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APPLYING THE STRATEGIC PLANNING METHODOLOGY AND IT'S RELATIONSHIP TO REALIZING INSTITUTIONAL EXCELLENCE AN APPLIED STUDY ON THE BANKING SECTOR IN PALESTINE

Abstract: This research paper targeted to describe the relationship nature between Applying the [SP] Methodology and Realizing {IE} which is an applied study on the banking sector in Palestine. A detailed questionnaire was delivered by hand to a sample of (7) banks out of (15) composed of the banking society of Palestine. A few weeks later, the questionnaires were collected, and were fully answered, the extracted data was processed by the (*Statistical Program for Social Sciences-SPSS*), and a number of statistical tests were conducted, namely: validity and reliability statistical of the study tool, the correlations tests, the squares of the correlation values and the "Standard Average Method".

The results showed that there is a statistically significant relationship between: applying the [SP] methodology and realizing {IE}, between the [SP] elements and the {IE} criteria, and the commitment to applying [SP] elements enhances mechanisms to support the application of {IE} criteria.

The main recommendation of this research study is the necessity to apply the [SP] methodology to realize {IE} in every economic unit.

Keywords: Strategic Planning [SP] Methodology, Institutional Excellence {IE}, Elements, Criteria.

Introduction

The strategy is a set of researches intended for the work plan, to develop the competitive advantage of the organization and to enhance performance in the long term as highlighted by O'Regan.¹ Preparation to achieve major goals is called [SP] according to Al-Saidah², and planning means an organized and conscious process of sound scientific thinking that precedes any action as highlighted by Carron³.

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¹ **O'Regan, Nicholas, Martin A. Sims, D. Gallear.** The Strategic Planning-Environment-Performance Relationship Re-visited in HTSFs. Middlesex University Business School. <https://www.scribd.com/document/357532171/O-27Regan-2CN-c-s-Paper>

² **Al-Saidah. M. I.** *The educational plan and its role in linking research with educational policy-making.* Cairo: Anglo-Egyptian Library, 2011.

³ **Carron, Gabriel.** Strategic Planning: Concept and rationale, *Education section Planning working Papers*, Working paper1, IIEP, Paris, 2010, pp. 7–8.

Procedurally, [SP] is setting the future vision in light of the internal and external conditions, formulating appropriate goals, and defining the strategies and means necessary to achieve them according to Zidan⁴. Procedural excellence is a set of modern systems and procedures that can be applied to achieve excellence in the administrative system as highlighted by Al-Silmi⁵.

The rationale of the Study:

- *Globalization* imposes a tangible increase in the degree and diversity of competition, which necessitates an understanding of the local markets and the variables of doing business in foreign markets against different and diverse competitors as highlighted by Al-Arif.⁶

- *Competition* is a phenomenon that has influenced the direction of human behavior throughout the ages. Human society is preparing for a qualitative shift towards a new, dynamic, and rapidly changing society according to Badran and Hobeish⁷.

- *The strategy* is a collective of the following factors: a plan, a pattern, a place, and a trick Sultan⁸.

- *Strategic Planning* is a tool that moves the organization to a better position in the future, to achieve its ultimate goals and objectives.

- *Strategic management* has become a necessary method for organizations to learn and to grow, as well as if they want to formulate a state of excellence Al-Saidi⁹.

- *Excellence* emerged as a goal that business organizations seek to achieve by upgrading the quality of their services and products according to Al-Hilalat¹⁰.

- *Excellence management* represents a continuous process aimed at achieving the highest rates of efficiency and effectiveness as highlighted by Al-Madu¹¹, to enhance the ability to manage excellence, the administration must follow the strategic analysis methodology as highlighted by Betit¹².

The higher the commitment to apply the elements of the [SP] methodology, the higher the realization of the {IE} criteria. This is the dialectics upon which this study is built, which works to make sure of it, according to the scientific base for scientific research.

The Problem Statement:

Excellence is the steadfastness in the face of challenges, and the desire to do things that the non-distinguished find difficult to do according to Al-Hilalat¹³. The interest in excellence increased with the trend of industries toward knowledge as highlighted by Almadu¹⁴.

⁴ **Zidan. Osama Mahmoud**, Activating the role of the faculty member in strategic planning to improve the quality of performance in universities, *International Journal of Educational Research*, College of Education, United Arab Emirates University, No. 32, 2012, p. 4,

⁵ **Al-Silmi, A.** *Excellence Management: Management Models and Techniques in the Age of Knowledge*. Riyadh: Dar Gharib, 2012.

⁶ **Al-Arif. Nadia**. Strategic Planning and Globalization, Alexandria: Aldar Aljamieia, 2003;

⁷ **Badran. Ibrahim Jamil, Ali Ali Hobeish**, *Towards an Islamic Civilization based on Faith and Science*. The Supreme Council for Islamic Affairs, *Islamic Issues Series*, No. 194, Cairo, 2011.

⁸ **Sultan. J.** *Strategic thinking and getting out of the current impasse*. 2nd edition, Mansoura: Umm Al-Qura Foundation, 2010.

⁹ **Al-Saidi. Ahmed**. Strategic planning and its relationship to the effectiveness of institutional performance", an applied study on information technology companies in the Sultanate of Oman, a study presented to complete the requirements for obtaining a master's degree in business administration, International Virtual University, (U.K), Arab British Academy for Higher Education.

¹⁰ **Al-Hilalat. S. A. O.** *Excellence Management, Modern Practice in the Management of Business Organizations*. Dar Wael for Publishing and Distribution, Amman, Jordan, 2014.

