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BUSINESS ADMINISTRATION DEPARTMENT

**E-MANAGEMENT APPLICATION
CONSTRAINTS AT UNIVERSITIES IN
IRAQI KURDISTAN REGION**

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SCIENTIFIC ETHICAL NOTICE

This work I have prepared in accordance with the thesis writing rules, which I have prepared in accordance with scientific ethics and tradition and all the information in the thesis, which I have met with the scientific ethics and academic rules carefully until the conclusion of the recommendation phase of the master thesis [e-management application constraints at universities in Kurdistan region] I declare that the works I have shown and utilized for each quotation consist of those shown at the source.

...../...../2017

Abdullah Mohammed OZER

THESIS ACCEPTANCE AND CONFIRMATION

BINGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

This work entitled [e-management application constraints at universities in Kurdistan region], prepared by [Abdullah Mohammed OZER], was found to be successful as a result of the thesis defense examination held on the date of [] and accepted by our juror as the Master's Degree in the Department of Business Administration.

THESIS JURY MEMBERS (Title, Name and Surname)

Chairman: Signature:

Supervisor: Signature:

Member: Signature:

CONFIRMATION

This thesis has been accepted by the jury determined in the..... / ... / 201
Session of the Board of Directors of the Institute of Social Sciences of Bingöl
University.

Director of the Institute

PREFACE

[E-management application constraints at universities in Kurdistan region] Which focuses on the obstacles and problems facing the application of electronic management in universities, the removal of these obstacles are approaching an important step of the electronic management and applied it in Kurdistan universities.

I would like to thanks the advisor who does not spare his help in the preparation of this work [**Prof. Dr. Muammer ERDOĞAN**]; and also, I would like to thank all the contributors who contributed to the research [Assist Prof. Dr. Imran **ASLAN**] and my friends [Rzgar Muhammed & Halmat Barzenji] they did not spare their contribution.

I want to thank high thanks and gratitude to my parents, who did not spare by Prayers and tender

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/ / 201

Abdullah Mohammed OZER

ÖZET

Bu çalışmada bir önceki çalışmaların gözden geçirilmesi yoluyla, geleneksel yönetim anlayışının ışığında geleneksel yönetim kavramının evriminde ve daha sonra geleneksel ve elektronik sistemler arasındaki karşılaştırma ile elektronik yönetimin avantajları göz önüne alınarak, onun geleneksel yöntemden üstünlükleri belirlendi. Daha sonra e-devlet, e-ticaret, e-sağlık, e-öğrenme ve e-yayıncılık olarak ifade edilen e-yönetim tanımları ele alınarak ve eğitimde elektronik yönetim amaçları belirlendi ve hem ulusal düzeyde hem de eğitim kurumlarında elektronik yönetimin büyük önemi görüldü ve elektronik yönetimin çeşitli idari ve eğitim alanlarında kritik olduğu ortaya çıktı.

Elektronik üniversite yönetim Uygulaması üniverste planlamasında, organizasyonunda ve denetiminde elektronik yönetim vasıtasıyla icra edilen fonksiyonları üniversitelerde e- yönetimin uygulamalarıdır. Bu amaçla, 2015 yılında Irak Kürdistan Bölgesindeki Salahaddin Üniversitesi ile Politeknik Üniversitesi'nde 417 personle (ana kitle) anket gerçekleştirilmisti ve 150'si cevaplandırılanıştır Örnek Erbildehi iki Üniversitenin çeşitli idari ünvanlara sahip uyelerinin tümünden oluşuyor. Bölgede e-yönetim konusunda standart bir tanımın bulunmadığı belir lenmiştir. Düzenli prosedürler ve e-yönetime geçişe yönelik uygun planlama eksikliği, otomatik yazılım sisteminin online gelişimini uygulamak için teknik engeller, bazı personelin İngilizce dil becerilerinin eksikliği, değişime dirençgösterme, bilgisayar programlarının hız düşüklüğü ve zayıf altyapı önemli sorunlar olarak tespit edilmiştir. E-yönetimin bölgeye uygulanmasında, yönetim tarafından finansal imkânların azlığı e-yönetimin uygulanmasına yönelik en önemli fattör olarak ortaya çıkmaktadır. Esnek kuruluş yapılarına sahip, e-yönetim için mevzuat ve idari düzenlemelerin geliştirilmesi, Yüksek Öğretim Bakanlığı ile üniversiteler arasındaki iletişimin arttırılması, üniversite çalışanlarının katılımıyla artan ademi merkeziet dereceleri ve e-yönetim kültürünün reklamlar yoluyla yaygınlaştırılması bu problemlerin üstesinden gelmek için önerilen çözümlerdir.

Anahtar Kelimeleri : E-yönetim, uygulamalarınin, kısıtlanması Irak kürdistan Üniversitesi.

ABSTRACT

In this study through a review of the previous studies , it have been identified on the evolution of the concept of traditional management in light of the concept of e-management , and then the comparison between traditional and electronic systems , e-management was identified by electronic management advantages that it has superiority over traditional management in many reactions. Then the definitions of e-management which is e-government , e-commerce , e-health , e-learning, and e-publishing with the use of modern techniques are addressed and electronic management goals in education have been identified, and the great importance of electronic management of both the National level or educational institutions is proved that the electronic management is critical in the various administrative and educational fields.

