

Foundations, phases, and mechanisms

Fodil Dounia ¹

¹ University of Blida 2, Algeria, Email: donia09dani@hotmail.com

Abstract---This research addresses a highly significant and timely subject: crises and the methods for managing them. The modern era has become saturated with crises and disasters, which now constitute a defining characteristic of contemporary organisations, regardless of their activities, in an ever-changing, dynamic environment. These crises increasingly threaten the continuity of organisational operations, jeopardising their survival and their ability to continue providing services and achieve their core objectives unless they manage crises effectively at all stages, before, during, and after their occurrence. Consequently, the current question is no longer *whether* a crisis will occur but rather *what actions an organisation should take when one arises*. Moreover, these concepts have become systematically and practically applied in many countries through explicit programmes and well-defined management and response plans. This development is an inevitable outcome of the evolution of crises and disasters and of their increasing frequency. As such, organisations are now compelled to prioritise crisis response and develop mechanisms to adapt to unexpected, sudden changes. This can be achieved by formulating strategies that leverage internal strengths while avoiding external threats, thereby increasing the likelihood of identifying crises before they emerge and enabling rapid reactions and effective decision-making to mitigate or reduce their negative consequences.

Keywords---crisis, crisis management, crisis management strategies.

Introduction

The successive daily events witnessed in our world today, within an environment dominated by crises and both natural and nonnatural disasters such as diseases, epidemics, famines, poverty, wars, building collapses, fires, accidents, earthquakes, volcanoes, floods, hurricanes, and other problems, have rendered the field of crisis and disaster management among the most vital and significant administrative sciences requiring attention. This is particularly true given the sudden changes and successive developments at the global, regional, and local levels, which compel officials and decision-makers to

How to Cite:

Dounia, F. (2025). Foundations, phases, and mechanisms. *The International Tax Journal*, 52(6), 4530–4538. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/433>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

ITJ is open access and licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Submitted: 08 January 2025 | Revised: 19 July 2025 | Accepted: 11 September 2025

4530

ensure proper preparation, readiness, scientific planning, and continuous training to achieve high levels of preparedness and rapid response when such disasters and crises occur.

Interest in crisis management has therefore increased, as it is a modern field attracting growing attention. The density of information and data, together with the introduction of modern research and communication technologies, has obliged institutions to pay greater attention to crisis management and its methods of application. No organisation is free from the effects of crises, and acknowledging the reality of crises and the difficulty of predicting their timing requires preparedness and confrontation to reduce their risks and benefit from their negative aspects.

Crisis management is a system for the optimal use and effective exploitation of strengths to address crises, prevent their occurrence, plan for situations that cannot be avoided, and prepare for crises whose occurrence can be anticipated to control outcomes and reduce or limit impacts that may at times be destructive. It also aims to decrease the economic cost of response, limit the effects of lost time, and reduce the element of surprise.

Through this study, we seek to answer the following problem:

- ❖ What is meant by the science of crisis management, and what are the principal foundations and mechanisms adopted for dealing with crises and disasters?

To address this question, the topic has been examined through the following axes:

First axis: The conceptual and theoretical framework of crisis management.

Second axis: The stages of crisis and disaster management.

Third axis: Strategies and methods for dealing with crises.

First Axis: The Conceptual and Theoretical Framework of Crisis Management

Researchers and specialists have proposed numerous concepts and definitions of the term *crisis*. The vast number of studies published over the past few years on the meaning of crisis, each attempting to address the concept from various angles, has made it difficult to establish a comprehensive definition.

1. Definition of crisis

The definitions vary as follows:

Linguistic definition:

The term originates in Greek medical terminology and refers to a sudden change in the human body that may lead to recovery or death. When the meaning was transferred to political science, a set of sudden circumstances involving an existing political threat or an unexpected interaction in the present moment emerged. The term became associated with emotional elements, primarily feelings of danger, tension, and a lack of time to address an urgent situation. Consequently, the crisis acquired its three distinctive characteristics identified in the crisis literature: threat, surprise, and time pressure (Al-Duwaik, 2013, p. 13).

Among the terminological definitions are the following:

A crisis is a disturbance that materially affects the entire system and threatens the fundamental assumption on which it is based.

It is also described as an unexpected event that poses difficulty to manage, thereby necessitating the search for methods and approaches to limit its adverse effects.

