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Contemporary cities management and urbanization: Reality and ambition - Fallujah as a model

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Abstract

This study aims to shed light on the concept of the city, urbanization, and contemporary city management, extrapolating the reality of the situation in our cities done by observation and by analyzing the opinions of two samples: one represents the staff of the Administration of the city, and the author represents the residents of the city. The study reached conclusions, the most important of which is the weak level of achievement of the various dimensions of the city management and the results of testing the differences between the opinions of members of the two samples for all variables indicate that there are no significant differences between the two samples. So there is a clear agreement between the opinions of the members of the two samples regarding the weak level of achieving the various dimensions of city management. Finally, presenting some proposals seeking to improve the level of thinking, management and behavior in the city, and how urbanization must be a feeling and daily behavior among the people who live in the city, in a way that reduces the wide gap of underdevelopment and to achieve a leap quality to catch up with the great development taking place in the cities of the contemporary world.

Keyword: Concept of the city, urbanization, contemporary city management

Introduction

Firstly-the concept and philosophy of the city and urbanization

Researchers and scholars, including Ben Khaldoun, believe that meeting of people is necessary, and human being is civil by nature, the meaning of the meeting here is the city. The individual cannot meet his different needs on his own, so he must meet with the people of his gender to cooperate in providing their needs for survival and continuing to live. Among the most important of these needs was food and defense against dangers. Ben Khaldoun says that this idea exists even for non-humans, but according to instinct and divine guidance, not according to thinking and politics, as that is the case for human beings (Ben Khaldoun, 1984:43) ^[1].

The researchers linked the presence of urbanization (the city) to the geographical and climatic characteristics, as urbanization was concentrated near potable water and in a temperate climate. As (Ben Khaldoun, 1984: 122) ^[1] points out that the transition of people from nomadism to urbanization is a natural state, and it is a state of transition from a state of non-stability working in livestock breeding and agriculture to a state of stability in cities where people work in industry and trade. The people of cities differ from the people of the desert and the countryside in their clothing, housing and character, depending on the nature of the environment surrounding them. As the desert and the countryside are characterized by roughness and difficulty in living, the character of its people is also characterized by roughness and difficulty. While the character of the people of cities is characterized by delicacy, luxury, smooth living, and dealing in harmony with the urban environment surrounding them. Ben Khaldoun believes that nomadism is the origin of urbanism and it is precedent for it, and that urbanization is an end sought by the Bedouin. Therefore, the reason to leave the cities and return to nomadism may be the bad conditions of the city.

(Ben Khaldoun, 1984: 130) ^[1] indicates that the people of the countryside and the desert meet each in his tribe on tribal values, customs and traditions, while the meeting of the people of cities is on different bases in which the tribes melt in the crucible of civilization and urbanization so that other values and traditions emerge not on the basis of lineage to the tribe

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but rather on the basis of belonging to the city in which lineages mix and overlap, as it happened in the early days of Islam until belonging to the homeland became the prevailing value, not to the tribe.

If the tendency to the city and urbanization is a natural state and comes by instinct, as Ben Khaldoun sees it, then urbanization has become today an urgent necessity that is necessitated by the contemporary human needs and the various material and moral ones that involve economic, social, psychological and cultural dimensions. The city today has become not just a natural, spontaneous and random gathering of people or an impromptu accumulation of stone, but rather it involves a rational process through which every part of it is built in a deliberate, planned and designed manner according to scientific standards that enable people to live together in a regular way that achieves happiness for them through its comfortable atmosphere for people in their houses or on the street, whether they are pedestrians or passengers in their vehicles, in a way makes the civilization not just a name, but a feeling and behavior in the daily dealings of every individual belonging to the city.

As indicated by (Fourquet, 1973:29) ^[5], the ancient city achieved happiness for man through its distinction of harmony, interdependence and social cooperation in meeting needs when it was under a fair and sincere political authority seeking to serve people and pay attention to meeting their needs. So, the ideal model for this city may be the Islamic city at the beginning of Islam. On the contrary, when the ancient city was under a tyrannical and unjust authority, it could not achieve happiness for people, but it would be a place for the practice of oppression and enslavement, the best example of it may be the Pharaonic city.