The electronic university administration application and functions performed by the electronic management at the university planning, organization and control are applications of e-management at universities. For that aim, 417 staffs (main population) were choses and 150 responses were gotten at Salahaddin University and the University of Polytechnic at Iraq Kurdistan Region in 2015. Sample is consisted of all the members of the administrative board of two universities in Erbil who hold various administrative titles. It is found that there is no standard definition of e-management at region. Routine procedures and a lack of proper planning for the transition into e-management, technical obstacles to apply online development of automated software system, weakness English language skills of some of the staff, resistant to change, speed computer programs and poor infrastructure are major problems at applying e-management at region while the scarcity of financial possibilities by management is found the most significant factors over applying e-management. The development of legislation and administrative regulations for e-management, having flexible organizational structures, increasing communication between the Ministry of Higher Education and universities, Increasing degrees of decentralization with more participation of university workers and spreading the culture of e-management by advertisements are solutions to overcome these problems.

Keywords: E- management, Application, Universities in Iraqi kurdistan, Constraints.

ABBREVIATIONS

E.M – Electronic management

E.C- Electronic culture

E.P.U- Erbil polytechnic university

I.T- Information technology

ANOVA- Analysis of variance

M.I.S- Management information system

E.L- Electronic learning

S.U- Sallahadin University

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INTRODUCTION

The most characteristic of our times is the enormous speed scientific and technological progress. This progress is not up to this limit. This progress is not up to this limit during the great efforts being made in the field of improvement and renewal. Management considers this progress but a tool that works for progress and well-being. In the desired direction to the maximum extent possible, What is the progress of civilization and urbanization in developed countries dint by dint of successful management and modern methods, Since the University one of the important educational institutions, which are a stronghold of human thought and a source of investment and human capital development are factory actors in society that bear responsible advancement of the nation and defend its gains and meet the challenges faced by. (Al salmi, 2001, p. 13)

In keeping with the vital importance of the University and its mission and role by bone, This necessitates the need for many of the requirements for advancement to upgrade services, So that the university is whole system of a wide range of basic and independent variables so that administer University Cannot by traditional methods and tools for routine regular convention , But a conscious educational management able to see dimensions of progress and perform key roles where universities new responsibilities required by the update process and development conveying the needs of the times and future updates Accordingly we find that the University needed to manage a successful University distinguished oversees all University activity meaningful educational leadership is flexible, revitalize planning, organization and direction and control and evaluation through previous experience In order to achieve the objectives desired by the University higher efficiency and less effort.

So sophisticated and modern university management and conveying should not keep its administrative system routine must use modern management methods which help them to reach goals and objectives.

CHAPTER I

THE GENERAL FRAMEWORK OF THE STUDY

1.1. The Research Problem

- 1.1.1. What is the reality of the application of e-management in the Kurdistan universities?
- 1.1.2. What are the main obstacles facing e-governance in the Kurdistan universities apply?
- 1.1.3. What ways to overcome obstacles faced by the application of e- management in Kurdistan universities
- 1.1.4. Lack of appropriate hardware for the employment of available databases.
- 1.1.5. Rarity updates some databases, such as databases of the library and the University and the experienced sanitation and canteens, sports facilities particularly under the rapid change occurring in the Kurdistan universities in all areas.
- 1.1.6. There are also several obstacles assimilating the poor infrastructure of the information technology sector and the high cost of electronic systems.

1.2. The Limits of the Research

1.2.1. Substantive Limits

This study addresses the obstacles to application of electronic management at universities in Kurdistan in Erbil governorate and it's (regulatory, technology, finance, human) constraints.

And to identify the most prominent mechanisms that can reduce or eliminate these constraints.

1.2.2. Human Limits

The current study is limited to a random sample of members and staff of administrative authority in Kurdistan universities includes rectors, academics, administrators, deputies, heads of academic departments and administrative and secretarial workers in these departments.

1.2.3. Spatial Limits

The researcher field study in the third semester of the academic year 2015-2016 for universities in Kurdistan (Salahaddin, Soran, Politechnic, and Medical)

1.3. Hypothesis of the Research

- 1.3.1. **There** are regulatory, technical, human, and financial constraints facing the application of electronic management in Kurdistan universities.
- 1.3.2. There are no constraints facing the application of electronic management in Kurdistan universities.
- 1.3.3. You can overcome these barriers or reduce them through a set of measures.
- 1.3.4. There is a direct correlation between government support and the support of the private sector and to overcome these obstacles.

1.4. Objectives of the Research

- 1.4.1. This study aims to identify the theoretical underpinnings of the concept of Electronic Management and requirements applied in Kurdistan universities.
- 1.4.2. Disclosure of the obstacles of applying electronic management at the Kurdistan Region universities in IRAQ.
- 1.4.3. which are represented in (regulatory, technical, human and financial obstacles)
- 1.4.5. Highlighting the most significant mechanisms proposed for overcoming these obstacles from the point of view of administrators.

1.5. Significance of the Research

The significance of the current study is as follows:

- 1.5.1. The scarcity of studies as knowledge of researcher dealing with electronic management of universities in Kurdistan region.

- 1.5.2. The researcher hopes that this study reveal about the obstacles facing each has responsibility at universities of Kurdistan region when applying e-governance at universities to avoid.
- 1.5.3. This study may serve as department heads in universities to employ the best in e-management in universities.
- 1.5.4. May help scholars and researchers in the field of electronic administration or one of its fields in Kurdistan.
- 1.5.5. The importance of this study lies in being in a sensitive and accurate mode through the political and economic conditions that limit the pursuit of the development of Community institutions.
- 1.5.6. This study may help decision-makers and educational policy in the Ministry of Education and Higher Education and universities in identifying obstacles facing e-management, and identifying solutions and recommendations to eliminate these constraints.

