

## Strategic leaders' perspectives in managing social media crisis within UAE: Analytic Hierarchy Process

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**Abstract:** *The problem of this research rise from the subject of social media and its effect on the Gulf region in general and on the society of United Arab Emirates in particular in terms of security and stability of the community due to its negative and positive effects. It is clear to all that the impact of the social media became clear on the stability of society as it become a major challenge in the way of life and in the coherence and stability of the family starting from parents until all the children in terms of; the excessive use, the privacy of the use, and the ability to distinguish between the different contents that have clear impact in the distribution of rumors and the annoyance of society due to its hidden agendas supported by extremist groups and terrorist whether in the areas of religion, politics, society or family.*

*After the completion of the questionnaire and interviews with the competent authorities the research results indicated that method of counseling and communication is the most appropriate to deal with victims of social media crises according to statistics. In light of these findings some recommended solutions were presented, such as; creating a specialized social media department divided into several sections including; counseling department, communication department, planning department, and evaluation department in Abu Dhabi Police GHQ in order to manage social media crises in order to provide solutions for existing and expected problems to maintain cohesion of the society and family from the problems of social communication, evaluation of communication programs and its impact on social values and the privacy of society, and inclusion of social networking in the educational curricula to take advantage of the revolution of modern media.*

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### I. Introduction of the topic

Crises management and handling is a unique administrative process due to the sudden situation which often do not have any introductions(Boin, 2005).Different crises need critical actions from the leader and administration for quick decisions consistent with seriousness of the situation(Leonard, 2012).Thus, crises management will lead in driving events and directing them in accordance to exigencies things in order to overcome and resolve them with minimal losses. Crisis doesn't include threat only but it includes opportunity for change as well which in turn makes it a complex and rich term that has opposing parties which should be identified.

In contrast, it's important to not deceive ourselves and must be aware that the social media has occupied our thoughts and homes which controlled our relationships in general. The most serious factor, social media has a large role in influencing people and governments and their stability until it became a fast-negative factor in order to achieve political purposes and destabilize the knit social fabric until it has become the fastest way for terrorists and their followers to spread their destructive ideas(Rosen, 2011). There are games and programs especially for children and teens to teach them how to kill like what is done by someterrorists such as the Islamic State of Iraq and the Levant(Stalker, 2006). It's important to be aware about the good way in orderto deal with the social media and not to be dragged behind such media as Facebook, YouTube, ... without thinking.

Thus, this research will focus on the advantages of social media in addition to the most important social and security dangers as well other problems that would result from the social media. Also, I will give some constructive suggestions and solutions at the end of the study in order to be linked with how the strategic management deal with the dangers of social media. In order to face such situation, this study focuses on the role of strategic leadership in crisis management and the future challenges in accordance with the following elements:

1. Strategic Leadership for crisis management in the United Arab Emirates.
2. Crisis management strategies for dealing with social media in the United Arab Emirates.

## **1. Significance of the study**

### **1.1 Significance for the leadership strategy**

Language of the current era is future extrapolating; to predict solutions before arrival of crisis with the highest degree of efficiency and effectiveness as a part of professional leadership strategy (Reily, 1987). Thus, strategic leadership is the most important ingredient that determines the evolution and progress of the organization's performance. Once the organization is creative, expertise and familiar with all aspects of the crisis; it will be able to success in managing any potential crisis. It's worth mentioning that the leadership's ability to recognize its social and ethical responsibilities represents basic structure of any plan or special program for crises management with. Attention and focus on practical and ethical aspects is among new things which should be noted which are considered as one of main components of strategic leadership (Reily, 1987). There are several justifications for such leadership strategy to be ready for facing the crisis; these justifications are as follows;

1. Improving the mental image of the operating environment by obtaining a good mental image as an essential factor of business success.
2. Moral and ethical issues related to the principle of social responsibility which should be undertaken by the organizations towards its environment.
3. Economic factors regarding principles of economic responsibility for losses resulting from economic activities especially with denial of these problems.

### **1.2 Significance for the Social media crisis**

Social media crisis is an online situation that has, or risks having, a negative and long-term impact on your business or organization's reputation and/or bottom-line. Social media crises usually involve strong, negative emotions which are relatable and easily; outweigh common sense, get clients, fans, staff, stakeholders and others riled up, and provoke viral behavior. Crisis became widespread concept in contemporary societies that touches every aspect of life. With more than one billion active Facebook users, and more than 400 million tweets sent per day, there's no doubt that social media has transformed the ways in which people share and consume information. For communications professionals, social media has offered a host of new platforms to disseminate content, build relationships, foster engagement and better understand of target audiences' needs. However, while social media has dissolved traditional boundaries, creating a sense of proximity between brands and consumers, it has also made companies more susceptible to potentially damaging situations (Hamilton, 2009).

Therefore, the number of potential crisis scenarios has increased exponentially because social media happens in real time and it takes just minutes for a crisis in order to spread and reach the masses. Consequently, it's necessary for the leadership in order to possess the crisis management skills for social media crisis in order to enable it to overcome the key challenges of crisis. Therefore, overall significance of the research will include the previously mentioned elements as and it will be clear through the following points;

1. Illustrating modern entrance of strategic planning as a part of leadership strategy for organizations represented in the proactive approach which predicts the future actions.
2. Illustrating the importance of strategic planning as a part of leadership strategy in order to cope with crises and risks that appear in front of the organizations.
3. Stimulating the officials especially in senior management in order to recognize importance of following the strategic planning style in facing crisis as a part of leadership strategy for organizations.
4. Illustrating how to face social media crisis through its management as a part of leadership strategy.

## **II. Objectives of the research**

1. Introducing hierarchical model of role theory in the United Arab Emirates perspective.
2. Introducing a role model theory for solving social media crisis in the United Arab Emirates.
3. Investigating the leadership role in dealing with social media crisis in the United Arab Emirates.
4. Implementing propped model in the United Arab Emirates based on findings and recommendations.
5. Exploring strategic role of the United Arab Emirates leadership in dealing with the social media crisis.

### **2. Justifications for selecting that topic**

#### **1) Self-justifications:**

- Considering strategic management as one of modern administrative approaches that has been discussed in many previous studies as an effective mechanism in order to manage crisis. I have used many references in order to get closer to that subject through these studies.
- Specialization and personal desire to focus on topics with realistic projections that have relation with the emerged economic, social, and cultural challenges.

#### **2) Objectively justifications:**

- Interconnected and interlocking nature of the current environment with the changes in terms of form and content that forms new threats to administrative entities and constitute a clear danger to the human security in many cases which in turn requires more effective mechanisms of response, adaptation, and crisis management.
- Concentrating on topic of interests for the society and not concentrating only on the abstract and philosophical phenomenon that concern the elite.

