

المملكة المتحدة
الجامعة الدولية البريطانية
كلية إدارة الأعمال

**الإدارة الإستراتيجية لتحسين القدرة التنافسية للشركات وفقاً
لمعايير الأداء الإستراتيجي وإدارة الجودة الشاملة**

قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على ماجستير إدارة
الأعمال تخصص إدارة الشركات

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فهرس الموضوعات

الصفحة	الموضوع
٥	مقدمة البحث
٨	الفصل الأول : الإدارة الإستراتيجية والتخطيط الإستراتيجي ودورهما في تطوير القطاع الخاص والعام
٢٥	الفصل الثاني : دور نظم المعلومات ودعم القرار والتنافسية وعلاقتها بالتخطيط الإستراتيجي
٧٧	الفصل الثالث : إدارة الجودة الشاملة وإدارة الإستراتيجية
١٢٧	الفصل الرابع : إستراتيجيات التميز في أداء منشآت الأعمال والبناء المؤسسي
١٣٨	الفصل الخامس : المهارات القيادية ودورها في تبني إستراتيجية التميز (دراسة تحليلية في البنوك السعودية)
١٣٩	منهجية الدراسة وإجراءاتها
١٥٥	النتائج والتوصيات
١٦٢	أولاً:المراجع العربية
١٦٥	ثانياً:المراجع الأجنبية

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¹ الدوري ٢٠٠٥ - انظر صفحة المراجع

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Strategy

ميا و آخرون ۲۰۰۷^۲

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(David)

³ ياسين ١٩٩٨
⁴ الماضي ٢٠٠٣
⁵ الدوري ٢٠٠٥ - مرجع سابق

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(Mint berg)

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⁶ميا وأخرون ٢٠٠٧ - مرجع سابق
(2001 HILL&JONESE)⁷
⁸العارف ٢٠٠٥
⁹ميا وأخرون ٢٠٠٧ - مرجع سابق

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Component of Strategic Management:

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¹⁰ العقاد ٢٠٠٤
¹¹ السيد ١٩٩٨

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Mission of the Organization : -

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¹² ميا وأخرون ٢٠٠٧ - مرجع سابق

¹³ Hill & jonese ٢٠٠١

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Strategic Objectives : _____ :

Strategic Analysis : _____ :

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¹⁵ العارف ٢٠٠٠ - مرجع سابق

¹⁶ الماضي ٢٠٠٣

¹⁷ ماهر ١٩٩٦

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Strategic Choice : _____ -

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Business Portfolio Analysis. -

: SWOT: -

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: (corporate strategy) -

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Growth strategy -

toy strategy : -

Retrenchment Strategy : -

¹⁸ ميا وأخرون ٢٠٠٧ - مرجع سابق
¹⁹ الماضي ٢٠٠٣ - مرجع سابق

(Business strategy) -

(Functional Strategy) -

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: Growth Strategy -

:Vertical integration strategy -

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Backward Integration -

Forward Integration -

Horizontal integration strategy -

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Related Diversification strategy

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Unrelated Diversification strategy

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Stability Strategy :

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Retrenchment Strategy : -

Business strategy -

Cost leadership strategy -

(Differentiation strategy) -

Focus Strategy -

Strategic Implementation -

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: Strategy control -

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²¹ أبو ناعم ١٩٩٣ - مرجع سابق

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²² Ganesh D. Batt, Varun Grover "Types of Information Technology Capabilities and Their role in Competitive Advantage: An Empirical Study," Management Science 92005): 253

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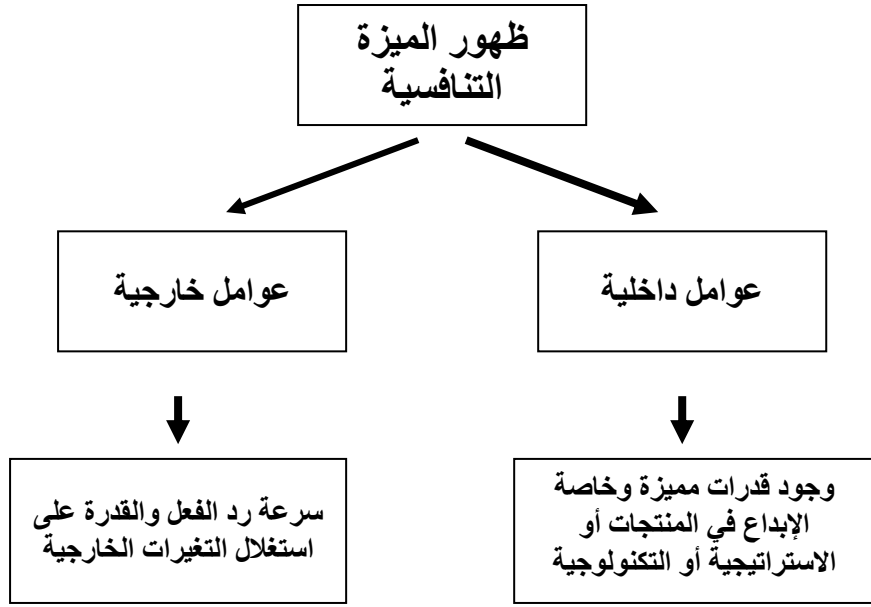
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Advantage Competitive