1.6. Methodology and Tools of the Research

To achieve the objectives of the study the study used descriptive method, so as to identify the theoretical foundations for management, And the reality of attempts to apply them in Kurdistan universities and their role in improving management performance, as well as to detect electronic management constraints in these universities, The researcher built a questionnaire to determine the reality of the application of e-management at universities in Erbil and the obstacles they face, so as to suitability for this type of field studies to get the information from the study sample were directed questionnaire to university rectors and their deputies, academics, administrators and heads of administrative and academic departments and secretarial staff of these departments in Erbil university

1.7. Literature Reviews

Electronic management is Contemporary trends, of this noted scholar Studies related to the implementation of electronic administration in educational in general and universities in particular, Occupying an area of fairly low on the map of administrative studies in Kurdistan Region / Iraq and Arabic countries, These are some of the previous studies and scientific journals Court at local universities as well as universities and find her Earth global Arabic scholar through brief literature and previous studies have lumped into studies of Arab and foreign.

1.7.1. Administrative and security requirements of application of E- Management

This study aimed to the reaffirmation of the need to keep up with technological advances in developed countries and to identify obstacles and challenges facing the application of e-governance, highlighting their application, The researcher used a descriptive research method and method of analysis of data classified and registered computer And use the questionnaire as a tool to study The sample was distributed to the student of all academic and community are all Saudi Ports Authority in Riyadh (150) individual. (Al Shareef, 2003,p.23)

The main results reached by researcher

- 1- Research has shown that there is a clear recognition among workers at the enterprise ports of the concept of e-management, And e-business concepts so that 80% of respondents are aware of the concept of e-management.
- 2- Most respondents believed that a large proportion of the volume of services provided by public ports Institute can submit in electronic form.
- 3- Research has shown significant recognition for a number of administrative and security requirements of the application of e-management.

1.7.2. Electronic management

This study aimed to find out the requirements that should be met by the administrative organizations before proceeding with the application of e-governance in government administrative organizations, the Arab Republic of Egypt researcher has used the descriptive method survey way social survey and through the application of a questionnaire study,

The study found the results of which:

- The most important requirements necessary availability for the application of e-management in the NGO is to re- engineering the traditional administrative functions and turns them into electronic functions and providing electronic communication devices and modern specialized training in information systems cadres.
- One of the main obstacles that have emerged with the study's lack of administrative leadership to the importance of the sense of technology, the decline in enthusiasm for developing technologies and electronic software.
- And lack of allocated for the development of infrastructure for the application of e-governance and low awareness of the importance of computer among citizens financial means , lack of qualified staff to work on Computers (Radwan,2004,p.45)

1.7.3. E-management horizons present and future aspirations

The study aimed to clarify the theoretical and practical frameworks for electronic management through the distinction between traditional management and electronic administration, The importance of electronic administration, functions and methods of administration and electronic systems and protect the administration transactions, and contemporary challenges facing the electronic management and secure application effectiveness.

The researcher used the descriptive survey and he depends on the questionnaire as a tool to collect the necessary information for the study and the study reached several conclusions, including.

- The electronic management is the implementation of all business transactions between a group of individuals and organizations through the use of

electronic communication and information network in order to increase the effectiveness of performance.

- Through e-commerce application, there will be advantages and opportunities for all employees and residents in the local community.
- Through e-commerce application, there will be a radical transformation of the administrative work of the various aspects of different shapes and images.
- - The study revealed the existence of several systems to secure and protect the electronic management of transactions , including:
 1. Electronic encryption.
 2. Electronic Signature.
 3. Electronic certificate to achieve Personality.
- The study revealed the existence of several methods that can be considered major electronic methods of management, including the grouping of users, and the method of dependency, and the method of free content and method of focusing on external factors. (Al Ghoneim ,2004,pp.5-8)

1.7.4. Educational obstacles faced by training teachers to acquire the Information and communication technology skills.

(Minaidi, Athina, & Hlapanis, 2005, pp. 9-21)

The study aimed to identify the main role of the teachers in accordance with the requirements of technology in education, and to identify the obstacles to acquiring information and skills technological communication by teachers, was applied research on a group of teachers who participate in the first phase of the program was the expectation acquirement basic foals in the use of information and communication technology, As has been the expectation that the participants in the advanced stages of the program will acquire the right skills in the use of information and communication technology as they have the ability to use technology for educational purposes, Information was collected beginning and end of the program by teachers Islands Dodecanese the primary and secondary stages . The results demonstrated the following:

1. The correlation between the presence of obstacles in the application of learning techniques and the technology requirements in education.
2. And exist statistically significant differences on most of the obstacles are attributable to the variables (gender, specialty, educational level, age).

1.7.5. The using of computers in general and executive management of higher education: Comparison between the Sultanate of Oman and the United Kingdom study (Al-Ghafri, Rashid, 2002, p. 17)

The study aimed to identify the using of computer technology by the administrators at the Sultan Qaboos University in Oman, and by the administrators in the University of Manchester in the United Kingdom, and focus on the views of those administrators for the computer technology and the services provided by their universities.

The researcher used the descriptive approach to the work of the comparison between the administrators at both universities, and it was the most important results of the study are as follows: -

- Most administrators in universities do not use computer technology effectively in their daily work.
- Some of the skills may be used by administrators more than faculty, such as e- mail and word processor to print things online and using internet.
- The study showed that most who were interviewed were happy with the facilities provided by their university.

