

Role of Project Managers Skills in Supply Chain Management of Small Project's Marketing

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Abstract— The research tackled the role of the project managers' skills in terms of its dimensions (intellectual, administrative, human and technical) and its impact on the supply chain management and marketing of small projects and the dimensions of the marketing mix, i.e., product/service, price, promotion and Place. The research problem focused on the nature of the relationship between the skills of project managers, The research also sought a set of objectives, the most important of which is the definition of the importance of small and medium enterprises and their role in reducing unemployment in the society if it is marketed appropriately and this is achieved through the enjoyment of leaders or project managers with skills to qualify for The questionnaire was distributed to the administrative staff and the 100 employees in different beauty centers in Baghdad. The research was based on the analytical descriptive method. The researcher used the answers of the questionnaire as an analytical tool in the practical side, based on the statistical program (spss) The research hypotheses reached a set of conclusions through testing and analysis of the hypotheses adopted by the research. The research concluded with a set of recommendations that could be taken by the managers of these projects.

Keywords— Project Manager Skills, Small Projects, Marketing Mix, Supply chain Management

1. Introduction

The leadership is currently the nerve and lifeline of all public and private organizations, as it is the basis for all activities and work in all organizations, especially in projects, especially small projects, because they are very important in the economic structure of different countries of the world for their vital role in the formation of value added and production To attract small capital, to contribute to export, to reduce imports, and to provide products to the local market more smoothly through their presence in the place and time most appropriate for

citizens [1-3].

It has become difficult to maintain the level of efficiency and excellence of the performance of small and medium enterprises in the face of the challenges that surround them from each side. There are always problems that need to be addressed and solved, and opportunities that must be seized and utilized. Small and medium-sized enterprises (SMEs) are required to do so, and their creative potential is being adapted to them. Achieving and developing SME's effectiveness is a major and difficult challenge. They usually face more severe constraints to growth than large enterprises. Their lack of ideal size in the sector Or industry to reduce their ability to access markets and acquire skills and access to the capital required for investment, and this requires the existence of administrative leadership is based on the guidance of subordinates and mobilize their energies to the right direction in order to achieve the best goals and ensure the survival and The continuation of the organization, and this guidance depends on the administrative leader's skills of all kinds (self, human, intellectual and technical) and thus will lead to the confidence of individuals in their leadership and loyalty to the organization as a whole and thus achieve the goals and objectives of the organization. Resistance of subordinates to any change by the senior leadership and approval of the decisions of leaders, especially strategic decisions emanating from strategic planning, and the presence of leaders with effective leadership skills in organizations is a criterion for the success of these organizations.

2. Research methodology

A: research problem:

After the recent interest in small and medium enterprises has increased because of their

specificities and importance, and the multiplicity of interested parties, they have played an important role in the process of the economic advancement of countries through the provision of wide services benefiting all sectors and employing a variety of human resources, And the vulnerability of these projects to strong competition from other projects as a result of regional and international developments, which necessitated interest in these projects and know how the officials and managers of projects with the skills of leadership and management of marketing these Projects effective and successful and achieve its strategic objectives in a way. Thus, the problem of research can be divided into the following questions:

1. What is the relationship between the skills of project managers and the level of effectiveness of marketing small projects?
2. Does the skills of project managers have an impact on the marketing of projects, and what kind of impact is that it has a positive or negative positive significance?

B: Research importance:

This research derives its importance from the importance of the field problem that it addresses, and through the importance and role of the variables investigated. This research focuses on three important and interrelated variables: (intellectual skills, technical skills, human skills and managerial skills) Is important in achieving its success. In view of the important role of the skills of project managers, which contributes to maximizing the marketing of projects through the capabilities and skills possessed by managers and their ability to achieve the objectives of the project, and then expand its market share and maximize its strengths to gain a competitive advantage through successful marketing of these projects

C : Research objectives

The current research seeks to highlight the contribution of the skills of small project managers to the successful marketing of small and medium enterprises to achieve the following objectives:

1. Provide theoretical and practical information to those interested and interested in these projects that reflect the real reality to some extent.

2. The definition of small and medium enterprises, their importance and their role in the Iraqi society and the need to pay attention to them. Identify the skills of project managers and their impact on the marketing of small projects.

3. Determine the nature of the relationship and the level of impact of the skills of project managers in achieving SME marketing success, and reach the attempt to reach standards, requirements and indicators that may help to avoid negatives and motivate SME managers to work better by enhancing their skills and investing in the best marketing. For their products or services.

3. Literature review

A: small Projects

1. In 2007, the researcher Al-Sakarna conducted a study entitled "Small Projects and Entrepreneurship" which shows the importance of linking small projects and entrepreneurship and identifying small projects as they constitute an advanced field for improving skills and production and marketing skills. The research was applied in a sample of small industrial projects in Jordan, As they have a role in the national economy and growth, and that small projects to be pilot must be taken advantage of technological development and use in production procedures or in the provision of production services, whether using the Internet or other, and recommended the study to stimulate the And increase the production capacity of small enterprises, which reduces the foreign importer and work on feasibility studies and financial evaluation of small projects.