Another definition states that it is a calamity that has occurred, sometimes expected, and sometimes unexpected, affecting organisations, bodies, governmental and ministerial institutions, and administrative apparatuses within the state (Salem, 2015, p. 76).

Thus, a crisis is an unusual turning point that suddenly confronts an institution or organisation, in which events escalate rapidly and cause and consequences to become intertwined. This may result in threats to lives, property, and values, as well as anxiety and tension among all employees, leaving the administration unable to control the situation or make appropriate decisions (Abu Khalil, 2001, p. 268).

It is therefore a turning point in a sequence of successive events, generating a high degree of tension and leading to outcomes that are often undesirable, especially when preparedness and the capacity to confront it are lacking (Marwan Ghoneimah, 2014, p. 9).

It is an abnormal condition that falls outside the scope of control and leads to the cessation or unusual decline of work processes, thereby threatening the achievement of required objectives within the specified timeframe (Al-Jadaili Rabhi, 2006, p. 15).

2. Characteristics of a crisis

An awareness of the full range of crisis characteristics is essential for effective management. Several scholars note that the following features distinguish a crisis:

- It constitutes a turning point in which the need for intensified action and reactions increases to confront emergent circumstances.
- It is characterised by a lack of information, uncertainty, and confusion, compelling crisis managers to operate in an atmosphere of doubt, ambiguity, and suspicion.
- Events have become increasingly challenging to control.
- Severe time pressure prevails, accompanied by an urgent need to make rapid, effective, and accurate decisions while minimising errors due to insufficient time for correction.
- Crises arise with speed and surprise.
- They pose severe threats to objectives and interests, including the collapse of an entity or damage to the decision maker's reputation and dignity.
- They often result in losses, whether human or financial, and may at times lead to psychological trauma (Boulaksa, 2016, p. 13).
- A state of fear and panic tends to dominate, potentially reaching the level of terror and inhibiting rational thought (Al-Yazji, 2011, p. 325).

3. Causes of crisis (Bourbia, 2014, p. 119)

The sources of crises vary across times and places. Environmental causes comprising multiple elements range from political factors such as instability to legal factors and, further, economic and financial factors, notably, economic crises, which have become increasingly recurrent. Social factors also contribute, notably, the spread of underdevelopment, rapid population growth, and social conflicts.

A second category of causes is organisational, which is specifically related to the organisation's management. From an administrative perspective, crisis causes include incorrect information and misperception, random or unstructured management, pressures, rigidity and routine, unclear or conflicting organisational goals, rumours, human-related risks, organisational change, and development. Additional causes include escalating conflicts arising from differing views on how to resolve a particular problem. What initially appears to be a minor tension may evolve into a significant crisis, leading to retaliation and threats. This escalation obscures facts, which may then reach the parties inaccurately, thereby hindering objective handling of the crisis.

4. Stages of crisis development

Al-Sirfi states that a crisis passes through four stages (Al-Sirfi, 2008, p. 40):

- a. **Warning Stage:** Something appears on the horizon, signalling the possibility of an undefined situation.
- b. **Crisis emergence stage:** When an organisation fails to recognise the seriousness of the crisis during its warning stage, the crisis grows, intensifies, and escalates rapidly.
- c. **Explosion Stage:** If the organisation is unable to act during the previous stage or fails to make the appropriate decision, it will face a crisis marked by a high degree of force and severity.
- d. **Recession Stage:** At this point, the crisis begins to recede and dissipate because it has lost the driving or generating forces or the factors that caused its occurrence. The organisation then returns to its normal state of balance prior to the crisis or to an even better state.

5. Types of crisis

There are many types of crises, varying according to their source (Al-Hadrawi & Al-Khafaji, 2010, p. 196):

1. **Human-Induced Crisis:** These are crises resulting from human actions, such as military invasion threats, hostage situations, public disturbances and unrest, environmental pollution incidents, radiation or chemical leaks into air or water, major fires, aeroplane or train accidents, and the sinking of large ships.
2. **Natural crisis:** These are crises in which human activity plays no role, including earthquakes, volcanic eruptions, hurricanes, floods, drought, and water resource depletion.
3. **According to the target of the attack,** this includes attacks on property or individuals.
4. **According to the Objective:** This includes all forms of extortion, such as imposing specific demands as a condition for ending the crisis (Walid Jomaa Al-Radhi, 2011, p. 25).
5. **According to the scene of the crisis,** for example, a crisis created by circumstances at the incident site, such as when a hijacker demands landing at an airport for refuelling, or a crisis in which the incident location was predetermined.
6. **According to the Source,** for example, an exported crisis, such as when an explosion occurs in one country owing to motives of significance to another country, or a crisis with domestic roots, whether political or otherwise.