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Advantage Sustaining Competitive

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:Advantage Cost -

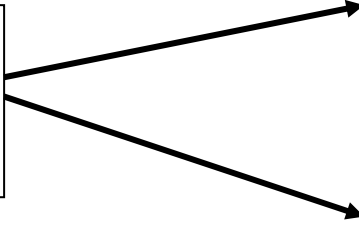
:Advantage Differentiation -

نفس المنتج بتكلفة أقل

ميزة التكلفة الأقل

²³ Michael E. Porter, Competitive Advantage: Sustaining Superior Performance, Free Press, 1998 (1985)

الميزة
التنافسية



منتجات فريدة وسعر اعلى

ميزة الاختلاف
(التمييز)

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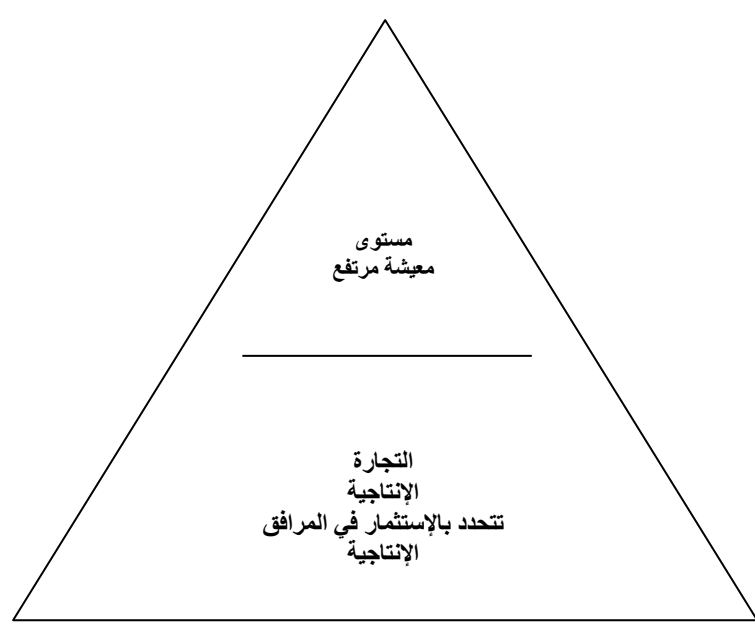
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م. المعيشة المرتفع

التجارة

الإنتاجية

الاستثمار



2007 – 2006

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Technological Readiness

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(Diamond Theory)

(Michael Porter)

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The Role of Chance

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The Role of Government

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Factor Condition

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Home Demand Conditions

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Relating and Supporting Industries

in a preferential

way

Strategy, Structure and Rivalry

Firm

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(١) استراتيجية التركيز
(١) الريادة من خلال التخصيص أو التخصص

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(٢) استراتيجية التمايز
(الريادة من خلال التفرد)



البدائل الإستراتيجية
لتحقيق التفرد والريادة
بين المنافسين

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(٣) استراتيجية الترشيد
(الريادة من خلال التكلفة الأقل والمنافسة السعرية)



