

The Policy of Functional Integration of the Product Planning Team as a Strategy for the Development of the Pharmaceutical Industry in Palestine

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Abstract: This study presented the policy of functional integration of the product planning team as a strategy for the development of the pharmaceutical industry in Palestine. The study population consists of all the workers in companies operating in the field of medicine in Palestine, which are (5) companies producing in the West Bank only for pharmaceuticals used by these companies, which are (296) employees, and was used a simple random sample to choose the sample and size (87) employees of the study population, and to achieve the objectives of the study (87) questionnaires were distributed. The descriptive analytical method was used, and SPSS was used to answer and discuss the study's questions.

The results showed that there is a significant relationship between the effectiveness of the policy of product development and the competitiveness of pharmaceutical companies in Palestine (West Bank), where the policy of product development efficiency accounts for 56.6% of the total change in the competitiveness of companies. The product quality component was most influential at all levels of product development effectiveness policy, followed by product identification, product cost reduction, packaging and product deletion.

The weakest areas of strategic direction in pharmaceutical companies in Palestine (West Bank) are 67%. The weakest aspects of job integration are: non-regular meetings of representatives of different positions to participate in any project related to product development, to achieve spatial convergence of members of the product planning policy team in offices, laboratories and workplaces.

Keywords: functional integration, teamwork, product planning, development strategy, Palestine

1. INTRODUCTION

It is agreed that business organizations cannot achieve their goals of survival and continuity without developing policies that are able to take advantage of their strengths and exploit the opportunities available, while addressing the weaknesses, especially in the current environmental conditions, and the changing environment of the business environment. General and industrial organizations in particular to a high degree of uncertainty, especially in Palestine as a result of the status quo and this makes the policy of product planning particularly important in organizations.

Despite the integration of marketing strategies in the areas of products, pricing, promotion and distribution of various dimensions in strengthening the competitiveness of business organizations, but the policy of product planning occupies one of the important marketing strategies used by organizations to enhance their competitiveness in the domestic and global markets, because the success of the company in the development of policies The product planning gives it a competitive advantage that is difficult for competitors to simulate in the short term, which increases the volume of sales and market share, and reflects positively on their profitability, which encourages them to plan for new

opportunities to develop the pharmaceutical industry For products, and to achieve long-term growth (Saleh, 2008).

In view of the strategic importance of some of the industries stemming from the nature of the products they are producing, it is necessary to shift the attention of these industries to the development of policies capable of maintaining the level of performance and development of these products commensurate with the continuous changes occurring in the local and global market. The Palestinian pharmaceutical industry is one of the pillars of support for low-income citizens. The sector of these industries produces many alternative medicines for imported products. Characterized by its high quality and limited price being. Therefore, the care of this sector is a top priority in order to ensure the stability of a wide range of citizens, through the achievement of drug security.

2. PROBLEM STATEMENT

The researchers concluded with regard to the role of product planning policy in the development of the pharmaceutical industry in Palestine to ignore the pharmaceutical companies in Palestine in the policies of product planning in the development of the pharmaceutical industry, as well as the mechanisms employed by the World Trade Organization for

the protection of intellectual property rights, which led the researchers to conduct this field study related to the policies of product planning and its role in the development of pharmaceutical industry in Palestine - the West Bank, and the factors associated with it which affect the development of pharmaceutical industry, to identify the shortcomings and weaknesses.

3. RESEARCH IMPORTANCE

The study derives its importance through the following:

1. The scarcity of studies and research on the policy of functional integration of the product planning team as a strategy for the development of the pharmaceutical industry in Palestine, which is one of the biological industries that depend on the product of minds which are available in Palestine and able to compete with Israeli and international products. On the development of the pharmaceutical industry is still the focus of researchers both at the local and global levels, and that the subject of this study is still fertile ground for further scientific studies in the Arab region in particular, Medicine in Palestine to enhance its competitiveness for Israeli and global products
2. The pharmaceutical industry plays an important role in providing medicines to the Palestinian market, taking into account that the vast majority of sales are directed to this market originally. The researchers therefore hopes that the results of this study will lead to the attention of officials in the pharmaceutical companies in Palestine - the West Bank, Towards the most important policies that work in the planning of products in the development of the pharmaceutical industry and the factors influencing the development of this industry, thus contributing to the rationalization of the decisions related to the development of the pharmaceutical industry, so that it can enhance the competitiveness of Israeli products in particular and the world in general Ash after entering Palestine in the World Trade Organization.