¹¹ **Al-Madu. Alaa Abdel-Karim Ghalib**. The Impact of Excellence Management on University Performance: An exploratory study of a sample of private colleges, Dijla College, Ahlia University / Department of Business Administration, *Al-Dananer magazine*, issue 9, pp. 368–386, 2016.

¹² **Betit. K.** Strategic Planning: Still Going Strong. *Long Range Planning*, DAI, 32 (1), 2004, pp 107-116

¹³ **Al-Hilalat. S. A. O.** *Excellence Management, Modern Practice in the Management of Business Organizations*, Dar Wael for Publishing and Distribution, Amman, Jordan, 2014.

¹⁴ **Al-Madu. Alaa Abdel-Karim Ghalib**. The Impact of Excellence Management on University Performance: An exploratory study of a sample of private colleges, Dijla College, Ahlia University / Department of Business

[SP] represents the process by which long, medium, and short-term goals are defined and transformed into policies, procedures, rules, programs, activities, and implementation plans Mushrif and Tweij¹⁵. It is necessary to focus on the [SP] methodology, to build competitive advantages that other institutions compete with, and to find a mechanism to link it to the criteria of {IE}, Al-Hilali, and Ghabbour¹⁶.

The study subject is crystallized in the following questions:

➤ **First:** *Is there a statistically significant relationship between applying the [SP] methodology and realizing {IE}?*

➤ **Second:** *Is there a statistically significant relationship between the elements of [SP] and the criteria of {IE}?*

➤ **Third:** *Does commitment to applying [SP] elements enhance mechanisms to support the application of {IE} criteria?*

Goals and Reasons:

[SP] is seen as a way to increase the productivity of the institution, as highlighted by Al-Hilali and Ghabbour¹⁷, and it is considered as a foresight of the ideal form of the institution in the future according to Al-Arif¹⁸. [SP] is based on a realistic and deep understanding of what is going on in the internal environment as highlighted by Dahawi and Al-Milegy¹⁹, it emerges from the organization's mission, objectives, and strategic plan. As the ultimate goal of [SP] is to achieve excellence for institutions according to Bukhrais²⁰, the elements of [SP] constitute a dynamic method that deepens the role of administrative responsibility in a cumulative manner.

Excellence is a state of administrative creativity and distinction that achieves extraordinary levels of performance, implementation of production, marketing, and financial operations as highlighted by Alsilmi²¹. Excellence management is a modern management method that seeks to make the organization distinguished and effective, to reach a creative and competitive environment as highlighted by Yunos²².

By relying on the previous information, the study aims to reach: the appropriate details of [SP] elements, the suitable and specific identification of excellence criteria and to determine the relationship nature between [SP] and {IE}.

The Importance: The study derived its importance from:

- The necessity of careful understanding of [SP] methodology elements, which is considered a comprehensive process.

Administration, *Al-Dananer magazine*, issue 9, 2016, pp. 368–386.

¹⁵ **Mushrif. Abbas Mazal, Haider Karim Saeed Tweij.** Requirements and Obstacles to the Application of Strategic Planning in Governmental Departments: An Applied Study in the Diwan of Najaf Ashraf Governorate, *Al-Ghari Journal of Economic and Administrative Sciences*, Volume 14, No. 2, 2017, pp. 87-110.

¹⁶ **Al-Hilali. El-Hilali El-Sherbiny, Amani El-Sayed Ghabbour.** Introduction to Excellence Management and the Requirements for Its Application at Mansoura University, *Journal of the Future of Arab Education*, Volume 20, Issue 88, 2013, p. 11.

¹⁷ **Al-Hilali. El-Hilali El-Sherbiny, Amani El-Sayed Ghabbour,** (2013): Introduction to Excellence Management and the Requirements for Its Application at Mansoura University, *Journal of the Future of Arab Education*, Vol. 20, Issue 88, 2013, p. 11.

¹⁸ **Al-Arif. Nadia.** *Strategic Management „The Third Millennium Management*, Alexandria: Aldar Aljamieia, 2000.

¹⁹ **Dahawi. Bayoumi Mohamed, Reda Ibrahim Al-Meligy.** *Strategic Planning in Education, Future Visions and Applied Models*, Cairo: Dar Alfikir Alarabi, 2011.

²⁰ **Bukhrais. Uraida Suleiman.** Strategic production planning and its role in maximizing the competitiveness of the organization, a field study on some industrial companies in Libya, Ph.D. thesis, Ismailia College of Commerce, Suez Canal University, 2009.

²¹ **Al-Silmi. Ali.** *Excellence Management: Management Models and Techniques in the Age of Knowledge*, Riyadh: Dar Gharibp 2012.

²² **Yunos. Nevin Abdel Samad Mahmoud.** The degree of effectiveness of management excellence in UNRWA schools in the governorates of Gaza and its relationship to the organizational confidence of its teachers, an unpublished master's thesis, Al-Azhar University – Gaza, 2016.

- The competitive advantages of the institution are made by rejecting the late reality with its conditions, patterns, and internal and external conditions as highlighted by Al-khudairi²³.
- Excellence is a strategic goal that the institution seeks to achieve through the outstanding performance of internal resources and strategic competencies with underlying knowledge as highlighted by NAWA²⁴.
- The applied importance of [SP] methodology by focusing on collecting information on all influential parties in the institution is highlighted by Hussien²⁵ with the aim of narrowing that gap.

The Limits:

- It is an applied study of the banking sector in Palestine.
- The study questionnaire was not circulated to other economic sectors.

