



-

2008- 1429



/

:

.

-

2008- 1429



-

:
.20510092 :
.. :

..... :

:

..... :	.	:	-1
..... :	.	:	-2
..... :	.	:	-3

-

"

(17) ."

()

()

.

"

"

.(1353)

- :

)

.(2007

Crisis

.(1990)

(Weiji)

) :

.(Fink, 1986) (1993

:

1992 1998)

(Fink, 1986

:

.(2003)

:

.(2002)

:

.(2002)

:

.(2000)

:

(2000 1)

.(2008)

:

:

:

.(2007)

:

2008 -2007

(73)

(3.72)

(3.03)

.(4.07)

:

The Reality of Higher and Mid Administration Management of crisis in Non Governmental Organizations in The southern districts in the West Bank.

Abstract

This study aims to explore the nature of crisis management in non-governmental organizations in the southern West Bank in the period form 2007-2008. It also aims to identify the most important reasons that cause crises in order to develop some recommendations for development. It is evident that Non- government organizations are facing many crisis.

These crises, however, form an obstacle toward development. To a chive its objectives, the researcher develop a questionnaire as a research instrument for collecting data from a sample consisting of (73) directors from the population under study.

The study reveals a number of significant results, most important of which is that the estimation of the sample members towards crises management was high with an average of (3.72). Top management dealing with crises in early stages was lower. Than that of other stages of crisis handling. Management dealing with crisis is more corrective in nature rather then preventive. The study also reveals that the estimation of the sample members towards causes of crises was within the average of (3.30). The study reveals that the most important causes of crisis, were economic and political as a result of the siege enforced on the Palestinian people with an average of (4.07).

The study produces a number of recommendations, most important of which is that there is a necessity for enhancing the abilities of the administration towards crises management as well as developing plans for training employees on how to face crises. There is also a necessity for handling crisis prior to its occurrence. Another recommendation the necessity is of forming a team crises in the organizations. Moreover, the organizations have to consider forming crises management teams as pat of the organizational frame work, besides supporting and encouraging future scientific researches on the subject of crisis management.



1.1

" "

(1993)

(1948)

1948

(1967)

(2000)

" (2002)

"

.(1992)

:

2.1

.

.

:

:

•

:

-

-

-

-

-

-

-

:

•

:

-

-

-

-

-

-

-

•
3.1

:
:
.13.1

$(\alpha \leq 0.05)$

:

$(\alpha \leq 0.05)$.1

$(\alpha \leq 0.05)$.2

$(\alpha \leq 0.05)$.3

$(\alpha \leq 0.05)$.4

$(\alpha \leq 0.05)$.5

($\alpha \leq 0.05$) .6

($\alpha \leq 0.05$) .7

: **.2.3.1**

($\alpha \leq 0.05$)

:

($\alpha \leq 0.05$) .1

($\alpha \leq 0.05$) .2

($\alpha \leq 0.05$) .3

($\alpha \leq 0.05$) .4

($\alpha \leq 0.05$) .5

$(\alpha \leq 0.05)$

.6

$(\alpha \leq 0.05)$

.7

4.1

:

-

-

-

)

.(

5.1

:

-

..

-

.

.

"

-

-

(114)"

.

6.1

-

-

.

": (Fink, 1986)

."

7.1

:

:() .1

: .2

2007

: .3

.2008

:

-

-

-

-

-

8.1

1917

1922

1948

1967

.(2005)

1987

.(1997)

)

.(2006

.() .

:

.(2000)

9.1

:

:

.1.9.1

(2004

)

:

-

-

-

-

-

-

-

-

24

-

-

-

:

.3.9.1

:

:

.1.3.9.1

-

-
-
-
-

: **.2.3.9.1**

: **.3.3.9.1**

(2006)
%40

:

.4.3.9.1

()

:

.5.3.9.1

:

.1

.2

.3

.4



1.2

2.2

.1.2.2

:
: (817)
: : :

:
 .
 ()
 :
 : ()
 :
 :
 :
 " :
 .(88)

:(Crisis) .2.2.2

" "

: .(2002)
 (Situation) (2002)
 (Case) (Process) (State of Affair)
 ()

(A decisive Moment and Time of Acute Difficulty)

(2007)

: (2007)

(2006)

(2003)

(2002)

(1999)

(1998)

(1993)

(1992)

(Fink, 1971)

:

.

:

.1

.2

.3

.4

.5

.6

.7

:

.3.2.2

...

.(2002)

:(Catastrophe)

.1.3.2.2

) (.2005) (2006) (2007) (2007)
.1992) (1998) (2002) (2002

:

.
. .
. .
. .

(2004)

:(Problem)

.2.3.2.2

) (2007) .
) (2002) (2002) (2005) (2006
(1998

(2002) (2007) :

(1992) (2002)

:(*Conflict*) .3.3.2.2

(2002) .

:

2002) .(2005) (2007) .

.(1992

:(*Shock*) .4.3.2.2

(2007)

.(1992) (2002)

:**(Incident)** .5.3.2.2

.(2006)

: **(Accident)** .6.3.2.2

.(1992) (2002)

:**(Power)** .7.3.2.2

(1992) (2002)

:(Crisis types) 4.2.2

: (2007)

: **.1.4.2.2**

: : .1

: : .2

: **.2.4.2.2**

.(2002)

:

: .1

:(1993)

“ ”
(2007)
) (1993) (1999) (2002) (2006)
.(1992

: .2

:

(2007)
(1992) (2002)

: .3

:

:

:

.(2002)

: .4

.(1992 2002)

: .5

.(1992 2002) (2007)

: : 3.4.2.2

:

: .1

(2006) (2007)

.(2002) (2002)

: .2

"

"

(2007)
. (1992) (2002) (2002) (2006)

: **4.4.2.2**

:

: :

. (2002) (2006) (2007)

: :

:

: **.5.4.2.2**

:

: :

: :

)

(2002

.(1999) (2002) (2007)

: **.6.4.2.2**

:

: :

:

.

: :

:

.(1999) (2002) (2002)

: **7.4.2.2**

:

:

:

:

-
-
-
-
-
-

" "

:

-
-
-
-
-
-

(2002)

: :

()
(2002)

: **.8.4.2.2**

:

: .1

: .2

: .3

(1992) (2002) (2005)

: **.9.4.2.2**

:

: .1

(2007) : .2

.
:
.(2004) .3

: .4

(2006)

.(1993)

: .5

(2004)

: .6

.(2002)

: **.10.4.2.2**

:

: :

:

(2002)

: :

(1992) (2002)

: **.5.2.2**

...

.(2007)

:

: **.1.5.2.2**

:

· ·
· ·

.(2006)

: **.2.5.2.2**

(2002)

()

(2006) (2006)
. (1992) (1995) (2002) (2002)

:" " **.3.5.2.2**

:

:

.