These two images of the ancient city can apply to the contemporary city. To the extent that the contemporary city can bring happiness to man when it is well managed, it can be a cause of his misery because of its mismanagement. As Forquet says, man's misery today is due in large part to the chaos that some contemporary cities suffer from, to the extent that it made him feel lost himself.

The old city, with its narrow alleys and adjacent dwellings, met the people's need to move smoothly and achieve a state of adaptation to environmental, climatic conditions and the need to defend against the external threat. Some of these models are still visible today, such as the Haydar Khana in Baghdad, and the old Sana'a.

But after the industrial development that took place in the means of transportation and communication, the emergence of electricity as a necessity of life, the increasing population growth, the expansion of economic and commercial activities and the crowding of urban areas with people and vehicles of all sizes, the old style in designing cities is no longer able to meet the diverse and ever-increasing needs of the population. For example, if the street is designed today according to the to accommodate the current movement of vehicles and pedestrians with a comfortable flow, it becomes incapable of that after one or two years or more.

So that, (Fourquet 1973:28) ^[5] refers to two interacting approaches to the concept of the city:

1. The rational functional approach, as a person builds the city as a demand that responds to his contemporary

material needs for jobs that were generated from the industrial era, such as education, health, and his various requirements of goods and services such as electricity, water, markets, comfortable atmosphere, and others.

2. The cultural approach, which considers the city an area through which value and cultural meanings and symbols can be expressed, as all its buildings and signs are designed and built not arbitrarily, but rather to express a certain cultural, civilizational or historical value. Therefore, the symbolic obsession is one of the important elements in design and construction. So that it creates an atmosphere that helps unleash contemplation and creative imagination towards innovations that weave the values of the cultural, civilizational and historical identity of the city.

These two approaches contribute to the formation of the concept of the contemporary city.

Secondly-The demographic shifts between the countryside and the city

In light of the contemporary environment characterized by technological development and the spread of transportation, electricity and water networks over a wide range of regions of different countries, there is no longer clear differentiation between the city and the countryside. The countryside is intertwined with the city and interacts with it. Therefore, in most developed countries, there is no widespread population and dispersion in the countryside, but instead, there are small cities linked to each other by networks of paved roads and railways.

This situation is different in contemporary Iraq in a way that calls for reflection. If we look at Fallujah and the surrounding rural regions and cities, we find that neither the cities are cities as it should be for the concept of civilization, nor the countryside are rural areas as it should be for the concept of the countryside. The countryside was densely populated, and its dwellings were intertwined in a scattered and chaotic manner, with a high population density, without any regular and paved roads, and without any service centers or institutions.

It seems that randomness has affected cities as well. With a quick look at the streets of Fallujah, Saqlawiya, and others, we find this randomness and chaos evident in the construction of shops and even houses and cabins, encroaching not only on pedestrian sidewalks, but also on some streets as well (for more details about demographic shifts, look at Shalash, 2012, Al-Najm, 2019) ^[12, 13].

Thirdly-some modern concepts in urban management

After the political, social and economic transformations that emerged in the world after World War II and the last decades of the twentieth century, new concepts emerged that were reflected in the methods of city management and urban planning, among these transformations are the following:

1. From the tyrannical State to the State of service: The main reason for the State's existence has become to provide public service to society such as health, education and security, paved roads and means of transportation, electricity, potable water, comfortable atmosphere and even to think and work to find everything that leads to human happiness. The human being has become a supreme value

that must be respected. So, it is no longer acceptable to monopolize power and administrative positions for personal interests at the expense of the people interest.