The Research Steps:

- Identifying elements of [SP] and criteria of {IE}.
- Framing procedural definitions of the [SP] elements and the {IE}, to compose the questionnaire's balanced and quantifiable questions.
- Determining the relationship nature between the elements and criteria.
- Putting possibilities as answers for each question.
- Using the descriptive method, which is explained as a set of research procedures that integrate to describe the phenomenon, to provide an understanding of the theoretical framework to the concept of [SP] and its importance in supporting the management of {IE}.

Theoretical Framework

The concept of [SP] has evolved through different models; it varies according to the type of organization in which it works as highlighted by Inomata²⁶. The science of planning arose under a major theoretical umbrella governed by the rational method.

The external environment was considered static and not dynamic, although this contradicts the truth and reality according to Zidan²⁷. The prevailing schematic style focused more on quantity projections, and on predicting according to Al-Hout²⁸. The current environment of organizations is characterized by the dynamics of the factors, various elements, and variables that influence as highlighted by Ghannom²⁹.

[SP] has become the correct methodology for achieving long-term goals. It is the process through which an organization can move from just thinking about daily administrative operations to a different vision. It is an intellectual development of planning as highlighted by Mustafa³⁰. It is a decision-making process based primarily on a set of questions according to Bani Hamdan and Idris³¹. It is the art of dealing

²³ **Al-Khudairi, Mohsen Ahmed.** *Making Competitive Advantages: The Approach to Achieving Progress by Going Out to the Horizons of Sustainable Development by Applying to Contemporary Economic Reality*. Cairo: Arab Nile Group, 2004.

²⁴ **Nawa, Taha Hussein.** Investment in knowledge capital and its role in building the competitive advantage of the organization. *Almajala Alilmia of Research and Business Studies*, Faculty of Commerce, Helwan University, 2006, p. 170.

²⁵ **Hussein, Hassan Mokhtar.** A Suggested Perception for the Application of Strategic Planning in Egyptian University Education. *Journal of Education*, No. 6, Egyptian Association for Comparative Education and Educational Administration, 2002, p. 201.

²⁶ **Inomata, Tadanori.** *Strategic Planning in the United Nations System*. Geneva: United Nations, Joint Inspection Unit, 2012.

²⁷ **Zidan, Hammam Badrawi.** Strategic Planning in the Field of Education: Its Concept and Operations, Its Justifications and Requirements, *Educational Studies*, Vol. 10, Part 74, World of Books, Cairo, 1995, pp. 41–42

²⁸ **Al-Hout, Mohamed Sabry, Salah El-Din Mohamed Tawfiq, and Ahmed Abed Ibrahim Abdel-Mutalib.** *The University's Strategic Planning Methodology*, Benha University, 2010.

²⁹ **Gannom, Ahmed bin Abdel Karim.** The role of strategic planning in educational institutions, *Journal of the Faculty of Education in Zagazig*, No. 55, 2007.

³⁰ **Mustafa, Ahmed Sayed.** *Challenges of Globalization and Strategic Planning*, 4th edition, 2003.

³¹ **Bani Hamdan, Khaled Muhammad Talal and Wael Muhammad Idris.** *Strategy and Strategic Planning a Contemporary Approach*, Amman: Dar Al-Bazuri Al-Elamia, 2007.

with the future, as Wende³² highlighted. Among the justifications for [SP] is the discovery of errors in the performance of the institution.

[SP] identifies the stakeholders that direct the (enterprise) towards its future, to create, build, and develop a competitive advantage over its competitors as highlighted by Tawfiq³³. The administrative philosophy and organizational methods are built to support the [SP] strategies set.

[SP] has a set of characteristics as concluded from the previous literature:

1. It is based on long-term vision.
2. An integrated system with its inputs, processes, and outputs.
3. It proceeds from an analysis of the internal and external environment of the institution. It is a comprehensive and integrated methodology that focuses on the overall goals.
4. An accurate description of the mission, vision, and objectives.
5. It is characterized by continuity and considering environmental changes.
6. A system through which the scope of work and activities of the institution is determined in the future.

It has become imperative for the institution to adopt [SP], for reasons including:

1. The complexity of the environment in which it exists and works.
2. The emergence of transformations that require continuous reconsideration.
3. Its growing role is as an engine for the comprehensive development process.
4. The communications revolution, the continuous growth in information technology, and the changing needs.
5. It is an effective tool for achieving long-term goals.

Excellence means innovation that is bringing what is different from others. It creates a market segment by responding individually to its needs through innovation as highlighted by Tayel³⁴. Institutions have begun to pay attention to the concept of excellence management in order to adapt to their external environment as highlighted by Sahmoud³⁵.

Excellence is a systematic framework for development through a set of standards as Al-Jabari³⁶ highlighted. It is the management's ability to abandon traditional and usual methods as highlighted by Al-Dalaeen³⁷. Excellence represents a comprehensive administrative approach based on the principle of optimal utilization of resources according to Mubarak³⁸. It requires interacting with the changing condi-

³² **Wende, Marijk Van der.** European Responses to global Competitiveness in higher education. *Research & occasional paper series*, CSHE, May, P.1, 2009.

³³ **Tawfiq, Salah El-Din Mohamed.** A proposed procedural model for strategic planning within the framework of the quality of pre-university education and its accreditation. In: *Proceedings of the The Seventh Scientific Symposium of the Department of Fundamentals of Education "Strategic Planning in Higher Education"*, Faculty of Education: Tanta University, 2010.

³⁴ **Tayel, Majdy Muhammad Mahmoud.** Employing e-marketing as a tool for excellence in business organizations, a working paper for the second administrative forum held by the Saudi Management Association: *Management and New Global Variables*, Riyadh, Saudi Arabia, from 16-17 March 2004, pp. 1-8.