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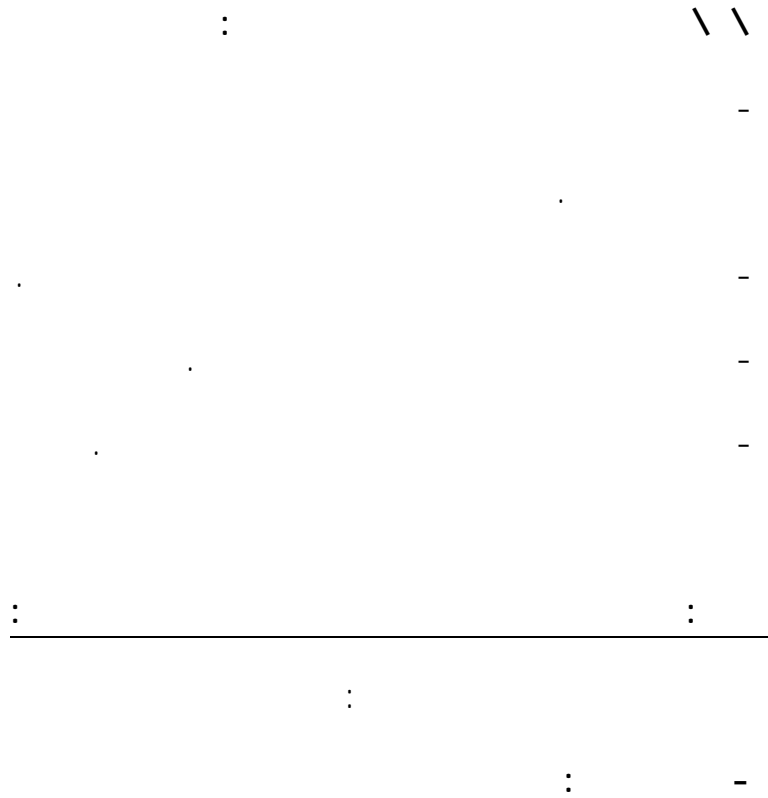
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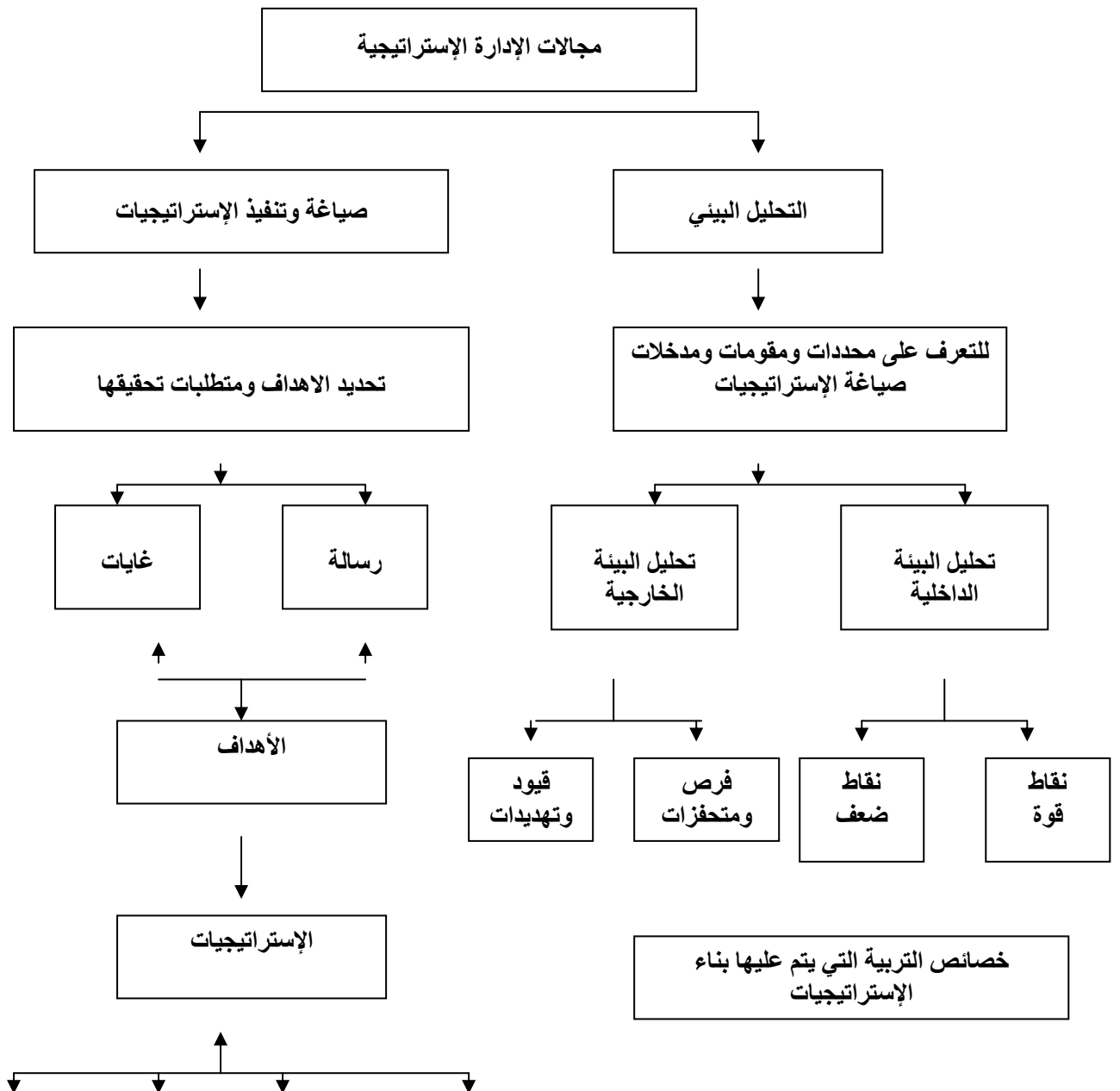
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The Micro Factors Affecting International Competitiveness

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Scientific and Technological Infrastructure

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Factors Affecting Competitiveness at the Micro or Industry Level

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The new Evidence

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The Role of Productivity In Determining International Competitiveness