2. In 2008, Radzeviciene conducted a study entitled "Marketing SMEs using the Knowledge Management Framework / Case Study in Lithuania". The study examined the role of knowledge management in marketing small enterprises in Lithuania by looking at sources of information and knowledge and developing technology that supports Projects. The study showed that there is a great awareness of knowledge management in the marketing of small enterprises and the realization of project managers in Lithuania to the importance and role of knowledge management and has become the main area of growth of the marketing process for small enterprises.

B: skills of project managers

3. In 2010, Al-Taie conducted a study entitled "Evaluation of leadership skills in the light of job satisfaction among the members of administrative bodies and trainers in the clubs of the northern region." The study aimed to identify the leadership skills of members of administrative bodies and trainers in the clubs of the northern region, As well as to identify the differences in leadership skills among members of administrative bodies and trainers in terms of (intellectual, human and technical skills). The results showed that there is no difference in leadership skills among members of administrative bodies and trainers in the three skills, which reached the study increased awareness of members and trainers of the importance of leadership role in the management of the club.

4. In 2008, Al-Agha conducted a study entitled "Leadership skills among the Palestinian communication companies between reality and the normative perspective." The study aimed at identifying the leadership and standard skills available to the officials of the Palestinian Cellular Telecommunications Company (Jawwal) from their point of view. All of the leadership skills (personal, technical, administrative, human, and intellectual) are important to the company's officials but they are available to them at an average level. The results showed that the most skilled skills were technical skills and the least was intellectual skills.

4. Theoretical framework

1. Skills of project managers

1.1 Project Manager:

The Project Manager is one of the most important elements in the success of the project from the definition stage until completion. It is the person who will be responsible for project planning, implementation and completion. The tasks that will be taken as priority in the work of the project manager include the following:

- Prepare the initial project budget
- Preliminary scheduling of project activities
- Selection of project team members

- Ensure the adequacy and efficiency of resources and facilities available for the completion of the project
- Evaluate sources of supply with emphasis on early procurement in project life

The concept of skill: Many scientists have known the skill, as [5] defined it as "the ability to accomplish business accurately, easily, control and economy in an individual's effort and time." [6]. There are many factors that help organizations to succeed, but at the forefront of these are leadership skills. Managers at all organizational levels (senior management level, management level) need to be able to accomplish the task in terms of specificity, Middle, supervisory level) to a variety of leadership skills through which the impact on the followers is correct and thus the success of those organizations.

Types of skills:

There is a variety of skills required in managers at all levels of management and in all types of organizations, whether private or public, productive or service. The researchers noted the traditional division of skills according to the Katz model [7] of the skills that the manager must have at all levels of management and skills:

1. Conceptual Skills: Its capabilities are in decision making, project planning, project organization, project orientation, and these skills are professionally built in some countries. The project manager must pass a series of specialized courses to build and develop managerial skills and human skills [8, 9]

2. Technical Skills: The skills resulting from the acquisition of the knowledge and experience gained by the administrative leader in his field, which reflects his ability to perform the tasks with skill and excellence, and includes specialized knowledge and work related information as well as the possibility of dealing with the required techniques [10]. Technical skills are defined as the specialized knowledge in a branch of science and the efficiency in using this knowledge is best used in a way that achieves the goal effectively [11]. There are many works that require technical skills in Management such as planning and organizing policy Writing reports and other things that require technical skill, and those skills require continuous development through self-training [12].

3. **Human Skills:** The group's acquired abilities and its ability to interact effectively with its followers and the local community on the one hand and with its superiors on the other. It also demonstrates its ability to coordinate efforts in its institution and its leadership towards achieving the desired goals and its ability to create an atmosphere of democracy. The spirit of cooperation and community and the exchange of ideas and experiences among members of the same institution [13].

4. **Intellectual skills:** These skills mean the individual's mental ability to acquire, analyze and interpret information from different sources and to take appropriate decisions in various circumstances and complexities in order to achieve (Fred, 2010: 6). The intellectual skills are also reflected in the manager's ability to think logically, to judge things properly, to be able to predict and to make the right decisions [14].

2: Small Projects

1. The concept of small projects

There are those who know this type of projects as those enterprises that are characterized by limited capital and lack of workers and limited technology used, and the simplicity of administrative organization and rely on self-financing where the capital ranges between (5 - 65 thousand dollars and the number of workers less than (10) (UNEDO) as one-man-run projects, with full responsibility for its long and short-term dimensions, and the number of workers is between 15 and 10 workers.

2. Supply chain management of small business

Today, in global markets, we face short-lived products with a lot of customer needs, with a lot of attention and focus on the supply chain. It is not enough to think of just producing good products. But due to the presence of other competing products, we have to create the opportunity to bring that product to customers in a way that allows customers to get the value they expect from us efficiently. With regard to supply chain management and customer relationship management, this position can be achieved

3. Small Business Marketing

The concept of marketing is the process of creating and delivering desired goods and services to customers and includes all the activities related to

attracting and maintaining customer loyalty. The marketing function affects the entire organization as it affects its operations. As the complexity of the environment and the impact of international trade increase, small business owners must understand the importance of developing strategies. However, despite the small size of the project and its limited financial capabilities, they will be a great marketing force if their marketing strategies are set as a group against large size companies.