³⁵ **Sahmoud, Ehab Abed Rabbo.** The reality of excellence management at Al-Aqsa University and ways to develop it in the light of the European Excellence Model ERQM, Master's Thesis, Academy of Management and Politics for Graduate Studies, Gaza – Palestine 2013 ,

³⁶ **Al-Jabari, Taghreed Eid.** The Role of Excellence Management in Developing the Performance of Higher Education Institutions in the West Bank, Unpublished MBA Thesis, College of Graduate Studies and Scientific Research, Hebron University, 2009.

³⁷ **Al-Dalaeen, Ali Falah.** Suggested Criteria for Administrative Excellence at the University of Jeddah in the Light of the European Model of Excellence. *Journal of Educational Sciences*, Issue One – Part 3, 2018, p. 408-474.

³⁸ **Mubarak, Saad.** The competencies of educational leaders and their impact on the management of excellence - a field study by application to the Ministry of Education in the Kingdom of Saudi Arabia, PhD thesis, Cairo University, 2013.

tions and environment by preparing and implementing a strategic plan for the establishment as highlighted by Rowley and Sherman³⁹. Which requires organizations to look at planning themselves differently.

The management of excellence constitutes a management philosophy based on the principle of good and superior investment as highlighted by Shawki⁴⁰. Faraj⁴¹ highlighted that institutions have become open systems characterized by rapid and continuous change. The direct justification for the existence of this system is to serve the local environment and promote it as fully as possible as highlighted by Jad El-Rab⁴². So, the organization needs [SP].

The Applied Study and Analysis

Statistical tools:

Validity and Reliability: Testing the validity and reliability of the (Questionnaire): To ensure its validity and question clarity, it was subjected to a test of scales validity by conducting a reliability test on it, as the stability coefficient reached Cronbach's alpha (0.999), which indicates that the scale has acceptable stability.

Reliability Statistics	
Cronbach's Alpha	N of Items
.999	130

The Study Population and Its Sample:

The study population consists of all banks in Palestine, where a random statistical sample, representative of the community was selected, consisting of (7) banks out of (15) banks, which is almost half the population and is sufficient and appropriate and enables scientific judgment in the process of extracting results. The study was conducted during the period June to August 2023.

Sources of Data Collection:

1) Preliminary: a questionnaire specially prepared for this purpose. It is represented in preparing the specific pattern that contains a set of questions.

2) Secondary: It is represented in reviewing, surveying, and studying the literature related to the study subject, including books, research, articles, and university studies in both Arabic and English.

3) The Applied Tool: A questionnaire was designed based on the components and characteristics of the variables to reveal the relationship nature between the [SP] methodology and achieving {IE}.

4) Components: The initial questionnaire was built from tables divided into two groups. The first consists of (10) tables dealing with the elements of [SP], and each table contains (9) questions. The second is from (9) tables dealing with the nine criteria of excellence, and the number of questions ranges between (3-6) questions.

5) Distribution Mechanism: The questionnaire was distributed by hand to the targeted sample; the total number of retrieved questionnaires was (7) items. Five alternatives were developed to answer each question that started with the sentence (very highly applied) with a numeric value of five, and (very low applied) with a numerical value of one, according to the five-point Likert scale.

Correlation Test

To answer questions (1 & 2) of this research study, the correlation test was used.

³⁹ Rowley. Daniel James, Herbert Sherman. *From Planning to Change Implementing the Plan at the Higher Education Level*. translated by Yassin Kallas, Obeikan, Riyadh, 2007.

⁴⁰ Shawky. Kobtan. Excellence Management: The Modern Philosophy of Organizations Success in the Era of Globalization and Competition. In: *Proceedings of the 4th International Conference "Competitiveness and Competitive Strategies for Industrial Enterprises Outside the Hydrocarbon Sector in the Arab Countries"*, Chlef – Algeria, 2010. chaouki72000@yahoo.fr

⁴¹ Faraj. Shada Bint Ibrahim. Strategic Planning from an Islamic Perspective. *Educational Journal*, No. 29, Faculty of Education, Sohaj University, 2011.

⁴² Jad El-Rab. S. M. *Management of Universities and Higher Education Institutions, Strategies for Development and Approaches for Improvement*. 2010.

Pearson's General Correlation Coefficient

This test is used to measure the significance degree of the relationship between two variables, or between two groups of variables. The Pearson correlation coefficient was chosen, which is used in the case of “quantitative” numerical data, as is the case in this study. In order to conduct this test, the relationship between the variables was formulated as follows:

Decision Rule: To judge the significance of the correlation between the total elements of applying the [SP] methodology and the total criteria for achieving {IE}, the following decision rule is followed:

If Sig. (2-tailed) > 5% H0 is accepted, If Sig. (2-tailed) ≤ 5% H1 is accepted

Question (1):

Is there a statistically significant relationship between applying the strategic planning methodology and realizing institutional excellence?

H0: There is no statistically significant relationship between applying the [SP] methodology and realizing {IE}.

H1: There is a statistically significant relationship between applying the [SP] methodology and realizing {IE}.

After conducting statistical analysis of the extracted data from the questionnaires retrieved from the study sample, the correlation value was (0.985) as it is in Table 1, and the level of significance equals (0.000), this percentage is less than (0.05), which means rejecting the null hypothesis and accepting the alternative hypothesis.