:

2006

. (2002) (2006)

: **.4.5.2.2**

(1995) (2002) (2006) (2007)%20
.(1992)
:
.5.5.2.2

(2007)
.(1992) (2002) (2006)
:
.6.5.2.2

“ ”
“ ”
)
.(1992) (2002) (2006)
:
.7.5.2.2

) (2006)
.(1992) (1993) (2002)

: **.8.5.2.2**

)

.(1992) (2002) (2006) (2007

: **.9.5.2.2**

(2002) (2007)

(1992) (1995)

: **.10.5.2.2**

.(1993) (2006)

: .11.5.2.2

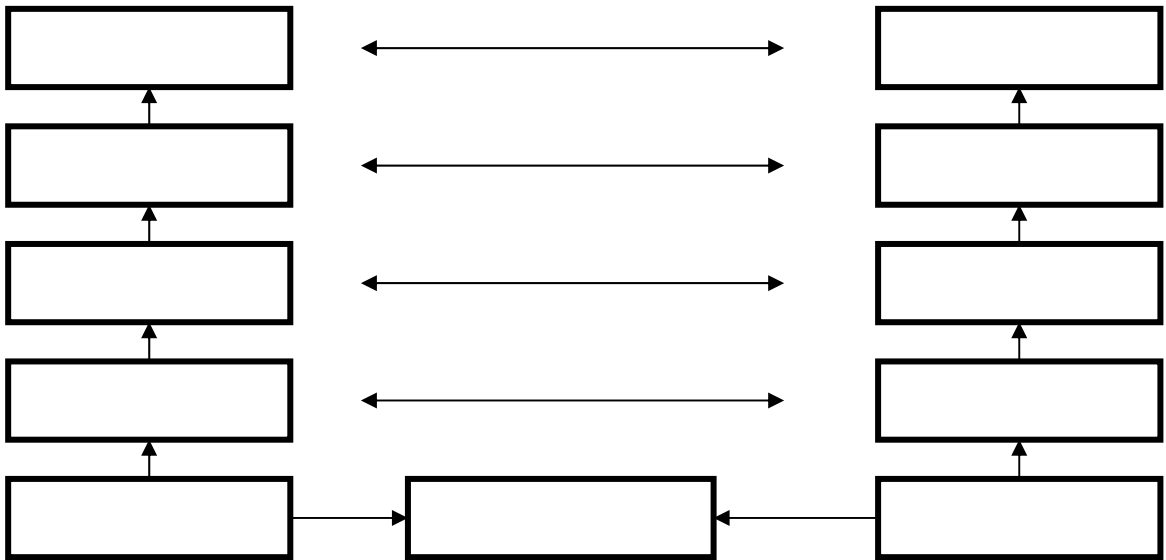
(2005)

(2007)

(1992) (1995) (2002)

: .12.5.2.2

(1992) (2002)



شكل 1.2: أسباب نشوء الأزمات

:(Crisis Management)

.6.2.2

.(2006)

)

(2002

.

:

.1.6.2.2

:

(2007)

.

(2007)

.

(2006)

.

(2006)

.

(2006)

(2002)

.

(2002)

.

(1999)

(1993)

(1993)

(1992)

(1992)

:

:Crisis Management, Management by Crisis

.2.6.2.2

.(2002)

(2007)

.(1993) (1999) (2002)

"

(2002)

..

."

.3.6.2.2

) (2002) (2007) ...

.(1992

:

:

.1.3.6.2.2

:

.2.3.6.2.2

(2007)

(1992) (2002)

: .3.3.6.2.2



:2.2

:
:
:
:

).

(1992) (2002)

:

.4.3.6.2.2

:

(1992) (2002)

:

.5.3.6.2.2

:

(2002) (2002).

-
-
-
-

:

.7.2.2

(Managerial Requirement)

:

: **.1.7.2.2**

.(1992) (1999) (2002) (2007).

: **.2.7.2.2**

:

: .

:

.(2004)

.(2006)

:

.

.1

.2
.3
.4
(2006) .5
.6
.7
) (2006) (2006) (2007) .8
.(1992) (1999) (2002

: .

: .

(2002) (2006) (2007) .
.(1992)

: .

(2002) (2007)
.(1992)

: **.3.7.2.2**

.(2002) (2007)

: **.4.7.2.2**

.(1997)

: **.5.7.2.2**

)

(1999) (2002) (2006) (2006) (2007)
(1993) (1998)

: **.6.7.2.2**

)
(2002) (2002) (2006) (2007)

: **8.2.2**

:

: **.1.8.2.2**

:

: .1

: .2

: .3

: .4

: .5

: .6

: .7

: .8

(2007)

(1999) (2002) (2006)

...

(2002)

:

.2.8.2.2

:

: **.1.2.8.2.2**

:

(2002) (2006) (2007) : :
.(2002)

: :

: **.2.2.8.2.2**

" "

.(2002)

:

.3.2.8.2.2

(2002) (2006)

.(1992)

:

.4.2.8.2.2

:

(2002).

:

.5.2.8.2.2

:

.6.2.8.2.2

.(2002) (2006)

:

.7.2.8.2.2

:

.8.2.8.2.2

" "

:

) (2002) (2006)

.(1992

.(2002)

: **.9.2.8.2.2**

: **.10.2.8.2.2**

(2002)

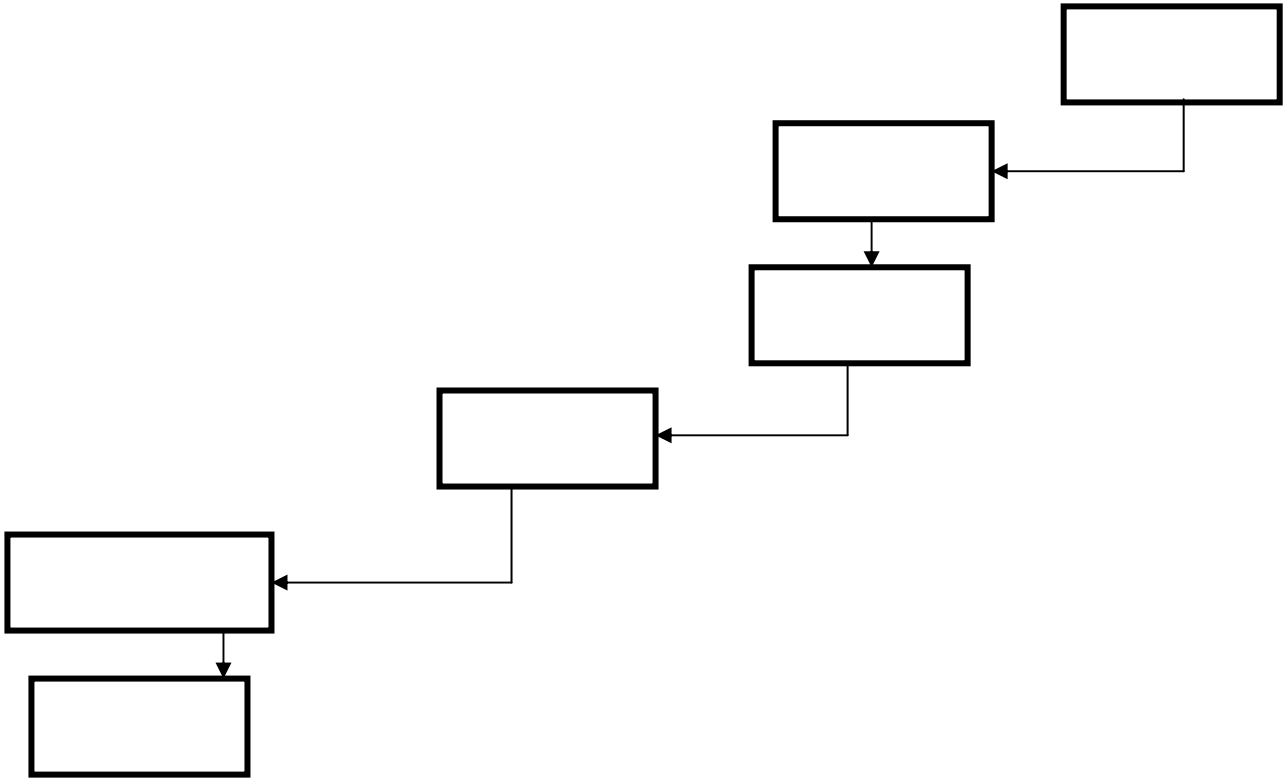
.(1992)