The marketing plan must achieve the following:

- Knowledge and identification of customer needs through market research
- Target markets that serve the small project should be identified
- You should analyze the competitive advantage of the project and adopt marketing strategies based on that competitive advantage
- Must help create a marketing mix that responds to the needs and desires of customers

Marketing mix: The marketing mix is defined as "the set of choices that illustrate the company's presentation of the target market" [15]. The most common business models given in [16], Price, distribution and promotion. These elements represent the four main axes of any strategy adopted by the company to deal with the market. Due to the high degree of integration and interdependence among these elements, their position with each other in any equation is what is called the marketing mix that can be applied and adapted to the situation Market Different.

- **Product:** The product / service is a key element in marketing and product. Any unit or service that satisfies the needs of the consumer may be a product and a material form or it may be in the form of intangible service. The products pass through several stages during its development process. Making appropriate decisions regarding the continued sale of the product and when new products must be introduced to the market.

- **place :** has become more important in the recent period because of increased customer expectations to increase services and ease of delivery of the product or service and because of this trend appeared many offers through which the delivery

of the product by mail to the house, which led to a significant increase in sales recently and any effectiveness includes movement Product to the place of the consumer, it provides a spatial benefit and affect the spatial benefit directly channel marketing channels.

- Price: The price is the main element of the purchase decision. The price affects both sales volume and profitability. The appropriate price of the products is determined by three main factors: cost, market and affordability, the image that the company wants to create in consumers. Non-price competition is concerned with more competitive factors such as free product offers, free delivery, a long warranty period for the product and other methods that emphasize competition, quality, fame or special forms.

- Promotion: The best definition of sales promotion is the effective coordination of all marketing activities related to the completion of the sale, and promotion is a key factor in the work of small enterprises, but it should not be paid at the expense of other jobs and must adopt the entrance to the promotion of sales in the long term Short and long term and that corresponds to the motives of the purchase of the project customers, and may be the promotion of sales directly or indirectly, direct methods include advertising and personal sales indirect methods include customer service, good relations with customers and good public relations and These methods paved the way for increasing the effectiveness of the direct methods of promotion. The success of the promotion process must be based on achieving customer satisfaction, good customer relations, and strong policies. In order to achieve promotion, the starting point in planning the promotion process is to study consumer behaviour and purchasing motivation.

4. Methods

1.4 : Metadata of variables

The descriptive statistical tools used to describe the variables of the research were the arithmetic mean to measure the level of the answer and the category to which those circles belong according to the five-dimensional Likert scale, in which the answer categories are divided into five categories that correspond to the five-point scale (5-1 = 4) The number of categories (4/5 = 0.80) and the addition

of the product to the minimum scale or subtract from the upper limit of the scale to produce five levels of the answer are very low (1-1.80), low (1.81-2.6), moderate (2.61-3.40)), High (3.41-4.20), or very high (4.21-5)] and then determine the level of answer on the basis of the arithmetic mean of each paragraph and category (The skills of the project manager) with its four dimensions and then the dependent variable (the marketing mix) in its four dimensions as well, respectively:

4.1.1: Skills of project managers: This variable includes four dimensions described by the statistical as follows:

The technical skills: After the technical skills embodied three paragraphs paragraphs were high response levels in the third paragraph (the knowledge of the project manager techniques necessary to complete the project in a timely manner), which reached the highest arithmetic mean between the paragraphs of dimension (3.6283) and standard deviation (0.88836) who (0.24) in which the response levels were high with their computational variance and standard deviations and hence the difference coefficients. The highest deviation (1.03245) was in the second paragraph (3.5575), but the difference coefficient (0.30) is the highest among the coefficients of the difference between the other paragraphs of the technical skills, which led to the decline of the relative importance of this paragraph to the third place as shown in the table (1).

Table (1) results summary of the statistical description after the technical skills

Relative importance	Answer level	difference Coefficient	standard deviation	mean	Statistical Standards Dimensions	No
2	High	0.273518	1.04566	3.823	Adequate knowledge of the nature of the project, its work and its impact on the surrounding environment	1
3	High	0.302699	1.07685	3.5575	The project manager has academic certificates that qualify for the project	2
1	High	0.244842	0.88836	3.6283	Know the project manager of the techniques necessary to complete the project in a timely manner	3

2. Management skills: The results of the descriptive analysis of this dimension in Table (2) confirmed the achievement of the first paragraph (the ability of the project manager to make the appropriate decisions in the field of planning, organizing, steering and monitoring the project). The lowest value of the coefficient of difference (0.25) by standard deviation (0.98712) (3.8407) make them occupy the first place in terms of relative importance compared to the other paragraphs dimension and high level of answer to reflect all these results on the existence of a high agreement among the sample on the importance of this paragraph as is the case with the rest of the paragraphs of the dimension that confirmed the results as well as high response levels for Each

reflecting tissue (0.30) in the third paragraph (the project manager seeks to implement the objectives of the project and the scope and completion of the time and the required quality) with a relatively high standard deviation (0.96575) compared to the other paragraphs and a third relative importance (3.177) due to the relative increase in the value of the standard deviation. However, the level of response is also high, as are the other paragraphs in which the computational variables, their standard deviations and their differences were different in the same pattern as shown in the same table. These results indicate that there is a consensus among the respondents at the level of the research sample that the project manager seeks to implement the project objectives in time, cost and quality.