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Individualistic

Social Market

Communitarian

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.Ethics

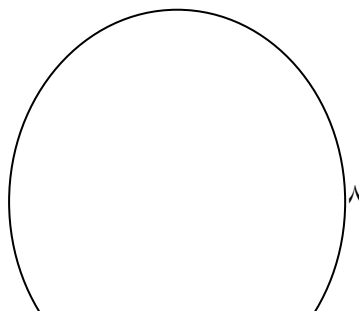
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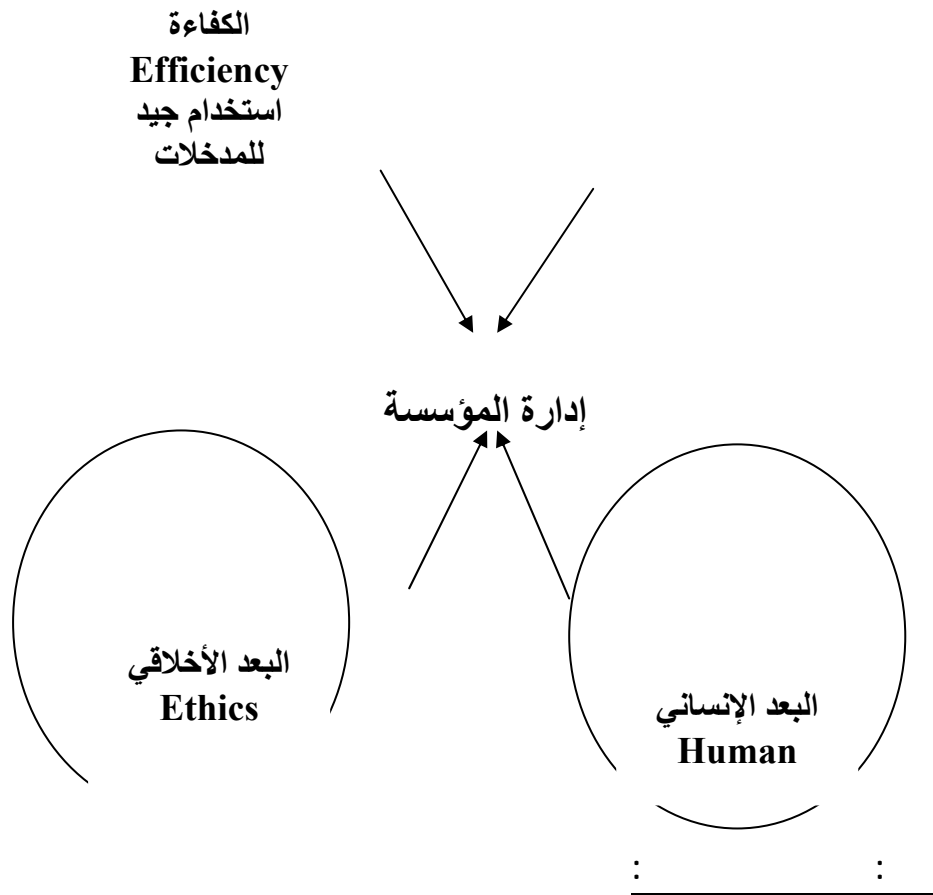
.Time Frame

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Efficiency

(3)





Kaoru Ishikawa

1961

Formal Quality Control

W.E. Deming

Walter Shewhart

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| | .Voluntaries | • |
| | .Ownership | • |
| | .Whose problems | • |
| | .The adult-adult contract | • |
| | .Data – Based problem – Solving | • |
| | .Realistic Time Perspective | • |
| | .Win/Win | • |

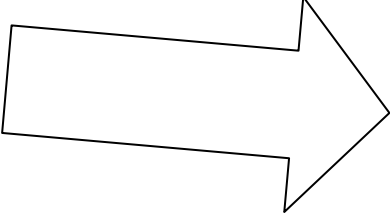
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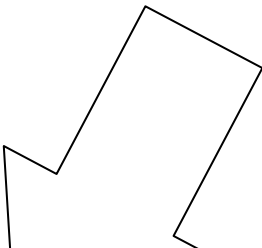
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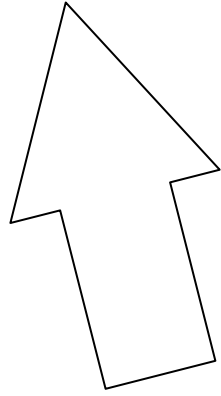
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طرق العمل التكاليف
المواصفات الإنتاجية
الجدولة

الإفراد العلاقات
السلوكيات مجموعات
العمل الهيكل التنظيمي





المواد والآلات
والموارد المادية
الحاسبات الآلية

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(Alignment)

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(Continuous Quality Improvement Teams)

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²⁴ **Ang, C.L., Davies, M. and Finaly, P.N. (2000), Measures to Assess the Impact of Information Technology on Quality Management", International Journal of Quality & Reliability Management.**

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²⁵ Adebanjo, D. and Kehoe, D. (1998), "An Evaluation of Quality Culture Problems in UK".

Balanced Scorecard System

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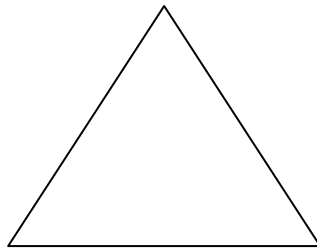
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²⁶ S.S. Roach "Services Under Siege", the restructuring imperative, Harvard Business Review, Sep – Oct 1991.

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Cheek Sheets

Brainstorming

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(Pareto Analysis

System social

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Asset Allocation

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: Real Investment

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: Financial Inv. :

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Saving Deposits	Time Deposits
	Certificates Deposits
Repurchase	Surplus Reserve Requirement
	Saving Bonds
	Agreements
Negotiable	Negotiable Orders of Withdrawal
Bankers Acceptances	Certificates of Deposit

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Eurodollar Loans

Commercial papers

. Treasury Bills

Common Stock

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Bonds

Preferred Stock

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50% 20% 10%

100% 75%

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100000	%20	500000	
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200000	%100	200000	

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Zero Defects

The Balanced Scorecard

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Bits

Bricks

Clicks

. Market place

Market space

Physical World :

E-World

Market place

Market space

Hyper connection

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E-Strategy •

E-Operations •

Digital Innvoation E-Innovation •

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E-Service



Serve Qual

Web Qual

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Scale Economics

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P. Crosby

Goldhar and Jelinek

Scope Economics

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J. Joran

(Fitness for Use)

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Service Quality

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(Quinn et al.)

