

FACTORS IMPACTING ON THE EXTERNAL ENVIRONMENT OF THE ARABIC MAGHRIB COUNTRIES UNION

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Received: June 27, 2006

Abstract

ESSAYAH, O. M.: *Factors impacting on the external environment of the Arabic Maghrib Countries Union*. Acta univ. agric. et silvic. Mendel. Brun., 2006, LIV, No. 6, pp. 27–38

The paper is focused on the Arabic Maghrib Countries. Relations of these countries in their different forms, political, economical, and sociological, have not suddenly appeared, but are founded on a long-term development. At the same time, they have not yet achieved enough progress to make it possible to analyze the contradictory elements in the relation forms and to help these countries achieve the aims required and advantages they desire.

Available information and performed analyses show that managerial systems are capable of making this partnership and its continuation effective, especially when they distinguish between what can be agreed upon, and the subjects of disagreement, and move away from the political circumstances, and exploit the geographical location. Location plays an important role in effecting unified relationships between the states of this union and with other countries as well, because it is considered an opportunity, and stimulatory factor, which needs to be exploited by cooperation in economic field.

An example of cooperation of these countries can be adoption of unified policies represented by common conduct in negotiations of prices and other trade conditions in the trade with oil and natural gas, and natural resources of its member states, without relating to the old problems, and not linking political matters with economic matters.

Focusing on the culture and education are also very important in this subject, because it represents one of the major constructs, which should be considered when trying to improve management systems in these countries. They have to try to overcome weaknesses by cooperation in preparation of educational concepts and systems and developing educational programs capable of meeting the challenges of sweeping societal changes, and the principal challenges, which Arabic Countries are bound to face in the near future. Education in these countries needs a lot of investments in order to enable creating educated and literate society for facing the dangers and exploiting the opportunities of the future. This will not come to fruition except by liberation of its development from the negative effects of personal relations between leaders of these states and the devolvement of this matter to real democracies.

The paper is concluded by recommendation of concrete steps to be realized by the AMCU countries in order to revitalize the union and enable the above mentioned improvements

AMCU, Opportunities, Threats, Analysis, External Environment, External Factor Evaluation Matrix

Interest in problems of management has increased in recent times. Most countries at different levels of social and economic progress, and with different political forms or ideologies are producing significant actions

in the domain of managerial reform, but there are differences in terms of management, which is considered the major influence on processes of economic and social development in all aspects of human activity.

The present period is also distinguished by rapid growth of international commerce and cash flows and in constructed unions developing international partnerships.

This is not a random development, but the result of a number of factors, which derive from a widening of networks of economic relations which involves all countries of the world. These coalitions resulted from contentment of decisions-makers in these states, who have realized that the pygmaean unities are not important amongst the large unions, because this period can be called the time of large unions as the coalition of the EU.

Relations of the Maghrib Arabic countries, in their different forms, political, economical, and sociological, have not suddenly appeared from nowhere, but are founded on a long-term development. At the same time, they have not yet achieved enough progress to make it possible to analyze the contradictory elements in the relation forms and to help these countries achieve the aims required and advantages they desire.

Analysis and justification always needs to be based on a clear identification of factors of external environment, and put light on its natural sides and humanity, or identification of events in the field of history, politics, geopolitics, and administration.

Yet, I do not want to skid into the politics and the mongoose of its interlaced deep roots, I do not want to lean to the history as well, except the narrowest limits, which and help to explain this subject. I wish here to present some results, which will provide a theoretical basis for the potential re-activation of the Arabic Maghrib Countries Union (AMCU) by means of creation of a partnership under the umbrella of a common market for the countries involved and, in addition, to seek solutions for causes of political disagreements in the complex political and managerial systems of these countries.

MATERIAL AND METHODS

In this paper, I would like to focus on the (AMCU) „Arabic **Maghrib**¹ Countries Union“; this region has many pending problems between some of the states concerned. In addition, there are sometimes issues referred to as diametric relations, stabilization of which a number of these states are concerned with as a result of the narrow, diametric outlook of those responsible for decision-making in these states.

Relationship of geopolitics to political and strategic management

The process of distinguishing between politics as a profession and politics as a science is a necessary step at the theoretical level, so that we are ultimately able to distinguish between a politician and political researcher.

Politician: is a person who adopts decision-making processes or makes general policy, in direct fashion, represented by obtaining political posts, or in indirect fashion by the practice of exerting pressure by those means available in the context of different political frameworks.