2. Strategic thinking and strategic management: The rapid changes and great complexity in the contemporary environment and the high level of aspirations and demands have led to the inability of traditional administrative methods to achieve the desired results. It is no longer acceptable to manage in a reactive manner, in the sense that the manager sits in his office waiting for problems arise then he will try to solve them by referring to routine methods through a chain of reference. If he is unable to solve the problems, he has a huge amount of justifications, the least of which is to blame others or he says that the matter is beyond the capabilities or authority available to him, and so on,

until problem files accumulate on shelves without solutions. The appropriate method of managing contemporary cities is the method of the strategic management requiring proactive thinking and action, in the sense of anticipating problems in advance and addressing them to prevent their occurrence or to prepare the requirements for solutions in a timely manner. Strategic management begins, as shown in Figure (1), with the process of thinking and reflecting on the future to define the strategic vision, then, conducting an analysis of the factors influencing the internal and external environment to identify strengths, weaknesses, opportunities and threats, setting goals and setting priorities, choosing the appropriate strategy to achieve the goals, implementing the strategy and monitoring the implementation process through the feedback process (Al-Douri, 2003) ^[6].

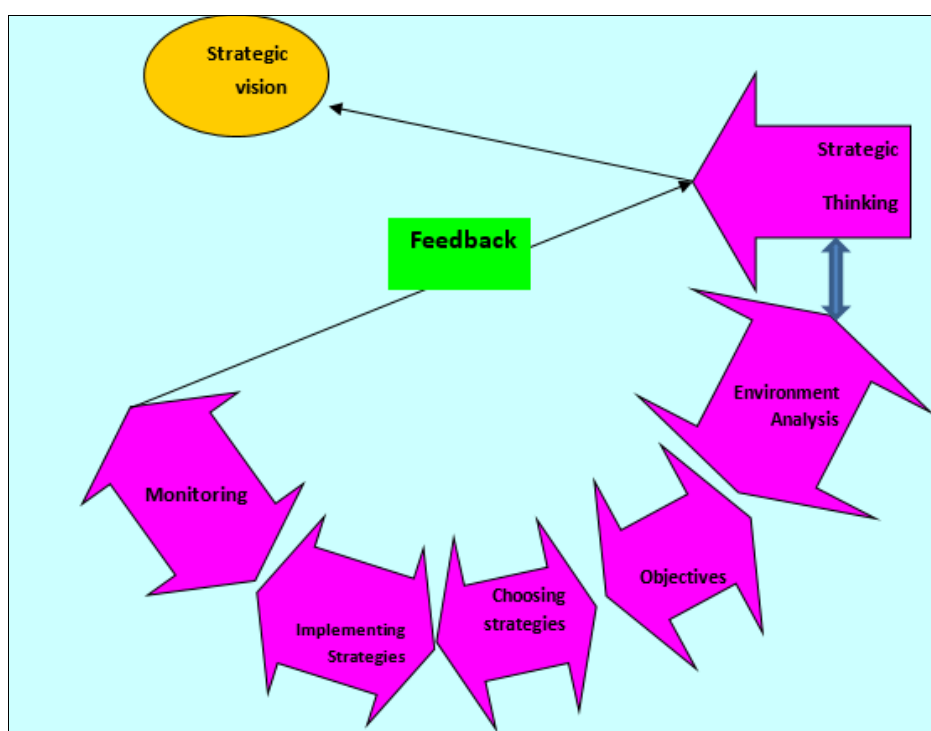


Fig 1: Strategic planning and strategic management processes. Source: Prepared by the researcher.

4. Transformational leadership: It is strategic leadership that believes in continuous change and is not satisfied with the current reality, no matter how good it is. It always seeks to transform into what is better, and always seeks to raise the aspirations of followers and exceed their expectations. It always seeks to raise the level of followers, enhance their

abilities, skills and advance. The transformational leader can make the followers convinced and admire his vision for the future and excited to achieve it. Not every manager is a leader (Dagher & Saleh, 2000:440) ^[7], but every manager is supposed to be a leader from his position. Table (1) compares between the manager and the leader.

