the market) means big annual depreciation, resulting in lower corporate profits.

COMPARATIVE ANALYSIS OF FIVE STAR HOTEL UNITS

During the period 2002 - 2008 the current liquidity ratio of the five-star hotels is gradually improving. This can be more convincingly contributed to the reduced short-term liabilities of hotel units rather than on the rational distribution of current assets. The quick liquidity ratio reinforces such an interpretation.

The historical decline in the asset velocity ratio indicates over-investment of capital in companies' current compared to their sales. The working capital is not used sufficiently and the companies face increased costs. As a result, many of them are unable to cover their liabilities.

Equity velocity ratio shows that during the periods 2003- 2004 and 2005-2007 hotels had a large turnover with a relatively small amount of equity. Business units prefer to be supported by loan funds. During the periods 2002-2003, 2004-2005 and 2007-2008, the ratio shows decline partly due to over-investment in fixed assets by the enterprises compared to sales.

The operational efficiency of enterprises and their pricing is satisfactory throughout the period. The gross margin or gross profit ratio stands at 25%.

The net profit ratio shows large fluctuations during the period studied. Comparing the results with the gross profit, it becomes apparent that the operating and non-operating expenses of the enterprises grow disproportionately to the sales made.

The return on capital employed ratio seems to follow a highly comparable course. The instability of the ratio and its low levels during the years 2003, 2005 and 2008 indicate over-investment of funds by the enterprises in comparison to their sales as well as high operating costs.

The downward trend in the return on equity ratio up to the year 2005 indicates that the funds invested by shareholders of hotel companies do not produce the desired result. From 2006 onwards the ratio level has been improved as a result of the managers' preference to raise capital from foreign sources.

The participation of equity in net profit is reduced and the ratio has an increasing trend. The equity to total capital ratio is around 35% throughout the period considered.

Equity to fixed assets ratio is low and declining throughout the period 2002 to 2008, indicating that the hotel units' creditors increasingly finance their fixed assets. If the results of the aforementioned ratio are combined with the low current assets to total liabilities ratio, it becomes clear that in the long term five star hotel units will face liquidity problems.

DISCUSSION

In this survey, the course of the economic situation of four and five star hotels in Attica during the period 2003 to 2008 was studied.

IMPLICATION FOR THE MANAGEMENT

The available evidence of the four star hotel units from 2003 to 2008 suggests that they maintain adequate both short and long term, liquidity. Regarding five star units, the levels remain relatively low, even for those with improved liquidity. The current assets, in which four star hotels have invested their capital, are sufficiently utilized, thereby increasing both their sales and profits. Evidently, a downward trend during the late period can be observed. On the other hand, the funds invested by shareholders of the five-star hotel companies do not seem to have been well invested (there is over-investment) and the companies face higher costs. The consequence is that many of them are unable to fulfill their long-term liabilities. In the case of four star hotels equity to total capital ratio is around 65% throughout the period considered, while in the case of five star hotels the participation of equity in net profit decreases. The creditors of the hotel units increasingly finance the needs of hotel companies.

DIRECTION FOR FUTURE RESEARCH

In trying to improve the abovementioned results, it would be interesting for future research to extend the analysis of the financial condition in a larger sample of hotels and stock market listed companies, thus adding to the validity of our observations. Similarly, the use of different ratios mix could lead to export further conclusions about the financial status of the companies. Also the use of crm data from the hotels may provide more information for the hotels. Finally, concerning the sample under study, more comparisons could have been made in terms of different numbers relevant to the hotel

occupancy (number of overnight stays and the visitors' country of origin, their satisfaction level, etc.). Therefore, the interpretation of the results described above remains, in certain respects, open to debate.

LIMITATIONS OF THE STUDY

The most important limiting factors of this research are related to the nature of the financial statements and to the accounting principles and assumptions with which they are compiled. The financial statements, particularly the balance sheet and income statement, provide information that can help those interested in the business units to take the right decisions. However, there are also some drawbacks, the most important of which could be summarized as follows:

1. The data included are very brief and uneven classified, given that their setting up is not of a single obligatory for all companies type.