Political researcher: is a person studying the phenomena and the political interactions in their present form, in order to examine specific hypotheses and to develop intellectual frameworks which can ultimately help policy makers understand relevant phenomena or the political process in its present form. The revolution of creativity and science in this respect is not limited to politicians only but extends also to political researchers, whose aim it is to narrow the chasm between theory and its application in the field of political scientific studies.

Political science: consists of finding differences between standpoints, either about specific goals or the best available means for realization of these goals. In general, politics is considered as a science, because it has its theories and methods, or as an activity, because it includes performance of certain actions, or as art, because it depends on creativity, or also as philosophy, because it focuses on ideals and provoking questions, which connect reality to ideals. Political science is subdivided into several branches and these branches are subdivided into different subjects. I would like to summarize these branches as follows (Kashim, 2002):

- Political theory.
- International relations.
- Comparison of political systems.
- General management.

The Arabic Maghrib Union (AMCU)

Geographical position of AMCU

Area of Northern Africa is of a great economic interest, due to the vital role it plays in the politics and economics in the Mediterranean area. States located in this area stand out by virtue of their geographical position and economic resources, which give them their specific character in relation to the Mediterranean region, other Arabic states and to the rest of the world. During their long history these states have come to exhibit civilizational similarities, whether

¹ **Maghrib**: (*the term applied to the western part of Arab North Africa*). This area includes Morocco, Tunisia, Algeria, Mauritania, and Libya – the north-west part of Libya, known historically as Tripoli Tania.

economic or social. This has resulted in convergence in general geographical peculiarities for population of this area, which is named Arabic Maghrib.

Human life development in these countries could not be separated from the development of the geographical environment. The countries faced rainy eras and successive periods of very dry weather, in addition to more regular variations, represented by a changing coast line, forming fluvial outlets, appearance of valleys and deserts and emergence of oases.

The Arabic Maghrib Countries occupy an important strategic position; overlook the Mediterranean Sea on one hand, and Atlantic Ocean on the other. An addition to the natural resources represented by petroleum and the natural gas there are abundant resources in fisheries, and the vast fertile soils for agricultural use, which have the potential to stimulate preparation of numerous future projects.

These positions of these states in northern Africa and their proximity to the Mediterranean Sea coast, and – to the west – the Atlantic Ocean, at a distance of about 6505 kilometers represent a proportion of about 28 % of the total coasts of the Arab Countries. This region constitutes of about 5.782.140 square kilometers, 42 % of the area of the Arab countries, while Algeria alone represents approximately 41 % of the AMCU area (<http://www.aljazeera.net/NR/exeres>).

This area is also characterized by a huge population of about 80 millions inhabitants, what represents about 27 % of the total of Arabic Countries inhabitants. The demographic growth rate for the AMCU represented about 1.7 % in 2003. Higher growth was reached in Mauritania (about 2.93 %), lower in Tunisia (about 0.15 %). (<http://www.aljazeera.net/NR/exeres>)

Objectives of the AMCU

As far as any activity needs to be planned and well thought of in terms of its aims and objectives, the countries of the AMCU have set the following objectives for this union:

1. Achievement of social welfare and defense for their rights.
2. Consolidation of ties between member-states and their population.
3. Contributing to the maintenance of peace to ensure justice and equality.
4. Implementation of a common policy in different domains.
5. Practical realization of co-operation between member-states and achieving diplomatic cooperation between them on the basis of their close vicinity. (<http://www.maghrebarabe.org/ar/index3.htm>)

Management systems in AMCU

Ducker (1954) defines major dimensions of managerial work in five basic operations for the work of a manager (setting objectives, organizing, motivating, communicating and establishing performance yardsticks, and developing people). While others in this field, define managerial work in narrow terms such as planning, organizing and controlling activities. The most common point in all of these studies is that management involves in decision-making process to fit external and internal factors of each social phenomenon. Therefore, one way to understand management activities of AMCU is through their decision-making process. Decision-making is not a one-time action but a process in which human beings (who are constrained by time and space) are its core element.

However, Management systems in AMCU work the way that those at institutional level are defining strategies and most of the time organizational level strategic processes remain with no decision or are left for time and environment (space) to solve them. For this reason, there are always accumulated decisions to be made. Societies with these types of organizations and institutions will generally collapse. Historically, they end-up making big decisions to make big changes that often follow with crises or revolutions; there is always a significant gap between words and actions in these countries.

In AMCU the tendency is more passive when facing problems. Decisions are made to avoid problems rather than to control the environment. Uncertainty is mostly avoided by maintaining the existing conditions; therefore, decisions are made to increase the stability of whatever is in hand, as long as it brings more stability and minimum change.