4. RESEARCH OBJECTIVES

The main objectives of this study are as follows:

1. Identify the impact of the policy factors of the functional integration of the product planning team as a strategy for the development of the pharmaceutical industry in Palestine and determine the extent of the influencing factors affecting the development of the pharmaceutical industry in Palestine - the West Bank.
2. Disclosure of the most important obstacles to the policy of product planning in the development of the pharmaceutical industry for companies operating in the field of medicines in Palestine - West Bank.
3. To reach the most important recommendations and suggestions for the development of pharmaceutical industry for pharmaceutical companies in Palestine-West Bank.

5. RESEARCH HYPOTHESIS

Ho 1: There is no significant relationship between the policy of dealing with the profession and development of the pharmaceutical industry for companies operating in the field of medicine in Palestine.

6. LITERATURE REVIEW

- Study of (Saleh, 2008) aimed to identify the most important areas of product development in pharmaceutical companies in Egypt, and to determine the contribution of the ability to develop the products of these companies in enhancing their competitiveness, evaluating the quality of product development processes in pharmaceutical companies in Egypt and measuring their impact on the success of companies in developing products. To identify the determinants of the quality of the performance of the product development processes of pharmaceutical companies in Egypt and to identify the shortcomings of these processes, which negatively affect the development of the product. It reached a set of results from which the pharmaceutical companies in general have the ability to moderate competition in each of the domestic and international markets, a rate of 66%, and the most important aspects of competitiveness of companies in three dimensions: product quality, low product prices, in the market Local, and win customer satisfaction more than rivals.
- Study of (Parsons et al., 2006) aimed to investigate the impact of a number of factors that are expected to affect the development of the specifications and standards of the product in one of the major companies engaged in the research and development of pharmaceutical products, which are: factors in the field of information, financing, environmental cooperation, compatibility of product development projects with the strategy of the company, Information, identify the most important methods that enable drug development practitioners to obtain their information needs, and develop a framework that allows pharmaceutical companies to develop a model that includes the collaborative information environment. Has reached a set of recommendations Innovation is personal experience requires a rich knowledge environment that supports information cooperation, the use of collaborative learning in the pharmaceutical industry is an important part of the drug development process, but it is rarely an in-depth study. The following paper in the role of collaborative learning plays within the company's innovative processes of large pharmaceuticals, and proposes a framework that allows a strategic organization to model a cooperative environment conducive to innovation. In the framework identifies the main areas of drug development project, which should be discussed according to the requirements of the cooperative staff tool. A biophysics theory conducts a brief search tool to capture, identify

how drug project teams innovate pharmaceuticals and provide collaborative tools to staff.

- Study of (Trim & Pan, 2005) which focused on how the workers in marketing in the pharmaceutical industry at the global level to improve the competitive position of their companies through the achievement of a competitive advantage by continuing to develop a strategy for the development of new products, and to identify the impact of a number of regulatory factors on the success of new product development projects in a global company in the field of the pharmaceutical industry. These factors are as follows: internal factors and represent in the financial performance, the determinants of strategic options that include the resources of the company, the morale of the workers and identify the strengths and weaknesses of the company. External factors include circumstances of customers, competitors, market and sales, and these factors determine the opportunities available to the company and the threats facing the products.
- Study of (Danzon et al., 2005) aimed to investigate the impact of Alliances in the field of product development on the productivity of research and development in companies, and on the success of the products that are being developed in clinical development. The study found that there is an inverse relationship between the diversity of experience in the various treatment fields in the company and the success of the products in passing the third phase of the clinical tests. It also found a positive relationship between the product development alliances and the success of the products in passing the clinical testing stages, especially in the more complex stages of the second and third stages. This positive relationship is further enhanced if Licensee, a licensed company, has significant experience in the development of pharmaceutical products from its innovative company, Originator.
- Study of (Renko et al., 2005) which focused on the role of Market Orientation and Technology Orientation in the development of pharmaceutical products for biotech companies of the Federation of Pharmaceutical Industry in Finland, based on the importance of modeling between these two approaches to success in the development of pharmaceutical products. Market and technological orientation in the development of pharmaceutical products. The study found a number of results, including the strength of the scientific and technological approach in the field of product development in the companies in question, as opposed to the market orientation which is concerned with collecting and disseminating information and benefiting from it in the development of pharmaceutical products that meet the needs of customers. The products are based on both the market and technological trends, as well as the difference in the concept of the market and technological orientation of the biotechnology company