6. Crisis Management

Crisis management constitutes a new field of scientific research at the academic level, achieved through the use of scientific methodologies, whether traditional or modern. Crisis handling represents a contemporary form of administrative practice. The emergence of this concept stems from the state's role in confronting sudden public disasters and emergencies, such as earthquakes, floods, epidemics, and large-scale wars.

However, it soon developed more clearly within the fields of public relations and international relations, where it came to denote a method of managing policy in confronting severe international crises, such as the Cuban Missile crisis of 1961. The term later flourished again when governmental bodies and organisations adopted it to accomplish their tasks and address the urgent predicaments they faced (Al-Hadrawi & Al-Khafaji, *Asbāb nushū' al-aẓmāt wa-idāratihā: Dirāsa istīlā'iyya li-arā' 'ayna min a'dā' Majlis al-Nuwab al-'Iraqi*, 2010, p. 198).

Numerous definitions of crisis management have been presented in specialised studies and research. One view considers it to be “the set of administrative procedures undertaken by organisations to avoid anticipated events, or to manage unexpected events, to control them, limit their repercussions, prevent their recurrence, and determine their trajectory with minimal effort, time, and cost. Crisis management includes continuous communication with all parties and ongoing information gathering” (Qasimi, 2017, p. 27).

Another view defines crisis management as “the means of overcoming crises through various scientific and administrative tools, while avoiding their negative effects and benefiting from their positive aspects” (Zeinate Moussa, 2011, p. 25).

Crisis management is also understood as “dealing with crises in order to prevent their occurrence through planning for avoidable situations, and preparing for crises whose occurrence can be anticipated, and within a system applied to emergencies when they arise, with the aim of controlling outcomes or reducing their destructive effects” (Al-Yazji, *Idārat al-aẓmāt min wahy al-Qur'an al-Karīm: Dirāsa maḥdū'iyya*, 2011, p. 331).

Dr. Qasimi Nasser also defines crisis management as “the totality of administrative procedures and legal and technical precautions taken by an administration to avoid crises or to manage them during their occurrence in a manner that ensures the best solutions with the least loss and cost. There are three strategies for crisis management: precrisis or anticipatory management, real-time management, and postcrisis management. Precrisis management focuses on taking all necessary precautions to prevent its occurrence, on the basis of scientifically grounded forecasting, through monitoring all daily management operations. From certain observations, early signs of daily problems can be identified, and

any daily issue may develop into a crisis in the near or distant future. Real-time management focuses on managing a crisis at the moment it occurs and taking appropriate administrative measures and making decisions to contain and overcome it. Postcrisis management involves adopting a set of technical and administrative decisions and precautions to address its effects and consequences, as well as additional measures to prevent its recurrence in the future” (Qasimi, *Muṣṭalahāt asāsīyya fī ‘ilm ijtimā‘ al-‘ilām wa-al-ittiṣāl*, 2017, p. 28).

Second Axis: Stages of crisis management

When confronted with crises, most organisations adopt a reactive approach, waiting until the crisis occurs before attempting to address it and repair the resulting damage. Such an approach does not achieve the desired outcomes of crisis management.

The crisis management process within an organisation involves several stages, each of which serves as a foundation for dealing with the crisis. Although each stage possesses a degree of independence in its treatment, the ultimate objective remains the same: resolving the crisis and emerging from it with minimal losses. Several authors have proposed practical models for managing crises, mitigating their adverse effects, and leveraging their positive aspects, despite considerable variation in views on the classification of crisis stages and approaches to crisis management. Among these models are the following (Zeinate Moussa, *Idārat al-aẓmāt fī mustashfayāt al-qīṭa‘ al-‘amm al-‘amila fī al-Ḍiffa al-Gharbiyya wa-istrātijyyāt al-ta‘āmul ma‘aba min wajbat naẓar al-‘āmilin*, 2011, pp. 26–28):

1. The Steve Albrecht Model:

In this model, crisis management is carried out through the following stages:

a. Precrisis Stage:

Management focuses on environmental scanning, detecting potential crises, gathering information about them, and taking the necessary preventive measures.

b. Crisis Escalation Stage

The crisis escalated on its own without requiring administrative contributions due to factors such as weak communication networks, slow decision-making processes, and unclear strategic objectives.

c. Crisis Management Stage:

The crisis containment stage involves recognising the crisis, allocating the resources necessary to address it by mobilising efforts and providing assistance, and formulating an emergency plan to overcome it.

d. Postcrisis Stage:

This stage involves learning from past experiences, updating the crisis management plan on the basis of feedback from prior crises, and assessing the crisis's impact on internal and external relationships.