There are clear managerial failures and pending problems between Arabic Maghrib Countries in the light of political unions and un-evenness of abilities among different parties, in addition to historical, political, economical, civilization factors regarding these states, there is also the problem of foreign debt. Most of the countries in question are in an extremely serious position with regard to the growth and development of the states. The problems here lie in the decrease of local income rates, low level of exports, rise of demographic growth rates and the average increase of consumption, on the other hand. Therefore, most of these countries (except Libya) have fallen into the trap of high levels of international and regional debts.

The above described situation should result in establishment or construction of a new framework by means of the reactivation of the AMCU, by putting the partnership under the umbrella or protection of a common market of these countries, on the basis of the objectives and strategies, which appear similar for

all these states. On the basis of the information provided above, we can begin to consider the very important aspects, which require studying and analyzing through this paper, and formulate the following basic hypotheses:

1. AMCU partnership has the ability to achieve the desired objectives and the managerial systems are capable of making this partnership and its continuation effective, only if they move it away from political circumstances.
2. Geographical location of AMCU countries plays a positive role in effecting unified relationships between the states of this union.

Objectives

Above-mentioned hypotheses project into setting the main objectives of this paper. These objectives also represent the procedure of getting to the main aim, which is to provide a possible guidance for reactivation of the AMCU cooperation. Therefore the objectives of this paper include:

1. To gain an understanding of what needs to be known to revive the partnership, create an atmosphere of mutual understanding between the member countries and a sufficient level of development and stability in their relationships.
2. To disclose the role of stimulatory factors for reforming this partnership or union, in terms of geographical, historical and economical factors. This includes an understanding of the common objectives and strategies of the Union, and knowledge of the causes, which hamper successful development of these factors.
3. To evaluate partnership mechanisms and the knowledge based on their formation, in order to provide recommendations concerning the future of the countries in question.
4. To realistically present and assess the negative effects of the regional and international economic variables.
5. To propose the steps that should be realized by the Maghrib states towards revival of this Union

Methodology

This study is conducted as descriptive and analytical study, one of types of scientific administrative studies, which results from a strong connection between the study of administration and social sciences, such as, for example, history, geography, anthropology, political science and law.

Administrative phenomena, as with any sociological phenomena need to be considered as complex and many-sided. They have many issues, which have a history, a present and a future, and interact in

the external and internal factors of environment with one another.

Nature of the subject consists of two important sides in terms of its analysis. These are political and strategic management with its international relations on one hand, and geographical factors, which were cause for failure of this union on the other hand. It is therefore necessary to use a variety of research methods, including considerations of geographical factors, which explain the country in the light of its various geographical elements, and the positions of strengths and weaknesses of the AMCU.

I will focus my analysis on the external environment of AMCU, based on description of political, social and economical factors of AMCU. As far as the external environment is not static and has significant influence on development operation, the external environment constantly affects the entire countries, but its opportunities and threats can differently affect each country. Thus, opportunity resulting from given environment for one country can be potential threat for another country, and vice versa. For description of the effects of the external environment on this union in this paper (PEST analysis) is used, which includes the following:

Political environment impacts directly or indirectly on decisions of the states. It is formed by laws and government bodies that together with enforcement of interests of the pressure groups affect and limit activity of organizations and individuals.

Economic environment characterizes the macro-economic conditions influencing economic behavior of the state or implementation of activities within the scope of a given field.

Social environment affects behavior of organization or implementation of activities in the given field (state, region) i.e., it deals mainly with social aspects, which reflect the nature and structure of labor market, employment, social mobility and level of education or lifestyle.

Technical and technological environment includes factors, which most distinctly change the life of people and organizations. Development of technique and technology requires from managers of organizations to be continuously monitored, to modernize production and services, and thus to create conditions for a long-term vitality and existence of an organization.

General logical methods used in this study are the method of analysis applied mainly in the analytical part of the paper as well as during processing whole research as in all its parts there is necessary to analyze the processed knowledge and events. Method of synthesis is applied mainly in the forecasting part of the research, but also within the whole course of the whole research, and it allows me to formulate

conclusions and recommendations for the examined problems and their proper evaluation.

Factors identified in the external environment will be evaluated based on the concept of External Factor Evaluation matrix (EFE). This concept enables to specify the influence of particular factors identified within the environmental analyses regarding their importance, and also the quality of reaction of the analyzed subject and its strategies to them (David, 1991).

Formation of the EFE matrix consists of five steps:

1. Identification of the Critical Success Factors - ten to twenty factors, which include opportunities and threats (in case of the EFE matrix) influencing the organization and its industry. It is necessary to differentiate the influences of factors according to the period of their effect (some factors can be threats from the short-term perspective, but in time they can evolve into opportunities, etc.).
2. Assigning a weight from the interval of 0.0 to 1.0 to every factor. The weight indicates the relative importance of a particular factor for a success in the given environment. Sum of all the weights must equal 1.0. Appropriate weights can be determined for example based on comparisons of successful and unsuccessful competitors or through

a team discussion about particular factors and reaching a consensus.