Table 1: Comparison between the manager and the leader

Characteristics and roles of the leader	Characteristics and roles of the manager
Transition to a better future situation	Maintain the status quo
Striving to achieve his vision for the future	The pursuit of formal goals
Adopting innovative and rapid methods	Relying on slow, routine methods
Thinking about creative accomplishments	Accomplish what is required according to official instructions
Constantly looking for opportunities for change	Avoid change and work in a fixed pattern
Relationships concerned with the psychological and social dimensions	Official relations with his subordinates and dealers
Make decisions through the participation of others	Not caring about other people's opinions when making decisions
Motivation by stimulating motivation and raising morale	Motivation through material rewards
Voluntary work by influencing followers by setting an example	Use punishment to force subordinates to work

Source: Prepared by the researcher based on a number of sources

- Moh. Barid Nizarudin Wajdi, 2017 ^[2], the differences between management and leadership, Sinergi, volume 7, Nomor 2 Maret 2017
- Bass, B. (2010) ^[3]. The Bass handbook of leadership: theory, research, and managerial applications. New York, NY: Simon & Schuster.
- Hull, T., & Ozeroff, P. (2004) ^[4]. The transition from manager to leader. New York: Harper and Row.

5. The customer first and foremost: the customer for the city is everyone who lives, passes through, visits or deals with the city. Today, achieving customer satisfaction has become the first and last goal that managers seek to achieve, and it is the criterion for their success. So, before starting any plan, the leadership of the city must start with knowing what the customer wants by studying and analyzing information related to his needs, desires, and wishes, and then developing the necessary strategic plan to achieve them.

6. Brainstorming and innovative ideas: Many of the difficult problems facing the manager require an abnormal mental effort to find innovative solutions. This process is called brainstorming, which results in an innovative idea. (Aziz, 2007: 34) ^[10] defines brainstorming as a mental activity whereby thought is directed to develop new and appropriate perceptions or ideas to face problems that seem intractable. The construction and management of our cities today is in dire need of activating and unleashing brainstorming to find solutions to the accumulated problems that seem intractable to keep pace with the progress that has taken place in the contemporary world in this regard.

7. Intellectual capital and human resources management
In light of the contemporary environment, material resources and physical capital are no longer sufficient to achieve success. Rather, the human resource has become the most important resource for the success of any institution. An institution that can attract competencies, people with experience, knowledge, scientific and mental capabilities, integrity and sincerity is the one that can achieve success and reach its goals. Intellectual capital is the intellectual and scientific assets latent in minds that can be invested in solving problems and improving work methods in order to achieve goals with a high level of efficiency, quality and creativity. (Bani Hamdan, 2002: 24); (Saleh, 2001: 60); (Obaid, 2000:11) ^[7, 8].

8. Total quality management: The International Organization for Standardization defines quality as the degree to which the apparent and implicit needs and expectations are met with the required and predetermined specifications and characteristics (Al-Azzawi, 2002: 19) ^[9]. Total quality means that in order to achieve the required quality in the final product, quality must be achieved in everything from start to finish, in the raw materials used, in the methods of work, in the quality of the workforce, in the methods of management and supervision, in the engineering, design and technical operations and activities and up to the final product to monitor the extent to which it meets the needs and expectations according to the required specifications through the feedback mechanism.

9. Continuous improvement: In light of the continuous changes in the factors of the social and technological external environment, and in line with the constant changes in needs, demands, tastes, population growth rates and changing mentalities, the process of improvement of a product or service must continue to be thought about it to keep pace with new needs and aspirations.

10. Benchmarking: If we want to know the level of reality in our city and the extent of its development or backwardness, we have to compare it with another developed and successful city according to the generally accepted standards. Benchmarking is a learning method. If we do not know what and how to do, we have to see others and learn from them.

Methodology

The variables, data and samples of this research:

This research aim to examine the extent in which the Administration of Fallujah city and Saklawya city does what it must do to manage these cities according to the accepted contemporary standards. Therefore, for examine the general level of managing the cities, we chose four variables (Strategic Planning, Implementation of Plans, city leadership, street building and urbanism Projects) to be examined to know their level by using questionnaire oriented to two samples (managers and cadre of the City Administration, and the residents of the city) and to examine the differences between the responses of the two samples.