2. The Johnston & Stepanavich Model

The model developed by Johnston and Stepanavich comprises three stages through which crisis management progresses (Walid Jomaa Al-Radhi‘, *Madā al-jābizīyya li-idārat al-aẓmāt wa-al-kawāriṭh: Dirāsa mashḥīyya ‘alā dubbāt jihāz al-difā‘ al-madani fī Qīṭa‘ Ghazza*, 2011, p. 38):

a. Planning Stage:

The organisation plans for potential crises by adopting preventive measures to address them, integrating crisis planning into its overall strategic planning, forming a specialised crisis management team, and providing appropriate training and development programmes for team members.

b. Acting Stage:

Confronting the crisis requires all parties to address it effectively and efficiently, with the support of top management. Adequate communication channels must be ensured to coordinate the work among various parties and guide it toward effective crisis management to minimise losses.

c. Learning Stage:

This stage provides an opportunity to benefit from past crises by enhancing the organisation's capacity and efficiency in dealing with potential future crises.

3. The Pearson & Mitroff Model

This is considered one of the most prominent and clearly articulated models, consisting of five stages:

a. Signal detection stage:

Before a crisis occurs, it sends a series of early warning signals or symptoms that may indicate its likelihood. It is essential to devote adequate attention to these signals and to oversee their detection, tracking, and analysis.

b. Preparation and Prevention Stage:

This stage requires ensuring sufficient readiness and preventive methods to avert crises. The aim of crisis management here is to prevent crises or reduce their severity by developing scenarios for anticipated events and assigning roles to achieve the primary objective: handling crises efficiently and effectively.

c. Damage Containment Stage

The purpose of this stage is to prepare the means to contain the effects of the crisis and to take measures that limit damage and prevent its spread.

d. Recovery Stage:

This stage involves preparing and implementing pretested short- and long-term programmes. It includes several aspects, such as attempting to recover lost tangible and intangible assets, reflecting the extent to which the organisation restores its balance and resumes its normal operations and activities as before the crisis.

e. Learning Stage:

This stage involves recalling and thoroughly analysing events, drawing lessons, and enhancing the organisation's efficiency in dealing with future crises.

Third Axis: Strategies and methods for addressing crisis

Strategies for confronting and managing crises depend on the crisis response team's personal abilities, the crisis's surrounding circumstances, and the resources and capacities available. Specific strategies may be selected and modified according to the stages of crisis development. Among these strategies are the following (Zeinate Moussa, *Wāqī' idārat al-aẓmāt fī mustashfayāt al-qīṭā' al-'āmm al-'āmila fī al-Ḍiffa al-Gharbiyya wa-istrātijyyāt al-ta'āmul ma'abā min wajbat naẓar al-'āmilīn*, 2011, pp. 43–45):

1. Violent Confrontation with the Crisis

This strategy is employed for unknown crises for which insufficient information is available. It is implemented through several phases, including the following:

- **Internal destruction of the crisis:**
- This is achieved by dismantling its foundations, influencing the thinking of those driving it, and seeking to create internal conflict among the forces causing the crisis.
- **External destruction of the crisis:**
- Executed through imposing intense pressure on the forces responsible for the crisis, mobilising external forces opposed to it and attempting to involve them in the crisis framework to destroy its structure.

2. Limiting the Growth of the Crisis

Under this strategy, the situation is accepted as it is while attempting to prevent further deterioration by cautiously engaging with crisis-driving forces and meeting some of their demands through direct negotiation and limited concessions.

3. Fragmenting the crisis

The basis of this strategy is an accurate assessment of the situation and an analytical study of the crisis components. It is typically applied to major crises with significant impact, dividing them into several more minor crises to facilitate management. Its principles include:

- Conflicts of interest among crisis components are created.
- Offering certain gains to some crisis-driving forces, thereby contributing to the collapse of existing alliances.