: **.9.2.2**

.(1992) (2002)

1.9.2.2

:



(2002).

:3.2

:

:

:

:

-

:

-

: :

:

.

.

.

.

: :

:

.

.

.

.

:

:

.

:

:

.

: :

:

.

.

.

.

.

.

()

(2006) (2007)

.(1992) (1998) (2002)

: **.10.2.2**

:

: **.1.10.2.2**

"

"

.(2006) (2007)

.2.10.2.2

:

:

:

:

:

:

:

(2006)

(Finik, 1986)

.3.10.2.2

:

.(2006) (2007)

: **.4.10.2.2**

:

:

:

.

.

.

:

:

.5.10.2.2

)

.(2006

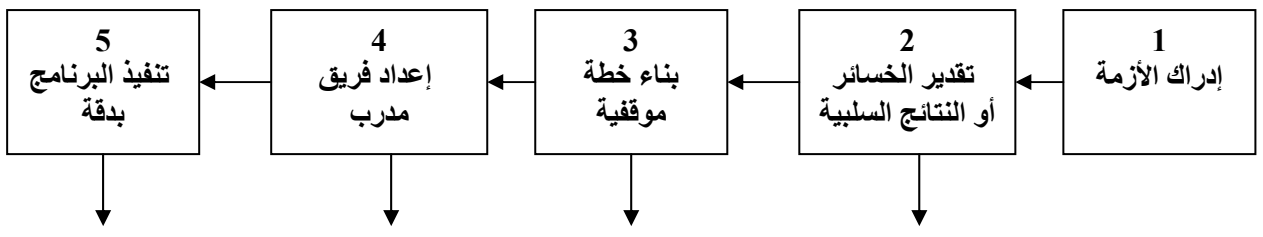
:

(2002)

:

- : :
- : :
- : :
- : :
- : :

(4.2)



(2002) 4.2

: .11.2.2

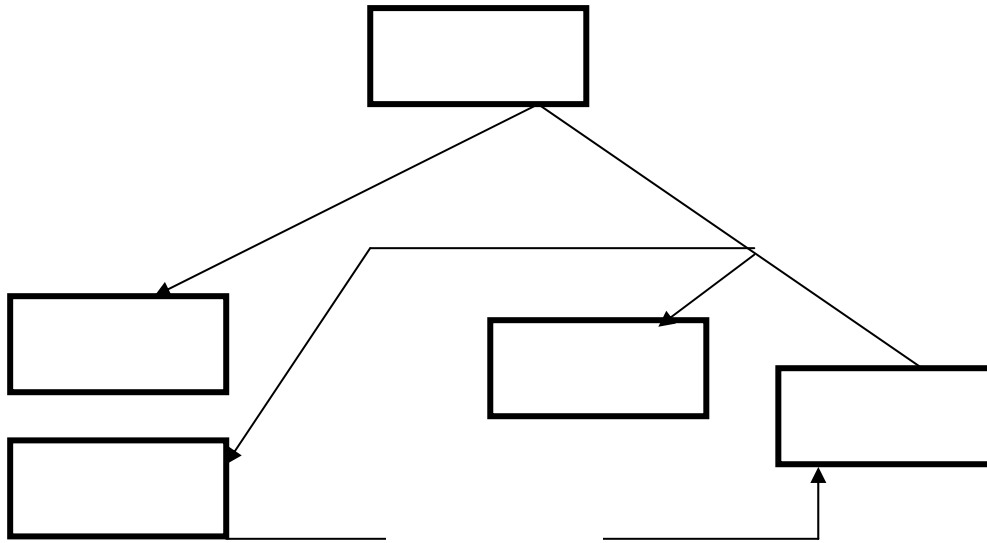
.(Herrero & Pratt, 1995) : .1.11.2.2

()

:

- .1 Issues Management
- .2 Planning Prevention

.The Crisis : .3
 .Post –Crisis .4



Source : (Herrero & Pratt, 1995, p 27). 5.2

(Herrero & Pratt, 1995)

: (5.2)

.Issues Management :

:

-
-
-

.(Herrero & Pratt, 1995)

:Planning prevention :

:

: (2002)
.1
:

(Augustine, 1995) : **.2.11.2.2**

:

:Avoiding the Crisis :

:Preparing To Manage the Crisis :

:Recognizing Crisis :

:Containing the Crisis :

:

"

"

-

-

)

-

(

-

:Resolving the Crisis

:

"

"

:Profiting from the Crisis

:

:

.12.2.2

(2006) (2007) (2007)

(1998) (1999) (1999) (2002) (2006)
(1992) (1992)

Job Task Team

(2006) (2007)

.(1992) (2002)

Department

..
:
(2002)

(1993) (1999)

:

.1

.2

.3

.4

.5

.6

.(Ried, 2000)

.7

:

.1.12.2.2

:

.1

.2

.3

.4

.5

.6

.7

:

. 2.12.2.2

:

:

:

.

.

.

:

.

.

(2007)

(2002)

:

:

(2002) (2007)

(1992)

:

.13.2.2

:

.1

.2

.3

.4

(2007)

.14.2.2

.1

.2

.3

.4

.5

.6

.7
 .8
 .9
) (2007) .10
 (1992) (2002) (2007

(1999)

:

)

: •

(

()

()

: •

"

:

: •

:

:

•

(159

)"

"

:

:

•

)

.(1992

":

:

:

•

.(6)"

: ()

:

:

•

)"

(671

3.2

.1.3.2

:

:(2007)

(2005)

(2006)

:

:(2007)

:

(%74.9)

.

:(2005)

:

-2002)
)

53

(2003

(

:

:

:

.

:(2000)

:

:

(%50.1)

:

.

:(1998)

:

:

(%67.4)

%57

:

:(1997)

"

"

18

1997 -

.

.

:

:(1995)

:

.