1.7.6. Information and communication technology in high education (UNESCO, 1998,p.14)

The study talked about a global view and experiences the regional indicating developments in information and communication technology and its impact on higher education in developed countries such as interactive education models, and the changing role of universities in their communities and the changing nature of social demands of higher education.

This study talked about the impact of these developments on the future of higher education in the Arab region in the light of the experience of the

UNESCO office in Cairo for the development of university departments in the Arab world.

It summarizes the study to a number of regional priorities, which is believed vitality for the effective transfer of information and communications technology to the Arab universities and to prepare for an active role for higher education in the cultural and economic development in the Arab region.

1.7.7. Factors affecting the managers of the management

Information Systems availing (Barret, 2001, p. 9)

This study focused on the verification of the factors influencing the use of school managers to systems management information, and to achieve this was the survey about the school, gender, age and years to benefit from the management information and experience manager system, and re-use of information management, quality and function of the system and using as variables.

This study was for public schools in Texas managers, who use management information systems, and reached the study sample (327) as managers, was used descriptive statistical analysis to study the relationship between multiple variables, and adopted a resolution tool researcher for the study, and the study found the following results.

- Managers who use the management information systems for several years to realize ease of use, and useful management information system to support them valuable decision.
- There is a clear difference in the interest of the management information system between basic schools and directors of secondary school principals , managers are secondary schools relied largely on management information systems or help them get their work done more of the basic principles.
- The study reports that MIS managers help in completing their work and the factors affecting it are: the skill and experience of managers, repeating their use of management information systems.

1.7.8. How can schools guides take advantage of the solutions offered by the electronic management: (Fair Bank, J. & et,2003,pp.13-21)

The study aimed to identify the contribution of electronic administration in administrative work, and the extent of the positive impact on students' counselors consulting, and obstacles faced by the use of e-governance in schools. The researcher used the descriptive documentary, relying on books and studies related to the subject of the study, and the most important results of the study are as follows: -

- The electronic management contributes to increase productivity, reduce costs, and achieve the satisfaction of the beneficiaries of the educational process, and to increase participation and improve the effectiveness of internal processes and services, and get rid of the paperwork and provide a service which automatically affects the provision of effort.
- The electronic management positively affect the guides students through the provision of additional time can be exploited in an interview special needs of each student face to face rather than processed forms inside the offices, which of utilization of the school leads the benefits of excess costs spent on paperwork and storage areas, and the opportunity to mentor students to focus on their academic developments.
- The electronic management helps in the automatic transfer of documents for students from one school to another at high speed and accuracy.
- One of the most important obstacles facing the use of e-governance at schools with regard to funding, and lack of training courses.

1.7.9. Ensure the effectiveness of the information system through the complementary data (Ugboman, 1997,pp.1- 6)

The present study addressed the current use of the computer, and the need for systems -oriented information on the computer in the faculties of management in the United States Eastern Caribbean speaking English and study aimed to measure the relationship between computer use and the need to base on the use of computers in terms of efficiency and effectiveness of information

systems, and to identify as they computerize activities management in the Caribbean and the US East necessary.

The researcher used the descriptive survey, a questionnaire was distributed to a sample of (240) people and the return (124) to identify an increase (59%), note that the resolution was a wisp as follows: - Computer using effectiveness and efficiency of the computer-dependent information systems, and general information about the computer-based and personal information to respondents information systems, was used descriptive regression statistics, testing hypotheses. The study found that most respondents preferred the computerized information systems, despite the financial constraints.

The study found that most respondents preferred the computerized information systems, despite the financial constraints were the computerization colleges management systems are very specific, as were administrative information is stored manually in files and the electronics in personal computers, and most of the study participants gained some computer skills, and believe that based information systems computer necessary but not a major tools to deal with the information and make decisions.

1.7.10. The role of leader in the adoption and use of electronic Communications and the internet colleges located outside the Campus: (Gorman, 1999, pp.11-19)

The study aimed to identify the role of a leader of higher education in the adoption of new teaching technologies in higher education and the growing gap in the teaching technique, the study found:

- That leader in higher education has a significant role in the process of change in their departments.
- An actual adoption of the Internet and Telecom as a new and innovative in Higher Education.
- Lack of necessary for the adoption and use of electronic communications elements such colleges and the lack of adequate infrastructure and poor technical support and lack of equipment used, the apparent difference between the devices and systems used those colleges, as well as the lack of experience of working in dealing with computers and the Internet.

- The study recommended using multiple models working to improve the successful application of technology in teaching opportunities.

1.7.11. The reality of the use of computers in higher education in

Palestine: (Al jumal, 2003, pp.7-9)

This research aims to investigate the reality of computer applications in higher education in Palestine institutions , the detection of obstacles and problems facing computer users in the educational process , the study followed the descriptive method survey , consisted tools in the questionnaire and interview to collect field information , the study reached the following findings :

- Accomplish significant reliance on computerized approach in teaching courses in Palestinian universities.
- Specialized technical personnel of the important elements for the successful use of computers as a means of learning.
- The weakness of the material resources to equip the computer lab to complete the business school.

The study also suggested the following recommendations:

- Work on the provision of educational technology, especially computer technology in higher education institutions in Palestine.
- Work on the provision of educational technology , especially computer technology in higher education institutions in Palestine
- The establishment of centers for the production of educational software in Palestine collaboration between development and planning centers in the Palestinian universities and departments of curriculum and teaching facilities in the Ministries of Education and Higher Education.
- Invite Palestinian universities to create programs at diploma level (after the first university degree) in the field of computer use in education as a subject and as learning facilities.