3. Assigning reaction from 1 to 4 to every factor - according to the quality of reaction of current strategies of the subject to the particular factor (4 represents a very good reaction, whereas 1 stands for a very bad reaction). Reactions are based on evaluation of effectiveness of the subject's current strategies.
4. Multiplying each factor's weight by its reaction and determining the Weighted Score for each factor.
5. Summing all the weighted scores to determine the Total Weighted Score for the analyzed subject.

Regardless the number of critical success factors included in the Matrix, the highest possible total weighted score is 4.0, and the lowest possible total weighted score is 1.0. The average total weighted score is 2.5. Total weighted score of 4.0 indicates that the subject is responding in an outstanding way to the existing opportunities and threats in its external environment (EFE). Total weighted score of 1.0 indicates that the strategies of the subject are not taking advantage of opportunities and do not avoid threats in the external environment (EFE). General form of the EFE matrix is shown in Table I.

I: General Form of the External Factors Evaluation matrix (David, 1991)

Factor	Weight	Reaction	Weighted score
List of the most important factors of the external environment	<0;1>	<1;4>	Weight * reaction
Total	1.00		Sum

The resulting number we achieve from this matrix, though, is not the most important benefit of their formation. As it is clear from the description of this matrix, the weight and reaction assignment process is very much based on a subjective judgement of the situation, what we should be aware of when interpreting the result. Therefore the main emphasis is put on the whole process of formation of these matrices, becoming aware of the most important factors and the way of the subject's reaction to them, and the resulting value of the total weighted score is just an informative number.

RESULTS AND DISCUSSION

Analysis of external environment

From what I have mentioned previously about factors of external environment, I now summarize that

specific strategy aspects of AMCU became clearer in these days. Here belong to the overlap between military, commercial, economical and political interests, in the field of development and its sovereignty and relationships and the development of national identity.

I do not want to speak here of the importance of location from an astronomical perspective, or from that of the maritime and continental perspective, despite their importance; the subject under discussion in this paper does not require this. But I would like to focus on the perspective of civilization for the Arab countries, because civilization is a product of relations between the natural and human environment, and it is a contributory factor, which stimulates human creativity in numerous aspects of life.

The history of research in this field informs us that the Arab counties are one of the oldest homelands of

much of the historical development of human civilization, as in countries like Syria, Lebanon and Yemen. One can take as examples the Sumerian civilization, which provided the foundations of civilization in Iraq, or Yemen, which produced many fruitful civilizations such as the Saaba and Marib, as well as the pharaoh civilization in Egypt, to which the ancient pyramids are still witness. These all came about through the employment of human potential and dealing with the external and internal factors of the environment.

Location of the AMCU at the important strategic and geographical area in the middle of south coast of Mediterranean sea can be considered as an opportunity, for providing a big potential in the economical and military scopes, and a stimulatory factor, which needs to be exploited for achievement of unity and integration of these countries in the future. This location gave and still gives the countries an opportunity to exploit the maritime ways to contact Mediterranean countries, Arab East area, and the whole world as well.

We might also consider this importance as a threat, because this location was and still is a cause of various forms of resentment in this area with struggles and wars with both strong regional and international elements, from the beginning of civilizations to the present time. Important example of the foreign colonization is represented by Italian and French colonization, which restrained the progress and development of these countries (in spite of the disparity between the forms of colonization).

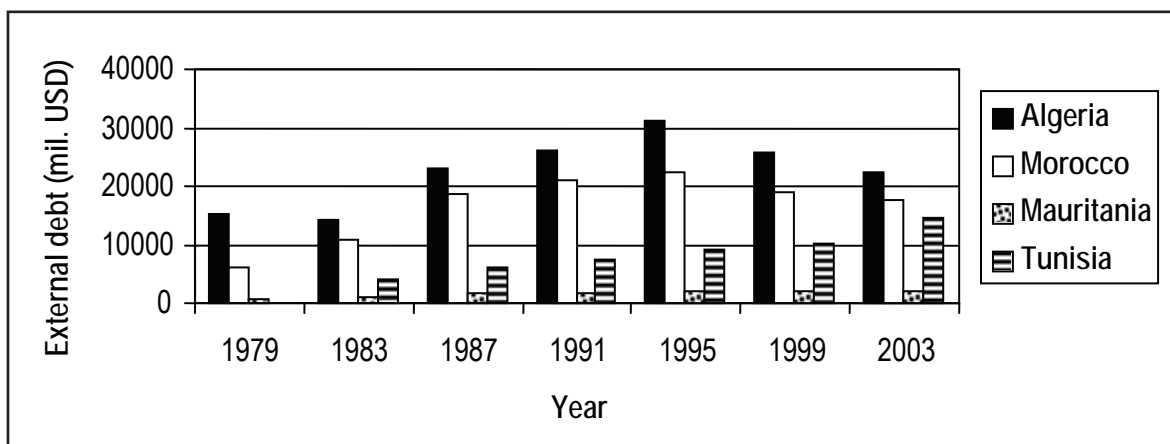
We can say that there are differences in the kind of colonization, since the French colonization was as opportunity of Tunisia, Algeria and Morocco, and we can describe it as civilized colonization, because it