:Crisis Management in Primary School :Barclay (2004)

:

(Crisis Management Team (CMT))

:Crisis Communications Plans:Marra (1998)

" "

" "

:Potable Ground Water Crisis in The Gaza :Kuhail (1996)

(900)
(1994) (1987)

1994 -1987

:

25

:Marketing Crisis in Turism Communications :Herrero & Bratt (1995)

"

Issues

planning prevention

post crisis

"

management

Crisis

.
:Crisis Management Cutting Through Confusion :Mitroof (1989)

(114)

1988 -1985

(%38)

.
:
.
.3.3.2

()



()

1.3

()

2.3

(2000)

/ /) (476)
(4.1

(73) (75)

: .13.3

(1.3)

:1.3

1	72.2	52	
	27.8	20	
	100	72	

(1.3)

(%27.8)

(%72.2)

(2006)

(%28.7)

(%71.3)

.2.3.3

:

(2.3)

جدول 2.3: توزيع أفراد عينة الدراسة حسب العمر.

	19.2	14	30
	24.2	18	40-31
	21.9	16	50-41
	34.2	25	51
	100	73	

(2.3)

(34.2)

(51)

(50 -41)

(24.2)

(40 -31)

(%21.9)

(19.2)

(30)

51

:

.3.3.3

(3.3)

:

:3.3

	6.8	5	
-	11.0	8	
	53.4	39	
	28.8	21	
	100	73	

(3.3)

(53.4)

(28.8)

(11.0)

(6.8)

:

.4.3.3

(4.3)

.4.3

	30.1	22	
-	38.4	28	/
	31.5	23	/
	100	73	

(38.4)

/

(4.3)

(31.5)

(30.1)

.

:

.5.3.3

(10-6)

5

(5.3)

16

(15 -11)

:5.3

	23.0	17	5
	23.0	17	10-6
	16.2	12	15-11
	37.8	27	16
	100	73	

16

(5.3)

(5)

(10-6)

(37.8)

(15 -11)

(23.0)

(16.2)

:

.6.3.3

(6.3)

:6.3

15	29.3	17	
	31.0	18	
	29.3	17	
	10.3	6	
	99.9	58	

(31.0)

(6.3)

(29.3)

(10.3)

(15)

:

.7.3.3

-11)

(10-6)

(5)

(7.3)

21

(20

:7.3

-	12.2	9	5
	12.2	9	10 -6
	20.3	15	20 -11
	55.4	40	21
	100	73	

(21)

(7.3)

(55.4)

(12.2)

(20.3)

(20 - 11)

5

(10-6)

4.3

:

):

:

•

.(

(73)

()

•

:

:

☒

(30)

:

☒

(31)

:

☒

(11)

☒

5.3

()

(Focus Group)

6.3

()

(8.3)

(SPSS)

:8.3

0.88	0.79	30	
0.96	0.98	32	
0.85	0.90	11	
0.89	0.89	73	

(0.79)

(8.3)

(0.88)

(0.85) (0.90) (0.96) (0.98)
(0.89)

7.3

(75)

8.3

.(SPSS)

(one way ANOVA)

.(t-Test)

()

. " " (5) .
 " " (4) .
 " " (3) .
 " " (2) .
 " " (1) .

1.4

.
:

:(1.80-1.0)
:(2.60 -1.81)
:(3.40 -2.61)
:(4.2 -3.41)
:(5.0 -4.21)

one way)

(t-Test)

(ANVOVA

.(SPSS)

2.4

:

: .1.2.4

:

(30)

-

-

-

-

-

-

-

:

- .(6-1) .1
- .(15 -7) .2
- .(24 -16) .3
- .(30 -25) .4

(30)

: -1.4

	.86	4.04		20
	.77	4.01		12
	.85	4.00		22
	.82	4.00		29
	.82	3.97		21
	.86	3.97		25
	.88	3.93		27
	.87	3.89		26
	.89	3.88		23
	.82	3.86		15
	1.00	3.85		8
	.87	3.84		28
	.91	3.82		24

: -1.4

	.89	3.81		19
	1.02	3.78		11
	.99	3.76		2
	.95	3.75		6
	.98	3.70		1
	.98	3.68		30
	1.00	3.66		7
	1.01	3.62		5
	1.00	3.62		16
	.89	3.60		13
	1.04	3.60		18
	1.00	3.51		14
	1.04	3.51		17
	1.04	3.35		10
	1.09	3.30		4
	1.03	3.26		3
	1.05	3.04		9
	0.67	3.72		

(1.4)

(0.67)	(3.72)	(1.4)	
		(20)	
(4.04)			(0.86)
(12)			
	(0.77)	(4.01)	
(22)			
		(0.85)	(4.00)
			.
	(9)		
(1.05)	(3.04)		
		(3)	
	(1.03)	(3.26)	
			(4)
	(1.03)	(3.30)	

(2002)

: **.1.1.2.4**

-1)

(2.4) (6

:2.4

	.99	3.76		2
	.95	3.75		6
	.98	3.70		1
	1.00	3.62		5
	1.09	3.30		4
	1.03	3.26		3
	1.17	3.56		

(2.4)

(2)

(0.99)

(3.76)

(6)

(0.95)

(3.75)

(1) (1999)

(0.98) (3.70)

(3 4)

(1.03) (1.09) (3.26) (3.30)

(3.28)

) (3.56)

.(1.17

: **.2.1.2.4**

. (3.4) (15-7)

:3.4

	.82	3.86	.	15
	1.00	3.85	.	8
	1.02	3.78	.	11
	1.00	3.66		7
	.89	3.60	.	13
	1.00	3.51	.	14
	1.04	3.35	.	10
	1.05	3.04	.	9
	.0.97	3.58		

(3.4)

(8 15)

(3.85) (3.86)

(1.00 0.82)

(11)

(1.02)

(3.78)

(14 13 7)

(1.00 0.89 1.00)

(3.51 3.60 3.66)

(9 10)

(1.05 1.04)

(3.04 3.35)

:

.3.1.2.4

(4.4)

(24 -16)

:4.4

	.86	4.04		20
	.85	4.00		22
	.82	3.97		21
	.89	3.88		23
	.91	3.82		24
	.89	3.81		19
	1.00	3.62		16
	1.04	3.60		18
	1.04	3.51		17
	1.19	3.80		

(4.4)

(22 20)

(4.00 4.04)

(8.5 0.86)

(2006) (2007)

(21)

(1992) (2002)

(0.86)

(3.97)

(1995)

(17 18 16 19 24 23)

(0.96)

(3.70)

(3.58)

:

.4.1.2.4

(5.4)

(30-25)

:5.4

	.77	4.01		12
	.82	4.00		29
	.86	3.97		25
	.88	3.93		27
	.87	3.89		26
	.87	3.84		28
	.98	3.68		30
	0.86	3.90		

(29 12)

(5.4)

(0.82 0.77)
(4.05)

(4.00 4.01)

(0.98)

(3.68)

(0.86)

(3.90)

(2006)

:6.4

	97.5	0.86	3.90		1
	0.95	1.19	3.80		2
	89.5	0.97	3.58		3
	89	1.17	3.56		4
	92.5	1.04	3.71		

			(6.4)	
	(97.5)	(0.86)	(3.90)	
(3.80)				
		(0.95)	(1.19)	
	(3.58)			
			(89.5)	(0.97)
(3.56)				
		(89)	(1.17)	
(%35)				
(1.04)	(3.71)			(6.4)
			(92.5)	

:

:

.