Table 1. Correlations for question 1

		SP-Strategic Planning	RE-Realizing Excellence-
SP-Strategic Planning	Pearson Correlation	1	.985**
	Sig. (2-tailed)		.000
	N	7	7
RE-Realizing Excellence-	Pearson Correlation	.985**	1
	Sig. (2-tailed)	.000	
	N	7	7
**. Correlation is significant at the 0.01 level (2-tailed).			

Question (2):

Is there a statistically significant relationship between the elements of strategic planning and the criteria of institutional excellence?

H0: There is no statistically significant relationship between the [SP] elements and the {IE} criteria.

H1: There is statistically significant relationship between the [SP] elements and the {IE} criteria.

When moving to the second level of analyzing the correlations between each [SP] elements and each {IE} criterion, the values of the correlations and levels of significance were as stated in Table (2) as follows:

Table 2. Correlation for question 2

		REC1	REC2	REC3	REC4	REC5	REC6	REC7	REC8	REC9
SPE1	Pearson Correlation	.944**	.945**	.941**	.926**	.964**	.843*	.930**	.917**	.934**
	Sig. (2-tailed)	.001	.001	.002	.003	.000	.017	.002	.004	.002
	N	7	7	7	7	7	7	7	7	7
SPE2	Pearson Correlation	.974**	.965**	.962**	.958**	.961**	.888**	.953**	.966**	.981**
	Sig. (2-tailed)	.000	.000	.001	.001	.001	.008	.001	.000	.000
	N	7	7	7	7	7	7	7	7	7
SPE3	Pearson Correlation	.992**	.986**	.984**	.962**	.973**	.911**	.960**	.980**	.981**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.004	.001	.000	.000
	N	7	7	7	7	7	7	7	7	7
SPE4	Pearson Correlation	.958**	.940**	.937**	.938**	.934**	.863*	.930**	.944**	.987**
	Sig. (2-tailed)	.001	.002	.002	.002	.002	.012	.002	.001	.000
	N	7	7	7	7	7	7	7	7	7
SPE5	Pearson Correlation	.987**	.994**	.987**	.934**	.984**	.895**	.948**	.967**	.949**
	Sig. (2-tailed)	.000	.000	.000	.002	.000	.007	.001	.000	.001
	N	7	7	7	7	7	7	7	7	7
SPE6	Pearson Correlation	.954**	.968**	.976**	.942**	.995**	.902**	.964**	.926**	.910**
	Sig. (2-tailed)	.001	.000	.000	.002	.000	.005	.000	.003	.004
	N	7	7	7	7	7	7	7	7	7
SPE7	Pearson Correlation	.982**	.969**	.954**	.942**	.943**	.863*	.927**	.978**	.990**
	Sig. (2-tailed)	.000	.000	.001	.002	.001	.012	.003	.000	.000
	N	7	7	7	7	7	7	7	7	7
SPE8	Pearson Correlation	.961**	.968**	.978**	.974**	.984**	.937**	.986**	.958**	.945**
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.002	.000	.001	.001
	N	7	7	7	7	7	7	7	7	7
SPE9	Pearson Correlation	.974**	.969**	.978**	.990**	.968**	.944**	.982**	.977**	.972**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.001	.000	.000	.000
	N	7	7	7	7	7	7	7	7	7
SPE10	Pearson Correlation	.968**	.977**	.965**	.913**	.980**	.845*	.922**	.936**	.922**
	Sig. (2-tailed)	.000	.000	.000	.004	.000	.017	.003	.002	.003
	N	7	7	7	7	7	7	7	7	7
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

<p>1. SPE1-Element of Configuration, Organization and Diagnosis</p> <p>2. SPE2-Element of Study and Analysis of Related Parties</p> <p>3. SPE3-Element of Diagnosing the Existing Situation Inside and Outside The Institution</p> <p>4. SPE4-Element of Define Vision, Mission and Values</p> <p>5. SPE5-Element of Formulation of Strategic Issues</p> <p>6. SPE6-Element of Defining Strategic Goals and Objectives</p> <p>7. SPE7-Element of Defining Programs and Projects</p> <p>8. SPE8-Element of Designing the Logical Framework Matrix of Projects</p> <p>9. SPE9-Element of Laying Down the Implementation and Follow-Up Plans</p> <p>10. SPE10-Element of Preparing the Final Plan Document</p>	<p>1. REC1-First Criterion - Administrative Leadership</p> <p>2. REC2-Second Criterion - Policies and Strategies</p> <p>3. REC3-Third Criterion - Human Resources and Their Development</p> <p>4. REC4-Fourth Criterion - Partnership and Resources</p> <p>5. REC5-Fifth Criterion - Operations Management</p> <p>6. REC6-Sixth Criterion - Electronic Management</p> <p>7. REC7-Seventh Criterion - Focusing on Beneficiaries</p> <p>8. REC8-Eighth Criterion - Impact on Society</p> <p>9. REC9-Ninth Criterion - Key Performance Results</p>
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By examining the levels of significance, we find that they are all lower than the level of significance taken as a standard for judgment, which is 0.05. Therefore, there is no strong evidence to accept the null hypothesis or reject the alternative hypothesis.

The question here is whether the correlation values mentioned in Table (2) are strong or otherwise. To answer that, the researchers sought to reveal the strength of the correlation according to the following paragraph:

But; (How can the strength of the correlation coefficient be determined? is a high value of the correlation coefficient sufficient to say that the correlation coefficient is strong? The answer to this question cannot be decided easily, because it depends on many reasons, including (type of samples, sample size, goal research, etc.), the correlation coefficient (0.60) may be considered strong, or it may not be considered so between two other variables. In any case, we can evaluate the correlation coefficient in light of previous studies conducted on the same topic, or we square the correlation coefficient, so if its value is less than (0.25), it is considered low. If its value is (0.25 – 0.49), it is considered moderate. If its value is (0.50 – 0.75), the coefficient is considered high, and the relationship is strong. If it is higher than that, this means that the relationship is very strong)⁴³.

