RELATIONSHIP BETWEEN MANAGEMENT SKILLS AND CUSTOMER EXPERIENCE MANAGEMENT

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ABSTRACT

The new age figure has different requirements for organizations. With the passage of the Industrial Revolution, Shaanxi Normal labor has lost his place. Reportedly, employees, business partners, but really, clients, professional organizations, have become the main drivers of the process, the partners, so that not only managers must have leadership skills, but also, too have a high regard customers as well. Those businesses that are improving the customer experience, as well as identify and satisfy their needs, they have begun important work, because they know, this is one of the most important ways to maintain the profitability of an organization. To the needs of society, the needs of our customers. Organizations, whether manufacturing or service - to be successful, they are forced to consider the customer as the most important factor. But it would also have to consider the preferences of customers that meet their needs, and based on these preferences, select certain organizations, which in turn eventually back to discuss how customer experience. The dimensions of managerial skills, perceptual skills, with an average of 3.46 was the appropriate skills, human skills, with an average of 3.33 was the second largest, technical skills, with an average of 3.21 ranked third, respectively, in terms of desirability. In conjunction with management, customer experience, customer value management indices, the average rating was 5.01, and the enhancement of performance, with an average of 4.82, was ranked in the final. Note, however, questions about customer experience management, is to be used only for employees, to prevent, to the findings of the two procedures. The results of the study indicate that all hypotheses are confirmed, this means strong relationship management skills and management experience to our customers.

KEYWORDS: Customer Experience Management, Management Skills, Technical Skills, Human Skills, Conceptual Skills

Managers are the most important guarantee of success or failure, and the quality of management at all levels, the effectiveness of influence. Organizational management skills, human resource management determines how the organization. These skills are ability to apply knowledge and personal experience. Management skills, by Robert L. Katz, it was raised to three technical skills, and human perception. Of Katz's view, the combination of these skills varies with the individual improvement in the areas of management, supervisory and senior management of the organization. Also, a person can be advanced, low level to high level, the organization for effective management, it is necessary to lower the technical skills, but more conceptual skill. Supervisors, at lower levels of organization, technical skills are required considerable, in contrast, high levels of management, have less need to know the operational level technical skills for specific tasks. They must be able to identify the relationship between these functions and tasks in achieving the goals of the organization. While the technical and conceptual skills required at different management levels, varies, a common index that has the same importance at all levels, human skills (6). In the current situation, managers as the main actors, the organizational issues from the perspective of looking at functional and executive, and the importance and necessity of applying the mechanism through Effects, and functions that are evaluated, and Banks were also not exception to this rule, the behavior, decisions and Triple Management Skills, Human Resources Office on strengthening or weakening effect (3). One of the ways to success for any enterprise is its turn to one of unconditional customer choices. It requires that, to understand the customer experience as an important factor to consider because the customer based on their previous experience of dealing with an organization, decided to repeat the purchase of services. In case, the customer experience is positive for the organization and its services, and intellectual history of that organization be referred back to the organization. But if your previous interactions with the organization, his understanding of the organization is not good enough, he will probably return will be reduced, which in the long run, will lead to reduced profitability. Today's consumers more choices than ever before and a variety of ways to reach your choices are ahead. In such circumstances, the only solution is simple and straightforward, not complicated and boring way; they can attract customers' satisfaction,

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which are tight in terms of time, (10). Followed here, are valuable skills. Managers at different levels of organizations and banks in relation to use customer experience management by employees is determined a variety of ways. Having said that, obviously provide managers with diversified strategies, play an important role in achieving this goal.

John Kiska 2002, Customer Experience Management believes that the new method for measuring customer satisfaction, to assist the administrators in organizations, the framework provides support for building strong relationships. This method uses the benefits of technology for communication between the client and the strongest (19). Definition, Leonard Berry, as this concept is, it is "merely providing products or services is not enough, organizations must provide satisfying experiences for their customers. Compete on this dimension, meaning organize all the strings and keys, which is evident in the buying process, which means customer experience management "(13).