1.8. Comment on Literature Reviews

- 1.8.1. Most of studies concluded the importance of e-management and its role in the success of the educational institutions and achieve their goals.
- 1.8.2. Some previous studies have addressed a number of issues related to e-government, such as the administrative contact and relationship with education and school administration.
- 1.8.3. Some studies have spotted the possibility of application of e- management in school management.
- 1.8.4. Some studies have tried to examine trends and ready principals towards the application of e-management in their schools.
- 1.8.5. Some of studies have attempted to identify the requirements of the application of e-management in educational institutions.
- 1.8.6. Most of the studies specially foreign studies dealt use of computers in different educational departments also stressed the importance of the use of computers in the educational administrative processes
- 1.8.7. Some studies have revealed the constraints and challenges facing the using of e-government in educational institutions.
- 1.8.8. Some of studies suggested scenarios for the development of educational institutions departments in the illuminator of the concept of e-management.

The current study has benefited from Literature Reviews include:

- 1- Preparation the conceptual framework for electronic management also Arab Studies and some foreign studies, enrichments the current study and rolled out some valuable information in the theoretical framework.
- 2- Identify examples of the application of e-management in educational institutions.
- 3- Monitoring the reality of the application of e-management in the Kurdistan educational institutions.
- 4- Preparation paragraphs of questionnaire.

The current study is similar to Literature Reviews with emphasis on the theoretical framework for the following: -

- 1- The theoretical foundations of e- management, and the importance of its application in educational institutions, and provided for the time, effort and money.
- 2- The requirements for the application of e-management.
- 3- It similar with some studies of constraints and obstacles faced by the application of e- administration in educational institutions.

The current study differs from Literature Reviews are as follows:

- 1- Not classified any of the previous studies constraints faced by electronic management to (Regulatory constraints, and technology, and human and financial).
- 2- It did not address any of the previous studies constraints faced by the application of e- administration in Kurdistan universities. While the current study focused on the detection of these constraints.
- 3- The current study sought to gain access to the recommendations and proposals that would reduce or eliminate the obstacles facing electronic management application at the universities.
- 4- The current study has in the Kurdish environment specially universities in Erbil.

1.9. The Research Terms

The study determined this following terms:

1.9.1. Electronic management: "It is defined as Administration, which includes all uses of information and communication technology of computers and fax machines to the introduction of wireless information devices to serve the daily administrative matters." (Sindi, 2001,p.1)

Also defined: "the exploitation of the administration of IT and communications to measure, improve and develop the various administrative processes within organizations" (Muted, 2003, p. 23)

The study defined as procedurally:" Integrated electronic system designed to convert normal manual paper management administrative work to manage using electronic and technological devices relying on information and knowledge

systems and high mentality strong assist in making an administrative decision as soon as possible and with the least effort and cost"

1.9.2. Obstacles: "It is defined as: All financial and administrative obstacles and technical , social and personal impeding responsible for achieving the objectives of administrative programs which will help to improve teaching and learning and development process"

Also known as: Are those obstacles and difficulties that stand in the way managers and teachers, Prevent them interaction and participation among themselves, thereby hindering the achievement of the desired educational goals of the institution.

The study defined as procedurally: "Regulatory, technical, human and financial obstacles that lead to the obstruction of the application of e-governance at the University Corporation Kurdistan province of Erbil".

1.9.3. Kurdistan universities: At present there are in the Kurdistan Region 14 public universities and 14 private universities and two institutes for Medical Studies and Strategic Studies and the Kurdistan University and the University of Kirkuk, officially recognized. "There are two semesters per academic year Standard study period and in which they can complete the academic degree program at universities ranging from 8-10 semesters. They are accomplish all completed after the uprising of the people of Kurdistan in 1991 and prior to that date was only one university in Kurdistan, it was Salahuddin University.

Also it is defined as the " Foundation public non-profit organization to serve the Higher Education, based in Irbil, and has an independent judicial personality, financially and administratively and have to act in this capacity in front of the courts may also possess movable and immovable property and enter into contracts including contracts of sale, and mortgage borrowing, and accepting donations gifts and bequests, donations may be assigned at will in judicial proceedings. (www.Mhe-krj.org, 2016)

1.10. Steps of the Research: The study goes according to the following steps

1.10.1. The First Step. determine the general framework of the study.

1.10.2. The Second Step. Put the theoretical foundations for the application of e-management in the universities.

1.10.3. The Third Step. to monitor and analyze the reality of attempts by the application of e-management in the universities of the Kurdish region of Erbil and constraints faced by: (A Theoretical study).

1.10.4. The Fourth Step. monitoring and analysis of the reality of attempts to apply e-management in the Kurdish province of Erbil universities and constraints faced by: (Case Study).

1.10.5. The Fifth Step. drawing conclusions and making recommendations



CHAPTER II

E-MANAGEMENT AND THE REQUIREMENTS OF THEIR APPLICATION AT THE UNIVERSITY (THEOREICAL FRAMEWORK)

The management function and is still directed towards maintaining a balance between stability and change in response to internal and external requirements offered by the environmental conditions over which the administration activity. This function has become more pressing at the moment which is characterized by the explosion of knowledge and technical accelerated in various economic, social and political spheres, and the challenges created by Globalization on the world in which we live.

The organizations that are resistant to change and it is unable to adapt effectively with the requirements of the times.