## **III. Contribution for Knowledge of Government**

Crisis comes clear as administrative, economic, and security challenge of the state that protects its citizens and their property from risks and threats that they may face which calls for reflection and insight about how to prevent the occurrence of such crises and warding off its risks. However, these measures have remained within the framework of traditional leadership that await the event and then deal with it which also didn't benefited from qualities of strategic leadership that anticipate event by strategic thinking and planning in order to face the challenges, internal risks, and external threats that threaten entity of society in particular which in turn develops meaningful, comprehensive and ongoing strategic plans that depend on recognizing reality through the widespread social media in order to monitor changes in the internal and external environment and what may result from potential crises and to develop various scenarios in order to deal with those variables according to modern and scientific methods and ideas.

Consequently, that research will deal with the social media crises and strategic leadership in order to enable the decision makers inside the United Arab Emirates community in order to take the right decision in addition to form creative solutions to deal with features of social media crisis. Thus, this research will contribute in benefiting the organizational community in UAE upon supporting the security organization in order to avoid and deal with different issue of social media crisis because the crisis may also be as a result of some deficiency in the completion of administrative functions (planning, organizing, directing, controlling, and making decisions) or deficiencies in the overall management in the organization's environment. This research will contribute in benefiting the organizational community in the UAE upon supporting the security organization in order to avoid and deal with different issue of social media crisis

### **3. Literature Review**

#### **3.1 Origin and definition of social media**

The term of social media was founded in 1954 by John Barnz who was a researcher in the human sciences in London University. Some primitive electronic social media appeared in the 70<sup>th</sup> of the twentieth century; Bulletin Board Systems (BBS) was among of these electronic social media which eased social cooperation and interaction (Serrat, 2009). This interaction enabled the people in order to evolve stable and long-term relations with others which was done using some nicknames in some cases. During the mid-90<sup>th</sup> of the twentieth century, the modern social media has emerged in its modern and advanced shape empowered by the human social nature and their need to communicate (Kiehne, 2004).

Several definitions of social media have been offered, both within the communication discipline and across related disciplines such as public relations, organizational behavior, information science, and mass media.

Definitions typically converge around the notion social media refer to digital technologies emphasizing user-generated content or interaction (Kaplan and Haenlein, 2010). Often social media are referred to by channel characteristics, either identifying directionality of messages (Kent, 2010) or using specific tools in order to exemplify modes of interaction (Howard and Parks, 2012). Although several definitions exist, there remains a lack of a formal, concise, and mutually agreed-upon definition of social media (Hillegersberg and Huibers, 2011) particularly across disciplines. The lack of common definition can result in multiple connotations of a concept, making it difficult to create a shared understanding to guide theory and research. Indeed, extant social media definitions vary widely in their complexity, focus, and applicability outside their home discipline.

Social media considered to be one of the modern media trends which have been created and produced by Internet revolution as a type of media that depend on advanced techniques started after the internet invention such as; forums, blogs, and social media applications. This type of media is a multi-directions media because all users are senders and receivers at the same time unlike the traditional media (Radio, TV, Press) which are mono-direction media that begins with specific messaging to receiving public (Al Shahin, 2012). In case of talking about social media; there is a strong bond between the two sides as the following; the first side is social and society side, and the second side is technology and internet (Rimskii,2011). WazrmanFrostillustrates that the social network is a group of relationships between social entities(Mashry, 2012).So, the sociologicalexplanation (sociology) is closer to the explanation for the emergence of digital communication networks because the sociological instinct of the individual makes him always seeks to know others through talking to them and trying to know them because chatting by computer contributes in creating pre-behavior for individuals through the internet(Mashry, 2012).

### **3.2 Development of social media**

Concept of social media came back to John Barnes in 1954, where he wrote an article on Class and Committees in a Norwegian Island Parish inside the Journal of Human Relations, as he wondered where social organization and family relations of Norwegian island named as Bremnes were analyzed. He noted that there are three fields for studying these structures; regional in the institutional field, industrial in the economic field, and social among the inhabitants of the island. John Barnes pointed out that the social field requires a notebook with a list of addresses for the residents of Norway in order to monitor the frequency of their meetings and frequent visits among them in which Barnes provided several basic concepts in order to define and understand the model of social networks, including that the social network is a tool that allows us in order to understand the nature of the social community (Saif Chaabane 2014).

After the emergence of the second generation of the web; many specialized sites in social networking appeared to us. The first one of these sites was Friendster.com which was a way of making friendship and acquaintance between the global community which gained a global fame. In the same year, a French site appeared known as skyrock.com as a site which was changed into a social media application after the emergence of the new generation of the web. New social networking sites appeared in 2003 known as myspace.com which has been very popular by users and was considered one of the first social media sites and the world's most widely known social networking site at that time followed by linkedin.com in 2003 and then the Facebook which was officially launched in 2004 in the US and then moved to the world in 2006. Facebook provided the possibility of developers to develop different useful applications which in turn led to a rise in the number of Facebook users clearly until it reached the throne of social networking sites ranked the first rank in terms of number of users. With the spread of the idea of blogging, little sophisticated idea appeared as small blogging that take the name of Twitter which was officially launched in 2009 by Odeo America for the purposes of interaction between users regardless of religion and social classes due to its availability to all the people without exception (Zammar, 2012).

### **3.3 Benefits and advantages**

Social media have many features and services which contributed in its rapid spread among people as it enables users to; share activities and interests, form friendships and gatherings with similar interests, exchange comments and instant messaging in addition to create a virtual society for its users to be a part of it. The most prominent features of social media can be summarized as the following (Mashry, 2012).

- 1-** Hobby clarity; which happens automatically because every individual seeks to communicate with others which requires declaring personal information clearly without lying or hiding so as not contradicting with the purpose behind subscription on such sites.
- 2-** Incorporate Permanent Attendance; social media provide lasting communication between users without meeting each other in sometime or someplace through; text messages, photo, information, etc... from the

interest fields of the person who is able to reply with the same way. Also, social media provide direct contact either with text or spokenchatting.

- 3- Interactive and Participatory; socialmedia provides interactive feature based on exchanging opinions, thoughts and informationfor free with easinessand smoothness which in turn enable all individuals to exchange their personal information with others as; his desire and hobbies in sport and art.

### **3.4 Detriments and disadvantages**

Social media have positive effects in many sideslike creating a window for many people in order to express their opinion and thoughts freely besides its role in connecting people whatever their races and nationalities and its active contribution in forming the public opinion that refuse all shapes of corruption, injustice, and dictatorship.Despite of these advantages, social media have many disadvantages which can't be neglected especially after penetrating the entire social categoriesrapidly which push many books in order to warn against such sitesespecially Facebook which was described as "the great whirlpool that will devour all the netizens consecutively!"as it make netizens imprisons to it and make them unable in order to hide anything from it, putting their life on it spending hours without knowing or recognizing, as if he actually moved his life on it(Saud, 2008 ).