from the traditional market orientation. The traditional market orientation is concerned with the choice of target markets. Product design and production, promotion and distribution to meet current and projected needs to the consumer. Market orientation in the field of biotechnology is creating new markets, overcoming barriers to market entry, and educating consumers to use new technologies developed by the company.

- Study of (Sundgren & Styher, 2003) which aimed to examine the impact of a number of organizational aspects expected to affect the success of new product policy development projects by two international pharmaceutical companies in the United Kingdom: AB Hassle and ICI Pharmaceutical Division, and a proposed framework that includes factors influencing the organizational aspects affecting the success of projects. The development of the pharmaceutical industry for pharmaceutical products in companies, which gives a greater understanding of the process of innovation. The study reached a set of results: the difficulty to manage the development of products according to the concept of the study, which requires a clear control and objectives, in order to achieve more experiences, discussions and flexible thinking, which makes the process of innovation in product development and the pharmaceutical industry a complex process involving technical, managerial and behavioral aspects, the success of product development projects is influenced by several factors related to individuals working in these projects. Individuals include: Champion of the Scientific Champion So that he has a strong influence on the project and the presence of people who have the ability to see different alternatives that contribute to the development of the pharmaceutical industry. It has reached a number of recommendations, the most important of which are the human cadres, scientifically and practically qualified, to be able to develop marketing plans for pharmaceutical products and planning for the principles of product planning, in addition to the availability of a number of key factors at the level of the company Domain that are similar to overcoming the difficulties facing the development project, In the preparation of development projects plans to increase the possibility of adapting to changes, and the presence of core competencies Core Competences, which means the interaction of the skills of the company with scientific knowledge to achieve the objectives of the project development of pharmaceutical products.

7. METHODOLOGY AND PROCEDURES

Study Society: The structure of the pharmaceutical industry companies in Palestine consists of (5) productive companies in the West Bank only, as follows:

- A. The study was limited to the pharmaceutical companies in Palestine, excluding the companies operating in the field of medicine in (occupied Gaza) of Palestine.

B. The study was limited to companies that have previous projects in any field of product development, since the success of the company in the development of products in these areas is one of the variables required in this study, as well as measuring their impact on the competitiveness of companies.

Accordingly, the study population consists of (5) companies. Table (1) presents a framework for the companies included in the study society.

Table 1: Show companies of the study community in Palestine (West Bank)

No.	Ownership Of The Company	The Company's Name
1.	Business sector	Birzeit Pharmaceutical Industries
2.	Business sector	Jerusalem Medical Products Company
3.	Business sector	Dar Al Shifa Company
4.	Business sector	Jordanian Chemical Factory
5.	Business sector	Middle East Pharmaceuticals Company

Source: Palestinian Central Bureau of Statistics, unpublished data.

The study sample: The researchers relied on a simple sample random sample of the study population. The sample size of the study was (5) companies, which are all the companies in Palestine (West Bank). The study sample was 87 employees. Table (2) shows a list of companies in the study sample. Therefore, the number of employees can be distributed to each company separately. The sample is shown in table (2).