4. Redirecting the crisis

This strategy aims to address highly intense and destructive crises. Its tactics include stepping aside from the crisis and allowing it to surface, moving alongside the crisis, particularly in its primary dynamic direction, and working to reduce its momentum.

Many researchers argue that crisis-management strategies fall into two categories: traditional strategies that have been used over time and proven effective and modern strategies that have emerged due to contemporary developments (Ahmed Faraouna, 2019, p. 239).

a. Traditional strategies:

These have been used throughout different historical, military, and economic periods and have demonstrated success. The traditional methods are as follows:

– Denial:

Refers to refusing to acknowledge the crisis.

– Suppression:

These goals are achieved by neutralising those driving the crisis.

– Repression:

Rapid and forceful moves against crisis-driving forces.

– Isolation:

Identifying the main instigators and isolating them geographically, materially, and psychologically.

– Ventilation:

Calming the crisis by creating side openings for pressure release.

– Minimisation:

Acknowledging the crisis while downplaying its significance.

– Draining:

Confronting crisis instigators and their supporters directly.

– Committee Formation:

As the saying goes, "If you want to bury an issue, refer it to a committee." A committee is formed to study the crisis with the promise of resolution.

b. Modern Strategies

Advances across various scientific fields have led to the development of modern strategies for confronting crises and problems. These methods include the following:

– Work Teams:

Engaging specialised individuals, each contributing their expertise to help resolve the crisis.

– Democratic participation:

They are used in organisations that value and respect their members within environments that favour political and economic freedom.

– Mobilisation Reserve:

On the basis of the risk edge and safety limit theories, this approach involves identifying points where crisis factors might penetrate the administrative structure, followed by establishing a preventative reserve that serves as an additional barrier against potential breaches.

– Artificial Abundance

For example, when a crisis involves food or money, the state addresses the catastrophic situation by supplying these resources in excess of what is needed.

– Escalation:

Allowing the crisis or conflict to intensify so that discussions and tensions reach their highest point of opposition.

– Fragmentation:

Breaking the crisis into a collection of more minor crises.

– Crisis Redirection:

Shifting the crisis into another domain, potentially transforming it into something productive and effective.

– Containment:

Engaging in dialogue, understanding, and negotiation with crisis instigators.

– crisis destruction:

Destroying the crisis from within or confronting its elements and drivers directly.

These methods and strategies are considered the most reliable for gaining control of a crisis and directing it effectively.

Conclusion

Organisations today, regardless of their activities, face an unprecedented number of conflicts and crises. Crises have become an integral part of contemporary life, and their occurrence is a reality that cannot be overlooked in our daily experience. This is hardly surprising, given that we live in a world characterised by intensified interactions among major powers and ongoing attempts to shift centres of dominance and influence through various forms of economic, political, or cultural power. Crises now occur in most countries, whether developing or developed, and organisations not only seek to confront them but also aim to prevent them by utilising modern strategies.

Here, the importance of creative leadership emerges as a key element in confronting crises and committing to preventive measures to mitigate their effects, with the objective of minimising costs, losses, and damage. Organisations, through their leaders and managers, must therefore seek approaches and mechanisms to ensure complete control over crises. It is essential to recognise that crises, regardless of their magnitude or impact, do not carry only negative aspects; instead, they may also constitute opportunities to increase organisational resilience and strength. On the basis of the above, the following recommendations may be proposed:

- **An advanced system** capable of keeping pace with emerging developments and effectively addressing various administrative, technical, and other organisational problems should be developed.
- **Maintaining continuous attention to modern technologies** and keeping up with technological advancements while working to develop and update the necessary communication and information systems and utilising them to address potential crises.
- **The optimal selection of highly competent administrative and technical leaders** who can manage crises and prevent them from occurring should be ensured.
- **Proactive studies should be conducted and plans** developed to confront multiple types of crises while ensuring that these plans are continuously updated in line with ongoing changes and developments.
- **Institutions should be encouraged to learn from past crises** and from the experiences of other countries in crisis management so that they can benefit from these lessons in the event of similar crises.
- **Focus on human resources**, beginning with identifying and monitoring their needs and daily requirements.
- **Conduct regular training and development sessions**, ensuring that training programmes are updated in line with each sector's activities.
- **An integrated crisis-management team** skilled in handling crises when they occur should be formed and committed to limiting their escalation and spread.