The most prominent disadvantage of social media is that many people are trying - either by themselves or pushed by third parties or agencies - in order to emit subversive ideas and apply discord and discrimination in the society in addition to collecting youth around what destructs(Yaqut, 2011 ). Also, social media can be a fertile field of rumors and wrong data that emitillusory awareness. From another angle, social media could be the door of parties or persons who are excluded from the real community to be backin order to promote for their policies using indirect means which is significantly abusive to the society(Badrani, 2011).

Thus, most prominent negatives of social media which became clear to the viewerscan be summarize in users' addicting on its usetaking hours of their time especiallywith the unwise usage among youth in chatting, entertainment, disgrace, and corruption surpassing all the religious, moral and customary values. In addition to that, majority of Facebook users have moved their private life and personal secrets to those sitesneglecting the enormous risks that could be resulted from privacy lack.So, it can be said that these sites are like the double-edged sword, either to be used to get benefits - expressing opinions and thoughts, creating new public relation, regaining old friendships - or to get detriments - wasting time, privacy hacking, victims of suspicious issues (morally, politically, intellectually) -(Yaqut, 2011 ).

### **3.5 Sides of Social Media Crisis**

Through the review of what came in the digital boom embodied by the social media as the most prominent media phenomenon today as it attracts a large segment of society, especially young people as the most influential in any society. Social media have emerged due to the technological revolution which helped to create new friends and form relationships in many areas with the exchange of news and information in addition to develop a primarily tool to serve their users. Social media cannot lead groups or individuals to other worlds without their will which adversely affect the social reality of those people; they are like any good tool that its users decide how to acteither to act good and benefit the community or act bad and hurt the community. this is what is actually applied on the social media which its secret lies on the vitality and effectiveness of its users and the aim of using them. Consequently, during the following section I will clarify sides of the social mediawhich in turn makes it as a source of crisis through what was mentioned regarding it into the latest literature(Farha, 2015).

Most traditional professionals don't have problems inside circles of the wheel. They just need direction and how to maximize the social media efforts and for the most part, the social media as an eco-system that is evolving so rapidly because the dynamics of each social media is dramatically different.Publicrelations in the digital age require understanding how your key constituentsare gathering and sharing information and then influencing them at keypoints. Doing so requires strategies that embrace the digital age” (Key, 2005).It has been identified by Scholars that there are two primary roles in public relations: public relations manager and communication technician (Broom, 1979), the classification of practitioner is majorly based upon the role he or she practices which indicated that the crisis will be in the role not in the tool itself. Consequently, crisis of social media didn't stop at one side as it impacts many sides of the whole community and not only on the person who subscribes on such social media.

Thus, there're some specific points which are considered among the direct and indirect sides that shaped social media as a crisis which may occur after a period of time depending on several considerations, including; age and personality of the user, ideological and psychological composition of the user, etc...(Yatsiti, 2012) as the following;



- **Social isolation;** youth addiction on using social media especially chat rooms isolates them from their real social surrounding as he can't recognize friends except virtual friends. This isolation has many negative effects like neglecting, failing, leaving study in addition to weakening the social links among the family and leaving the real life and social events which cause losing the skills of social communication with the society.
- **Decreasing personal interacting skills;** due to communicating easiness; social media reduces the interaction on the personal level for individuals and groups who used these sites, and it is known that the personal and face-to-face communication skills differ from electronic communication skills, in normal life you cannot create a conversation with someone immediately or cancel it with a push of a button.
- **Offending and spreading lies;** another negative side of social media is that most of the published news are uncertain. The person who is able to publish true news can publish the false news and rumors which in turn may cause confusion and lack of credibility.
- **Impersonate;** there are users who impersonate famous personalities and artists, or even ordinary people to disseminate misleading information for defamation or extortion. The true personality behind the users of social networks become anonymous which sometimes motivate users into extortion, identity theft and dissemination of misinformation and defamation, or in a crime such as prostitution or robbery or kidnapping.
- **Lack of privacy;** most of social media problems facing lack of privacy, creating a lot of physical and psychological damage to youth. User's profile on any social network contains all personal information in addition to his concerns and problems that may easily reach the hands of people who exploit it for the purpose of abuse, defamation and extortion.
- **Marital problems;** many parents - in the current days - have accounts on the social media sites, which leads to many unnecessary chats which may develop to threaten the marital life. This may lead to problems between them (May Allah forbid) and therefore many children may lose their future because of the separation of their parents or their disagreement and fight.
- **Social threatening;** in many aspects like the spread of pornographic sites and some incompatible practices with religion and Islamic culture also contradicts the values of the society and the spread of Internet addiction and illegal relationships and low academic level and interference in politics, incitement and wasting money in addition to bury the talent, activities and hobbies, all of which exposes the society in order to negative influence behind the use of these means of social communication.
- **Losing the cultural identity;** replacing the real identity with the international identity of the social media application as the cultural globalization is the most dangerous negative effects of the social media sites which make most of the ignorant users as the blind persons seeking for the mirage.
- **Wasting time;** once the user logs to one of social media networks, he begins to move from page to another, from a file to another and he does not realize the hours he wasted in commenting on the images of his friends without taking any benefit for himself or for others.
- **Transition from absolute to relative;** the continuous use of social media makes the individual forgets the established principles and norms in his society which moves him from the absolute in public life to the relative in the virtual life which may cause the individual to do things he thinks they are sound but his society sees such things as wrong actions.

### **3.6 Role of leadership towards social media**

If the social media provided many benefits, it produced many legal problems resulted from misuse as determination of criminal responsibility for cybercrimes that are done on the social media pages; is the internet service provider responsible for the issue as it's the main part in managing the site information program on the internet, or it is treated as merely the provider of communication technology that has no relation to the content or the information it includes? Is the user responsible for the issue as he is the editor who formulates the posted information and data on social media, or it's the responsible for managing the internet? Sometime the two responsibilities may come together when the site creator is the same person who edit the content. That means, it will be difficult to determine the end of legal responsibility of social media and the start of the responsibility for the content's owner. Generally, managing legal rules for using internet and social media is a vital part for the role of leadership towards social media (Mostafa, 2013).