Table (2) Results Summary Description statistique after management skills

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
1	High	0.257016	0.98712	3.8407	The ability of the project manager to make appropriate decisions in planning, organizing, steering and monitoring the project	1
2	High	0.30233	1.03273	3.4159	Selecting project manager strategies to develop an appropriate activation capability for individuals working in the project	2
3	Moderate	0.303982	0.96575	3.177	The Project Manager shall endeavor to implement the objectives, scope and completion of the project on time and at the required quality	3

C - Human skills: The results of the analysis of the statistical description of the dimension of human skills, as shown in Table (3), showed the highest value of the arithmetic mean of the paragraphs of this dimension (3.469) in the third paragraph, which states that (the project manager contributes to building trust among individuals Project workers through active communication and their involvement in problem solving First things first (standard deviation) 0.96428 reflected that the coefficient of difference (0.27) is the lowest and

therefore the relative importance is the highest among the dimension paragraphs and the level of moderate answer which achieved the second paragraph The project working to communicate among themselves about i (1.0728) and therefore the highest coefficient of variance (0.33) made their relative importance to a minimum. These results indicate that the project manager has the ability to understand the employees and their ability to communicate with them and involve them in problem solving immediately.

Table (p) results Summary of the statistical description of the dimension of human skills

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
2	Moderate	0.303431	1.03112	3.3982	The ability of the project manager to understand the project personnel and their ability to meet their requirements	1
3	Moderate	0.333959	1.07281	3.2124	The Project Manager helps employees communicate through periodic meetings and courses	2
1	High	0.277971	0.96428	3.469	The Project Manager contributes to building trust among the personnel involved in the project through effective communication and involvement in problem solving	3

D. Intellectual skills: Intellectual skills represent another dimension of the skills of the project manager. Table (4) presents the results of analysis of the three paragraphs at the level of their statistical description. The highest mean (3.646) in the third paragraph (the project manager deals with the environment surrounding its effects with high professionalism (0.91535), which led with the mean of the sample responses to decrease the dispersion of the responses to (0.25) so that the lowest compared with the other paragraphs, making

them high level of answer is ranked first in importance Women (2.9735) in the first paragraph (the ability of the project manager to diagnose the problems that the project may face and analyze and create alternatives to each problem and choose the best alternative) and the highest deviation at the same time (0.96788) (0.32) to the extent that this paragraph has the least relative importance among the rest of the paragraphs of this dimension and a low level of response reflects the absence of agreement and lack of clarity among the sample.

Table (4) Results summary of the statistical description yet intellectual skills

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	No
3	Moderate	0.325502	0.96788	2.9735	The ability of the project manager to diagnose problems that the project may face, analyze and configure alternatives to each problem, and choose the best alternative	1

2	Moderate	0.284556	0.96951	3.4071	The Project Manager has sufficient experience in his field of work to qualify for the risks and deviations of the project	2
1	High	0.251056	0.91535	3.646	The Project Manager deals with the environment surrounding its effects with high professionalism and is fully aware of the impact of the external project environment on the culture of the employees	3

Table (5) Summary of the results of the statistical description of the dimensions of the skills of the project manager

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	No
3	High	0.23238	0.85274	3.6696	Technical skills	1
2	High	0.223629	0.77776	3.4779	management skills	2
2	Moderate	0.253677	0.85233	3.3599	Human skills	3
1	Moderate	0.198336	0.66288	3.3422	Intellectual skills	4
	High	0.025875	.08959	3.4624	mean of the variable	

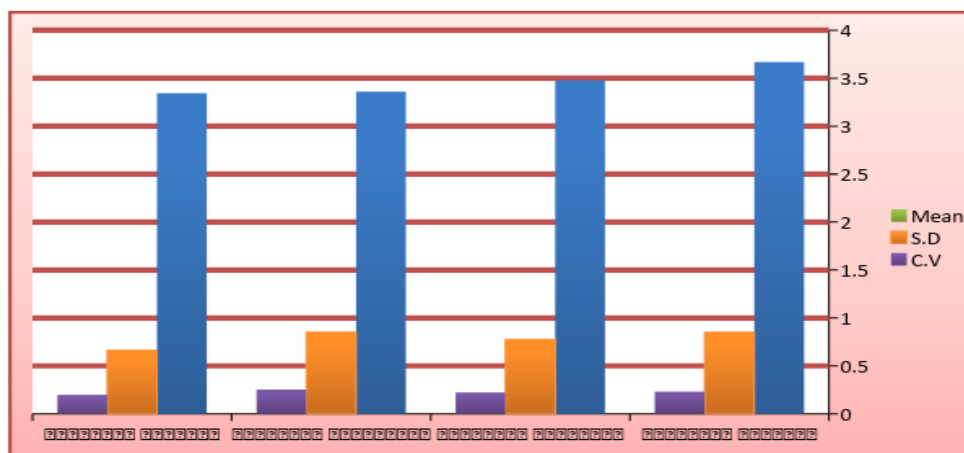


Figure (1) Dimensions Project Manager Skills

2: Marketing mix: This variable includes four dimensions described by statistical as follows:

1. Product: The dimension of the product was measured as one of the dimensions of the marketing of small projects with three questions or paragraphs where the response levels were high and moderate, and the lowest coefficient of difference was (24) in the third paragraph (Beauty centers provide their services and products in different and renewed forms to suit (0.9090). At the same time, the mathematical mean (3.761) for the

other two paragraphs of the dimension, which confirms the high agreement among the sample on the content of this paragraph and therefore the first relative importance was occupied from the point of view of the sample on which the research was conducted Current, and in contrast h The first paragraph (Beauty centers are characterized by the provision of miscellaneous services), the highest difference coefficient (0.31) with standard deviation (1.048) and the mean (3,366), each of which led to a high proportion of the difference coefficient to the upper limit compared to other

paragraphs after the status and then the last place in terms of The relative importance at the level of this dimension, the results of the statistical description

of the other paragraphs between these two levels as shown in Table (6).

Table (6) Summary of the results of the statistical description after the product

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
3	Moderate	0.3143	1.048	3.336	Beauty centers offer various services	1
2	Moderate	0.2792	0.9316	3.336	Beauty centers provide all modern and advanced services	2
1	High	0.2416	0.9090	3.761	Beauty centers offer their services and products in different and renewed forms to suit the tastes and needs of customers	3

2. Promotion: The results of analysis of this dimension, as shown in Table (7), showed that the second paragraph (beauty centers using modern methods in promoting the presentation of its services and products through its website) achieved the highest mean (3.8673) and the lowest standard deviation (0.8073) The results of this dimension reflected the low coefficient of difference to (0.20) expressing high homogeneity among the sample and a clear consensus that reflects the success of

the project manager using the modern methods of promotion, which made this paragraph achieve the first relative importance according to the coefficient of the least difference. (Iii) The promotion and promotion of telecentres (3.7257) and a standard deviation (0.8788). This led to a rise in the difference coefficient (0.23) which indicates that the respondents varied their answers about this paragraph.

Table (7) Summary of the results of the statistical description of the promotion dimension

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
2	High	0.2286	0.8336	3.646	Beauty centres offer and promote their services and products through the Internet in an appropriate manner	1
1	High	0.2087	0.8073	3.8673	Beauty centers using modern methods of promoting the presentation of its services and products through its website	2
3	High	0.2358	0.8788	3.7257	Beauty centers are displayed and promoted to their location and services through the paintings in the streets in a remarkable way.	3

5. Price: The results of the statistical description of the price dimension shown in Table (8) resulted in reaching the highest mean (3.4248) for the second paragraph (beauty centers make discounts on prices for permanent customers), which fell the standard deviation to (0.8430) (0.24) to occupy the first relative importance from the perspective of the surveyed respondents. This shows that the departments of the beauty centers always make discounts on the prices of their services provided to their permanent customers, while the mean reached (2.9735)) In the first paragraph (Know the Pass customers Shame of the services of beauty centers in advance) and the value of the standard deviation

(0.9678), which is the highest among the paragraphs of this dimension, which affected the responses of the sample on its agreement to the paragraph and led to a rise in the coefficient of difference (0.32), and to get the last place in relation to its importance.

Table (8) summary of the results of the statistical description after hair

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
3	Moderate	0.3255	0.9678	2.9735	Customers know about the prices of pre-beauty centers services	1
1	High	0.2461	0.8430	3.4248	Beauty centers offer discount prices for regular customers	2
2	Moderate	0.2776	0.9384	3.3805	Beauty centers offer some extra services for customers	3

D. Place: The results of the statistical description of the place element in Table (9) revealed the value of the arithmetic mean in the third paragraph (there are enough seats to wait for the customers) to 3.7168 with the lowest standard deviation of the items (0.8069) and the coefficient of difference (0.21) (3.4336) in the first paragraph (the number of employees within the center who provide the services is considered sufficient), with a standard deviation of 1.0928 and a coefficient of variation

(0.31) Is the highest among the rest of the elements of the element make them occupy fifth place In terms of relative importance and a high level of response. The results of the statistical description of this component also reflect an acceptable consistency in the responses of individuals or respondents. The importance of providing a comfortable general atmosphere within the center should be expressed and the overall appearance of the beauty center should be attractive and beautiful.