Hardware

Software

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Kano's Model

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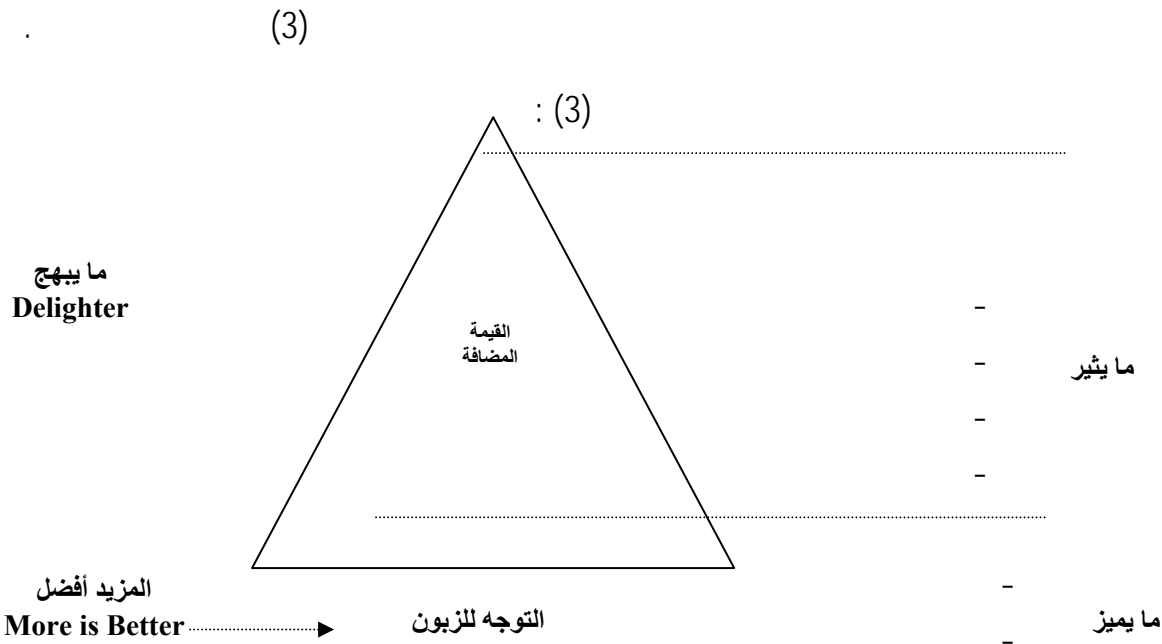
:Tangibles	-	: -
:Reliability	-	:Durability -
:Responsiveness	-	:Conformance -
:Competence	-	:Features -
:Empathy	-	:Perceived Q. -
		:Reliability -
		:Serviceability -

	- :Aesthetics
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:Customer-Centered Service :

.(More is Better)

:Value Added Service :



ما يجب أن يكون
Must be▶

القاعدة

ما يتوقع

Source: David J. Skyrme (2001): Capitalizing On Knowledge, Butterworth
Heinemann, Oxford, p241.()