And challenges will fail to progress and continue to survive and if it continues to adhere to the model Bureaucratic and meticulously crafted laws and regulations and maintain the principle of confidentiality of information and focus in Senior management, leading to the isolation of those organizations for their communities, and underdevelopment in the area Its exercise it, and this leads to backwardness and inertia in transactions carried out. (Forest, 2001, p. 58)

In this era of scientific and technological progress, and the era of globalization, many appeared Terms that reflect this progress:

Including e-management, which represents new directions in the world of management, seeking to transform organizations and institutions, including universities, to organizations Electronic use computer and internet networks in the achievement of its business and transactions and Management functions of planning, organizing, directing and control very quickly.

2.1. E-Management

The introducing of information and communication technologies is a real revolution in the administration, what caused the changes in the administrative work and effectiveness and performance style, and requires us to the circumstances of the times in which we live today make substantial efforts in order to work with the many requirements in a short time achievement. Hear the need to e-management, which means.

The transition from traditional work to IT applications including computer networks , To link organizational units with each other to facilitate access to data and information to make the right decisions and doing business, and provide Services to users efficiently and at the lowest cost and as soon as possible, this naturally results in benefits Such as speeding the completion of the work, and assist in the decision-making Permanent saving of information in the hands of decision-makers, While reducing administrative labor costs and increase achievement, And overcome the problem of geographical dimensions and time, and to solving the bureaucracy and bribery problems Make any reforms in the administrative structure in the community And the development work and keep abreast of developments mechanism ,In addition to overcome the everyday business problems with a structure IT infrastructure secure , robust and compatible with each other. (Newman, & Conrad, 1999, p. 41).

2.1.1. Management between the traditional concept and electronic concept

The term of traditional management is used in education to reflect the persons, who worked in business Management in educational institutions, also used for indicating the job or position occupied by these individuals , It was also the expression of traditional management as science or art or system , through which access To the target with the best means and costs of appropriate and timely optimal use of the potential of Available , and in the traditional management show the dominance of a class of individuals in the organization of the work of others By doing many functions and so in order to achieve the desired objectives .

But the e-management in education it is only a new style of educational management patterns , leaving broad effects on educational institutions and the areas of their work , and their strategies , and their functions , and in fact These effects do not go back only to the technological dimension of digital technologies , but also come back To the administrative dimension of the development of management concepts that has accumulated for many decades, and became works (To achieve greater administrative flexibility in the mandate, administrative and empowerment. (Draft,2000,p. 99)

Through the careful look and depth of previous concepts, it can split the term administration E-management into two parts, the first administration, it reflects the business activity accomplished through the efforts of others to achieve the desired goals, and second, electronic, where activity is accomplished through The use of various electronic means.

It can trace the development of administration under the e-management through the following: (Najim, 2008, p. 18)

1. Transition from things manages to the digital management.
2. Transition from direct management to remote management.
3. Transition from a hierarchical organization to a network organization.
4. Transition from one leadership to self- leadership.

Many researchers believe that e-management throughout the evolution of management thought and intellectual schools Through more than a century, starting with the classical school included in the bureaucratic model The ideal of Max Weber, And scientific management of Frýdek Taylor, and management functions for Henry Fayal , to a school Human relations for Elton May , the quantitative entrance of the school systems , and attitudinal school, then (Learning organization , and finally e-management. (Draft, 2000, p. 99)

The researcher presents a table to compare the traditional management and e- management:

Table 1: Comparison of traditional management and e- management

no	Benchmarking	Traditional management	Electronic management
1	The means used	Direct contacts, and paper correspondence.	Communication Network is electronic
2	Documents used	Papers	Electronic
3	Over reliance on Material resources And human	Based on the optimal exploitation Material and human potential in Achieve goals.	The use of technology in the achievement goals.
4	Interaction	You need a longer time until the Interaction for achieves the goal.	Send a message to the Unlimited number at the same time.
5	the cost	Expensive in the long run	Economical in the long time.
6	Data Access	difficulty access Because of Sequence the Bureaucracy and its impact documents Paper	Easy access because of The availability of huge databases
7	Reliability	Less reliable because of the scarcity of available systems Data protection	High reliability because of the availability Protection systems for data
8	the quality	Lower quality	Very high quality

Source: (Najim, 2008, p. 18)

The researcher believes that the administration traditional sense based on the hierarchical division based on Planning and orders at the top, the secret method and approach, while digital electronic management is managing the implementation of the plans and commands at the bottom and openness, transparency and strategic alliances.

2.1.2. The concept of e-management

The electronic management looks to some they came with the Internet the electronic management looks to some like they came with the Internet, which began commercial use and for general purposes in the mid-nineties after being used for a long time for military purposes and academic, but it might as well be, at least from certain angles, the completion Office and I found more than two decades in machinery (such as telephone, fax and automated conservation and microfilm, etc.) and the control of digital computer design and computer-aided manufacturing, and computer- integrated manufacturing and warehouse and industrial applications intelligences in production and services, all of Models to bring the machine and automated systems and computing in management replaces workers in operating activities The store managers in the directions and instructions mechanism based on pre- programmed, and all this happened in the (Previous contracts on the Internet It is intended e- governance ' ' that list the administrative process to take advantage of the possibilities Excellence of the Internet and business networks in the planning , direction , and control over resources , and capacity " The core of the organization and others without limits in order to achieve its objectives" . E-management is defined as " the use of a mixture of technology to business performance and accelerate this performance and the creation of an advanced mechanism for the exchange of information within the organization and between organizations other. (Clock,K. & Joan Goldsmith,2001,p.37)

Some of the literature of management thought and suggests that interest in e-management emerged after the completion of the face of the hardware and software compatibility with the general problem, so most of the Arab and foreign countries Represented by their governments directed towards the optimal use of communication technologies, And exploitation towards development Economic, social , and some researchers believe that e-management is a technology that more of them (Management , and technology -oriented management from being more geared to IT Management ,Opinions differ and trends around the concept of e-management , some of whom felt that the term Appears recent as a result of the cognitive revolution in information communications that swept the skies the world in which we live In it ,

especially after the emergence of the so-called concept of the digital revolution, and as a result of the novelty of this term and its uses among the various educational sectors, especially the appearance multiple titles e- management, e-government, smart government and digital government. (Najm,2007,p.127)

Some researchers believe that the e-management: is the big umbrella that branch by various applications such as e-commerce and e-business, as well as e-government (e-learning, and therefore, we find that the most comprehensive electronic management and more generally.