Table (9) Summary of the results of the statistical description of the distance of the place

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
4	High	0.2949	1.0439	3.5398	The overall atmosphere (calm, space, arrangement, etc.) inside the center is comfortable	1
2	Moderate	0.2583	0.862	3.3363	There is a convenient car park near the centers	2
1	High	0.2171	0.8069	3.7168	There are enough seats to wait and are convenient for customers	3
5	High	0.3182	1.0928	3.4336	The number of employees within the center who provide services is sufficient	4
3	Moderate	0.2648	0.8789	3.3186	The overall appearance of beauty centers is attractive in terms of buildings, decoration and furniture	5

Table (10) summary of the results of the statistical description for the dimensions of the project manager skills

Relative importance	Answer level	difference Coefficient	standard deviation	Mean	Statistical Standards Dimensions	no
4	High	0.239222	0.83199	3.4779	product	1
2	High	0.183536	0.68758	3.7463	Promotion	2
3	Moderate	0.215953	0.70392	3.2596	price	3
1	High	0.177662	0.61631	3.469	place	4
	High	0.02574	0.08981	3.4882	mean of the variable	

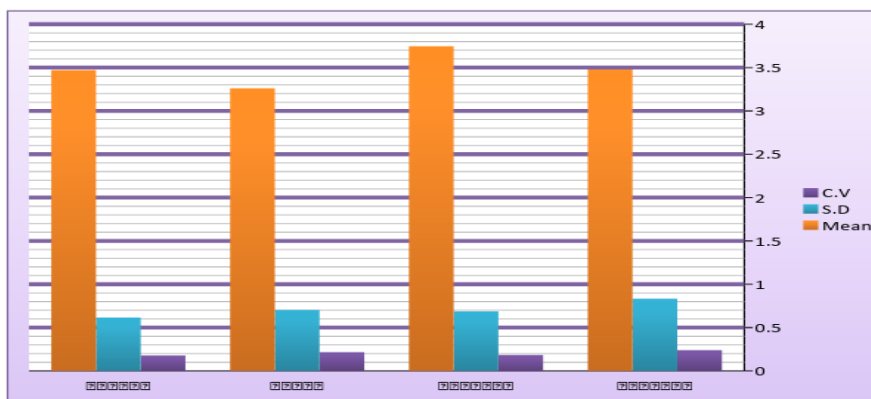


Figure (2) Marketing mix dimensions

2 . hypothesis test : The research hypotheses were tested using simple regression models using the SPSS and AMOS programs, which is the study of the direct impact of the skills of the project managers in the marketing of small projects. This requires the implementation of a number of statistical processing steps that correspond to the mechanism of constructing hypotheses derived from the relevant literature The idea of research by testing the condition of the moral relationship statistically between the dimensions of the skills of the project managers and the dimensions of the marketing of small projects, the hypothesis of the effect of the explanatory variable in the medium variable expressed in the hypothesis research.

The main hypothesis of research is that the skills of project managers (technical skills, management skills, human skills, intellectual skills) have a statistically significant effect on the marketing dimensions of small projects.

Sub-Hypothesis 1: The skills of project managers (technical skills, management skills, human skills, intellectual skills) have a statistically significant effect on the product dimension.

Sub-Hypothesis 2: The skills of project managers (technical skills, management skills, human skills, intellectual skills) have a statistically significant effect on post-promotion.

Sub-Hypothesis 3: The skills of project managers affect their dimensions (technical skills, management skills, human skills, intellectual skills)

Sub-Hypothesis 4: The skills of project managers (technical skills, management skills, human skills, intellectual skills) have a statistically significant effect on the distance of the place.

First hypothesis result: The results of the test of this hypothesis presented in Table (11) showed a significant effect after the technical skills ($P = .02 = 0.05$). After human skills, $P = 0.000 = \beta$) of the dimensions of the explanatory variable or independent and after the intellectual skills ($.37, P = 0.008 = \beta$) in the first dimension of the variable adopted by the product, The results of this hypothesis test have a significant effect on the dimension of the managerial skills ($-.125, P > 0.05 = \beta$) in the product dimension. The explanatory power of the model was in the light of the coefficient of determination or interpretation ($R^2 = .322$) (32.2%), which is explained by the skills of the project managers through their dimensions, technical skills, human skills and intellectual skills in particular, from the variance after the product, and the rest from the contrast ratio (67.8%). Are certainly subject to the influence of other factors not included in the test model that fall outside the scope of the present research.

Table (11) Results of the first sub-hypothesis test of the main hypothesis

P	F	R2	Sig.	CR	SE	T	β	Statistical indicators Hypotheses
.000b	12.816	.322	.050	1.96	.101	1.922	.202	Technical skills ---> product
			.285	-1.06	.125	-1.049	-.125	management skills ---> product
			***	3.523	.105	3.375	.370	Human skills ---> product
			.008	2.097	.113	2.601	.237	Intellectual skills ---> product

Looking at Figure (3) of the graph of the relationship studied at the level of the first sub-hypothesis of the sub-hypotheses arising from the main hypothesis, the regression paths are shown by the values of beta coefficients shown on single-way stocks from the dimensions of the skills of the four project managers towards the product dimension of small business marketing. The significance of the regression path, which confirms the significance of beta coefficients and the effect of the dimensions of technical skills, human skills and intellectual skills in the product dimension in this study.