helped these countries to create the infrastructure and gave them a part of new cultures, education and language, which still exist until now. While Libyan people suffered stronger kinds of the torture and torment because of Italian occupation and its aftereffects can be still evidenced until now, represented in the land mines in all Libyan areas, which kill the population, and Italy's refusal to give Libya the land mines maps, which is considered a strong threat of this country in comparison with others.

In spite of the varying of forms colonization, the factors of external environment were important causes of the drop of the level of education and the literacy rate in these countries, where the education was limited only to some classes in the society (the rich people, the traitors and agents of colonization), nonetheless the education was primarily focused on the Koran in mosques.

External Public Debt of AMCU

Most of these countries suffer from debts crisis, which has to be consider as important threat of these countries, which is dictated by internal factors of environment, and projected into external subordination of these states. Most of these states faced many political and economical crises, which caused bad political, economical and social situations, represented in the boundaries problems between Algeria and Morocco and Mauritania, and internal problems in most of these countries represented by the drop of level of living and poverty and political instability as in the case of Mauritania and Algeria, lack of important resources as petroleum in some of countries, which was also important in the increase of the external debts in these states.



1: *External Public Debt, long-term*

Note: There is no data for Tunisia in 1979.

Source: <http://www.sestic.org/member/mor/morhome.shtml>

The available data show that the debts continue to grow, and this foreshadows a dangerous attitude of most of these countries, resulting in a very bad situation of the whole region.

Figure 1 shows that Algeria registered higher rate of external debts in 1995 about 31,072 million dollars, which represents 47.8 % of the total debts of about 64,883 million US \$. This resulted from the internal political struggles and economical crises faced by this country. Tunisia is also reaching high levels of debts of about 9311 million dollars in 1995, which represents 14.3 % of the total debts of Arabic Maghrib countries in that year, and its percentage of debts reached 25.96 % in year 2003 of the total 56,569 million US \$. Mauritania registered a lower rate of these countries representing 3.2 % in 1995 and this rate remained stable (3.6 % in year 2003), because this country faces internal political struggles, and the tribal problems between classes of Mauritanian society, it does not involve in expenditures on technical and technological development. Morocco registered also high rate of foreign debts, which reached 34.5 % in the year 1995, noted debts average of Morocco being relatively stable for a long time (31 % in 2003), it invests in goods and services, because Morocco is focusing on development and using new technologies. While Libya did not registered any debts, because it is a creditor country, which is not indebted.

Changes in external environment played important role in all scopes, for example, the economical and political crises, represented by wars as Iraq war, and changes in oil prices, which can be considered opportunities for some exporting countries as Libya and Algeria, while they represent threats for other importing countries as Tunisia, Mauritania and Morocco.

Arab civilization has provided the foundations of many branches of knowledge for the other nations and civilizations, especially in the field of mathematics, astronomy and medicine, from which Grecian and Persian civilizations benefited. Much of such knowledge came to these civilizations from the Arabs, the Babylonians, the Phoenician's, the Assyrians and the Egyptians, where the savants of Greece made use of Egyptian engineering and Babylonian astronomy (Almalah, 1998).

Reciprocation of civilizations and cultures is very important for societies, which fetch the useful knowledge and new cultures and modern technologies, while on another side can fetch dangers and problems from abroad, represented in danger sicknesses, dopes, poisons. That is what happened in these countries, represented especially by the African emigration.

Technical progress also played an important role in improvement of economical and sociological scopes in these countries. In my view the new technology represents opportunities for the countries rather than threats.

This happened in these countries through available technologies, which are represented by energy, and medicine, new nets of wireless and wire communications, internet (still facing sufficiently available for potential user), and mobile phone use. Very important are also techniques coming to these countries with investment and business companies, which contributed to an increase of the speed of growth of AMCU.