Kirk, according to Bai, customer experience management (CEM), is part of, customer relationship management, and full range of information about the brand. When a brand is a promise to customers, CEM physical delivery promises, and the economy is increasingly based on the delivery of the brand value is created, the shape of the product, CEM is absolutely vital and necessary (18). A bank customer experience include: the adoption of a decision to go to the branch, moving into the area, open the door, the smell and feel the music in the branch, receive queue, a long line of patrons, a site for Sitting on office space, visit the booths of direct interactions with Teller, Teller good mood, the waiting period for the transaction, transaction, goodbye and leaving the branch (4).

<table>
<thead>
<tr>
<th>Meetings to discuss and implement the results.</th>
<th>Collection methods and data analysis</th>
<th>The frequency and scope of data collection</th>
<th>Owner</th>
<th>Model and its goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>- analysis by sectors or central reading groups or both.</td>
<td>- field studies online, by phone or in person</td>
<td>Continued:</td>
<td>Sectors or central</td>
<td>Previous patterns: recent experience reviews.</td>
</tr>
<tr>
<td>- Frabkhshy bug reports to senior management</td>
<td>- Members Meeting and Blogs</td>
<td>- connect field studies to large transactions or active feedback system</td>
<td>Central team, business units or departments</td>
<td>- keeps track of customer experience, improve customer experience in the process of doing now.</td>
</tr>
<tr>
<td>- strategic analysis and related actions by senior management</td>
<td>- field studies, before it is ready to create individual, direct contact by phone or in person</td>
<td>- focused, short-term data collection, timely</td>
<td>General manager or parts</td>
<td>- identifies the effects of the new measures.</td>
</tr>
</tbody>
</table>

Smith says, in answer to the question of how successful organizations, a customer experience that leads to a unique competitive advantage, are designed and delivered. Customer Experience Management, provides organizations with the knowledge and skills that are necessary for the development of the customer experience in all people, and products differentiated in any way associated with the brand, and constantly provide value to the customer (20). Hvvrstn believes, customer experience management program analysis is a creative process that focuses on strategy and performance. This process makes the challenge of organizations that are focused entirely on the client, to make the organization distinctive, strong relationships with customers all over the place, and ultimately the customer experience to gain a certain satisfaction (17).

Msyasna et al, in 2007, an increase in research management skills, organization and IT, to examine ways to increase management skills, time paid employment, so that they have the ability to respond to new technologies and simultaneously able to provide quality services that will meet customers' needs. Also found that, holding
educational programs, employment and continued at the service, has resulted in increased management skills, including improving communication between senior management and executive agents (11). Haskv (2006), the leadership skills needed to express the essentials of teamwork. He is the perfect team work require skills learned by the managers and subordinates by delegating responsibilities to individuals is acquired.

Tenet L. Y. (2009) also reported that the relationship between strategy and performance management skills, mediation and integration inherent supply production. Human skills, ability to work with people to understand and motivate others, both in the individual and group level. Managers must have strong people skills, to communicate and motivate, and delegate things to have.

Hykmm Creek Vmyshl Nsylva believe, the future leaders who will be six independent skills, to master. These skills include creative vision, sensitivity to others, creating the future vision, the ability to change the focus of change in the long-term persistence. We also identified four types of skills: technical skills that are required to perform activities, skills, human relations are needed for efficient administration, office skills, administrative ability, thinking and acting in accordance with the duties and organizational goals, where he is active, institutional skills, these skills are included, recognizing the organization as a whole, while interacting with other organizations. After "Katz", other scientists have raised other skills, including Griffin who raised computer application skills, and political skills to include management skills added Paot Valo. Some scientists the skills required for managers in seven categories, perceptual skills, decision making, analysis, implementation, and communication, human and technical proposed (5).