)

:

.(2002) (2007

:

: •

(2002)

(9)

(3)

(3.04)

.(3.26)

: •

.

: •

.(2007)

: •

(2002)

(2007)

(1998)

: . **2.2.4**

(43)

(73 -31)

:

-

-

-

-

-
-
-

: -7.4

	1.05	4.07		67
	1.14	3.96		69
	1.14	3.92		66
	1.11	3.90		71
	.90	3.84		63
	1.26	3.61		68
	1.06	3.56		70
	1.23	3.53		65
	1.12	3.48		73
	1.12	3.41		64
	1.14	3.24		62
	1.19	3.08		72
	1.174	3.07		33
	1.252	2.96		31
	1.16	2.96		52
	1.157	2.95		40
	1.19	2.95		54
	1.194	2.93		32
	1.28	2.92		47
	1.19	2.92		49
	1.28	2.89		61
	1.249	2.88		43
	1.32	2.85		50
	1.239	2.84		38
	1.23	2.84		51

: -7.4

	1.264	2.82		39
	1.22	2.82		53
	1.27	2.81		55
	1.29	2.81		57
	1.314	2.80		34
	1.182	2.80		36
	1.14	2.79		48
	1.20	2.77		46
	1.42	2.77		58
	1.31	2.76		56
	1.253	2.73		37
	1.39	2.72		60
	1.262	2.68		42
	1.30	2.66		59
	1.276	2.65		41
	1.325	2.57		35
	1.33	2.54		45
	1.29	2.51		44
	85.	3.03		

(7.4)

(3.03)

(0.85)

(4.07)

(69)

(66)

(1.14)

(3.96)

(3.92)

(71)

(1.14)

(3.90)

(63)

(1.11)

	(0.90)	(3.84)	
			(68)
(70)		(1.26)	(3.61)
(3.65)			
		(65)	(1.06)
(1.23)		(3.53)	
		(2005)	
(1996)			
			(44)
	(45)	(1.29)	(2.51)
(35)	(1.33)	(2.54)	
(2.57)			
		(41)	(1.325)
	(1.276)	(2.65)	

.1.2.2.4

:

:

(8.4)

(62 -31)

(32)

: -8.4

	1.14	3.24		62
	1.17	3.07	.	33
	1.25	2.96	.	31
	1.16	2.96	.	52
	1.16	2.95	.	40
	1.19	2.95	.	54
	1.19	2.93	.	32
	1.28	2.92	.	47
	1.19	2.92	.	49
	1.28	2.89	.	61
	1.25	2.88	.	43
	1.32	2.85	.	50
	1.24	2.84	.	38
	1.23	2.84	.	51
	1.26	2.82	.	39
	1.22	2.82	.	53

: -8.4

	1.27	2.81		55
	1.29	2.81		57
	1.31	2.80		34
	1.18	2.80		36
	1.14	2.79		48
	1.20	2.77		46
	1.42	2.77		58
	1.31	2.76		56
	1.25	2.73		37
	1.39	2.72		60
	1.26	2.68		42
	1.30	2.66		59
	1.28	2.65		41
	1.30	2.57		35
	1.33	2.54		45
	1.29	2.51		44
	0.85	3.03		

(8.4)

.(62 -31)

(32)

(8.4)

(0.85)

(3.03)

(62)

(33)

(1.14)

(3.24)

(3.07)

(31) (1.17)

(1.25) (2.96)

(52)

(44)

(35) (45) (1.29) (2.51)

(1.33) (2.54)

(2.57)

(.1.30)

(2002)

(%92.2) (184)

: .2.2.2.4

:

(9.4) (73-63) (11)

: -9.4

	1.05	4.07		67
	1.14	3.96		69
	1.14	3.92		66

: -9.4

	1.11	3.90	.	71
	.90	3.84	.	63
	1.26	3.61	.	68
	1.06	3.56	.	70
	1.23	3.53	.	65
	1.12	3.48	.	73
	1.12	3.41	.	64
	1.19	3.08	.	72
	0.79	3.67	.	

(9.4)

(73 -67)

(11)

(0.79)

(3.67)

(67)

(1.05)

(4.07)

(3.96)

(69)

(66)

(1.14)

(1.14)

(3.92)

(71)

(1.11)

(3.90)

(72)

(1.22) (3.08)

(64)

(73) (1.12) (3.41)

. (1.12) (3.48)

:10.4

		0.79	3.67	
		0.85	3.3	
		0.85	3.05	
		0.83	0.64	

(10.4)

(0.79) (3.67)

(0.85) (3.3)

(0.64)

:

()

(2002)

()

(2005)

(4.68)

)

(2002

(38)"

"

:() .3.2.4

:

:
:

: . 1.3.2.4

(8) (10.95)

:

.1

.()

.2

.3

.4

.5

.6

.7

.8

: **.2.3.2.4**

30 (41.09)
(11.4)

:11.4

16.43	12		1
10.95	8		2
6.84	5		3
2.73	2		4
2.73	2		5
1.36	1		6
	30		

(11.4)

(2)

(16.43)

)

(1.63)

(6)

(6.84

4.3.4

:

.1.4.3.4

$\leq 0.05)$

:

(α

"

"

-12.4)

(27.4

:

: .1.1.4.3.4

$\leq 0.05)$

:

(α

:12.4

	.650		51	.73	3.69	52	
		-.455	19	.56	3.77	20	

(12.4)

($\alpha \leq 0.05$)

3.69

0.05<

3.77

: **.2.1.4.3.4**

≤ 0.05)

:

(α

0.05>

.(15.4)

:15.4

51	50-41	40-31	30		
				3.80	30
-.544				3.34	40-31
				3.79	50-41
				3.88	51
				3.71	

51

40-31

51

40-31

.0.54420

" (2002)

."

.3.1.4.3.4

$\leq 0.05)$

$(\alpha$

:16.4

.41	3.94	5	
.50	3.86	8	
.71	3.74	39	
.74	3.59	21	
.68	3.73	73	

(16.4)

3.94

3.74

3.86

3.59

.(17.4)

:17.4

	.637	.569	.269	3	.808
			.473	69	32.641
				72	33.449

(17.4)

($\alpha \leq 0.05$)

0.05<

(2002)

(1993)

: **.4.1.4.3.4**

≤ 0.05)

:

(α)

:18.4

.46	3.98	22	
.67	3.61	28	/
.82	3.60	23	
.68	3.72	73	

(18.4)

3.98

3.60

3.61

(19.4)

:19.4

	.098	2.406	1.079	2	2.159	
			.449	70	31.407	
				72	33.566	

(19.4)

($\alpha \leq 0.05$)

0.05 <

.5.1.4.3.4

≤ 0.05)

(α)

:20.4

.57	3.94	17	5
.53	3.88	27	16
.77	3.61	12	15-11
.79	3.32	17	10-6
.68	3.72	73	

(20.4)

3.94

5

3.88

16

3.61

15-11

3.32

10-6

(21.4)