For such reasons the majority of Arabic Maghrib Countries still suffer from foreign debts, poverty and continually falling living standards, which represent the reasons for numerous problems in these countries, despite their numerous agreements with other states in order to rescue themselves from this situation. These problems can not be solved without building a new system represented by partnership and cooperation and integration in the economic field by structuring common Maghrib market based on the model of EU for a revival of AMCU and helping the indebted countries to grow and provide population with a perspective of a better future.

Opportunities of external environment

From the above described analysis, we can conclude the main influences of the external environment towards the AMCU countries. The main opportunities emanating from this part of the management environment include:

1. Location of the AMCU in the important strategic geographical area in the middle of south coast of Mediterranean sea, offering power in the economical and military scopes.
2. Techniques and technologies, which came with investment and business companies to these countries, which contributed to the increase of economic growth of AMCU.
3. Financial aides from EU to some of Maghrib Countries as opportunities for helping these countries to economical and technological growth.
4. Support of diplomatic and military cooperation, which took the form of bilateral agreements. For example, there is an agreement of Algeria, Tunisia, Morocco and Mauritania, with the aim of preventing what was described as terrorism. These agreements might be opportunities for helping these countries to reach regional security.

Threats of external environment

1. Pressure of foreign debts or foreign subordination, which restricts the efforts of the internal development.
2. Unilateral decisions of the EU in the commercial interchange with AMCU (especially in connection with agricultural products) focused on protection of the internal EU market from imports.

3. Changes in oil prices, which - due to the harder predictability and high complexity of the market - can threaten both, exporting and importing countries of AMCU.
4. Emigrations and reciprocation of cultures can negatively influence the societies in terms of representing a fetch of danger sicknesses, dopes, poisons.

Summary of external environment analysis

Importance of the above-mentioned factors is obviously not the same. Therefore it is needed to evaluate

them in terms of their importance, but also in terms of reaction of the AMCU countries to them. This reaction evaluates the awareness of the countries about the particular factor and the level of its exploitation (in the case of opportunities) or prevention (threats) – see Table II.

The score 2.40 shows, that the external position of the AMCU countries is below average, and the main focuses should be concentrated on the use of technology, exploitation of the advantage of the strategic location, and paying more attention to setting exact rules of trade with foreign partners.

II: External factor evaluation matrix for AMCU

Factor	Weight	Reaction	Score
1. Strategic location	0.22	2	0.44
2. Technology	0.19	1	0.19
3. Commercial interchange	0.17	2	0.34
4. Financial aides	0.14	4	0.56
5. Support of diplomatic and military cooperation	0.11	3	0.33
6. Changes in oil prices	0.08	3	0.24
7. Emigrations and reciprocation of cultures	0.06	3	0.18
8. Foreign debts or foreign subordination	0.03	4	0.12
Total weighted score	1.00	x	2.40

Abridged version of conclusions of the analysis presented previously, and adduced results, which I have tried to arrive to in this paper as following:

1. Obsessions with politics and security are hampering the development of Arabic unions in general, as in the cooperation of the council union of the gulf countries and the AMCU union. In other words we can say that these unions were created to maintain current systems, not for cooperation between the states, whereby they still face major aspects of resistance in terms of political influences, despite globalization of the economy and the multiplicity of international economic union.
2. Mentality of the unilateral behavior in majority of these countries, considering the situation between these states and their competition to obtain greater amounts of foreign grants and assistance.
3. The AMCU still suffers from a big problem of extreme importance, namely, the current disagreement between Algeria and the Morocco Kingdom over the affairs in the Western desert. The Kingdom of Morocco deems this as part of its territories, and this problem can be considered as „the straw which broke the back of the camel“ and was the main reason for the failure of this union.

4. Drop in technical qualification level in areas of economic production, caused by lack of necessary capital investment in the development of relevant techniques and training.
5. Oscillations of petroleum prices for exporting countries such as Libya and Algeria, which at the same time increased the burden on importing countries such as Tunisia, Morocco and Mauritania.
6. These countries lack real scientific studies, which can work to the advantage of integrative projects. Majority of studies are the result of administrative political decisions by the ruling classes distinguished by hastiness instead of cautious, considered decision-making and serious and effective preparation for creation of the proposed regional unions.

Recommendations

This study has identified the key external factors influencing the AMCU. These factors can be further exploited in order to come to concrete recommendations in terms of what could be the possible future strategies of AMCU. For these purposes, SWOT matrix can be used, enabling combination of particular external factors projecting into concrete strategic alternatives.

ves coming into consideration based on the environmental influences.