Stephen Robbins, in conjunction with management skills, the following is noted:

A staff skills and techniques to deal with this state of affairs, the past is important, but today is primarily important, for example, "John D. Rockefeller", has said: I am willing to deal with people, pay more than that for another burial, which would pay the earth, (b) the ability to predict employee behavior in this regard, understanding how the decisions they are going to be beneficial. Several factors affect the judgments about others' behavior, such as personality characteristics and situational characteristics, (c) targeted skills: One of the functions of management is committed to the creative workforce goals. Experts believe, the objective should be formulated in such a way that not more than three hundred words, and it can be read in the shortest possible time. In short, all good performances, begins with clear objectives. D: power and skill in analyzing the behavior of individuals under surveillance: If this analysis is incorrect, then the scope and variety of misunderstandings between managers and monitor their spread. Open misunderstandings, provides a cause of controversy in the network, which have detrimental effects on the leaves. Of skills in correcting employee behavior: Behavior modification is based on strengthening the law. Under this law, behavior that, faced with a reward, reinforcement and punishment behaviors that are facing are turned off. In an organization, the persistence of the behavior, the behavior depends on the specific condition, (11). Also Salehi Hoshyar, research (1392). A study of the relationship between employee empowerment and management skills in military medical university, it was concluded that there was a significant positive correlation between components of the variables that That is, managers assume different management styles, could be the empowerment of employees from different aspects.

According to the author, it is felt that managers, banks studied are of the opinion that skills and management styles, they are not correlated with customer experience management by banks, or at least negligible, and empower employees to improve How customer experience, from various aspects, the others are compared, such as training courses, etc., and the main component of managerial skills that covers all aspects, are ignored. After the authentication is vital that managers apply their skills at various levels of banks can provide, the better the field of customer service provided by the staff, will surely have a great relationship.

Although the company has been in the customer experience, especially in the banking industry speak, and claim to understand its importance, but still, in many companies and organizations, customer experience last thought is that it is paid. The importance of management skills to any organization is undeniable. Category management organization that it lacked the necessary skills and competencies they can be formidable. Nowadays, in consideration of new issues, and crucial, such as management, customer experience, being creative and dedicated employees as the most important source, is
considered. This study, according to Katz model for management skills, and Smith, customer experience management, seeking to respond to questions that are posed in this study, and also the question whether the relationship between skills Management and the State Bank of CEM exists, and if yes, to what extent and how is this related?

MATERIALS AND METHODS

Study, in terms of the application, and in terms of data collection, is research - descriptive correlational. Because this research is to examine the current situation is concerned, the scope of the research is descriptive, and since the relationship between management skills and CEM deals, correlational research is. In fact, this research has been descriptive correlational method, because using correlation analysis and structural equation models, simultaneous relationships among the variables tested and explained. Statistical samples, were equal to the population of the study, including managers and employees of state-owned banks Kurdistan, which are respectively 16 and 89. Data collection included two questionnaires managing customer experience (Smith), for bank employees and management skills (Katz), a bank manager, and the former consisting of 20 questions, each with four indicators, and Difference, and the second consisted of 39 questions, For three indicators, and the Likert scale. The validity, first, the questionnaire approved by the experts of the teachers came, though both standardized questionnaire, and in research, internal and external, have been used, however, the index KMO (managerial skills .913, and managing the customer experience , .877, was used., in this study, the questionnaire, the Cronbach's alpha coefficient, 0.873, managerial skills, and customer experience management 0.899 was used, indicating that the stability and internal consistency of the questionnaire.

RESULTS

In order to check the status of management skills, and the dimensions of the banks studied, including average test were used. According to the scores obtained from the sample and one-sample T-test, the results are given in Table 1. As seen with the P-Value = 0.000, so the null hypothesis, that the managerial skills equal to 3 (middle level), and has not been verified. Also, the number shown in the column 95% confidence interval, mean difference does not include zero, so this factor confirms the null hypothesis is rejected. Positive limit this gap, as proves the point that the average management skills, is more than number 3, so if we do, according to the average score of less than 2 critical, between 2 and 3 inappropriate between 3 and 4 as moderate, between 4 and 5 we consider the good, the overall result will be explained in this way, in terms of management skills, according to the average (3.76), it is appropriate and desirable. And given that both high and low levels is positive, it is felt that the medium is in motion and progress. As is shown in the table below, the statistic T, is equal to 33.70, which is greater than 1.96, and the region is critically examined, and the other is a significant difference between the mean of the number 3.