ServQual

(Parasuraman et al

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Gaps Model

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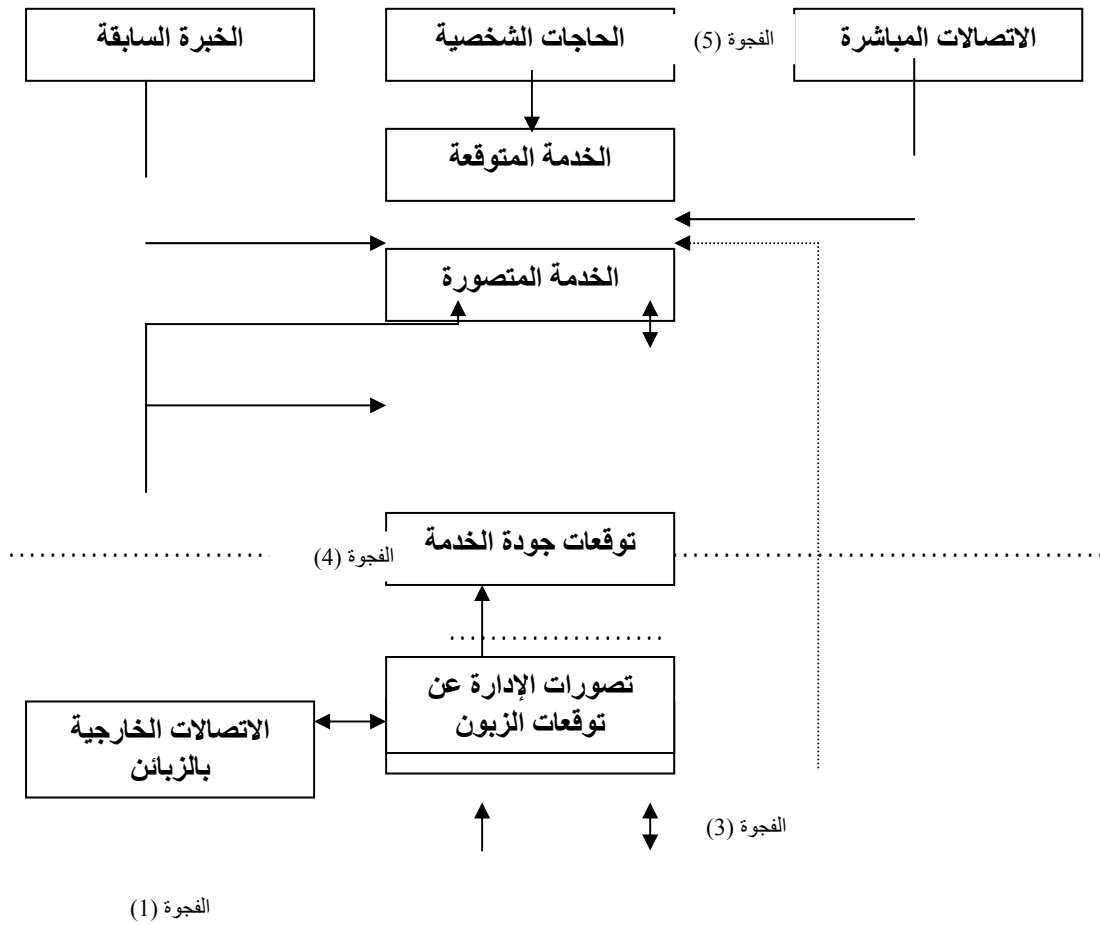
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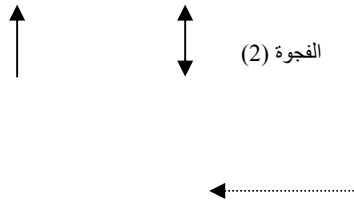
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Source: A Parasuraman et al. (1985): A conceptual Model of Service Quality and its implications for Future Research, Journal of Marketing, Vol (49), Fall, pp41-50.

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1991 " " I. Nonaka

Price line One-Click Shopping " 1994

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Web 3G.

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Fortune

(Be E Or Be Eaten)

E-Everything :

Mainframe : :

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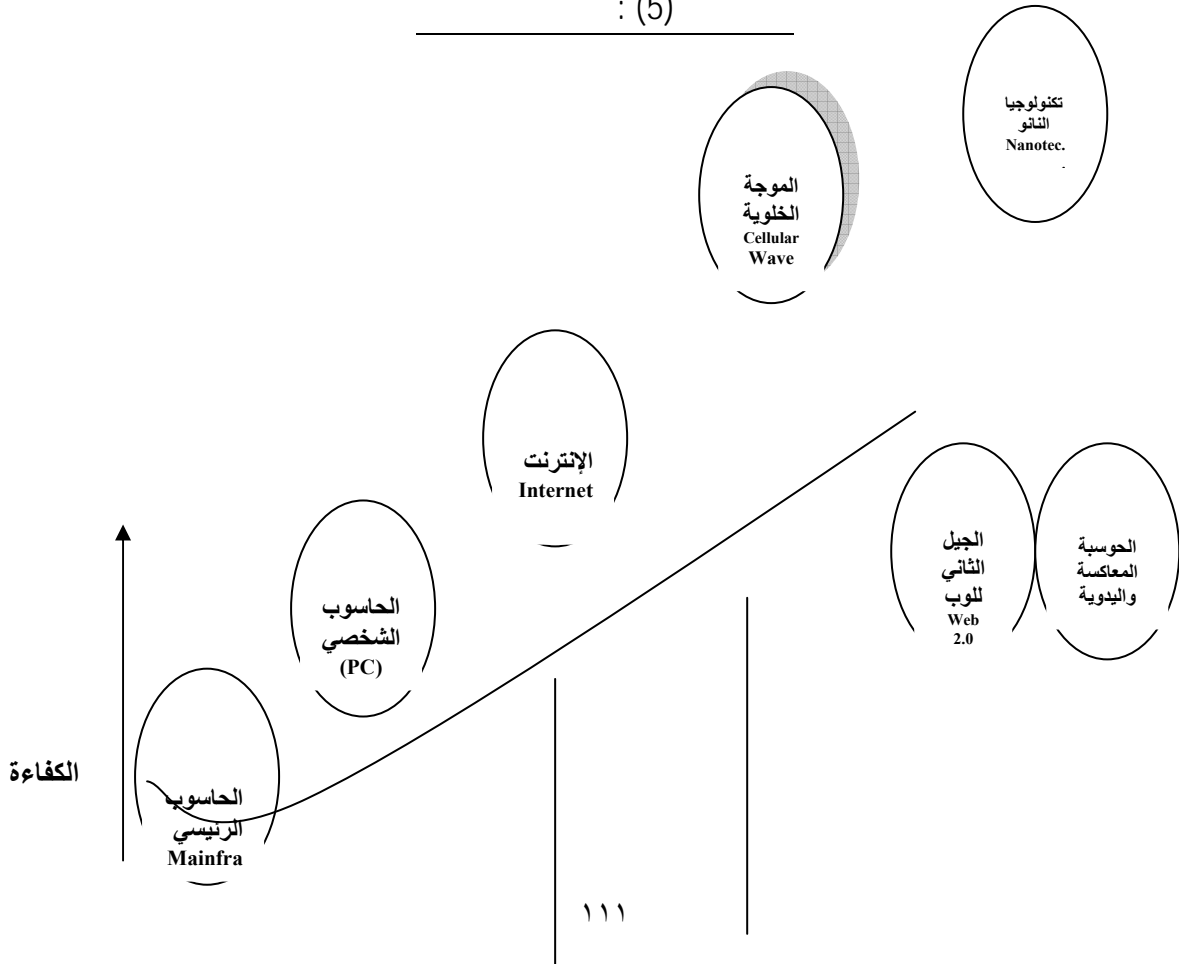
(30) Vaccum Tubes (18)