Research Hypothesis

This research based on four hypotheses as following

1. There are no differences between the opinions of the two samples about the general level of managing the cities.
2. There are no differences between the opinions of the two samples about the level of the strategic planning.
3. There are no differences between the opinions of the two samples about the level of Implementation of Plans.
4. There are no differences between the opinions of the two samples about the levels of the city leadership.
5. There are no differences between the opinions of the two samples about the level of the street building and urbanism Projects.

Statistical technics used

1. Cronbach"s Alpha to measure the reliability of the questionnaire.
2. The means to measure the level of the research variables in the organization investigated.
3. Standard deviation to measure divergence of the values of responses from its means.
4. T-test for Independent Samples Test to test the differences between the opinions of the two samples about the research variables.

Sample and instrument of data collection

By using a questionnaire (with a scale of five levels 1, 2, 3, 4, 5) which measures the level of the variables of this research, we survey two intended samples: the first sample, consists of (34) managers and employees in the

Administration of the cities. The second sample consists of (40) residents in the cities (chosen college graduates). The ratio of reliability of questionnaire is 93.6% which indicates high level of reliability as in table (1).

Table 2: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.936	5

Table 3: Means of variables

	Staff, Residents	N	Mean	Std. Deviation
strategic planning	staff	49	2.7714	.56273
	residents	36	2.9833	.93121
Implementation of plans	staff	49	2.4367	.48764
	residents	36	2.6667	.73601
leadership	staff	49	2.5160	.64406
	residents	36	2.6468	.87164
street & projects	staff	49	2.7194	.55842
	residents	36	2.9954	.85099
General Mean	staff	49	2.6109	.45811
	residents	36	2.8230	.76660

As for the variables, the results indicate that each of (strategic planning) and (street and projects) have achieved the highest level of the other variables, as the arithmetic mean of (strategic planning) for the two samples of employees and residents reached (2.7714) and (2.9833) respectively, with more harmony of the opinions of the sample of employees compared to the opinions of the sample of residents, as evidenced by the standard deviation of the two samples (0.562730), (0.931210), respectively. The arithmetic mean of the variable (street and projects) for the two samples of employees and residents was (2.7194) and (2.9954), respectively, with more consistency for the opinions of the sample of employees compared to the sample of residents, as the standard deviation for each of the two samples reached (0.558420) and (0.850990), respectively.

Accordingly, it is clear from these results that the level of all

Discussions and implications

Table (2) includes the means of the research variables, as the (General Mean) for the sample of employees was (2.6105) with a standard deviation of (0.458110) and for the sample of residents (2.8230) with a standard deviation of (0.766600), which are less than the hypothetical mean of (3). The standard deviation also indicates more harmony in the opinions of the sample of employees compared to the opinions of the sample of residents.

variables and for the two samples is slightly less than the middle level, meaning that the level of the City's Administration's practice of each of (strategic planning), (implementation of plans), (leadership) and (street and projects) is at the level of slightly less than the middle level.

Testing the differences between the opinions of the two samples: The results of testing the differences between the opinions of members of the two samples for all variables in Table (3) indicate that there are no significant differences between the two samples, as the p value of the t test is greater than 0.05, for all variables. Therefore, all hypotheses state that there are no significant differences between the opinions of the two samples on all the research variables. This indicates harmony and agreement between the opinions of the city's residents and those are working in the institutions responsible for its management.