<table>
<thead>
<tr>
<th>Critical</th>
<th>Inappropriate</th>
<th>Mean</th>
<th>Appropriate</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum points</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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</table>

<table>
<thead>
<tr>
<th>Variable status</th>
<th>Upper limit</th>
<th>Lower limit</th>
<th>Significant number</th>
<th>Statistic T</th>
<th>SD</th>
<th>Mean</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate</td>
<td>0.80</td>
<td>0.71</td>
<td>0.000</td>
<td>33.70</td>
<td>12:36</td>
<td>3.35</td>
<td>Management skills</td>
</tr>
<tr>
<td>Appropriate</td>
<td>0.94</td>
<td>0.80</td>
<td>0.000</td>
<td>24.97</td>
<td>12:56</td>
<td>3.46</td>
<td>Perceptual skills</td>
</tr>
<tr>
<td>Appropriate</td>
<td>0.85</td>
<td>0.70</td>
<td>0.000</td>
<td>21:24</td>
<td>12:57</td>
<td>3.34</td>
<td>Human skills</td>
</tr>
<tr>
<td>Appropriate</td>
<td>12:56</td>
<td>12:43</td>
<td>0.000</td>
<td>15:11</td>
<td>12:52</td>
<td>3.21</td>
<td>Technical Skills</td>
</tr>
</tbody>
</table>

Banking case study, the variable of management experience to our customers, as shown in Table 2, the amount of P-Value = 0.000 and is a larger value of $\alpha = 0.05$, so the null hypothesis, that the management of
customer experience equal to three is, verification is not. On the other hand, positive lower and upper confidence interval, provided the reason for their rejection of the null hypothesis. Considering the following table, as we can tell, the average (4.93), and the statistic T equals 43.74, which is greater than 1.96, and the value of this statistic, the critical region accounted for, the mean score of 5 means is significant.

<table>
<thead>
<tr>
<th>Variable status</th>
<th>Upper limit</th>
<th>Lower limit</th>
<th>Significant number</th>
<th>T-statistics</th>
<th>SD</th>
<th>Mean</th>
<th>Variable name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate</td>
<td>2.01</td>
<td>1.84</td>
<td>0.000</td>
<td>43.74</td>
<td>0.71</td>
<td>4.90</td>
<td>Customer Experience Management</td>
</tr>
<tr>
<td>Appropriate</td>
<td>2.16</td>
<td>1.90</td>
<td>0.000</td>
<td>30.94</td>
<td>1.06</td>
<td>5.01</td>
<td>Customer Value Management</td>
</tr>
<tr>
<td>Appropriate</td>
<td>2.08</td>
<td>1.88</td>
<td>0.000</td>
<td>37.51</td>
<td>0.85</td>
<td>4.99</td>
<td>Designing Customer Experience Brand</td>
</tr>
<tr>
<td>Appropriate</td>
<td>2.07</td>
<td>1.85</td>
<td>0.000</td>
<td>34.41</td>
<td>0.94</td>
<td>4.94</td>
<td>Compatibility between the staff and the delivery of services to clients</td>
</tr>
<tr>
<td>Appropriate</td>
<td>2.00</td>
<td>1.78</td>
<td>0.000</td>
<td>34.05</td>
<td>0.91</td>
<td>4.83</td>
<td>Strengthen organizational performance</td>
</tr>
</tbody>
</table>

The relationship between managerial skills (conceptual, human and technical), and management of customer experience, according to the results table below, the amount of surface area significantly larger than the error value, the null hypothesis (the managerial skills, perceptual skills, skills human, technical skills and management experience to our customers, there is no significant relationship), and if we conclude that a significant level, the smaller the error value, the hypothesis of a (relationship) we get the result.

<table>
<thead>
<tr>
<th>CEM</th>
<th>Issue</th>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>89</td>
<td>0.000</td>
<td>0.629</td>
</tr>
<tr>
<td>89</td>
<td>0.000</td>
<td>0.612</td>
</tr>
<tr>
<td>89</td>
<td>0.000</td>
<td>0.547</td>
</tr>
<tr>
<td>89</td>
<td>0.000</td>
<td>0.511</td>
</tr>
</tbody>
</table>

According to the results of the above table, as in all cases, smaller than the 0.05 level of significance, the hypothesis H1 (hypothesis), based on the relationship between managerial skills, perceptual skills, human skills, technical skills, customer experience management (three hypotheses), the banks will be accepted, and as can be seen, in all cases, at 95%, a significant correlation between managerial skills, perceptual skills, human skills, technical skills, customer experience management is, and correlation coefficient, respectively, 0.629, 0.612, 0.547, 0.511 respectively.