2. There is usually a considerable time gap between the end of the fiscal year and the date that the data are published and are made known to the general public.

3. In many cases the data presented do not reflect the actual condition of the business unit.

Among other limiting factors influencing the evidence provided, one main includes the existence of certain extreme values. This can be attributed to the prevalence of the abnormal values of the parameters that affect the ratios, so that they may not be fully representative of the business.

Finally, because of the position of the analyzer (external analysis), the research is based solely on the information published in the annual statements of business units. Further clarification is needed on the accounting principles and assumptions applied in order to be able to draw more reliable conclusions.

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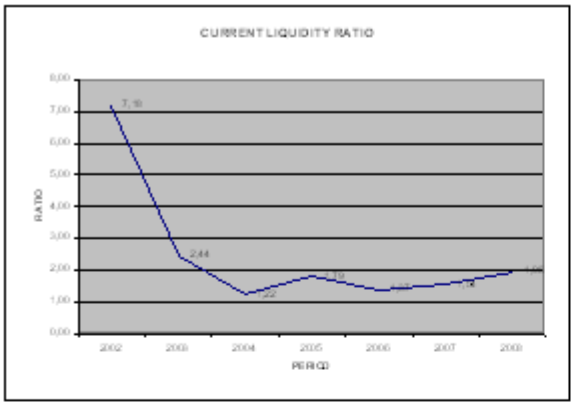
APPENDIX

FOUR-STAR HOTEL UNITS DIAGRAMS

Diagram 1



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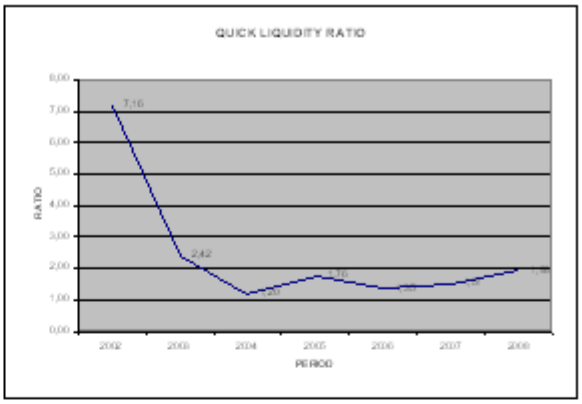

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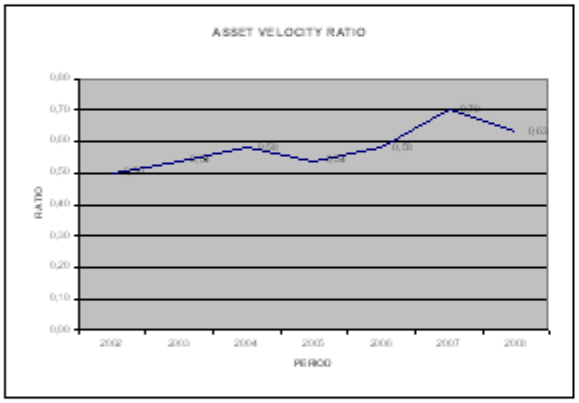

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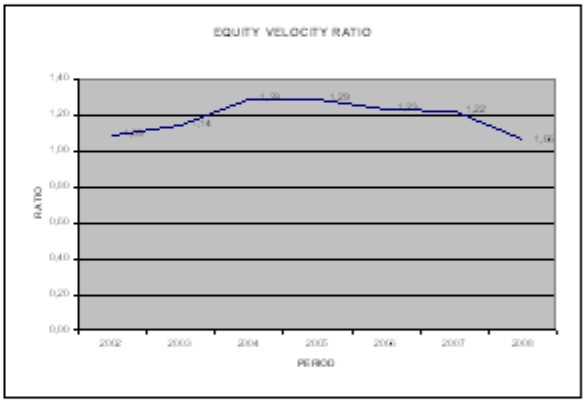