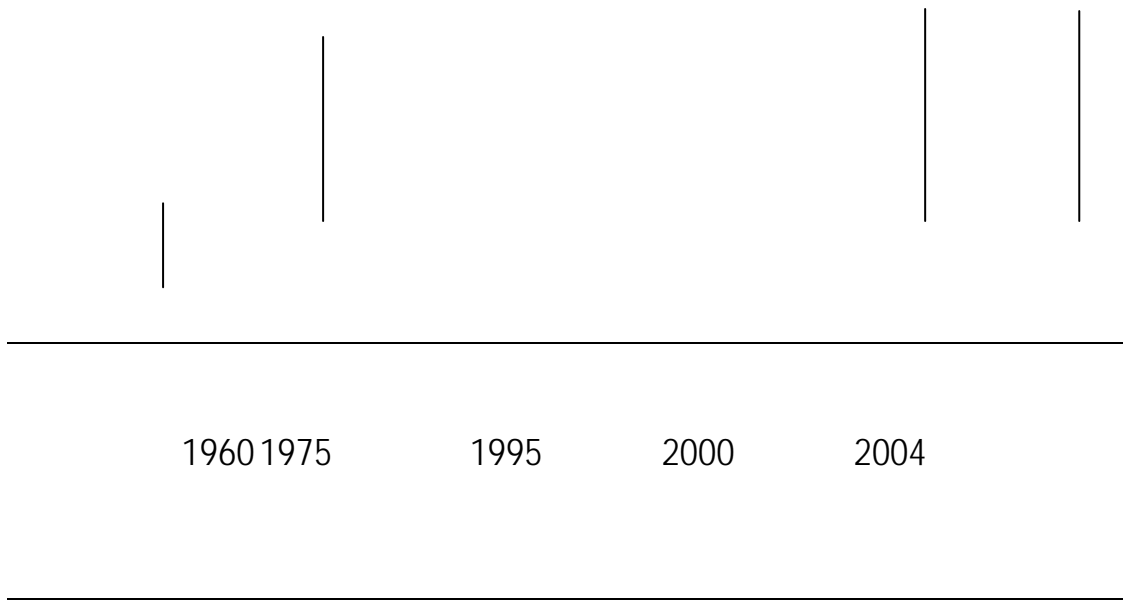
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(Metcalf's Law)

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Quantum

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Nanotechnology

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(Web Pages)

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:Hyper connection :

Metcalf's Law

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Search Engine

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Google (13)

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E-Customer

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	(1997) Hoffman et al
	(2002, 2000) Ziethaml et al
	(2001) Yoo & Douthu
	(2001) Cox & Dale

	(2001) Jun & Cai
	(2001) Yang
	(2003- 2002) Wolfenbarger & Gilly
	(2002) Macu & Madu

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	(2002) (Loiacono et al)
	(2002) (Yang & Jun)
	(2003) (Surajadaja et al)
	(2003) (Santos)

	(2003) (Yang et al)
	(2004) (Yang et al)
	(2004) (Field et al)
	(2004) (Kim & Stoel)
	(2004) (Yang & Fang)
	(2004) (Long & Mc Mellon)
Menu System	Deans and Mcinney (1997)
	(2005) (Gounaris et al)
	(2005) (Parasuraman et al)
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	(Lee & Lin)
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	(2006) (Kim et al)
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	(2006) (Fassnacht & Koese)
	(2007) (Shachaf & Ottman)
	(2007) (Cristobal et al)
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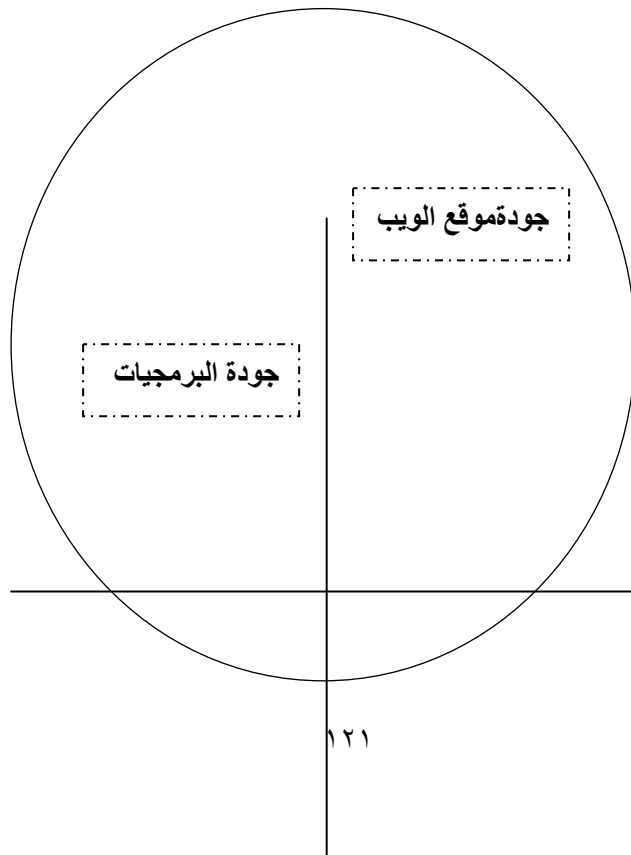
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:Web Site :