Table 4: Independent Samples Test

Levene's Test for Equality of Variances				t-test for Equality of Means						
F			Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
strategic plan	Equal variances assumed	15.559	.000	-1.303	83	.196	-.21190	.16262	-.53534	.11153
	Equal variances not assumed			-1.212	53.493	.231	-.21190	.17479	-.56240	.13859
implement plan	Equal variances assumed	11.902	.001	-1.732	83	.087	-.22993	.13279	-.49405	.03419
	Equal variances not assumed			-1.630	56.900	.109	-.22993	.14107	-.51243	.05256
leadership	Equal variances assumed	9.179	.003	-.796	83	.428	-.13079	.16431	-.45759	.19601
	Equal variances not assumed			-.761	61.496	.450	-.13079	.17196	-.47459	.21301
street & projects	Equal variances assumed	18.316	.000	-1.804	83	.075	-.27598	.15299	-.58027	.02830
	Equal variances			-1.696	56.523	.095	-.27598	.16273	-.60190	.04993

	not assumed									
GM	Equal variances assumed	24.147	.000	-1.591-	83	.115	-.21215-	.13338	-.47743-	.05313
	Equal variances not assumed			-1.478-	53.109	.145	-.21215-	.14355	-.50007-	.07576

Conclusions and recommendations

Firstly - Conclusions

1. It is clear from the results that there is agreement and harmony between the opinions of the members of the two samples in general and at the dimensional level regarding the level of city administration's achievement of strategic planning, implementation of plans, leadership, and construction of streets and projects.
2. It is clear that there is no clear strategic vision for the future of the city that can be taken as a guide for action by the city administration and its workers.
3. There is a clear agreement between the opinions of the members of the two samples regarding the weak level of achieving the various dimensions of city management, as they appeared at a level slightly lower than the standard average.
4. It is clear from the level of variables that the staff's opinions were less positive than the residents' opinions, and the reason for this may be that they expressed their opinions more realistically about the dimensions of city management because they are closer to the decision-making centers and possess more information about the course of affairs.
5. Despite the sincere efforts that led recently to achievements in rebuilding and developing most of the streets of Fallujah for the first time according to internationally agreed standards, some neighborhoods of the city still suffer from underdevelopment in infrastructure, especially electricity, water and sewage, in addition to traffic jams at the main intersections.
6. It is clear from the nature of the works of some projects that appear here or there that these works were not part of a comprehensive strategic plan. It is clear that there is no strategic vision and strategic thinking which take into account population growth, expansions, and future needs and then provisioning of sufficient spaces for street intersections that allow to build of bridges, tunnels, railway network and spaces for public parks, or for sports stadiums, green spaces and others.
7. The reality of the state of many of the results of the works, especially the tiling works, indicated weakness in quality and the absence of a continuous improvement process.
8. The street in the city is the basic and most important element that shows the extent of the city's civility, and it is the area that makes civility a feeling and daily behavior among people if it is properly built in accordance with the generally accepted urban planning standards. It is the environment that affects the psyche, the moods and morals of people and their social relations negatively or positively because a person is affected by what is around him, and if what is around him reflects an elegant, smooth, calm, organized and compatible with his needs, then this inevitably affects positively his behavior, his dealings with others and even releases his reflections and talents. As it is known

in urban planning, the street in the city consists of three sections:

The first section is the Vehicles Street, which must be the largest in area in order to achieve a comfortable flow for vehicles by defining the paths of vehicles and determining their parking places, traffic signs and pedestrian crossing lines.

The second section is the sidewalk, which is supposed to come in the second degree in terms of area, it is intended for pedestrians, it is supposed to be passable and paved with the best and most beautiful means and it is comfortable for people to move smoothly without obstacles, disturbances or harassment. The wide and comfortable sidewalk also creates a positive psychological and social atmosphere for everyone and an upscale civilized appearance that reflects the extent of the culture and awareness of civil society.

The third section, it is what is called the middle carrot, which is supposed to be the least in area in favor of the area of the vehicle street and the area of the sidewalk because it has no other function than separating the two sides of the street. If its capacity is sufficient, it can be used to decorate the street by planting it with thorns, flowers and some small trees.

These concepts of the city street have begun recently applied, in some extent, specially in Fallujah and Saqlawiya cities, but it is not the case in the most of Iraqi cities.