**DISCUSSION AND CONCLUSIONS**

As mentioned before, a one-sample T-Test Results of the test showed that banks were studied in terms of management skills, the conditions are pretty appropriate. While the test result (Sig = 0.000 <α = 0.05), showed that significant for managerial skills. Management skills, generally in the banks, mean 3.35, SD 0.36, is in good condition. The management skills of managers, the banks studied, cognitive skills, with mean 3.46, SD 0.46, as appropriate skills. In other words, according to them, the future managers who pay attention to the preparation of programs and activities related units, appropriate solutions to overcome obstacles and problems, and correct evaluation of solutions, give, work procedures, To realize it, it will continuously track and monitor, coordinate the activities are conducted under the supervision of, the reputation of your organization and its efforts to preserve and promote, to attract customers attention drawn to different forms of ways to create a positive educational. Human skill, (mean 3.34, SD 0.57)
was second in importance. Managers, banks studied in terms of importance and attention to such issues (such intimate with others, motivation and the desire to work, a sense of responsibility to others, creating an atmosphere of trust and understanding in the workplace, provide appropriate guidance and time to others in terms of behavior, good relationships with colleagues, providing appropriate, obtain job skills, and create customer satisfaction for the strategy cem) were in good condition, and have won a high rating. Technical skills mean 3.21, SD 0.52, was the third highest utility. This means that, in the case of banks, managers get things done on time, and avoid wasting time, with posts and diverse networks had knowledge of the technical aspects of the work, have knowledge, ability to workTest result for test showed significant customer experience management.

Overall, in this study, a main hypothesis and three sub-hypotheses were analyzed using descriptive and inferential statistical methods. The main hypothesis, the findings of this hypothesis, a significant correlation between customer experience and management skills of managers shows. As a result, it is said, there is a direct positive relationship between managerial skills, and customer experience management in banks studied. To evaluate the effectiveness of management skills, customer experience management in banks, the study of structural equation modeling was used. As a result, it is said, management skills have a direct and significant impact has been on customer experience management.

Regarding the first hypothesis, the results indicate that a significant correlation between cognitive skills of managers, and manages the customer experience there. To evaluate the impact of cognitive skills, customer experience management, banks study of structural equation modeling was used. Goodness of fit indices of the model, and the test was confirmed. Perceptual skills, with a significant number of loadings of 0.96 and 5.32, were confirmed. As a result, it is said, perceptual skills, a positive and significant impact on customer experience management is.

The findings in relation to the second hypothesis suggest that there is a significant correlation between human skills management and customer experience management. Analysis of the results showed significant levels observed for these two variables was smaller than 0.05, and the correlation coefficient was equal to 0.543, thus it is said, there is a direct positive relationship between human skills and customer experience management. The banks studied. Human skills, with a load factor of 0.62 and 4.14 were confirmed by a significant number, so human skills, has been a direct and significant impact on customer experience management.

The third hypothesis, results indicated that a significant correlation exists between the technical skills of managers and customer experience management. Analysis of the results showed significant levels observed for these two variables, was smaller than 0.05, and the correlation coefficient was equal to 0.505. As a result, it is said, there is a direct positive relationship between technical skills and management experience to our customers, the banks studied. To examine the effect of technical skills on customer experience management, banks study of structural equation modeling was used. Technical skills, with a load factor of 0.51, and a significant number of 3.68 was confirmed.

The standardized beta coefficients in a structural equation model, the effect was significant for all three variables, and between variables, cognitive skills, using the standard coefficient of 0.96, which has the greatest impact, and therefore have the highest priority. This means that, perceptual skills, will have the greatest impact on customer experience management. Human skills, with a beta coefficient of 0.62, the second priority, and technical skill factor of 0.51, the last rank (III) was replaced.