References

- Affifi al-Duwayk, A. G. (2013). *Idārat al-aẓmāt wa-al-kawārith wa-ittikhād al-qarār* [Crisis management, disasters, and decision-making]. Riyadh: Naif Arab University for Security Sciences.
- Al-Hadrawi, H., & Al-Khafaji, K. (2010). *Asbāb nushū' al-aẓmāt wa-idāratihā: Dirāsa istitlā'iyya li-arā' 'ayna min a'ḍā' Majlis al-Nuwwāb al-Iraqī* [Causes of crises and their management: An exploratory study of the views of a sample of Iraqi parliament members]. *Al-Kufa Journal*.

- Al-Radhi', K. W. J. (2011). *Mada' al-jahiziyya li-idarat al-azmat wa-al-kawarith: Dirasa mash'iyya 'ala dhubbat jibaz al-difa' al-madani fi Qita' Ghazza* [Readiness for crisis and disaster management: A survey of civil defence officers in the Gaza Strip]. Department of Business Administration, Faculty of Commerce.
- Boulaksa, M. (2016). *Manhaj al-Qur'an al-Karim fi idarat mukhtalif al-azmat: Dirasa mawdu'iyya* [The Qur'anic method for managing various crises: An analytical study]. Tlemcen: University of Tlemcen, Department of Islamic Studies.
- Bourbia, J. (2014). *Al-kawarith al-tabi'iyya wa-mukhattat al-indimaj al-ijtimai: Zalzal 21 May Bumardas namudhajan* [Natural disasters and social integration plans: The 21 May Boumerdès earthquake as a model]. Setif: University of Setif 2, Department of Sociology.
- Faraouna, H. A. (2019, June). *Ahamiyyat idarat al-azmat fi tahsin jawdat al-khadamat al-shihhiyya lil-mara'at fi al-mustashfayat al-khassa bi-Qita' Ghazza* [The importance of crisis management in improving the quality of health services in private hospitals in the Gaza Strip]. *Journal of Finance, Economy and Labour*.
- Ghunayma, R. M. (2014). *Mutatallabat idarat al-azmat al-talimiyya fi al-madaris al-thanawiyya fi Madinat Dimashq* [Requirements for managing educational crises in secondary schools in Damascus]. Damascus: Department of Comparative Education.
- Mousa, M. Z. (2011). *Idarat al-azmat fi mustashfayat al-qita' al-'amm al-'amila fi al-Diffa al-Gharbiyya wa-istratijiyyat al-ta'amil ma'aba min wajbat nazar al-'amilin* [Crisis management in public hospitals operating in the West Bank and strategies for dealing with them from the employees' perspective]. Hebron: Hebron University, Faculty of Finance and Administration.
- Qasimi, N. (2017). *Muštalahat asasiyya fi 'ilm ijtima' al-i'lam wa-al-ittisal* [Key terms in the sociology of media and communication]. Algiers: University Publications Office.
- Qasimi, N. (2017). In *Al-siyasa al-dawliyya wa-al-istratijiyya: Idarat al-azmat wa-al-takhtit al-istratiji* [International politics and strategy: Crisis management and strategic planning]. Cairo: Al-Maktab al-'Arabī lil-Ma'arif.
- Salem, A. (2015). *Al-siyasa al-dawliyya wa-al-istratijiyya: Idarat al-azmat wa-al-takhtit al-istratiji* [International politics and strategy: Crisis management and strategic planning]. Cairo: Al-Maktab al-'Arabī lil-Ma'arif.
- Al-Sirfi, M. (2008). *Idarat al-azmat* [Crisis management]. Alexandria: Hórus International Foundation.
- Abu Khalil, M. (2001). *Mawqif mudiri madaris al-ta'lim al-asasi min ba'd al-azmat wa-al-takhtit li-muwajabatihā* [The stance of basic education school principals on selected crises and planning for their management]. Egypt: *Future of Arab Education*.
- Al-Jadaili Rabhi, 'A. (2006). *Waqi' isti'mal asatib idarat al-azmat fi al-mustashfayat al-hukumiyya al-kubra fi Qita' Ghazza* [The reality of crisis-management methods in major governmental hospitals in the Gaza Strip]. Department of Business Administration.
- Al-Yazji, Ş. R. (2011, June). *Idarat al-azmat min wahy al-Qur'an al-Karim: Dirasa mawdu'iyya* [Crisis management in light of the Holy Qur'an: A thematic study]. Gaza: *Islamic University Journal – Islamic Studies Series*.