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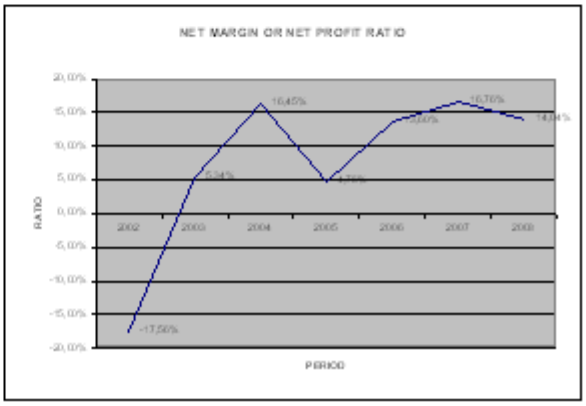

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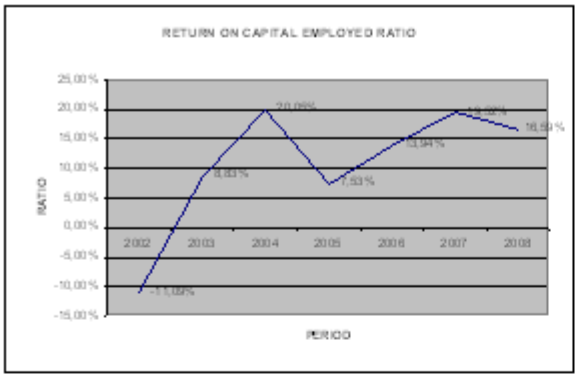

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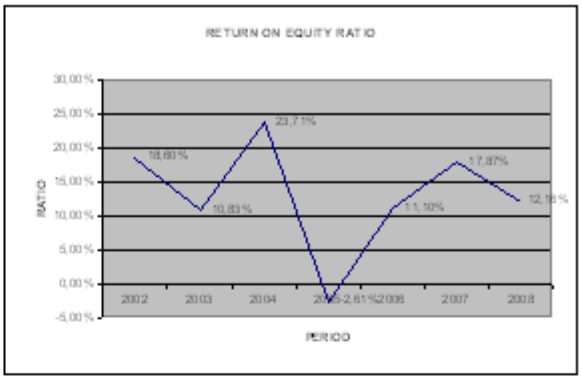

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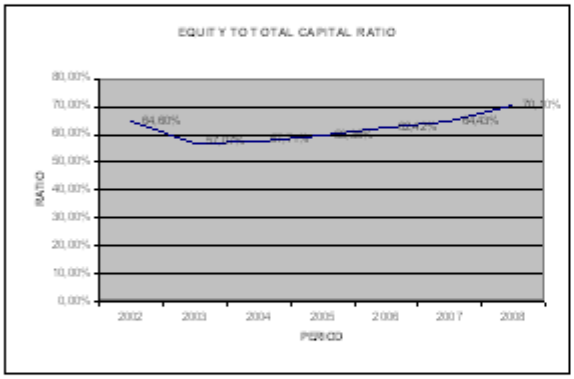

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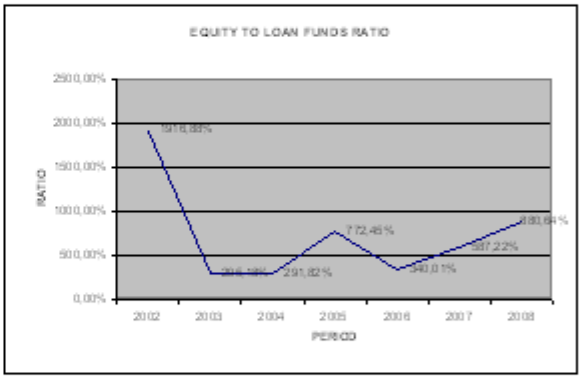

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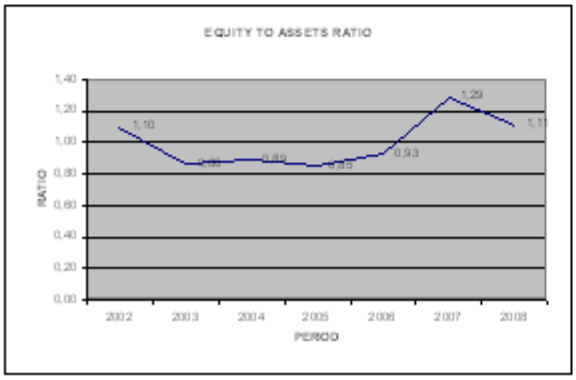