And because of that, there are many different definitions brought by researchers and an intellectual in introducing them e- management and from those definitions (al Slmi) sees as a "new management methodology based on the absorption and utilization conscious of information and communication technologies in the exercise of functions (Basic management in the era of globalization and change organizations. "(Al slmi, 2006,p.323)

It also defined as : to benefit from information and communication technologies in facilitating their work performance University management , change forms and ways of providing services and information from the boring routine method, (To be administered by the method of the computer. (Albaz, 2003,p.20)

(Husni & Radwan) believes that the electronic management means creating favorable opportunities to provide services for their students through the computer, and mitigate these problems resulting from the applicant deal with Employee is not mild mood. (Husni & Radwan, 2003, p. 35)

but (Alaa Abdel Razek Salmi) sees " it is automating all functions and activities of an administrative institution, Depending on the necessary information, to get to achieve the goals of the new administration in reducing The use of paper and simplify procedures and eliminate routine, the rapid achievement of the tasks and flour "Transactions to be each department is ready to connect them with the e-management subsequently". (Al Salmi, 2003, p. 13)

And (Jokobs) defined: as a group of partners, or entities dealing adequacy and effectiveness through the use of information and communication technology and

mechanisms of super- advanced systems group for the performance of the business in an orderly and accurate. (Jacobs, 2003, p. 11)

(Bird) is agreed with the (jocobs) in his definition as : a set of pivotal business management in the organization operates through a system of technical procedures , and systems Programmed , high technology with the cohesion of knowledge bases , and digital communications systems within loops Integrated planning, organization , coordination and supervision. (Bird, A., Et Al.,2002,p.55)

(Lam) believes in defined as: a set of electronic communication networks where data and documents transmitted from the virtual organizations to educational organizations. (Lam, 2004, p. 5)

As a researcher at the definition of e- administration in education opines: it is an integrated electronic system designed to turn the ordinary handy management and paperless traditional administrative work to manage the use of electronic and technological devices relying on information and knowledge systems supreme mental powerful assist in making an administrative decision as soon as possible and with the least Had costs.

2.1.3. E-management objectives

The main objectives of electronic management in achieving the following: (Al hadi, 2005, p. 124)

- Attempt to restructure the existing traditional educational institutions to improve the traditional administrative performance of gain time and reduce the cost necessary to complete the transaction in accordance with the development of the concept of e-governance.
- Reconsideration of the human resources available to educational institutions and work to raise their efficiency and technological skills to link the objectives of e- management and application performance.
- Infrastructure evaluation for information and communications technology assessment and edited in order to respond to the requirements of the necessary size and quality services to achieve the services of electronic management

Some researchers and intellectuals directed on the electronic management objectives in education and what can be to achieve the public, so here shows the other classification of the objectives of e-management as follows :(Hijazi, 2004, pp. 99-103)

- a) Improve the level of services: by passing the mistakes that the normal employee has been located where at his work, especially in relation to the educational institution.
- b) Reducing the administrative complexities: through the reduction of bureaucracy in educational administration and shorten the stages of completion of the transactions.
- c) Reduce the costs: It is possible for individuals to get data and information that requiring them to obtain a specific service via the Internet at no cost to himself a review of the educational institution.
- d) Achieve maximum benefit for those working in the educational institution : it is a uniform method to deal with all the staff at the educational institution in order to achieve equality in the provision of service, as well as the electronic work round the clock service system .

The (Raafat Radwan) said that the basic objectives of e-management in education are the application to take advantage of the following features: (Radwan, 1999, p. 3)

- Manage and monitor the various departments of the educational institution like a central unit.
- Collect data from original sources uniformly.
- Minimizing the obstacles that coincided decision-making by providing data and linked to the decision-making center.
- Reduce the high costs during a follow-up to the various management processes.
- Using information technology to support and build a positive corporate culture among all employees of educational institution.
- Increasing interdependence between educational workers and senior management and follow-up of all resource management.
- Easier way to access services and information at any time for both staff and students and parents.

- Accuracy and speed in the delivery of services and transactions educational personnel.
- Reducing nepotism and favoritism are widespread among the staff and workers in various jobs.
- Educational organizations interact with other organizations.

In this context, (Saad Ali Al-Hajj) is noteworthy that the most important objectives of e-management are as comes: (Al bakri, 2002, p. 46)

Directly targets can be analyzed and translated into material gains and are as follows:

- The rapid Achievement of the work and shorten the implementation time of the various educational procedures.
- Reduce workspaces within educational organizations.
- Reducing the use of paper in the educational administrative work.
- The possibility of educational business performance remotely, which is reflected on that reduce the need for mobility Thus reducing congestion and transportation.