:21.4

	.022	3.416	1.429	3	4.288
			.418	70	29.288
				73	33.576

(21.4)

($\alpha \leq 0.05$)

0.05>

.(22.4)

:22.4

16	15-11	10-6	5		
		.61249		3.94	5
-.55196				3.32	10-6
				3.61	15-11
				3.88	16
				3.72	

10-6

16

5

. 15-11

10-6

5

(2007)

: .6.1.4.3.4

≤ 0.05)

:

(α)

:23.4

.49	4.01	17	
.63	3.87	17	
.52	3.68	6	
.86	3.38	18	
.70	3.74	58	

(23.4)

4.01

3.87

3.38

3.68

.(24.4)

:24.4

	.046	2.852	1.270	3	3.811	
			.445	54	24.056	
				57	27.867	

(24.4)

($\alpha \leq 0.05$)

0.05>

.(25.4)

:25.4

		.62432		4.01	
				3.38	
				3.87	
				3.68	
				3.74	

0.62432

)

(2004

: **.7.1.4.3.4**

≤ 0.05)

:

(α

:26.4

.41	4.08	9	5
.75	3.70	41	21
.68	3.64	15	20-11
.46	3.59	9	10-6
.68	3.72	74	

(26.4)

: **.2.4.3.4**

$\leq 0.05)$

:

(α)

"

(43.4 -28.4)

: **.1.2.4.3.4**

$\leq 0.05)$

:

(α)

.

:28.4

	.773	-.289	51	.98	2.76	52		
			19	1.06	2.83	20		
	.522	-.643	51	.76	3.61	52		
			19	.89	3.75	20		
	.671	-.426	51	.82	2.98	52		
			19	.92	3.07	20		

(28.4)

($\alpha \leq 0.05$)

0.05<

3.07 2.98

2.83 2.76

3.75 3.61

()

: **.2.2.4.3.4**

≤ 0.05)

:

(α

: -29.4

.96	2.63	14	30	
.91	2.84	18	40-31	
.96	2.63	16	50-41	
1.14	2.97	25	51	
1.00	2.80	73		
.89	3.82	14	30	
.76	3.66	18	40-31	
.68	3.59	16	50-41	
.86	3.65	25	51	
.79	3.67	73		

:30.4

	.657	.539	.552	3	1.655	
			1.024	69	70.687	
				72	72.343	
	.882	.220	.143	3	.429	
			.651	69	44.887	
				72	45.316	
	.757	.395	.293	3	.880	
			.742	69	51.230	
				72	52.110	

(30.4)

($\alpha \leq 0.05$)

0.05 <

: **.3.2.4.3.4**

≤ 0.05)

:

(α)

:31.4

1.09	2.56	5		
1.01	2.92	8		
.98	2.78	39		
1.11	2.94	21		
1.01	2.83	73		
.94	3.35	5		
.97	4.11	8		
.77	3.59	39		
.72	3.72	21		
.79	3.67	73		
.95	2.76	5		
.90	3.24	8		
.82	2.98	39		
.92	3.14	21		
.86	3.04	73		

(31.4)

3.24

3.14

2.76

2.98

2.94

2.78

2.92

2.56

4.11

3.59

3.72

.3.35

(32.4)

:32.4

	.859	.253	.269	3	.807	
			1.062	69	73.304	
				72	74.110	
	.290	1.274	.793	3	2.379	
			.622	69	42.951	
				72	45.331	
	.711	.460	.346	3	1.039	
			.753	69	51.977	
				72	53.016	

(32.4)

($\alpha \leq 0.05$)

0.05<

:

.4.2.4.3.4

≤ 0.05)

:

(α)

:33.4

1.10	2.69	22		
1.13	2.98	28		
.75	2.79	23	/	
1.01	2.83	73		
.96	3.49	22		
.69	3.66	28		
.72	3.81	23		
.79	3.66	73		
.95	2.89	22		
.93	3.15	28		
.66	3.05	23		
.86	3.04	73		

(33.4)

3.15

2.89

3.05

2.98

2.69

2.79

3.66

3.81

.3.49

(34.4)

:34.4

	.588	.535	.554	2	1.107		
			1.035	70	72.444		
				72	73.551		
	.401	.925	.573	2	1.146		
			.620	70	43.389		
				72	44.535		
	.573	.561	.417	2	.835		
			.744	70	52.052		
				72	52.887		

(34.4)

($\alpha \leq 0.05$)

0.05<

($\alpha \leq 0.05$)

:

.5.2.4.3.4

≤ 0.05)

:

(α)

:35.4

.95	2.86	17	5	
1.05	2.93	17	10-6	
.86	2.90	12	15-11	
1.11	2.69	28	16	
1.01	2.82	74		
.94	3.81	17	5	
.66	3.64	17	10-6	
.67	3.78	12	15-11	
.82	3.55	28	16	
.79	3.67	74		
.86	3.10	17	5	
.87	3.11	17	10-6	
.64	3.12	12	15-11	
.94	2.91	28	16	
.85	3.03	74		

(35.4)

3.12 15-11
3.11 10-6
3.10 5
. 2.91 16
2.93 10-6
2.90 15-11
2.86 5
.2.69 16

: **.6.2.4.3.4**

$\leq 0.05)$

:

(α)

:37.4

1.12	2.80	17		
.88	2.80	18		
.98	2.64	17		
.74	3.28	6		
.97	2.80	58		
.67	3.85	17		
.84	3.79	18		
.81	3.29	17		
.62	4.15	6		
.80	3.70	58		
.93	3.06	17		
.74	3.06	18		
.86	2.80	17		
.47	3.50	6		
.82	3.03	58		
1.12	2.80	17		

(37.4)

3.50

2.80

3.06

2.80 3.28
 .2.64

 4.15
 3.85
 3.79
 3.29
 (38.4)

:38.4

	.595	.636	.605	3	1.816	
			.952	54	51.427	
				57	53.243	
	.063	2.575	1.505	3	4.514	
			.584	54	31.560	
				57	36.074	
	.356	1.104	.739	3	2.216	
			.669	54	36.138	
				57	38.355	

(38.4)

($\alpha \leq 0.05$)

0.05<

$(\alpha \leq 0.05)$

:

.7.2.4.3.4

$\leq 0.05)$

:

$(\alpha$

:39.4

1.15	2.55	9	5	
1.04	3.06	9	10-6	
.92	2.69	15	20-11	
1.02	2.87	41	21	
1.01	2.82	74		
.76	3.53	9	5	
.70	3.62	9	10-6	
.84	3.24	15	20-11	
.74	3.87	41	21	
.79	3.67	74		
.97	2.80	9	5	
.83	3.20	9	10-6	
.80	2.83	15	20-11	
.86	3.12	41	21	
.85	3.03	74		

(39.4)

3.20

10-6

3.12

21

0.05<

0.05

0.05 <

(41.4)

:41.4

21	20-11	10-6	5			
				3.53	5	
				3.62	10-6	
-.63185				3.24	20-11	
				3.87	21	
				3.67		

20-11

0.63185

21

21

.5.3.4

()
()

: **1.5.3.4**

$(\alpha \leq 0.05)$

"

.(42.4)

:42.4

	650		1-1
	055		2-1
	637		3-1
	098		4-1
	022		5-1
	046		6-1
	388		7-1

.**2.5.3.4**

$(\alpha \leq 0.05)$

:

"

.(43.4)

:43.4

	671		1-1
	757		2-1
	711		3-1
	553		4-1
	356		5-1
	511		6-1
			7-1

:

$(\alpha \leq 0.05)$

.1

"

."