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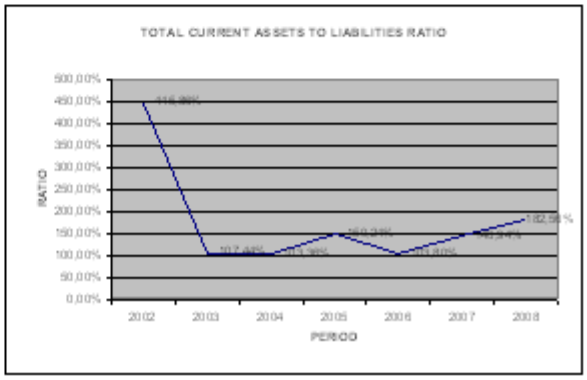

FIVE-STAR HOTEL UNITS DIAGRAMS

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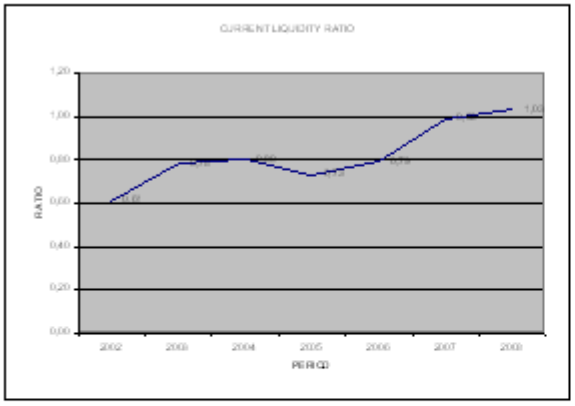

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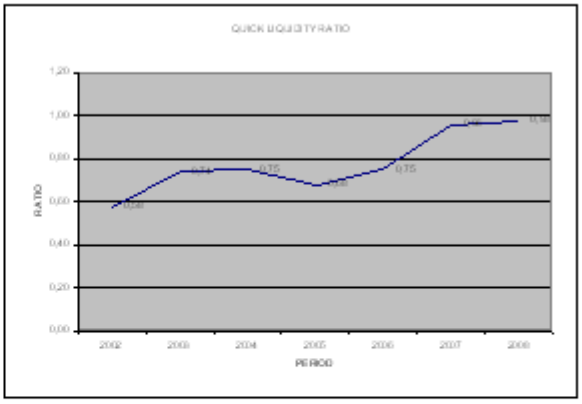

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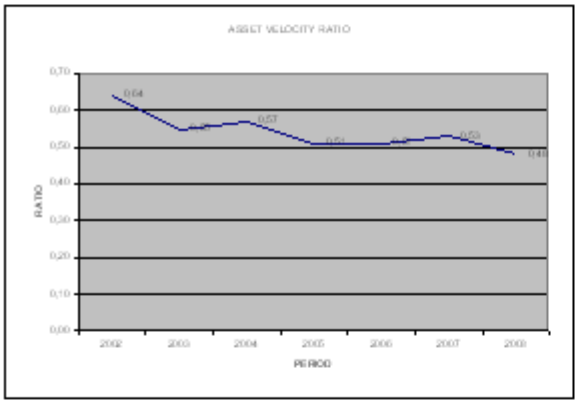

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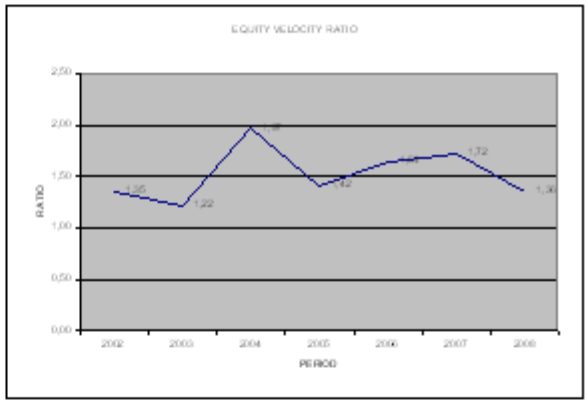