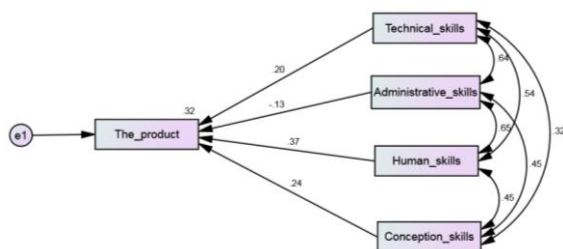


Figure (3) The regression paths of the relationship between the dimensions of the skills of the project managers and the product dimension

Sub-hypothesis 2: The results of the test of this hypothesis, shown in Table (12), showed that the effect of human skills with the moral effect in the light of the beta regression coefficient (381), $P = 0.000$ (β), continued in the second dimension of the dependent variable represented by ($P = 0.05$) and managerial skills ($P = 0.05$, $\beta = 0.05$) and intellectual skills ($P = .007$, 0.05).) After the promotion of the dimensions of the marketing of small projects, as for the explanatory power of the model, it reached in light of the coefficient of interpretation ($R^2 = .355$), which was completed in ($P = 0.000$), which describes the percentage of the contribution of the mentioned dimension (35.5%) in the variation of the promotion, which is in part to indicate the reason for existence and the purpose it aspires to achieve in the small enterprise market, and the remaining percentage of contrast (64.5%), To other factors that may be involved in their interpretation and have not been introduced into the test model because they are not the locus of current research interests.

Table (12) Results of the secondary hypothesis test of the main hypothesis

P	F	2R	.Sig	CR	SE	T	β	Statistical indicators (Hypotheses)
.000b	14.848	.355	.081	2.172	.081	1.713	.176	Promotion ---> Technical skills
			.290	1.19	.101	1.039	.121	Promotion ---> management skills
			***	4.482	.085	3.564	.381	Promotion ---> Human skills
			.940	.076	.091	.750	.007	Promotion ---> Intellectual skills

Figure (4) presents a graph representing the paths of the studied relationship within the second sub-hypothesis among the sub-hypotheses arising from the main hypothesis, in which regression paths show the values of beta coefficients shown on single-way arrows from the dimensions of the skills of the four project managers. The significance of the high percentage of human skills beyond the standard value of (1.96), as detailed in Table (12) above.

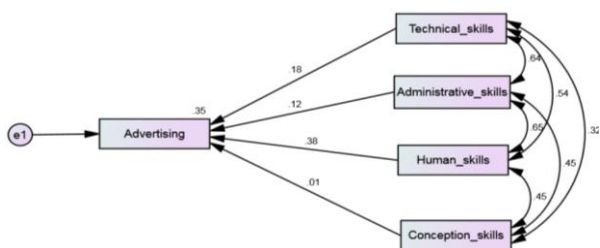


Figure 4: Regression paths between the dimensions of project managers' skills and post-promotion

Sub-hypothesis 3 : The results of the test of this hypothesis, shown in Table (13), revealed a significant continuation of the influence of human skills with the moral effect in the light of the beta regression factor 690, $P = 0.000$ (β) in the third dimension of the adopted variable ($P = 0.05$, β), and managerial skills ($P = .25$, $P = .05$) and intellectual skills ($P, .07$, $P < 0.05$). = β) in the post-price dimension of the marketing of small enterprises, while the explanatory force of the model, reached in the light of the interpretation factor ($R^2 = .55$), which was complete in its significance (35.5%) in the price variance, which is partly due to the reason for its existence and the purpose it aims to achieve in determining the price in the small enterprise market, and the remaining

percentage of the variation (44.7%), Is due to other factors that may be involved in their interpretation and have not been introduced into the test model as

they are not the subject of current research interests.

Table (13) Results of the third sub-hypothesis test of the main hypothesis

P	F	R2	.Sig	CR	SE	t	β	Statistical indicators (Hypotheses)
000b.	33.419	553.	.732	.420	.069	.337	.029	price ---> Technical skills
			.791	-.290	.086	-.261	-.025	price ---> management skills
			***	9.583	.072	7.748	.690	price ---> Human skills
			.142	1.389	.077	1.444	.107	price ---> Intellectual skills

Figure 5 shows the paths of the relationship predicted in the third sub-hypothesis among the sub-hypotheses arising from the main hypothesis, which shows the estimated values of the regression coefficients shown on single-way stocks from the dimensions of the skills of the four project managers towards the post-price dimension of project marketing, Which confirms the rise of the critical ratio of the human skills dimension above the standard value of (1.96). The details in the table above show the significance of that path, which indicates the significance of its effect. This means that the third sub-hypothesis is confirmed in one dimension Skills project managers without the rest of the three dimensions and thus the partial acceptance of this hypothesis.