Table 2: A list of companies and the number of employees

No.	The Company's Name	Study Sample For Each Employee Company
1.	Birzeit Pharmaceutical Industries	72 employee
2.	Jerusalem Medical Products Company	75 employee
3.	Dar Al Shifa Company	63 employee
4.	Jordanian Chemical Factory	53 employee
5.	Middle East Pharmaceuticals Company	6 employee
Total sample		269

Preview unit: The study sample was chosen, consisting of three items from each of the companies studied:

General Manager, Marketing Manager, Production Manager, or their representative within the Company. The total number of study profiles is 10 units (3 units, 5 companies). The reason for the selection of the sampling unit - as such - is the difference in the nature of the data related to the study variables in the selection of the hypotheses related to the study of these individuals on the grounds that these individuals are directly related to the development of the products and the factors that affect them. More than one

source within a company, used to collect the data to minimize bias in the answers.

Types of data sources: In all the data, the researchers relied on reviewing the literature related to the pharmaceutical industry in Palestine (West Bank) on two methods:

1. **Secondary data:** The books and periodicals published in this sector, which are related to the objectives and topics of the study, both at the local, regional and international levels.
2. **The preliminary data** were obtained by meeting with most of the companies supporting this sector, especially the General Federation of Palestinian Pharmaceutical Industries, Ramallah, based on a more recent survey questionnaire for this hypothesis, which includes the study criteria, as follows:

Measuring the functional integration policy of the product development team:

I used a gradient with my pentagon (1-5), where (5) indicates the maximum approval is "completely agreeable", and (1) indicates the maximum disapproval "absolutely disagreeable" and the interviewer chooses the answer given by an appropriate answer Alternative on the scale.

Test the list of survey: The survey list was selected before it was circulated to a simple sample of parties. This is to ensure that the response time could be 3 questions, their clarity, degree of explanation, and measurement of the study variables. This selection led to some changes in the wording and arrangement to become more meaningful and clear, as well as to avoid the prolonged bias in the answers, until the final picture was obtained that meets the formal and objective aspects in the preparation of the survey form.

Data collection: The researchers conducted the necessary contacts with the officials of the study sample companies to answer the questions in the survey forms through the personal interview, or contacting the offices of the heads of the councils and requesting the cooperation of the officials of those companies (the specific interview unit) by filling out the forms. The researchers followed up with these companies and the agreement on the dates of receipt.

Data review and coding: The researchers reviewed the survey forms that were collected in order to ensure that the answer to all the questions contained in the survey was consistent and that there was no contradiction between them. He then focused the study variables organized by the form in preparation for processing them using the SPSS program

8. STATISTICAL ANALYSIS AND HYPOTHESIS TESTING:

Study tool:

Evaluation of honesty and consistency in the standards used: To verify the reliability and reliability of the multi-content metrics used in the study for variables: competitiveness, product development effectiveness policy, strategic direction, and product development teamwork, and then use the internal consistency method based on the extraction of the Cronbach's coefficients alpha, Where the

validity and consistency of the measurements are judged as follows:

1. **Validation of the scale:** means an assessment of the degree to which the survey list used in the study represents the contents of the measurement subject. The idea of evaluating the validity of the survey list statistically in an internal consistency method is to find the correlation between the degree to which each of the terms used to measure a given variable and the actual score of this variable, as well as an internal criterion for assessing the consistency of the terms with the variable used in its measurement, The metric content used (Saber, et al., 2003). The data from the previous annexes indicate that the correlation between each of the terms and the variable that you measure in alpha has a minimum of 0.3 which is agreed by most researchers to keep any of the measures of the study subject to statistical analysis (Rizkallah, 2001) Measurements used in the study.
2. **Stability of the scale:** aware of the reliability of the list of survey used in the study in terms of stability of the

results achieved, if repeated measurement of the same list and under the same conditions. The idea of evaluating the stability of the scale in an internal consistency method is to find the correlation between the terms used to measure a particular variable. The greater the degree of correlation between the expressions, the greater the internal stability of these expressions as one variable is measured at the end. If the alpha coefficient for all groups of these variables exceeds the limit the lowest level of 0.30, which means that there is a high degree of consistency of the multi-content measurements used in the study.

Data descriptive statistics: Table (3) presents the arithmetic mean and the functional verification ratio of the members of the policy team of product development policy and its sub-components in the pharmaceutical companies in Palestine (West Bank), in order to analyze the strengths and weaknesses of this variable in terms of product development policy.