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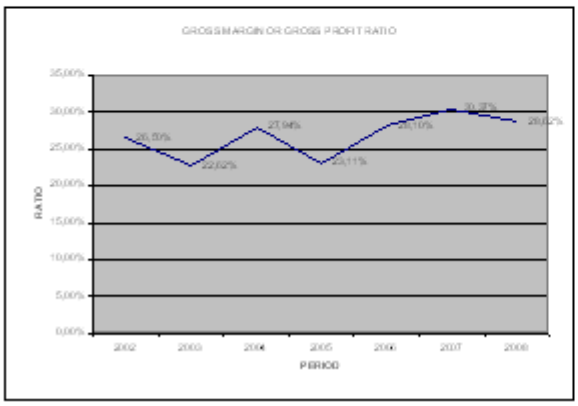

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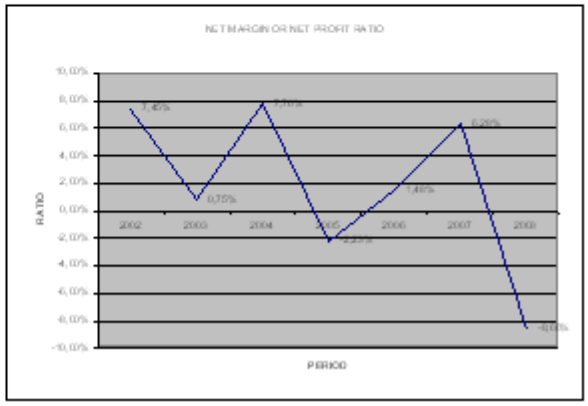

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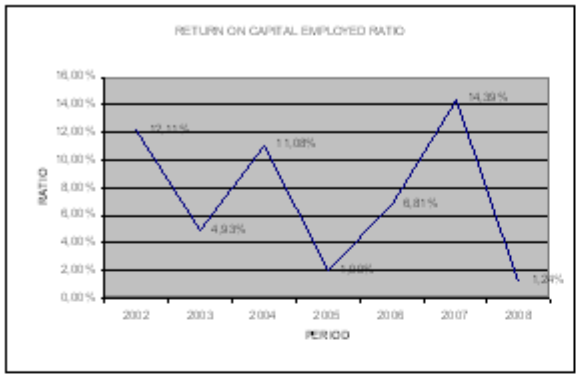

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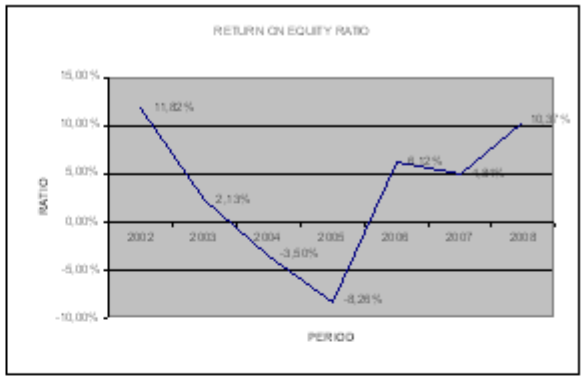

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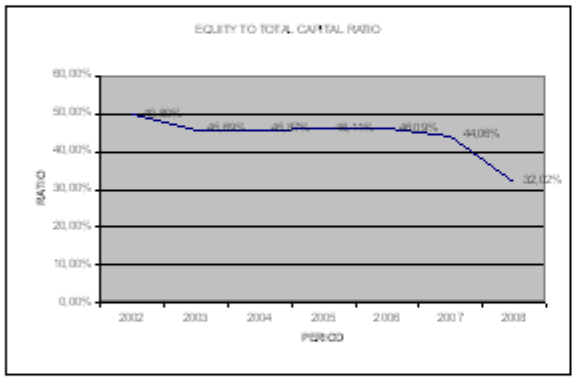