After squaring the correlation values as shown in Table (3); (**The squares of the correlation values**), it was found that they are all greater than the value of (0.75), and therefore they all indicate the strength of the correlation between the elements of [SP] on one hand, and the criteria of {IE} on the other hand.

⁴³ www.uobabylon.edu.iq/.../eprint_3_13200_1389.doc

Table 3. The squares of the correlation values / x^2

Criterion		REC1	REC2	REC3	REC4	REC5	REC6	REC7	REC8	REC9
Element										
SPE1	Pearson Correlation	0.944	0.945	0.941	0.926	0.964	0.843	0.930	0.917	0.934
	x^2	0.891	0.893	0.885	0.857	0.929	0.711	0.865	0.841	0.872
SPE2	Pearson Correlation	0.974	0.965	0.962	0.958	0.961	0.888	0.953	0.966	0.981
	x^2	0.949	0.931	0.925	0.918	0.924	0.789	0.908	0.933	0.962
SPE3	Pearson Correlation	0.992	0.986	0.984	0.962	0.973	0.911	0.960	0.980	0.981
	x^2	0.984	0.972	0.968	0.925	0.947	0.830	0.922	0.960	0.962
SPE4	Pearson Correlation	0.958	0.940	0.937	0.938	0.934	0.863	0.930	0.944	0.987
	x^2	0.918	0.884	0.878	0.880	0.872	0.745	0.865	0.891	0.974
SPE5	Pearson Correlation	0.987	0.994	0.987	0.934	0.984	0.895	0.948	0.967	0.949
	x^2	0.974	0.988	0.974	0.872	0.968	0.801	0.899	0.935	0.901
SPE6	Pearson Correlation	0.954	0.968	0.976	0.942	0.995	0.902	0.964	0.926	0.910
	x^2	0.910	0.937	0.953	0.887	0.990	0.814	0.929	0.857	0.828
SPE7	Pearson Correlation	0.982	0.969	0.954	0.942	0.943	0.863	0.927	0.978	0.990
	x^2	0.964	0.939	0.910	0.887	0.889	0.745	0.859	0.956	0.980
SPE8	Pearson Correlation	0.961	0.968	0.978	0.974	0.984	0.937	0.986	0.958	0.945
	x^2	0.924	0.937	0.956	0.949	0.968	0.878	0.972	0.918	0.893
SPE9	Pearson Correlation	0.974	0.969	0.978	0.990	0.968	0.944	0.982	0.977	0.972
	x^2	0.949	0.939	0.956	0.980	0.937	0.891	0.964	0.955	0.945
SPE10	Pearson Correlation	0.968	0.977	0.965	0.913	0.980	0.845	0.922	0.936	0.922
	x^2	0.937	0.955	0.931	0.834	0.960	0.714	0.850	0.876	0.850

To answer **question (3)** of this research study:

Does commitment to applying strategic planning elements enhance mechanisms to support the application of institutional excellence criteria?

“Standard Average Method” was calculated and used as follow:

- 1) The standard average: $(1 + 2 + 3 + 4 + 5) / 5 = [3]$ and the comparison is made with it.
- 2) The variable average = the sum of the variable / the number of the variable items.
- 3) The proportion of the variable = mean of the variable / 5.

Table 4. SPEs strategic planning elements

Code	Element	Ave	%
SPEs - AVE	Average of strategic planning elements	3.71	0.74

Table 4 (SPEs) included the elements of [SP] and the averages of the answers to the questions that were asked about each element (SPE 1 – SPE 10). All averages were higher than the standard average that was set as a reference point for comparison. The same is the case with the average of [SP] with a value of (3.71), which is greater than the standard average (3.00). In the sense that [SP] methodology processes are applied in banks to a high degree, that is the reality on which several results are based, including the inevitability of achieving excellence in general and {IE} in particular.

The following is a breakdown of the analysis based on the averages that were calculated through the (SPSS) for each element of the [SP] methodology:

Table 5. SPE1 – Element of Configuration, Organization and Diagnosis

№	Code	Text	μ
Q1	SPE11	A first meeting of the related parties from the organization's employees is held to lay the foundations for strategic planning.	3.71
Q2	SPE12	The concept of strategic planning and its importance to the organization are defined.	3.71
Q3	SPE13	The stages of strategic planning are defined in detail.	3.71
Q4	SPE14	The components of the strategic plan are precisely defined.	3.57
Q5	SPE15	The different roles of the parties involved in the planning process are defined.	3.71
Q6	SPE16	A steering group is formed for the strategic planning process.	4.00
Q7	SPE17	A staff training plan is drawn up on strategic planning.	3.57
Q8	SPE18	The vision, institutional values, mission, strategic issues, strategic objectives, and indicators are clarified to the related parties.	3.71
Q9	SPE19	The SWOT analysis is presented, explained, and how to use it.	3.57
		Average	
		This proves that the element of (Configuration, Organization, and Diagnosis) has a statistically significant value.	3.70