$(\alpha \leq 0.05)$

."

"

$(\alpha \leq 0.05)$

.2

"

."



1.5

.

2.5

:

(3.72)

.(3.90)

.1

.(3.80)

.2

.(3.58)

.3

.(3.56)

.4

.5

					.6
					.7
			(4.04)		
			(3.26) (3.04)		.8
.(3.03)					.9
(3.3) (3.67)					
			(0.64)		.10
	(3.92)	(3.96)	(4.07)		
				:	
					.1
					.2
					.3
					.4
					.5
					.6
					.7
	:				

.1

.2

.3

.4

.5

.6

.7

.8

3.5

.1

.2

()

.3

.4

.5

.6

.7

.8

.9

:

.1

"

"

.159

.2

.3

:

:

:

.1

.2

:(2008) .()

:(2002) .

:(1997) .

:(2007) .

.()

:(2002).

[.http://192.116.2.158/4sef/arabicaboutUSE.F.HTML.HTML](http://192.116.2.158/4sef/arabicaboutUSE.F.HTML.HTML)

:(1999).

:(2005) .

.aataych@scs-net.ora 1366

:(2004).

:(2007).

:(1997) .

:(2006) .

:(1999) .

5 2

:(1979)

:(2007) .

1

:(1993) .

:(2005) .

[.www.sis.gov.p.s](http://www.sis.gov.p.s)

:(1992) .

1

:(2002) .

: (1998) .

.()

:(1992) .

1

:(1995) .

1

:(2000) .

:(2006).

:(2006) .

.()

:(2006) .

[.akramsalem20@hotmail.com](mailto:akramsalem20@hotmail.com) (1737)

1

:(2000) .

:(2006).

:(2003).

:(2007) .

.()

1

:(2005).

:(1995) .

()

:(1990) .

:(2006)

:(1997) .

:(2005) .

.54 -9

:(2000).

)

.(

:(2003).

:(2006).

:(1998) .

:(2002).

.()

:(1992).

:(1993) .

1

:(2002) .

6 1986 :(817).

:(2006).

:(1353) .

6 7

1 : (2006).

:(2002) .

1 :().

:(2000) .

(2006).

(671)

:(1993).

-15

172

.23

Augustine, N. (1995): **Managing The Crisis You Tried To prevent**, Harrvard Business Review Vol, 73, No. 6.

Barclay, C. (2004): **Crisis Management in a primary School**, Queen's University, Belfast, United Kingdom Teacher Development, Volume 8, Numbers 2, p297.

Fink, S. (1986): **Crisis Management**. Planning For The Inevitable First Edition, New York: AMA.

Herrero, A.G. & Pratt, C. (1998); **Marketing crises in Tourism: Communication Strategies in The United States And Spain**, Public Relations Review, vol, 24, No I, pp. 83- 97.

Kuhali, Z. (1996): Potable **ground water crisis In The Gaza strip 1987-1994**. The Islamic University of Gaza, Islamic University Journal, Gaza.

Little, J. (1993): **Crisis Management**, A Team Approach, New York: American Management, Association

Marra, F. (1998): **Crisis communications plans: poor predictors of Excellent crisis public relations**, Public Review, vol. 24 No 4, pp. 461- 474.

Mitroof, I. (1989): **Crisis Management, Cutting Through Confusion**, Solan Management Review, Vol. 29.

Ried, J. (2000): **Crisis Management Planning And Media Relation For The Design And construction Industry** Hohnm Wiley & Sons, Inc, New York and London.

Tehio, C. (1996): **Crisis Management**, GFREQUENT TRAVELLER, October/ November, 1996.

(X)

						.1
					()	.2
						.3
						.4
						.5
						.6
						.7
						.8
						.9
						.10
						.11
						.12
						.13
						.14
						.15
						.16
						.17
						.18
						.19

						.20
						.21
						.22
						.23
						.24
						.25
						.26
						.27
						.28
						.29
						.30

:

						.31
						.32
						.33
						.34
						.35
						.36

						.37
						.38
						.39
						.40
						.41
						.42
						.43
						.44
						.45
						.46
						.47
						.48
						.49
						.50
						.51
						.52
						.53
						.54
						.55

						.56
						.57
						.58
						.59
						.60
						.61
						.62

:

						.63
						.64
						.65
						.66
						.67
						.68
						.69
						.70
						.71
						.72
						.73

:

/

.1

.....
.....
.....

.2

.....
.....
.....

:

2.1

. /
. /
 /
. /
. /
. /

3.1

. : / /

:

":

"

. /

:4.1

		.1
		.2
		.3
		.4
		.5
		.6
		.7
		.8
		.9
		.10
		.11
		.12
		.13
		.14
		.15
		.16
		.17
		.18
		.19
		.20
		.21
		.22
		.23
		.24
		.25
		.26
		.27
		.28

		.29
		.30
		.31
		.32
		.33
		.34
		.35
		.36
		.37
		.38
		.39
		.40
		.41
		.42
		.43
		.44
		.45
		.46
		.47
		.48
		.49
		.50
		.51
		.52
		.53
		.54
		.55
		.56
		.57
		.58
		.59
		.60

		.61
		.62
		.63
		.64
		.65
		.66
	()	.67
		.68
		.69
		.70
		.71
		.72
		.73
		.74
		.75
/		
		.76
		.77
		.78
		.79
		.80
		.81
		.82
		.83
		.84
		.85
		.86
		.87
		.88

		.89
		.90
		.91
		.92
		.93
		.94
		.95
		.96
		.97
		.98
		.99
		.100
		.101
		.102
		.103
		.104
		.105
		.106
		.107
		.108
		.109
/		.110
/		.111
		.112
		.113
		.114
		.115
		.116
/		.117
		.118
		.119

		.120
		.121
		.122
		.123
		.124
		.125
		.126
		.127
		.128
		.129
		.130
		.131
		.132
		.133
		.134
		.135
		.136
		.137
		.138
		.139
		.140
		.141
		.142
		.143
		.144
		.145
		.146
		.147
		.148
	/	.149
		.150
		.151
		.152

		.153
		.154
		.155
		.156
		.157
		.158
		.159
		.160
		.161
	/	.162
		.163
	-	.164
		.165
		.166
		.167
		.168
		.169
		.170
		.171
		.172
		.173
		.174
		.175
	-	.176
		.177
	-	.178
		.179
	/	.180
		.181
		.182
		.183
		.184

	.185
	.186
	.187
	.188
	.189
	.190
	.191
	.192
()	.193
	.194
	.195
	.196
	.197
	.198
	.199
	.200
	.201
	.202
()	.203
	.204
	.205
	.206
	.207
	.208
	.209
	.210
	.211
	.212
	.213
	.214
	.215
	.216
	.217