Using SWOT analysis would require coming from the combined results of external and internal environment analysis. As far as this paper focuses only on the external environment, only partial recommendations are included here to represent a basis for the planned measures (strategies) and reactions of AMCU union to the challenges of the external environment.

Recommendations coming from the analyses are following:

1. Important strategic geographical location of AMCU in the middle of south coast of Mediterranean Sea, which is considered as an opportunity and stimulatory factor, needs to be exploited by economic cooperation with other Arabic countries for achievement of unity and integration of these countries in the future, because this location gave and still gives the opportunity to contact Mediterranean countries, Arab East area and the whole world, as well. This importance is also considered as a threat on the other hand, because this location was and still is a cause of various forms of resentment in this area with struggles and wars with both strong regional and international elements. Therefore the AMCU must be ready for facing these threats, by cooperation with other countries and unions in the world (Oil, gas, technology, etc.), and for creating the common economic union in order to reach an increase of the collective security level of this union.
2. Adoption of unified policies to face the threats of external environment, represented by international and regional economic variables, as foreign debts or foreign subordination, by common conduct in term of negotiations of prices and other trade conditions in the trade with oil and natural gas, which affect the importing and exporting countries together, through development of the common market of AMCU.
3. For securing risks the Union must also connect together in the foreign trade by signing multi-lateral agreements with key trade partners, assuring the best competitive advantages in reciprocal dealings with other economic unions, moving the AMCU from theory to reality.
4. Natural resources represented by petroleum and natural gas, abundant resources in fisheries, and the vast fertile soils for agricultural use, can stimulate preparation of numerous future projects of agricultural production concentrated on suitable crops, using appropriate technology, for elimination of foreign debts using the advantage of natural resources.

The subject of the paper here is influenced by many factors. Geographical factors have played a clear role in drawing up these relations, and it is difficult to forget or obviate them in the historical and current path of these relations, which is a result of these states bordering on one another.

The available choice in front of the AMCU now is merging and integration in all fields, by activation of the Union, and encouraging economical cooperation to create an Arabic agglomeration. Sociological and economical circumstances and geographical factors are now suitable for this, leaving aside, for the moment, the pending political differences, which can be solved at a later stage. Therefore, the political decision-makers in these countries must abdicate on some of their rights of service to this union, and distance themselves from forms of integration, which can be considered a primarily negative limitation in realization of the current goals common for all countries involved. The duty of those involved is to construct a large agglomeration for realization of the hopes of the people.

This will not come to fruition except by the liberation of its development from the negative effects of personal relations between leaders of these states and the devolvement of this matter to real democracies. Similarly, decisions and the views must focus on economics, separating this field from politics.

CONCLUSION

Undoubtedly, the problems from which Arabic Maghrib Countries suffer have a similar nature because it subscribes in each its relations and especially social relations such as religion, culture, language, in addition to the artificial geographical borders imposed upon it by imperialistic countries and performed to the retardation of these nations.

Understanding management systems in the AMCU requires specific attention, which can be described as looking at the phenomenon from the inside - as opposed to looking only at its effects, and paying less attention to the phenomenon itself. Context and its characteristics, nature of organization, and three common restrictions and dimensions of every social phenomenon (time, space and human perception) can be used to demodulate this complex system. The domain of each social organization is in fact the resultant vector of balancing forces among its members within their similarly bounded rationality. When there is a big difference between elements of an individual's bounded rationality and those of a social system, the system tries to force the individual to adjust. If the individual cannot adjust her/himself or even change the bounded rationality of the organization, then s/he may not be able to continue co-operating with that organization,

any more. These natural internal forces of organizations are not culturally bounded. The strategic aspect of administration involves finding a point of intersection where the purpose of the organization is aligned with the interests and motivations of the people who make up this system (Roethlisberger, 1977). It is argued here that the relationship between environmental characteristics and organizations as social systems has made management a complex neural system. An effective management system has its nerves at every single point of the organization and has a continuous two-way relation with all internal and external factors. For this reason, it continuously evolves and changes its sensitivity.

Analysis performed in this paper confirms the hypotheses set above. As shown in the part dealing with the possible common trade policies of the AMCU countries, the partnership has the ability to achieve objectives described in the chapter "Material and methods". Further on, it was proved, that the main

burden preventing an effective operation of AMCU dwells in emphasizing political issues and differences, rather than concentrating on possible economic benefits.

The second hypothesis – "Geographical location of AMCU countries plays a positive role in effecting unified relationships between the states of this union" – is, actually, obviously right, but was also proved in the first part of results based on the many common features of the countries coming from their strategic location.