There are no doubts that the internet and social media are used in open space by lots of users with the absence of a central managing authority, also the absence of the so called "the gate guardians" which in turn increase the opportunities for evasion and circumvention that made the government intervention - to manage the content - less capable in order to stop such violators. Thus, the self-organizing initiatives are the most suitable in all circumstances, but still the weakest way to obligate users and service providers to its content (Ebrahim, 2007). Other researchers are pointing that all international trails to legalize virtual society - including social media - still partially and mysterious because managing the virtual society behavior according to the traditional authority seemed to be unpractical because the source of information and operation scene may be outside the

state authority; international experience points that the state authority became effective only if the violators own some local properties or relatives who live inside the state was attacked to be punished (Hamada, 2008).

In all cases, requirements of using social media need to develop legislations to keep up with the development of these social media because the current traditional legislations seemed to be incapable in many ways to legalize the internet negative usages especially insulting and defamation in the light of changing identities on social media and the many anonymous users in many times. This situation causes real problems on the administrative level and putting the legal frames that are considered to be on one of the social stability bases which is the main responsibility and role of leadership towards the social media. Social media is distinguished with easy access to information, as it's considered to be a fertile field to the concerned authorities in getting information. Thus, there is a question about those networks usage possibility in getting evidences of crimes as it contains important data about users, which can be used by authorities to solve cases, as it saves efforts, costs and time in getting information, by using it, they can identify the real or the virtual identity, also it can be used in more crucial investigations. (Mostafa, 2013). A clear example about the effective role of leadership towards social media is what happen in France when it uses social networks to collect data in kidnapping cases, suicide, racial hatred, defamation, narcotic drugs trafficking and sexual assault of children. Thus, those sites and personal pages can be used by specialized police force to collect data about crimes, through analyzing certain Facebook pages to determine the relationships between the suspects and the happening crimes on the social media (Walther, and Westerman, 2012).

To conclude, leadership cannot ignore the new social media, this is an opportunity but also a tool of self and even a risk factor for organizations that do not properly manage their image and internal communication. Social networks cannot be controlled and subdued. Through their pressure, leadership must evolve to authentic values, decisional transparency and direct and personalized communication. In our opinion, the charismatic and visionary leader will be one that will be able to align the group in achieving its objectives and bring added value to the organization in an open and competitive economy.

### **3.7 Leadership and social media in the UAE**

There is no doubt that the emergence of modern communication means created a qualitative leap in communication between individuals and groups, resulting in positive and negative practices and effects which have been reflected in general on the society in general and on the family in particular. Although the degree of impact is linked to a strong link in how they are used and invested in them, the distinction between positive technology and its negatives in modern times depends on how individual use it. In front of these technologies, which have become a double-edged sword, and invade our societies and homes and the minds of our generations without permission; number of specialists, experts and activists in this sector see that despite the benefits that are not hidden from any of us, but the negative aspects of the most likely positive. These means and channels are a hotbed for weak souls, extremists with dubious agendas to spread their poisonous ideas and programs, and to hunt victims by blackmailing them and choosing between money and scandal, even now we witness what is now called "cyber terrorism" and cybercrime (Al-Khaja, 2015).

The role of leadership is clear in the so-called information security, which is concerned with providing protection against the threatening threats through providing the necessary tools and means for protecting information from internal or external risks, the standards and procedures taken in order to prevent the access of information to the hands of unauthorized persons through communications and to ensure authenticity and health of these contacts (Al-Khaja, 2015). Thus, in order to face the chaos of spreading information through social media and manage the modern social media in accordance of; citizen rights, society safety and security, and integrity and transparency of the media and its accountability; the UAE tried to create some entries which are previously tested for achieving such control on social media (Supreme Council for National Security, 2016), some of these entries include the following;

- Blocking the unwanted and unsuitable websites.
- Individual Initiatives by the modern digital media experts and practitioner.
- Controlling through monitoring for what is broadcasted on the web and mobiles.
- Removing the unwanted subjects using the most advanced technologies for that aim.
- Putting moral restrictions represented in honor agreements by civil society organizations that are interested in media and other organizations.
- Putting moral restrictions represented in behavior blogs developed by the digital and no digital media organizations.
- Criminalizing and pursuing through punishing providers of unsuitable content on the network, like law pursuing and punishing the internet activists especially the bloggers and social media users for publishing information.

- Awareness to the damages and consequences of the irresponsible publishing on the internet or what is called digital and informative literacy for presenting ethics of dealing on the social media applications.
- Managing media activity on the internet and smartphones (legal, personal, mutual) which determine the relationship between; state, service provider, content creator, and audience in order to balance between the rights of content creator without restrictions, control or pressure before or after publication and the audience right to get media accurate, correct and countable content, through putting two codes, legal (Legislation), ethics (honor agreements and behavior blogs).

Despite the community activities in order to avoid problems of social media, the most important step taken by the leadership of the UAE comes clear in the Emirati's Constitution in order to regulate and legalize the use of social media; there is the Federal Decree-Law no. (5) of 2012 on combating cybercrimes Issued on 25 Ramadan 1433 AH corresponding to 13 August 2012 AD- has criminalized the electronic extortion in two unrestricted and restricted forms as the following (Federal Decree-Law no 5, 2012);

- The restricted condition stated into the second paragraph of Article 16 of the Decree referring; "The punishment shall be imprisonment up to ten years if the subject of threat is to commit a felony or engage in matters against honor or morals".
- The unrestricted condition stated into the first paragraph of Article 16 of the Decree referring; "Shall be punished by imprisonment for a period of two years at most and a fine not less than two hundred fifty thousand Dirhams and not in excess of five hundred thousand Dirhams or either of these two penalties whoever uses a computer network or information technology means to extort or threaten another person in order to force him to engage in or prevent him from engaging in a certain act".

### **3.8 Research methodology**

Any research or study depends on giving a number of information and theories to determine the problematic nature of the research. In order for the research to meet its scientific and practical value, it is important to deal with the most appropriate methodological procedures. In this chapter, I will attempt to explain the scientific methods upon which the study was based such as; the associated methodology, the sampling procedures, the data collection tools, the validity of their application, and the knowledge of their reliability in addition to exposure to the techniques used in the study.

#### **3.8.1 Introduction of research method**

In 1970s, a structured method that involves breaking down complex or difficult and formless elements into an organized set of components was introduced. It was called the Analytic Hierarchy Process or "AHP", these set of components are arranged in a multilevel and hierarchical way by decision making involving different alternatives (Saaty, 1982). In AHP method, the decision process results into a hierarchy. Developing a matrix indicating the strength with an element dominating another with respect to a given criterion is possible through making a set of pair-wise comparisons at each level of the hierarchy. This process provides an effective structure that imposes system and commitment on the decision-making process. The need to determine a numerical value for each variable of the problem helps decision-makers in order to maintain a coherent conceptual model which in turn help them reach to a clear conclusion. In addition to that, the managerial nature of decision makers improves the coherence of decisions and enhances the credibility of the analytic hierarchy process as a tool for strategic decision-making (Saaty, 1982).