Table 6. SPE2- Element of Study and Analysis of Related Parties

№	Code	Text	μ
Q10	SPE21	The composition of the general body of the institution is studied and analyzed.	3.43
Q11	SPE22	The process of characterizing the members of the General Management Board is carried out.	3.43
Q12	SPE23	Elements of the executive staff are identified, and their characteristics are studied.	3.71
Q13	SPE24	The NGOs related to the institution are diagnosed.	3.71
Q14	SPE25	The related components of the public sector are studied in depth.	3.71
Q15	SPE26	Elements of the private sector associated with the institution are studied.	3.71
Q16	SPE27	The entities financing the institution, whether by debt or ownership, are determined.	3.43
Q17	SPE28	The other entities related to the institution are sorted and identified.	3.57

Q18	SPE29	Various committees involved in the planning process are formed.	3.71
<p style="text-align: right;">Average</p> <p>This proves that the element of (Study and Analysis of Related Parties) has a statistically significant value.</p>			3.60

Table 7. SPE3 – Element of Diagnosing the Existing Situation Inside and Outside of the Institution

№	Code	Text	μ
Q19	SPE31	All influencing internal conditions are highlighted.	4.14
Q20	SPE32	All relevant external conditions are recognized.	3.86
Q21	SPE33	The extent to which the organization is affected by internal and external conditions is determined.	4.00
Q22	SPE34	Accurate diagnosis, study, and analysis of the institution's reality.	4.00
Q23	SPE35	A proper diagnosis helps to develop a clear picture of the institution's future.	3.86
Q24	SPE36	Institution representatives can base themselves on a clear understanding of reality.	3.71
Q25	SPE37	This enables the subjective and objective conditions to be determined.	3.43
Q26	SPE38	STEEP analysis* enables understanding of the circumstances surrounding the institution.	3.71
Q27	SPE39	A SWOT analysis** enables an organization to identify strengths, weaknesses, opportunities, and threats.	4.14
<p>Average</p> <p>This proves that the element of (Diagnosing the Existing Situation Inside and Outside of the Institution) has a statistically significant value.</p>			3.87

Table 8. SPE4 – Element of Define Vision, Mission and Values

№	Code	Text	μ
Q28	SPE41	An institution's vision is defined based on predetermined foundations.	3.71
Q29	SPE42	The vision represents the future image that the institution wants to show.	3.86
Q30	SPE43	The characteristics of the vision that are actually desired to be achieved are defined.	3.57
Q31	SPE44	The message is defined based on concepts that define the identity of the institution and reflect the justification for its existence.	3.86
Q32	SPE45	Mission characteristics are developed to clearly, eloquently, and concisely, describe what the institution seeks in the future.	4.00
Q33	SPE46	The message contains the main elements that the institution wants to reach.	4.00
Q34	SPE47	Values represent a set of principles and behaviors that govern the work of the institution internally and externally.	3.71
Q35	SPE48	Values are formulated based on the nature of the institution, and by defining a behavioral and ethical framework for its internal and external relations.	3.71
Q36	SPE49	Values are written in specific formulations, and ways to implement and achieve them are designed.	3.57
<p style="text-align: right;">Average</p> <p>This proves that the element of (Define Vision, Mission, and Values) has a statistically significant value.</p>			3.78

Table 9. SPE5 – Element of Formulation of Strategic Issues

№	Code	Text	μ
Q37	SPE51	The most urgent and most influential priorities of the organization are identified.	4.00
Q38	SPE52	Strategic issues and objectives are built on these priorities.	4.00
Q39	SPE53	A selection of important issues is selected and written.	4.00
Q40	SPE54	The institution is careful not to overlap or intertwine pressing issues.	3.86
Q41	SPE55	The concept of the pressing issue and the justification for its selection are being explained.	4.00
Q42	SPE56	The most comprehensive and pressing issues are agreed upon.	3.57
Q43	SPE57	Urgent issues are carefully selected and ranked in order of importance.	3.86
Q44	SPE58	The integrity of formulating the selected issues must be ensured.	3.57
Q45	SPE59	Strategic issues are included within written examples.	3.43
Average			3.81
This proves that the element of (Formulation of Strategic Issues) has a statistically significant value.			

Table 10. SPE6 – Element of Defining Strategic Goals and Objectives

№	Code	Text	μ
Q46	SPE61	Goals are achieved within a specified period of time.	3.71
Q47	SPE62	The framing of the purpose is relatively general.	3.57
Q48	SPE63	Each goal must be independent of the other.	3.57
Q49	SPE64	Objectives are related to the expectations and requirements of the stakeholders.	4.00
Q50	SPE65	The strategic objective is defined as what is being sought to be achieved.	3.86
Q51	SPE66	The strategic objective is derived from the goals and is pursued to achieve them.	3.86
Q52	SPE67	Strategic objectives are the backbone of the plan.	4.14
Q53	SPE68	The selected strategic issues are analyzed into their primary components.	4.00
Q54	SPE69	Strategic goals and objectives are determined based on the results of the analysis.	3.86
Average			3.84
This proves that the element of (Defining Strategic Goals and Objectives) has a statistically significant value.			