Table 3: Arithmetic mean and percentage of verification of the functional status of the members of the Policy Working Group on the development of products and its sub-components in pharmaceutical companies in Palestine (West Bank)

No.	Percentage Of Functional Integration Of Product Planning	Arithmetic Mean	Verification Rate
1.	Availability of integrated mechanisms	3.28	67
	The product planning strategy integrates the various functions involved in pharmaceutical industry development projects.	3.44	73
	The company is keen to achieve spatial convergence of members of the product planning team in offices, laboratories and workplaces.	3.5	72
	The company is keen to use specific criteria for selecting the team.	3.02	54
	The company is keen to hold periodic meetings of the representatives of the various posts to participate in any project related to product development.	3.16	69
2.	Information exchange	3.62	74
	There is a continuous flow of information between the various functions involved in products.	3.55	78
	Do not support each of the functions involved in the product planning policy for supplies and misinformation.	3.97	82
	Representatives of positions involved in product planning policy often fail to exchange information among themselves.	3.34	62
3.	Communications	3.75	72
	Contacts between employees of the product skipping policy are mutually satisfied.	3.75	67
	There is a continuous flow of communication between the functions involved in product planning policy.	3.84	76
	The statement recommends an easy connection between the functions involved in product planning.	3.79	76
	Job representatives involved in product planning often fail to communicate.	3.62	78
4.	Coordination area	3.46	70
	Members of the Pharmaceutical Policy Planning Team are looking for collective solutions to the problems of developing the pharmaceutical industry.	3.41	68
	In the event of a divergence of views in product policies, the Working Group is able to resolve these differences.	3.54	72
	In the case of error, most of the members of the product development team often do not blame each other.	3.43	70
	Average total functional integration	3.53	70.75

Table (3) shows the following:

- The general average of the variable of the functional integration of the members of the product development policy team and its sub-components in pharmaceutical companies in Palestine (West Bank) exceeds the value (3), which represents the mean of the values on the five-dimensional scale used to measure this variable in the survey questionnaire. 3.53 At verification of 70.75% of the maximum value on the five-point scale, indicating that companies have a mid-level ability to achieve the functional integration of the product policy team members.
- The field of information exchange has the highest relative importance in the sub-components of job integration, with 74% achieving it, followed by the field of communications by 72%, coordination with 70%, and integration mechanisms by 67%. In the functional integration of the members of the product development policy team of pharmaceutical companies in Palestine (West Bank) is the field of providing mechanisms for functional integration.

- The weakest aspects of the functional integration of the members of the company's product development policy team are: The company's keenness to use specific criteria for selecting the team members with a percentage of 54%, and the company's keenness to hold periodic meetings of the representatives of the different positions to participate in any project related to product development by 69% Followed by the company's keenness to achieve the spatial convergence of the members of the policy team of product planning policy in the offices, laboratories and workplaces by a percentage of 72%, in addition to weakness in the development of the product planning strategy to integrate the various functions related to the development projects of the pharmaceutical industry.

9. RESEARCH HYPOTHESES TEST:

The hypothesis test: "There is no significant relationship between the policy of functional handling and development of the pharmaceutical industry for companies operating in the field of medicine in Palestine." To test this hypothesis, simple linear regression analysis and variance were used as shown in Table 4

Table 4: Results of the statistical analysis of the main hypothesis

Independent Variable	The Fixed Amount Of The Regression Model (A)	Regression Coefficient (B)	Moral Level (Sig)	Coefficient Of Correlation (R)	The Coefficient Of Determination R2	Variance Anova		
						F	Degrees Of Freedom (df)	Moral Level (Sig)
Functional Integration	0.532	0.315	0.000	0.902	0.873	193.339	1 ,14	0.000

Table (4) shows the following:

- The value of $f = 193.339$ in degrees of freedom ($df = 52.3$) and the moral level ($0.000 = sig$). Since the level of morale is less than 0.05, this means the significance of the regression model and hence the significance of the relationship between the variables of the functional integration of the company and the variable development of the pharmaceutical industry in Palestine.
- The simple linear correlation coefficient $R = 0.902$ gives rise to a positive correlation between the four

independent variables: the field of mechanisms providing integration, information exchange, communication, coordination.