Analytic Hierarchy Process helps capture both subjective and objective evaluation measures, providing a useful mechanism for checking the consistency of the evaluations thus reducing bias in decision making (Ishizaka, 2003). In this work, AHP is used in order to explore the strategic role of the UAE leadership in dealing with the social media crisis since it is a widely used multi-criteria tool for decision-making. Unlike the conventional methods, AHP uses pair-wise comparisons which allow verbal judgments and enhances the precision of the results with dependence loops elicit judgments that reflect ideas, feelings, and emotions represent those judgments with meaningful numbers synthesize results analyze sensitivity to changes in judgments. The pair-wise comparisons are used in order to derive accurate ratio and scale priorities (Badurdeen et al, 2011). The advantages of using analytic hierarchy process are summarized below;

- The practical way to deal quantitatively with different types of functional relationships in a complex network.
- A powerful tool to integrate expected planning and needed planning in a vital way that reflects the judgments of all members of the department.
- It is a way of merging clear data with objective provisions on intangible factors as well as blending the judgments of several individuals and resolving differences between them.



- A tool to combine the overall and partial method in a convincing framework. The overall method is to build a pyramid that looks at all elements as a whole. While the partial method looks at the examination of parts by making binary comparisons between them.
- This approach involves quantitative and qualitative aspects. Qualitative aspects are the definition of the problem, its hierarchical structure, the definition of objectives and criteria, and quantitative aspects of the expression of judgments and priorities in number language.
- This method combines objectivity and objectivity, objectivity through matrices and extraction of priorities. They are subjective subject to the interests and preferences of the decision-maker when making comparisons. Therefore, the results will vary according to different preferences in relation to personal decisions, but personal preferences will be localized when deeper decisions are made, with the participation of a group of experts and decision-makers.
- The great ability to arbitrate concrete and abstract qualities by making binary comparisons based on the ability of the human mind in order to distinguish between those qualities.

### 3.8.2 Steps of AHP Questionnaire

- **Hierarchical structuring of the problem;** there is no fixed base for building hierarchical forms because the hierarchical process depends on the type of decision to be made. If this decision is an alternative choice among several alternatives, we can start with the last level by placing the available alternatives in the list for the basic structure of the AHP consisting of level 1 of the goal, level 2 of the main criteria and sub criteria, and level 3 of the alternatives. The next level will have the criteria by which we will judge these alternatives while the higher level will consist of only one element which is the overall purpose for which the decision is made based on existing standards and the importance of their respective contribution in its achievement. The most successful way to form a hierarchical structure is to examine the subject in depth and then to list all its related elements and alternatives which are grouped and organized in a hierarchical way later (Vargas, R. V, 2010).
- **Priority Analysis;** the AHP calculates the priorities among the elements of the pyramid and compiles the judgments in order to obtain a set of overall priorities in addition to check the consistency of these judgments in order to draw a final decision based on the results of this process. Analytic Hierarchy Process uses two approaches at the same time; it uses systems thinking to construct ideas hierarchically and causal thinking or explanation through the binary comparison between elements of the pyramid by the compilation of applied provisions in the work which in turn mixes the logical thinking with the generated feelings from the experience resulting from knowledge. However, the end result is not necessarily to be correct if the solution derived from the use of hierarchical analysis does not sound right to an informed decision maker; the solution would be better when the decision maker repeats/rebuilds the process or re-examines the judgments. On the other hand, experiences have shown that the results of the method of AHP converge decisions reached with great effort in the business world (Saaty, 2007).
- **Consistency Verification;** when the matrix is constant, the standard sum of each row tells how much each element is relatively dominated by the other elements and how much other elements are dominant over each of the total inputs of each column. The two values must be multiplicative inverse to each other so that the multiplication of the two values equal to one. It's noticed that the elements in the column are the inverted of the elements in the row for that activity. Elements in each column are summed and multiples by the standard value of the corresponding row and then results are aggregated for all columns.

If judgments are contradictory; it's known as Lambda Max  $(\lambda_{max})$ - will be greater than  $(n)$ - number of compared elements- and the amount of difference will measure the degree of contradiction. To obtain acceptable results, the AHP measures the overall consistency of the judgments by calculating the consistency ratio (CR) which must be 0.1 or lower by benefiting from the consistency index equation of  $CI = \frac{\lambda_{max} - n}{n - 1}$  where  $n$  is the number of compared elements. Random pair-wise comparisons have been simulated in order to produce average random indices for different sized matrices. After obtaining the value of consistency index (CI), it should be compared with the value of random index (RI) as shown in *table 1* in order to identify the consistency ratio (CR) using the equation of  $CR = \frac{CI}{RI}$  (Vargas, 2010).

**Table 1.** Random Index Values

N	1	2	3	4	5	6	7	8	9	10
RI	0.00	0.00	0.58	0.90	1.12	1.24	1.32	1.41	1.45	1.48

#### **IV. Data collection and sample selection**

Based on the nature of the study and the objectives it seeks to achieve, the researcher used both of the descriptive analytical methods and the applied method, as follows;

- Analytical descriptive approach was applied by studying general terms and definitions of related concepts of; strategic leadership, strategic management, social media with discussion of history of its development and differences between them, crisis and disaster with simplified explanation of AHP and how to use it in multicriteria decision making where some of related definitions and terminology to same subject were studied and presentation of most important characteristic of AHP from other decision-making methods using with a simple explanation of its procedures and its most important applications.
- The study also examined and analyzed reality of social media sector in addition to reviewing and analyzing the structure of strategic management in the UAE and narrating and analyzing some of the obstacles facing this sector.

Applied approach was applied by building the AHP model for collecting the study information in order to prioritize alternative. The main and secondary objectives and criteria were identified and then the alternatives were applied in order to get the results obtained by this study. Data resources were based on the following data resources;

- Preliminary data resources through field visits to public and private institutions, educational institutions, and nongovernmental organizations and interviewing specialists and decision-makers in the field of strategic planning and crisis management.
- Secondary data resources through the relying on some previous studies in the same field, books, references, periodicals, reports, and specialized scientific journals in addition to some of the most important official web sites.