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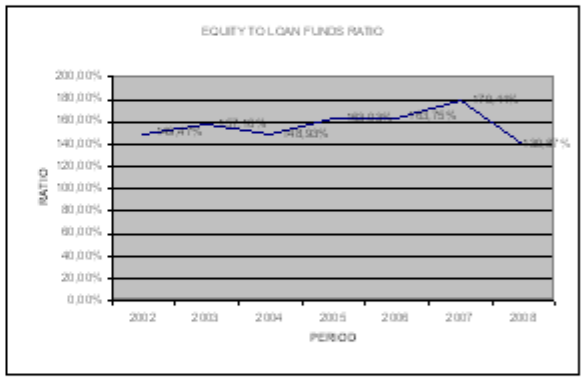

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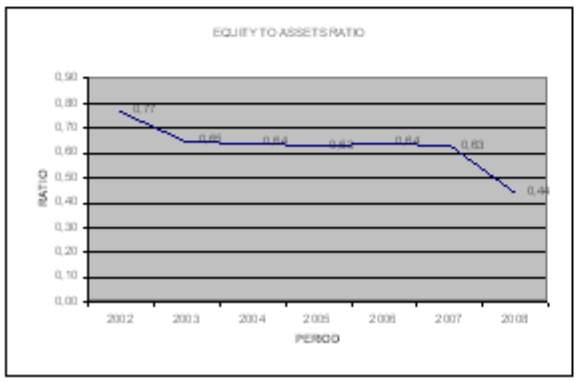

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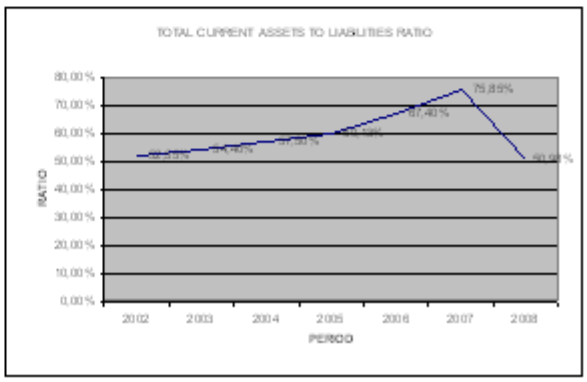

THE IMPACT OF PERCEPTUAL CONGRUENCE IN LISTENING STYLES BETWEEN SUPERVISORS AND SUBORDINATES,

FLYNN JAN & JUAN LING

For more than 60 years, business professionals and some researchers have held that effective listening is a highly desirable management skill. Although there appears to be a significant focus on listening as a key management skill, research in listening is almost non-existent in the scholarly business literature in general and in the management literature in particular. The limited research that does appear is primarily qualitative, descriptive, or prescriptive in its orientation and provides a scholarly foundation that is largely intuitive and anecdotal. The aim of this study is to investigate listening as an important management skill. Specifically, our study contributes to the literature on communication and management by exploring congruence in the perceptions of listening styles in the supervisor-subordinate relationship. Listening styles indicate people's preferences in receiving information from others. The Listening Styles Profile includes four major listening styles, which are people-, action-, content-, and time-oriented. We argue that perceptual congruence in listening styles between supervisors and subordinates influences a series of organizational outcomes. When there is a match between a supervisor's listening style and that perceived by his or her subordinate, the supervisor and the subordinate share an understanding of listening skills. Mutual understanding leads to a high level of trust in leadership, leader-member exchange, interpersonal justice and informational justice and a low level of interpersonal conflict. Data for this study were collected from a university in the southern U.S., involving supervisor-subordinate dyads among non-academic employees. 36 supervisors and 135 subordinates completed our survey. We found that congruence in the perceptions of listening styles in the supervisor-subordinate relationship negatively and significantly affected interpersonal conflict while positively and significantly affected trust in leadership, leader-member exchange, interpersonal justice and informational justice. In conclusion, perceptual congruence in listening styles between supervisors and subordinates leads to important work outcomes. We hope that future research will continue to explore important listening issues to ultimately bring greater clarity to a common but understudied organizational phenomenon.