Choice of this subject has been made in order to find some solutions for the problems of the society, in which I live. In view of the fact that the human being is an axis of human studies, values, culture, principles, orientations, and social perspectives, identification of the concrete form of these influences are a part of the results, which the researcher reached. All these, I hope, can be considered effective variables in the process of scientific analysis in the future.

SOUHRN

Faktory ovlivňující vnější prostředí Unie zemí arabského Maghribu

Príspevok sa zameriava na země arabského Maghribu. Tato oblast má řadu nevyřešených problémů mezi jednotlivými členskými státy. Navíc se zde projevují protichůdné záměry a nejasné koncepce vůdců a rozhodovatelů většiny těchto zemí. Vzájemné vztahy těchto zemí v jejich rozličných formách – politických, ekonomických a sociologických – se neobjevily náhle, ale jsou založeny na dlouhodobém vývoji. Zároveň však nezaznamenaly dostatečný pokrok k tomu, aby umožnily překonat protichůdné prvky ve formách těchto vztahů a pomohly zemím AMCU dosáhnout požadovaných cílů a výhod, po nichž jejich obyvatelé touží.

Analýzovaný region je charakterizován obrovským lidským a surovinovým potenciálem, ten však zůstává nerozvinutý v důsledku nedbalosti administrativy a rozdílných politických systémů, stejně jako sociální kompozice administrativy a byrokracie. Proto jsem se rozhodl věnovat se této oblasti a poskytnout tak teoretický základ pro potenciální reaktivaci Unie zemí arabského Maghribu (AMCU) prostřednictvím budování partnerství pod zastřešujícím společným trhem a dále také hledat řešení negativních aspektů, které se projevují neproduktivním využíváním pracovní doby, prosazováním sobeckých, rodinných a kmenových zájmů.

Na základě dostupných informací a jejich analýzy jsem zjistil, že teorie managementu poskytuje dostatečný základ pro tvorbu pravidel tohoto partnerství a jeho efektivní fungování, zvláště pokud se partnerské země budou schopny zaměřit na to, co je spojuje a nikoliv na to, co je rozděluje, a odhlédnout od politických okolností k využití své výhodné zeměpisné pozice. Ta je velmi důležitá pro rozvoj vzájemných vztahů jednotlivých zemí AMCU, ale také vzájemných vztahů s dalšími zeměmi, neboť ji lze považovat za příležitost a stimulující faktor, který je třeba využít k navázání ekonomicky výhodných vztahů.

Příkladem možné spolupráce těchto zemí může být přijetí jednotné politiky představované společným postupem při vyjednávání o cenách a dalších tržních podmínkách při obchodu s ropou a zemním plynem, a s přírodními zdroji vůbec; odhlédnutím od historických problémů a nespojováním politických záležitostí se záležitostmi ekonomickými.

Soustředění se na kulturu a vzdělávání je rovněž velmi významné pro rozvoj této oblasti, neboť představují hlavní potenciál, který je třeba využít při snaze o rozvoj systémů managementu v těchto zemích. Je třeba zdokonalovat slabé stránky těchto zemí prostřednictvím spolupráce na přípravě vzdělávacích koncepcí a systémů, a vývoji vzdělávacích programů, které umožní překonávat problémy související s velkými změnami ve společenské oblasti a s principiálními otázkami, které budou arabské země muset řešit v blízké budoucnosti. Vzdělávání v těchto zemích vyžaduje velké prostředky, má-li připra-

vovat gramotnou a vzdělanou společnost, která bude schopna čelit nebezpečím a využívat příležitosti budoucnosti. To se nestane, pokud nebude rozvoj vzdělávání osvobozen od negativních důsledků personálních vazeb mezi vedoucími představiteli těchto zemí a přechodem jejich politických systémů na systémy demokratické.

Výsledky analýzy jsou vyhodnoceny prostřednictvím matice hodnocení faktorů vnějšího prostředí (EFE), kde je dosaženo celkového váženého skóre 2,40, což svědčí o mírně podprůměrné reakci zemí AMCU na faktory vnějšího prostředí.

Příspěvek končí doporučením konkrétních kroků, které by měly země AMCU učinit, chtějí-li oživit tuto unii a umožnit tak dosažení výše zmíněných přínosů. Tyto kroky směřují především k využití výhodné polohy zemí a jejich bohatým surovinovým zdrojům, ke sjednocení zahraničně-obchodní politiky a ke zdůraznění ekonomických výhod unie, která by mohla pomoci překonat existující politické neshody mezi jednotlivými zeměmi.

AMCU, příležitosti, ohrožení, analýza, vnější prostředí, Matice hodnocení faktorů vnějšího prostředí

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