Collected data were taken from; Abu Dhabi Education Council in Al Ain, Social Support Center in Abu Dhabi, and Social Support Center in Al Ain which are affiliated centers to Abu Dhabi Police GHQ. Technique used for selection of respondents is purposive sampling wherein discipline, experience, and gender diversity can be assured. Process to interact with respondents started with communicating with superior officials to ask for their approval to initiate collecting data inside other departments for the study. 25 respondents as the sample size is considered to be satisfactory with regards to this research (Saaty, 2012; Drake, 2013; Hussain, 2015). Questionnaire developed on a scale from 1 to 9 and Pairwise technique, as suggested by Saaty, has been employed. For instance, if alternative A is identified by respondent as moderately more important than alternative B, then former will be rated '3' and the latter, '1/3' in this comparison and so on. Therefore, researcher selected number of officials, experts and decision-makers, and qualified individuals with experience in areas of planning, strategic management and crisis management. Demographic qualities and characteristics of the sample members are presented in the following figures;

- **Variable of gender;** figure 3 shows that 51% of the sample is women and 49% of males. This shows the convergence of the number of males and females working in governmental sector within UAE.
- **Variable of qualification;** figure 4 shows that 6% of the sample has diploma or less, 77% has bachelor's degree, 14% of has master's degree, and 3% has PhD which indicated keenness of workers to complete highest qualifications.
- **Variable of experience;** figure 5 shows that percentage of individuals who have periods of work experience between 1 to 5 years reaches 29%, 34% of the study sample has 6 to 10 years of experience, 26% of the study sample has 11 to 15 years of experience, 8% of the study sample has 16 to 20 years of experience, and 3% of the study sample has more than 20 years of experience. The multiple periods of experience of the members will increase confidence in the results of the study.
- **The variable of age;** figure 6 shows that percentage of individuals who have age between 25 to 30 years reaches 29%, 34% of the study sample has 31 to 35 years old, 34% of the study sample has 36 to 40 years old, and 3% of sample has more than 40 years old. It shows how diverse people are and how long their integration is with the work environment.

#### **V. Data Analysis**

Data analysis is the process of bringing order, structure and meaning to the collected data. It is a messy, ambiguous, time consuming, creative, and fascinating process. It does not proceed in a linear fashion; it is not neat. Qualitative data analysis is a search for general statements about relationships among categories of data

(Marshall and Rossman, 1990). Data analysis can refer to a variety of specific procedures and methods. However, before programs can effectively use these procedures and methods, we believe it is important to see data analysis as part of a process. By this, we mean that data analysis involves goals; relationships; decision making; and ideas, in addition to working with the actual data itself. Simply put, data analysis includes ways of working with information (data) in order to support the work, goals and plans of your program or agency.

Table 5 shows the geometric means of pair wise comparison matrix of the main criteria indicating that the counseling is considered as the most important main criterion rather than the other main criteria by the respondents with a priority weight of 43% followed by the communication criterion which had a priority weight of 25%. The evaluation and planning criteria were ranked third and fourth respectively with priority weight of 18% and 14% respectively. The value of consensus responses (CR) in Table 5 is 0.04 which is < 0.10 and fulfills the acceptable CR requirement.

**Table 5 : Geometric Means of Pair-Wise comparison of main criteria**

Criteria	Counseling	Communication	Evaluation	Planning	Priority Weight
<b>Counseling</b>	1.00	3.27	2.78	1.81	<b>0.43</b>
<b>Communication</b>	0.31	1.00	2.77	1.79	<b>0.25</b>
<b>Evaluation</b>	0.36	0.36	1.00	2.54	<b>0.18</b>
<b>Planning</b>	0.55	0.56	0.39	1.00	<b>0.14</b>
<b>CR Value: 0.04 &lt; 0.10 (Consistent)</b>					

Table 6 shows the geometric means of pair wise comparison matrix of the sub criteria for the main criterion of counseling indicating that the motivation is considered as the most important sub criterion rather than the other sub criteria by the respondents with a priority weight of 40% followed by the values which had a priority weight of 29%. The job design and HR management criteria were ranked third and fourth respectively with priority weight of 17% and 14% respectively. The value of consensus responses (CR) in Table 6 is 0.03 which is < 0.10 and fulfills the acceptable CR requirement.

**Table 6 : Geometric Means of Pair-Wise comparison of sub-criteria (Counseling)**

Criteria	Motivation	Values	Job design	HR Management	Priority Weight
<b>Motivation</b>	1.00	2.45	2.28	1.86	<b>0.40</b>
<b>Values</b>	0.41	1.00	3.01	2.29	<b>0.29</b>
<b>Job design</b>	0.44	0.33	1.00	1.77	<b>0.17</b>
<b>HR Management</b>	0.54	0.44	0.56	1.00	<b>0.14</b>
<b>CR Value: 0.03 &lt; 0.10 (Consistent)</b>					

Table 7 shows the geometric means of pair wise comparison matrix of the sub criteria for the main criterion of communication indicating that the impersonal communication is considered as the most important sub criterion rather than the other sub criteria by the respondents with a priority weight of 41% followed by the organizational communication which had a priority weight of 30%. The meeting and business communication criteria were ranked third and fourth respectively with priority weight of 19% and 10% respectively. The value of consensus responses (CR) in Table 7 is 0.03 which is < 0.10 and fulfills the acceptable CR requirement.

**Table 7: Geometric Means of Pair-Wise comparison of sub-criteria (Communication)**

Criteria	Impersonal communication	Organizational communication	Meeting	Business communication	Priority Weight
<b>Impersonal communication</b>	1.00	1.90	2.67	2.58	<b>0.41</b>
<b>Organizational communication</b>	0.53	1.00	2.65	3.08	<b>0.30</b>
<b>Meeting</b>	0.37	0.38	1.00	3.27	<b>0.19</b>
<b>Business communication</b>	0.39	0.32	0.31	1.00	<b>0.10</b>
<b>CR Value: 0.03 &lt; 0.10 (Consistent)</b>					