- The variable functional regression coefficient was 0.315 at a significant level below 0.05, which means that the effect of these four variables is significant on the development of the pharmaceutical industry in Palestine. This can be confirmed by the correlation matrix shown in Table (5):

Table 5: Link matrix and variables to enforce the study

Independent Variables	Coordination Area	Communications	Information Exchange	Availability Of Mechanisms Integration.
Availability of mechanisms integration.	840,	940,	952,	997,
Information exchange	819,	922,	997,	992,
Communications	710,	997,	922,	991,
Coordination area	997	700,	819,	840,

- To analyze the impact of each of the four independent variables (mechanism availability, integration, information exchange, communication, coordination) on the quality of development of the pharmaceutical

industry in the companies studied and then the multiple stepwise analysis shown in Table 6.

Table 6: Results of multi - phase regression analysis to enforce the study

Independent Variables	The Coefficient Of Determination (Calculated Contrast) K^2	Change In The Coefficient Of Selection R^2	Regression Coefficient (b)	Moral Level (Sig)
Availability of mechanisms integration.	901,	90,	475,	0.000
Information exchange	909,	009,	310,	008,
Communications	913,	042,	210,	022,
Coordination area	922,	008,	465,	015,

Table (6) shows that the field of providing integration mechanisms comes at the top of the four variables in terms of its strength in interpreting changes in the quality of the implementation of product development processes. The value of the $R^2 = 901$ parameter means that the company's communications field, of the total change in the implementation of product development processes and its impact is determined by the regression coefficient value of 0.475.

Data exchange, communication and coordination variables account for only 2% of change in product development. The table shows that there is a positive correlation between the variables: providing mechanisms for integration, exchange of information, field of communication, coordination, on the one hand, and variable development of the pharmaceutical industry in pharmaceutical companies in Palestine, and thus rejecting the imposition of the third nihilistic study and acceptance of the alternative hypothesis. Demonstrates the importance of four environment variables in influencing the development of the pharmaceutical industry, not only on the aggregate level, but also on each of its four sub-components.

10. RESULTS

- Pharmaceutical companies in Palestine (West Bank) have a higher than average ability to achieve functional integration of the product development policy team with 70.75% achievement. Information exchange is the most achieved in the four components of this field by 70.75%. The field of information exchange is the most achieved in the four components of this area by 74%, followed by communications and coordination with a percentage achieved for both the communications domain 72% followed by coordination area 70%. Finally, the scope of integration mechanisms is estimated at 67%.
- The weakest areas of strategic direction in the pharmaceutical industry in Palestine (West Bank) are achieved by 67%. The weakest aspects of job integration are the lack of periodic meetings of representatives of different positions to participate in any development project Products, as well as the company's lack of spatial convergence of members of the product planning policy team in offices, laboratories and workplaces.

11. RECOMMENDATIONS

Working to provide the human cadres capable of completing product development projects with pharmaceutical companies in Palestine (West Bank) through:

- Training and motivating existing cadres in companies to support their abilities to keep pace with the global development in the pharmaceutical industry, especially in light of globalization.
- To focus on the skills that companies suffer from lack of such as: marketing research skills, advertising skills, productivity skills.
- Focus on the employment of appropriate numbers of workers with scientific qualification, and previous experiences in product development, linking training with the development of skills and creativity and innovation among workers.
- Increase the number of external missions for workers in the pharmaceutical industry and the development of pharmaceutical products, and their expanded participation in scientific conferences, seminars and workshops dealing with progress in the pharmaceutical industry.
- Providing financial resources for the development of pharmaceutical products in pharmaceutical companies in Palestine (West Bank) through the Palestinian ministries concerned with the development of pharmaceutical products, especially the Ministry of Health and the Ministry of Finance, in cooperation with the General Federation of Palestinian Pharmaceutical Industries, to fulfill their aspirations. Research, and work on the functional integration of the product development policy team is able to complete product development projects with pharmaceutical companies in Palestine (West Bank).

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