	.218
	.219
()	.220
	.221
	.222
	.223
	.224
	.225
	.226
	.227
	.228
	.229
	.230
	.231
	.232
	.233
	.234
	.235
	.236
	.237
	.238
	.239
	.240
	.241
	.242
	.243
	.244
	.245
	.246
	.247
	.248
	.249
	.250

	.251
	.252
	.253
	.254
	.255
	.256
	.257
	.258
	.259
	.260
	.261
	.262
	.263
	.264
	.265
	.266
	.267
	.268
	.269
	.270
	.271
	.272
	.273
	.274
	.275
- ()	.276
(IACD)	.277
()	.278
	.279
	.280
	.281
	.282
	.283

	.284
	.285
()	.286
	.287
	.288
T.T	.289
	.290
	.291
	.292
	.293
	.294
	.295
	.296
	.297
	.298
	.299
	.300
	.301
	.302
	.303
	.304
	.305
	.306
	.307
	.308
	.309
	.310
	.311
	.312
	.313
	.314
	.315
	.316

	.317
	.318
	.319
	.320
	.321
	.322
(STEP)	.323
	.324
	.325
	.326
	.327
	.328
	.329
	.330
	.331
	.332
	.333
	.334
	.335
	.336
	.337
	.338
	.339
	.340
	.341
	.342
	.343
-	.344
	.345
	.346
	.347
()	.348
()	.349

	.350
	.351
	.352
	.353
	.354
	.355
	.356
	.357
	.358
	.359
	.360
	.361
	.362
	.363
	.364
	.365
	.366
	.367
	.368
	.369
	.370
	.371
	.372
	.373
	.374
	.375
	.376
	.377
	.378
	.379
()	.380
	.381
	.382

	.383
	.384
	.385
	.386
	.387
	.388
	.389
	.390
	.391
	.392
	.393
	.394
	.395
	.396
	.397
	.398
	.399
	.400
	.401
	.402
	.403
	.404
	.405

77	1.3
78	2.3
79	3.3
79	4.3
80	5.3
81	6.3
81	7.3
83		8.3
	
88	-1.4
89	-1.4
91		2.4
	
92	3.4
94	4.4
95		5.4
	
96		6.4
	
100		-7.4
	
101		-7.4
	
103		-8.4
	

104		-8.4
	
105		-9.4
	
106		-9.4
	
107		10.4
	.	
110	.	11.4
112		12.4
	
113		13.4
	
113		14.4
114		15.4
	
115		16.4
	
115		17.4
	
116		18.4

117	19.4
118	20.4
118	21.4
119	22.4
120	23.4
121	24.4
121	25.4
122	26.4
123	27.4
	

124		28.4
125	-29.4
126	-29.4
127	30.4
128	31.4
129	32.4
130	33.4
131	34.4
132	35.4
133		36.4

134	37.4
135	38.4
136	39.4
137	40.4
138	41.4
139	42.4
140	43.4

36	1.2
41	2.2
52	3.2
57	4.2
58Herrero & Pratt	5.2

153	1.1
159	2.1
160	3.1
161		4.1
	

	
	
	
	
	
	
1 :	
1	1.1
3	2.1
5	3.1
5	1.3.1
6	2.3.1
7	4.1
7	5.1
8	6.1
9	7.1
10	8.1
12	9.1
12	1.9.1
13	2.9.1
14	3.9.1
14	1.3.9.1
15	2.3.9.1

15	3.3.9.1
16	4.3.9.1
16	5.3.9.1
17	:	
17	1.2
17	2.2
17	1.2.2
18(Crisis)	2.2.2
20	3.2.2
21(Catastrophe)	1.3.2.2
21Problem)	2.3.2.2
22(Conflict)	3.3.2.2
22(Shock)	4.3.2.2
23(Incident)	5.3.2.2
23 Accident	6.3.2.2
23(Power)	7.3.2.2
24(Crisis types)	4.2.2
241.4.2.2
24	2.4.2.2
26	3.4.2.2
27	4.4.2.2
275.4.2.2
28	6.4.2.2
28	7.4.2.2
30	8.4.2.2
30	9.4.2.2
31	10.4.2.2

32	5.2.2
32	1.5.2.2
32	2.5.2.2
33"	3.5.2.2
33	4.5.2.2
34	5.5.2.2
34	6.5.2.2
34	7.5.2.2
35	8.5.2.2
35	9.5.2.2
35	10.5.2.2
36	11.5.2.2
36	12.5.2.2
37Crisis Management	6.2.2
37	1.6.2.2
39	Crisis Management, Management by	2.6.2.2
Crisis	
40	3.6.2.2
40	1.3.6.2.2
40	2.3.6.2.2
41	3.3.6.2.2
42	4.3.6.2.2
42	5.3.6.2.2
427.2.2
43	1.7.2.2
43	2.7.2.2
45	3.7.2.2
45	4.7.2.2
45	5.7.2.2
46	6.7.2.2

46	8.2.2
46	1.8.2.2
47	2.8.2.2
48	1.2.8.2.2
48	2.2.8.2.2
49	3.2.8.2.2
49	4.2.8.2.2
49	5.2.8.2.2
50	6.2.8.2.2
50	7.2.8.2.2
50	8.2.8.2.2
51	9.2.8.2.2
51	10.2.8.2.2
51	9.2.2
52	1.9.2.2
54	10.2.2
541.10.2.2
55	2.10.2.2
55	3.10.2.2
56	4.10.2.2
56	5.10.2.2
57	11.2.2
57(Herrerro & Pratt, 1995) :	1.11.2.2
60(Augustine, 1995) :	2.11.2.2
61	12.2.2
62	1.12.2.2
63	2.12.2.2
64	13.2.2
65	14.2.2
68	3.2

68	1.3.2
72	2.3.2
74	3.3.2
76	() :	
76	1.3
76	2.3
77	3.3
77	1.3.3
78	2.3.3
78	3.3.3
79	4.3.3
80	5.3.3
80	6.3.3
81	7.3.3
82	4.3
83	5.3
83	6.3
84	7.3
84	8.3
86	:	
86	1.4
87	2.4
87	:	1.2.4
91	1.1.2.4
92	2.1.2.4

93	.	3.1.2.4
95	.	4.1.2.4
99	:	2.2.4
103	1.2.2.4
105	2.2.2.4
109 : ()	3.2.4
109	1.3.2.4
110	2.3.2.4
111	4.3.4
111	1.4.3.4
111	1.1.4.3.4
112	2.1.4.3.4
115	3.1.4.3.4
116	4.1.4.3.4
117	5.1.4.3.4
120	6.1.4.3.4
122	7.1.4.3.4
124	2.4.3.4
124	1.2.4.3.4
125	2.2.4.3.4
127	3.2.4.3.4
129	4.2.4.3.4
131	5.2.4.3.4
134	6.2.4.3.4
136	7.2.4.3.4
138	5.3.4
139	.	1.5.3.4

139	...	2.5.3.4
141	:	
141	1.5
141	2.5
143	3.5
147	
147	
151	
153	
174	
179	
180	
181	