Hvnsakr (2010), the results of their research in conjunction with the CEM, raised in an article entitled, "Employee commitment in managing the customer experience." Stating that while 56 percent of executives believe that customer base, is only 12% of their clients, agree. Also, 81 percent of firms that possess strong capabilities and competencies, to provide an excellent experience, the customer, are different from the competition. 75 percent of companies, customer experience management, employ, have been able to increase customer loyalty, largely as a result of initiatives CEM. A study by Michael Starr (2009) shows that: a) Organizations that 10 percent or more of their income on their investment in the customer experience, rather than the customer and higher customer satisfaction, and almost 43.1% of the customers above 81 percent, with satisfaction with the organization. B) refer to the amount of customers, organizations that more than 10 percent of their income on their investment in the customer experience, 51.4 percent, when compared to other
organizations, is roughly 6% more (9). Steve Fuentes (2009), the issue of customer experience management, financial services institutions, examined and results showed him, in today's market, investors, financial institutions, customer experience, customer loyalty directly, it will become the to a great extent, the present results are consistent because it is believed that, with the guiding principles, through their skills styles can make it, the staff to create a positive experience for our customers provide (14). Hamdi & Mahmoudlu, in their study concluded that, between the perceptions of administrators and teachers from three managerial skills, there is no significant difference (1). Afshari, Honari and Ghafouri, the study's three managerial skills (conceptual, human and technical) administrative director of physical education at universities across the country, concluded that, among the three management skills, administrative director of physical education, There was a significant difference (2). Maryam Zaemipour Kermanshahi and colleagues, in a study entitled Effect of nursing management skills training, empowerment of staff, reached the conclusion that the behavior of managers has led to increased skills of the nursing staff, so it seems that the program educational leadership and management skills of nurse managers with practical knowledge managers, and more effective behavior, cause psychological empowerment and organizational staff, and improve their professional practice, the results are consistent with the present results partly from the skills of managers (8). Nave ebrahim & Karimi, in this study, 172 out of 306 teacher education faculty at Tehran banks, in order to examine the relationship between triple skills training managers, instructional quality, and found that, between technical and conceptual skills for managers , the quality of education, there is a significant relationship, which corresponded with the results of the present study (12). Oil and Associates, the research concluded that the managerial skills and effectiveness of public administration BOJURD, there was a significant association (7). Abolghasem Kasmee, in their study, the relationship between the skills of the three high school principals in Tehran and effectiveness of the schools studied, the result indicates that, in terms of both administrators and teachers, there is a significant relationship between skills and efficacy (5). Langer et al, in a meta-analysis study found small but significant relationship between human capital and success of the organization, managers and entrepreneurs. The communication of knowledge and skills need higher education and the experience. However, this effect is slightly high value of human capital, management and entrepreneurship in the literature (23).This is one of the dimensions), and this kind of relationship between a strong correlation between the variables will be used, and also due to the strength of the study is based. Finally, the research model, including the relationship of each component is as follows.

This model, based on factors related to
SUGGESTIONS

- Creating motivation to do better than pushing people to do the best job in creating a positive experience, and excellent for bank customers, as well as bodies formed to investigate the issues and problems of bank employees
- Creation and application of appropriate performance evaluation system, and introducing employee at specified time intervals
- Proper attitude of managers, staff and leadership styles appropriate
- Reduce tension and stress in the work environment for employees and create a comfortable environment for the breeding of experienced staff, who treated them with different classes of customers, they create a great experience. Exposure managers, in different levels of skills, need to foster such employees.
- High quality interactions, increases loyalty. This ultimately sends the message that banks should not ignore the importance of service. Also seize the hearts and pockets of customers need to be adjusted according to the quality of communication between the customer and the organization. Given this, banks must carefully select their employees to spend their efforts and abilities of its employees, the creation of good and favorable experiences in their clients are safe.
- Meet customers' needs with regard to creating a positive experience for the customer, as well as turning a negative experience into a positive experience, the banks, and the proper functioning of banks responding to customers, and given that the client value, and this value should be considered in the provision of services.

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