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جودة المعلومات

جودة الخدمات

الأخلاقيات الإلكترونية

E-Qual

(23)

Barnes & Vidgen

E-Qual

E-Qual .

Usability :

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Software

System Software :

Application Software

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J.A.O'Brien

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(E. Chang et al.)

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Ethics of Management

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:Maintainability :Flexibility :Correctness :Reliability	- - - -	-

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Reliability (

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(Generation Gap)

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Digital)

(Analog System)

(Systems

(Performance Gap)

Conceptual /

(Model)

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Adopt public – private partnership policies

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Create a Culture of Organization Excellence

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Corporate Capacity Building

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(Since of urgency)

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(Organizational Culture)

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(Corporate Values , Norms

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and Attitudes)

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(Vision)

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(Mission Statement)

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(The Purpose)

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Services and /or)

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(products

(Market Segments)

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(Price Profile)

(Strategic Objectives)

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(Transparency)

(Since of Urgency)

(Action Plan)

Result –)

orientated

Out of)

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(Accountability)

(Credibility)

(Team Work)

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(Redefining the Psychological Contract)

Chris)

(Psychological Contract)

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(Levenson)

(Argyrols

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(Organization Development)

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(Total Quality Management)

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(Learning Organization)

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(Flatter Hierarchy)

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Strong monitoring and evaluation of) •
outputs and outcomes)

(Balance scored Cared)

Performance)

: (Appraisal Schemes

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(Greater autonomy) •

(Empowerment)

(Accountability)

Effective and streamlined) •

Standard Operating) (processes
procedures)

Information Dissemination) •

and Transfer learning)

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(Benchmark Studies) •

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الجدارات الأساسية
Core Competencies
قيمة العمل
Business Value
المسئولية الاجتماعية
Social Responsibility

مهارات تحفيز
العاملين
مهارات إنجاز المهمة
مهارات بناء الثقة
بالنفس
لدى العاملين
مهارات العمل بروح
الفريق

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(Ana& Juan,2002,p:3)²⁹
(Ana& Juan,2004p:4)³⁰

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(Bresnahan,2004,p:3)³¹
(Lockwood,2004,p:1)³²

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(Centers Of Excellence)

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(Gilgeous, 1999:P:3)

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Chien

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(200) Kanji : -

(An Integrated Approach To Business Excellence)

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Critical Success Factor :

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Kanji

: (2002) Khoo&Tan -

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(Best practices Of Selected Greek Organizations On Their Road To Business Excellence) .

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Internal Consistency Reliability :

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Analaysis Simple & Multipe Regression:

(VIF)

Tolerance

Variance Inflation

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1	0.47	3.88		10-1
3	0.55	3.73		20-11
4	0.53	3.71		31-21

2	0.59	3.87		40-32
-	0.36	3.80		40-1

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3	0.51	3.58		53-41
1	0.44	3.67		64-54
2	0.51	3.62		74-65

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(Analysis Of Variance)

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$$0.796 = R^2 \quad 0.634 = R^2 \quad (\alpha \geq 0.01) \quad *$$

$$6.63 = (98.1) \quad (\alpha \geq 0.01) \quad (F)$$

$$(F) \quad (3)$$

$$(98.1) \quad (\alpha \geq 0.01) \quad (169.404)$$

$$(\quad) \quad .(6.63)$$

$$(\quad) \quad (%63.4)$$

$$(R2)$$

$$(\quad) \quad (4)$$

$$(Bete) \quad (\quad)$$

$$(9.620 \quad 12.676 \quad 13.283) \quad (T) \quad (0.697, 0.788, 0.802)$$

$$(100) \quad (\alpha \geq 0.01) \quad (2.326)$$

$$(%64.3) \quad (\quad)$$

$$(%48.6) \quad (\quad) \quad (%62.1) \quad (\quad)$$

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0.000	*13.283	0.643	0.802	0.904		
0.000	*12.676	0.621	0.788	0.860		
0.000	*9.620	0.486	0.697	0.821		

($\alpha_{\text{L}} = 0.01$)

(T) ($\alpha_{\text{L}} = 0.01$)

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2.326 = (100)

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(Barbhu & Robson)

Fotis Vouzan And Katerina 2005

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