Table 11. SPE7 – Element of Defining Programs and Projects

№	Code	Text	μ
Q55	SPE71	Programs/projects that achieve the strategic goals and objectives are identified.	3.71
Q56	SPE72	A specific program or project is proposed for each strategic objective.	3.43
Q57	SPE73	Programs or projects must be realistic in implementation.	3.71
Q58	SPE74	The costs associated with those projects must be reasonable.	3.71
Q59	SPE75	Programs and projects are required to be socially acceptable.	3.43
Q60	SPE76	The necessary human and material resources must be provided for its implementation.	3.57
Q61	SPE77	Any obstacles that prevent the implementation of programs and projects are removed.	3.43

Q62	SPE78	Harmony must be provided between programs and standards specified.	3.57
Q63	SPE79	Programs and projects are integrated into the strategic plan.	3.57
Average This proves that the element of (Defining Programs and Projects) has a statistically significant value.			3.57

Table 12. SPE8 – Element of Designing the Logical Framework Matrix of Projects

№	Code	Text	μ
Q64	SPE81	The matrix is an important document that brings together the components of a project.	3.57
Q65	SPE82	The matrix forms the basis for any project proposals.	3.57
Q66	SPE83	Outputs are the sum of changes resulting from the implementation of activities.	3.57
Q67	SPE84	The activities carried out lead to the achievement of one or more objectives.	3.57
Q68	SPE85	Activities represent all ongoing tasks and processes that are executed.	3.57
Q69	SPE86	Available resources are used to achieve specific outputs.	3.29
Q70	SPE87	Inputs represent the resources that are provided to complete the activities.	3.43
Q71	SPE88	Sources and means of verification are defined as the information and data necessary to ensure that the indicators are verified.	3.29
Q72	SPE89	A set of uncertain factors is formulated into hypotheses in the form of positive, desirable conditions.	3.29
Average This proves that the element of (Designing the Logical Framework Matrix of Projects) has a statistically significant value.			3.46

Table 13. SPE9 – Element of Laying Down the Implementation and Follow-Up Plans

№	Code	Text	μ
Q73	SPE91	The follow-up and implementation mechanism is based on clear and measurable indicators.	3.57
Q74	SPE92	The matrix links strategic goals and objectives, measurement indicators, and methods of measurement.	3.57
Q75	SPE93	The matrix identifies the entity responsible for measurement and follow-up.	3.57
Q76	SPE94	The indicator is defined as a tool for measuring the extent to which strategic goals and objectives have been achieved and helps in making decisions.	3.57
Q77	SPE95	Quantitative indicators are numerical indicators that can be measured.	4.00
Q78	SPE96	Descriptive indicators are not numerically measurable.	3.71
Q79	SPE97	Verification sources are defined as: the sources of information and data necessary to ensure the verification of indicators.	3.57
Q80	SPE98	Measuring tools are defined as: those used to collect the necessary information to ascertain the value of the indicator.	3.71
Q81	SPE99	Within the institution, an administrative unit is identified that is responsible for tracking and monitoring the identified indicators.	3.43

Average	
This proves that the element of (Laying Down the Implementation and Follow-Up Plans) has a statistically significant value.	3.63

Table 14. SPE10 - Element of Preparing the Final Plan Document

№	Code	Text	μ
Q82	SPE101	All elements and components of the strategic plan are prepared.	3.86
Q83	SPE102	The components are collected in an integrated and comprehensive document.	3.86
Q84	SPE103	The interdependence of the elements of the plan with each other is highlighted.	3.71
Q85	SPE104	The document represents different and comprehensive information about the institution.	3.71
Q86	SPE105	The document includes the main projects implemented in the past.	3.29
Q87	SPE106	The document contains objectives, methodology, and strategic analysis.	4.00
Q88	SPE107	The document contains information about the public, private, and internal environment.	4.14
Q89	SPE108	The document includes vision, mission, values, issues, goals, and strategic objectives.	4.00
Q90	SPE109	The document includes: an implementation matrix and a detailed action plan for the first year of the plan's life.	3.86
Average			
This proves that the element of (Preparing the Final Plan Document) has a statistically significant value.			3.83

Table 15. REC - Realizing Excellence Criteria

Code	Criterion	Ave	%
REC1-9	First Criterion – Administrative leadership	4.07	0.81
REC2	Second Criterion – Policies and Strategies	3.89	0.78
REC3	Third Criterion – Human Resources and Their Development	3.93	0.79
REC4	Fourth Criterion – Partnership and Resources	3.68	0.74
REC5	Fifth Criterion – Operations Management	3.86	0.77
REC6	Sixth Criterion – Electronic Management	3.46	0.69
REC7	Seventh Criterion – Focusing on Beneficiaries	3.46	0.69
REC8	Eighth Criterion – Impact on Society	3.46	0.69
REC9	Ninth Criterion – Key Performance Results	3.83	0.77
3.74			0.75
Average of Realizing Excellence Criteria			
REC1-9			

Table 15 (REC). Included the criteria that must be applied in order to achieve {IE} in the bank, all averages of the criteria were higher than the standard average that was set as a reference point for launching the judgment, and the same applies to the average of distinction with a value of **(3.74)**, which is greater than the standard reference average with a value of (3.00).), in the sense that bank departments are working to achieve excellence by carrying out [SP] operations to a high degree, which indicates that

the link between [SP] and achieving excellence is an organic link that is difficult to break. The criteria included administrative leadership, policies and strategies, human resource development, partnerships and resources, electronic management, beneficiaries, impact on society, and key performance results. These criteria were discussed and detailed in 39 specific questions. The cumulative and total results for each criterion are shown in Table 15 above and it was confirmed that each criterion has a significant value.

Results & Recommendations

Results: From the detailed discussion of the theoretical framework and the applied study, the following results were achieved:

- [SP] plays an influential role in achieving excellence.
- That there is integration between the elements of [SP] and standards of excellence.
- Commitment to the elements of [SP] enhances operations to support the application of standards of excellence.

Recommendations: Based on the previous results, we recommend the following:

- The necessity to apply the [SP] methodology to achieve {IE} in every economic unit.
- Efforts must be spent to conduct the study on all institutions of the banking sector.
- Researchers are called to apply the study tool to different economic sectors.

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