9- The markets in any city are the second element in terms of their importance in showing the extent of the city's civilization, and in our cities they represent the first problem that causes most of the other problems. The markets in our cities are in the most extreme cases of backwardness and chaos, while the markets of developed cities are among the important tourist facilities because of their arrangement, organization, flow of traffic, appearances, aesthetic atmosphere, buildings, modern facades, and so on.

Secondly - Recommendations and Suggestions

1. The city administration must have a strategic vision for the image of the city that it seeks to achieve in the future, from which strategic goals emerge, taking into account the needs of future growth and the necessity of providing sufficient spaces for squares and street intersections that allow for the construction of bridges and tunnels. Indeed, it should be taken into account from now on how and where they will be located. The routes of the internal railway network between the various neighborhoods of the city
2. The need for the city administration to make more efforts regarding strategic planning to formulate strategies capable of achieving ambitious goals and implementing those strategies at the operational level, building streets and completing projects in accordance

- with the correct standards for city management.
3. Work to develop the human resources involved in city management in line with the strategies necessary to achieve the ambitious goals.
 4. Choosing competent and honest leaders to lead the city towards achieving the vision and strategic goals. Employing available resources in stages to achieve short-term and medium-term goals and ultimately lead towards achieving long-term goals.
 5. Interfering seriously to regulate the markets and prevent the construction of shops, booths and stalls, except with a license that guarantees smooth traffic for vehicles and pedestrians, and preserves the beauty of the street.
 6. Adopting the principle of specialization in arranging markets by building sophisticated, misleading and roofed marketing complexes with the best modern means of protection from summer heat and winter rain. These complexes can not be concentrated only in the main market of the city, but spread in its different neighborhoods.
 7. Preventing transgressions, as transgression on the sidewalks and streets is not limited to the owners of shops and stalls, but rather to the owners of houses.
 8. Ending the suffering of our cities from mud by building the street according to the correct standards in its three sections.
 9. Ending courtesies at the expense of the right, at the expense of the public interest, at the expense of correct values, and at the expense of the quality.
 10. City trees. Building the street in the right way should not overlook a very important matter, which is the need to take into account the climatic conditions, which are dominated by unbearable summer heat in Iraq, which necessitates the need to plant shade trees along the sidewalk, which adds beauty and a comfortable atmosphere that reflects positively on the psyche and mood of people walking in the street.
 11. The city should embrace the river. At a time when advanced cities are looking for rivers and lakes to overlook them and enjoy their atmosphere, and if they do not find, they seek to build artificial lakes and rivers. We find that the city of Fallujah was as if turning its back on the Euphrates instead of embracing it and investing it in creative projects. This is what the officials of the city of Fallujah have noticed within the major campaign in the development of the city that began recently, as the Corniche has been well developed. But the ambition is greater. As for the city of Saqlawiya, it completely forgot its historical natural lake that was overlooked by the old Saqlawiya, without thinking of working to invest it as a tourist resort and revives its ancient history, as well as benefiting from its fish wealth .
 12. The city and tourism: The tourist obsession should be inherent in all operations related to the management of contemporary cities, not only because tourism is one of the elements of contemporary civilization, but also because it constitutes an important resource for the country. Therefore, any city should possess the elements of tourism and prepare itself to receive visitors and even attract them to it through what it enjoys of historical, civilized, cultural, symbolic or aesthetic things.
 13. The city and symbolism: The construction of symbolic signs in the squares of the city is a state that has important connotations and meanings that tell the story, history and culture of the city through the symbol, and be a point of admiration and contemplation for the people and visitors of the city.
 14. Construction projects and the negative concept of contracting: the international Contracting companies are among the most important companies that are interested in applying modern methods of business management and implementing projects efficiently and effectively according to comprehensive quality specifications and are keen on customer satisfaction and social responsibility towards society, and earn a reasonable profit, without compromising the level and specifications of the required results, while the prevailing concept for contracting in our cities is profit first and foremost, regardless of anything else, and this is the reason for the tragedy of failure in most of our projects. The proposal in this regard is that we must seek the help of international expertise and companies known for their efficiency and success.

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