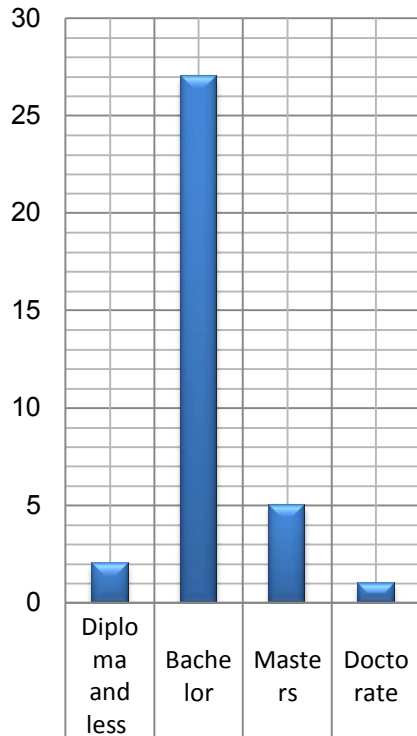


Figure 4 : Qualification

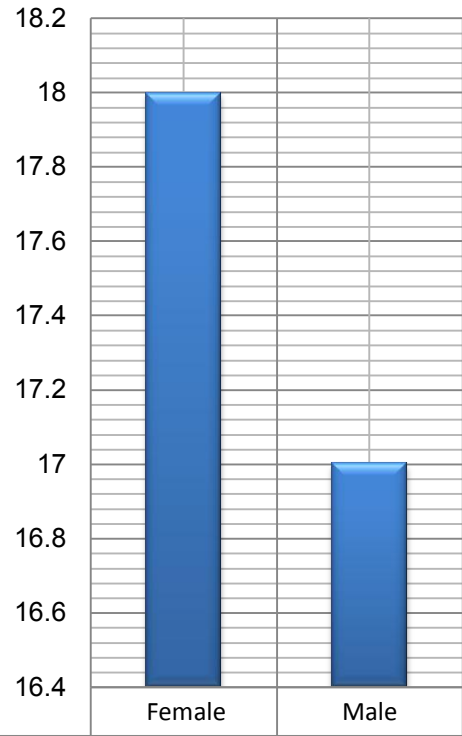


Figure 3 : Gender

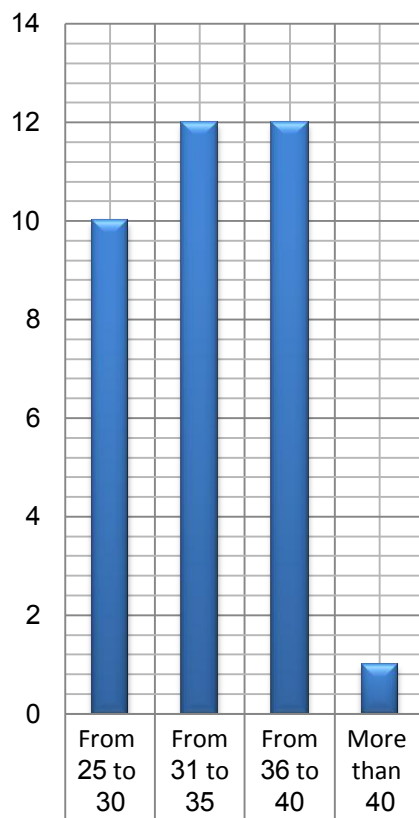


Figure 6 : Age

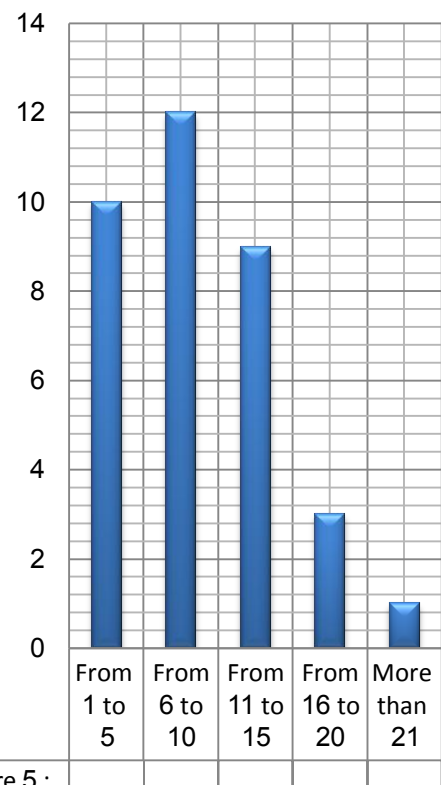


Figure 5 : Experience

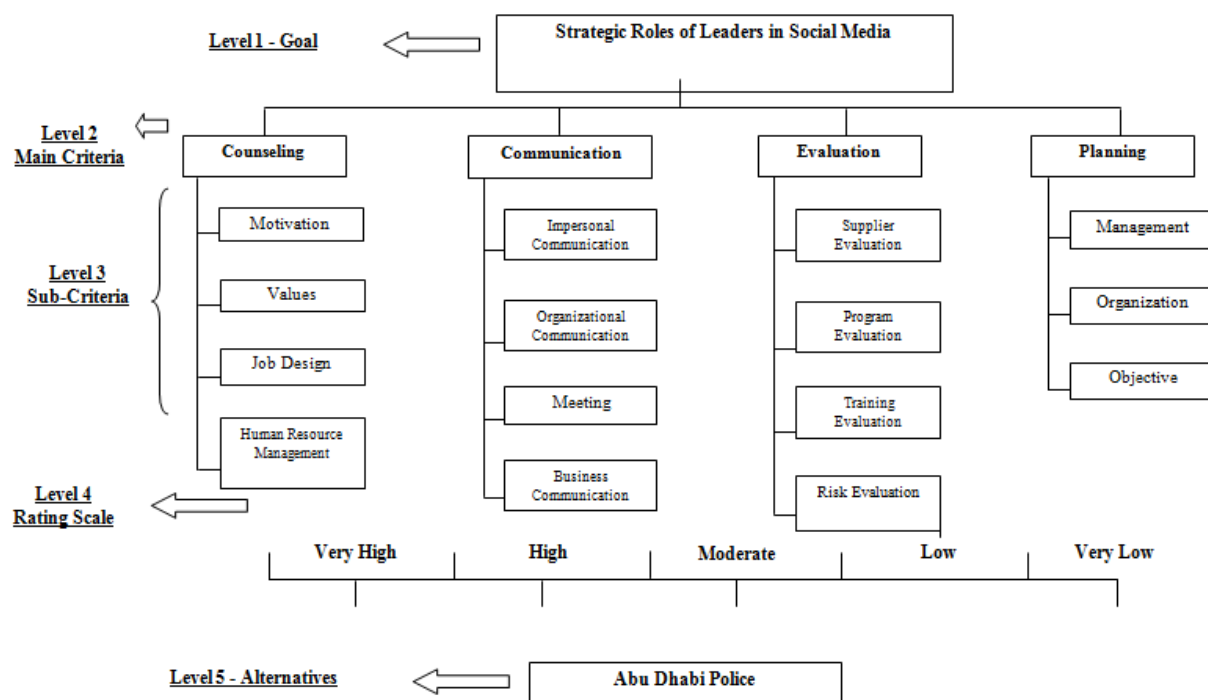


Figure 8: Proposed AHP Model

Table 8 shows the geometric means of pair wise comparison matrix of the sub criteria for the main criterion of evaluation indicating that the supplier evaluation is considered as the most important sub criterion rather than the other sub criteria by the respondents with a priority weight of 38% followed by the program evaluation which had a priority weight of 29%. The training evaluation and risk evaluation criteria were ranked third and fourth respectively with priority weight of 18% and 14% respectively. The value of consensus responses (CR) in Table 8 is 0.04 which is < 0.10 and fulfills the acceptable CR requirement.