Figure (5) Regression paths The relationship between the dimensions of the skills of project managers and after price

Sub-hypothesis 4: The results of the hypothesis of the fourth hypothesis of the main hypothesis emerged from among the four main research hypotheses shown in Table (14), the effect of only dimension of the independent variable of technical skills with effect. 35, P = 0.002) = β), in the fourth dimension of the variable adopted in the place. In contrast, the results of this hypothesis test did not show a significant effect for each of the three dimensions.), And human skills (P = .37, P = 0.05) and intellectual skills (P = .179). The explanatory power of this model in terms of the interpretation coefficient was (R2 = .75) (P = 0.000), and the coefficient of selection confirms that the mentioned dimension interprets 17.5% of the spatial variation.

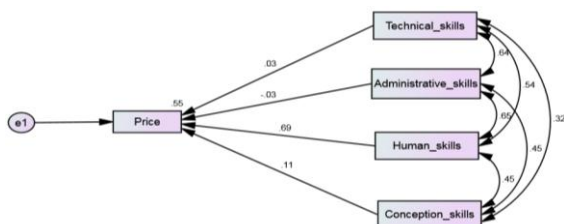


Table (14) Results of the hypothesis of the fourth hypothesis of the main hypothesis

P	F	2R	.Sig	CR	SE	t	β	Statistical indicators (Hypotheses)
000.	5.719	.175	.002	4.267	.082	3.012	.350	place ---> Technical skills
			.583	-.689	.103	.540	-.071	place ---> management skills
			.757	.430	.086	.304	.037	place ---> Human skills
			.070	1.945	.092	1.780	.179	place ---> Intellectual skills

Figure (6) shows the slope of the dimensions of the variable of the skills of the four project managers at the distance from the dimensions of the marketing of the small projects, the values specified above for the respective beta coefficients. When looking at table (again) and comparing the standard critical ratio, (4.267) of the standard value (1.96), which supports the validity and accuracy of the analysis and thus partial acceptance of this hypothesis.

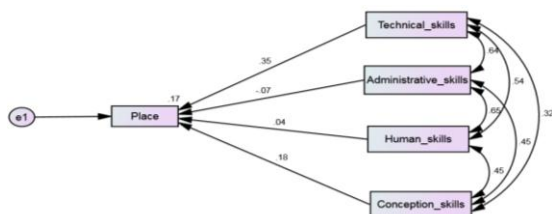


Figure (6) The regression paths of the relationship between the dimensions of the skills of project managers and after price

5. Conclusions and recommendations

The use of an innovative marketer in supply chain management will enable organizations to create greater value for customers and other stakeholders. In this paper, the role of innovative marketing variables in supply chain management and their impact on value creation will be discussed. Innovative marketing activities, knowledge exchange in the supply chain, culture, information technology infrastructure, customer value management, marketing and chain management objectives Supply, and features and variables of supply chain management are among the most important parameters in this field.

1. Beauty centres using modern methods of promotion to display their services and products through their websites.
2. Projects manager's knowledge of the techniques necessary to complete the project in a timely manner.
3. The ability of the project manager to make appropriate decisions in planning, organizing, directing and monitoring the project.
4. The Project Manager contributes to building confidence among the individuals involved in the project through effective communication and involvement in problem solving.

5. The project manager often helps staff communicate through regular meetings.

6. There is a significant effect of the dimensions of intellectual, technical and human skills after the product / service, while there is no significant effect of administrative skills.

7. There is no significant effect of the intellectual, technical and administrative skills in post-promotion, while there is a significant effect in the dimension of human skills.

8. There is no significant effect of the intellectual, technical and administrative skills in the post-price, while there is a significant effect in the dimension of human skills.

9. There is no significant effect of the intellectual, human and administrative skills in the post-place, while there is a significant effect in the technical skills dimension

5.1: Recommendations

1. Understand and educate the owners of these projects to the importance of having diverse skills, because this will help them in the continuity of projects. As well as the importance of activating the presence of business strategies in a large and necessary manner for their importance in their survival in the labor market, with the market being subjected to large and rapid changes and dynamic and unstable for many reasons that affect these small and medium enterprises.
2. Increase the number of workers and social rehabilitation of the Ministries of Planning, Labor and Social Affairs as this increase in the interest of society first and the market in terms of eliminating unemployment and high income of citizens. The Ministry of Planning, Labor and Social Affairs has been given the opportunity to open dialogues related to solving problems, obstacles and proposals, thus encouraging innovation and innovation among small and medium-sized enterprises through their support and provision of all means and means to facilitate their implementation.
3. It also recommended to prepare training courses for the employees of the beauty centers project and to develop their skills and experiences.

4. Ensure that entrepreneurs possess plans and programs for their small and medium enterprises, and implement them objectively and with the various leadership skills they have to help them plan, organize and monitor the project better.

5. Encourage self-reliance and individual initiative and encourage skills acquisition. Therefore, it is necessary to support official attitudes and policies towards SME leaders and encourage these projects to compete in terms of quality and price by helping them get better inputs.

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