Table 8: Geometric Means of Pair-Wise comparison of sub-criteria (Evaluation)

Criteria	Supplier evaluation	Program evaluation	Training evaluation	Risk evaluation	Priority Weight
Supplier evaluation	1.00	2.61	2.33	1.43	0.38
Program evaluation	0.38	1.00	3.15	2.53	0.29
Training evaluation	0.43	0.32	1.00	2.56	0.18
Risk evaluation	0.70	0.40	0.39	1.00	0.14
CR Value: 0.04 < 0.10 (Consistent)					

Table 9 shows the geometric means of pair wise comparison matrix of the sub criteria for the main criterion of planning indicating that the management is considered as the most important sub criterion rather than the other sub criteria by the respondents with a priority weight of 51% followed by the organization which had a priority weight of 30%. The objective criterion was ranked third with priority weight of 19%. The value of consensus responses (CR) in Table 9 is 0.03 which is < 0.10 and fulfills the acceptable CR requirement.

Table 9: Geometric Means of Pair-Wise comparison of sub-criteria (Planning)

Criteria	Management	Organization	Objectives	Priority Weight
Management	1.00	3.41	1.61	0.51
Organization	0.29	1.00	2.99	0.30
Objectives	0.62	0.33	1.00	0.19
CR Value: 0.03 < 0.10 (Consistent)				



Final step in AHP is to develop the overall priority weight of the 19 indicators altogether as shown in Figure 8 and compare them in relation with the rank of each sub criterion in link with the rank of each main criterion. The management is the highest ranked sub criterion with an overall priority of 51 percent despite being a part of the planning main criterion which was listed as the last most important criterion. Impersonal communication is a close second with overall priority of 41% followed by the motivation sub criterion at 40 percent. Importance for each criterion came from activities and process done in each step in maintaining crisis. Counseling means the support process in which a counselor holds face in order to face talks with another person in order to help in solving the problem, or help in improving attitude, behavior, or character. In a counseling session, counselor meets with another person and allows him in order to talk about what is bothering him and helps him in order to resolve conflicts in a way that makes him feel better and better. The sub-counseling strategy include; Motivation, Values, Job design, and Human resource management (Avolio 2007).

## **VI. Discussion, conclusion, and limitation**

After recognizing the importance for the factors which enables strategic leaders in managing the social media crisis inside UAE, it was concluded that strategic planning cannot be done or implemented within the organization if there is no environmental analysis of the internal and external environment in order to know what are the strengths and weaknesses of the organization in the internal environment and what are the opportunities and threats in the external environment. The research concerned about the conceptual framework of crisis in the strategic view which has become to mean opportunity to change not threat only. The research explains the multi stages of crisis which caused mainly by the social media in the modern time and its characteristics into the era of technology that are difference from catastrophe and disaster. The study depended predictability and influence possibilities as a classification of crisis using AHP to show that there are sub crises with the main crisis caused by the social media. Important one is the Maida Crisis which is related with the informational dimension and the Psychological Crisis which is related with the Human dimension or the victim management which are two main elements for the leader which he must handle in order to avoid the destructive effect of such crises in the future.

Limitation of the research is the lack of studies and references that focused on content of this study which required double effort to obtain information or through visits to some concerned departments with crisis and disaster management. In addition to the difficulty of obtaining some data, statistics and official reports, related to the study applied by the researcher, which requires searching through newspapers, or the Internet. Such limitation encourages the researcher to recommend a set of future studies in order to overcome any limitations appeared during the study, including the following points;

- Collecting other information about strategic leadership upon facing social media crisis from other governmental organizations rather than Abu Dhabi and outside the United Arab Emirates in order to maximize the amount of collected knowledge about the topic of the study locally and internationally.
- Arranging regular meetings with some families inside the UAE to discuss the issue of social media and its negative effects that create the crisis which lighting the path in front of the Arab community to judge wisely on the social media.
- Performing other comparative studies about other GCC countries in order to figure out the real situation of social media and its crisis in other country rather than the UAE.

In light of the findings of the study and to develop the capacity of strategic leaders in the United Arab Emirates to manage social networking crises, the researcher proposes a set of recommendations divided into two axes (strategic leadership and social media management), including the following;

### **1) Strategic leadership**

- Priority should be given for any future strategic development plans to those elements that have the highest priority in the hierarchical analysis model.
- Encouraging scientific studies and research in order to conduct more specialized field studies in the field of crisis management in public and private sector institutions in order to create a scientific knowledge base in various aspects of crisis management.
- Enhancing teamwork spirit by encouraging strategic task teamwork and developing their skills and strengthening the culture of participation among these teams. The development, implementation and evaluation of the strategy is based on the participatory work among the different members of the department.
- Managing organizational change processes towards strategic direction and creating a conducive environment in order to change and able to respond effectively to it by encouraging risk acceptance and confronting and challenging current situations.

- Asking journalists in order to pay attention to whatever issues highlighted on social media networks as being very relevant to people's lives
- Working on the continuous review of crisis management plans and conduct mock trials in order to deal with various crises to test efficiency and effectiveness of those programs and plans for identifying the weaknesses in order to overcome and identify the strengths for more support.

## **2) Social media management**

- Training on the evaluation process of information in an appropriate and immediate method and how to deal with rumors in addition to evaluating the reality and available resources on the various social networking for understanding what are the abilities of these sites.
- Teaching leaders how to work with media and using media management in order to enable leaders to clarify where the community is heading in addition to providing the framework that reinforces thinking and actions of individuals on reality.
- The introduction of a school curriculum about the social media under the control of Ministry of Education in order to teach students how to exploit the social media and programs for their benefit and benefit from the modern media and its optimal uses as well as to demonstrate the negatives of the social media usage.
- Developing creative and innovative capacities of employees in the governmental and private sectors in order to form an ability to generate creative ideas that improve the level of performance, so that employees can cope with the new challenges in the era of the ICT revolution.

### **Acknowledgement**

First and foremost, praise is to Allah for all His blessings, grace and mercy throughout my life and during the time of my research. This study would have been impossible without the guidance and support of many people. Gratitude goes to my supervisor, Dr. Mohamed El Nasary, who encouraged me during topic selection and allowed me to pursue a topic in which I was personally interested. I am lucky to have had the opportunity to work with him on this topic, and I appreciate his academic professionalism, feedback, and guidance during the entire study. Respect and gratitude go to my family who supported me and always encouraging me to move forward and fulfill my dreams. I would like to thank my friends and work colleagues for their unending support and encouragement. Finally, I thank all the individuals who participated in the survey of this study in addition to the persons who will use the results of this study for the good of my country UAE.

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