Indirect general objectives it is difficult to translate them into concrete material gains:

- The e- business is the inevitable option, which allows compatibility with the Allows of the world that is moving especially developed ones, strongly.
- The e- business is working to increase and enhance the competitiveness of the educational institutions various kinds.
- E- Business help to reduce the errors associated with the human factors, which is technology to introduce a major role in its success.

After that has been accessed electronic management goals in education, the researcher noted that there is a great similarity between all the views presented, and thus determines the objectives of e-management in educational institutions in the following points:

- Reduce the cost of administrative procedures and related operations.

- Small – required place for preservation of electronic information, especially those of the information Students and staff at the educational institution.
- Increase the efficiency of the work of management through its dealings with citizens, companies and institutions and to achieve the required speed to complete the work at a cost of procedures and suitable material without having to search.
- Find UN able society to deal with the requirements of the technical era.
- Deepening the concept of transparency and to avoid favoritism among employees of educational institution.
- Maintain the rights of employees in terms of creativity and innovation in the electronic programs in the educational institution.
- Increasing the volume of exchanges of information among workers in various other educational institutions.
- Maintaining the confidentiality of information, reduce the risk of loss, especially with respect to evaluate, records and the functional reporting.
- Cancellation Archive paper system , and replace it with an electronic archiving system , with the magnitude of the softness in dealing with the documents, and the ability to correct errors occurring rapidly, and the publication of documents for more than a destination in as little time as possible, and use them at any time.
- Cancellation factor the place, as they aspire to achieve staff appointments , and communicate with them and send commands and instructions , and supervise the performance, seminars and conferences during the " video conference " , and through the electronic network management.
- Cancellation the effect of the time factor, idea of summer and winter no longer exist, and the idea of taking holidays or vacations to accomplish certain administrative transactions have been reducing them to the maximum extent possible.
- Facilitate communication between the departments of the university and other organizations and other governmental equipment.
- Precision and clarity in the various administrative processes within the university.

- Reduce the obstacles facing and hinder decision-making university.
- Collecting data and information from original sources and by connecting university electronic devices.
- Continuing education and build a good knowledge of the various staff.
- Eliminating bureaucratic sense rigid and facilitate the division of labor and specialization do.

2.1.4. The importance of e-management

Increased the importance of e-management, and have become an essential part of the reality of human life, after the information of international and local communication systems evolved, after providing a relatively high protection for information on the Internet.

Where e-management has become a key element in the reality of contemporary administrative activity, and through this approach is based researcher will discuss this axis from two sides:

- (A) The importance of e-management at the national level.
- (B) The importance of e-management at the level of the educational institutions.

2.1.4.1. The importance of e-management at the national level.

Electronic management has great importance at the national level, they are offering and simplify a lot of things and I've identified with (Dracker) comes:

(Dracker, 1999, p. 164)

- Improved e- management government services administration :

And simplify procedures, to be presented to the citizens of what is appropriate , as you open new channels of communication between those in charge of managing and among citizens , which bring trust and removes a lot of obstacles and difficulties in the way of citizens and therefore the citizen feels comfortable to him what has been accomplished.

- contribute to fulfillment transparency:

E-governance would help the employee to obtain new information by contacting the institution in which it operates and other institutions, also contribute to the

achievement Transparency between employees through business efforts of each employee in a single institution.

- Encourage investment in technology:

Where electronic management provides opportunities for a lot of projects to enter and work in the field of advanced technology, having provided a basic structure of a system of networks and design databases and data all of which helps to refine and configure specialized national cadres capable of addressing the global challenges of the debate in these institutions.

- Supports the national economy :

E-management can contribute effectively to solve a lot of difficulties in the movement of the economy in the state, through the advantages of information and communication Characterize the electronic management, for example, it has access to the publication of its investments and economic advantages by correspondence away from the temporal and spatial differences.

In addition to the increase of small and medium -sized enterprises the ability to participate in World Trade movement , electronic administration is an effective tool to push the small businesses And medium-sized enterprises to participate in global trade through its ability to Enough to penetrate the primary and the effectiveness of the markets, and reduce the cost of marketing and advertising process , Which leads to increased activity of these projects and in turn contribute to strengthening the National economy.

- Create a new opportunities for privet business :

The e-management will do facilitating and facilitate the access of individuals to the consumption that they want centers , as they are providing opportunities for them in the construction and operation of small -scale projects by contacting the international and domestic markets at the lowest possible investment cost , and examples of self-employment services projects, opportunities , and mild industries , and Computer software .

2.1.4.2. The importance of e-management for educational institutions:

The e-management will make facilitate the process and facilitate the work of educational institutions through new and sophisticated systems in various businesses , is also working to increase the capacity of institutions to access to the developed world

, it is also helping to respond to the speed requirements of the labor market, Where those who provide front the management of these institutions all the required information about market demands in various desired disciplines, and to varying degrees the electronic management affect the performance of educational institutions through to influence all of the functions and activities of these institutions as posts and development activities, and maintenance services, and operations accounts, and assisting government agencies in to get the data and required information's. (Ghanim, 2004, p. 44)

Enables employees to work in groups in educational institutions geographically distant also enables Share files , ideas and opinions , and are encouraged to work in teams , and make the educational institution More flexible and more adaptable to rapid changes in the business environment. (Efraim and others,2003,p.178)

Generally, the electronic management seeks to make good and effective improvements in Organizations and educational institutions contemporary (Ghoneim) and thus determines the opportunities and benefits offered by (Electronic management of the educational institutions in contemporary comes): (Ghanim, 2004,p.45).

- Reducing the costs of educational outcomes:

E-management can be achieved through supply and reduce costs , the establishment of laboratories and classrooms and educational means modern , rather than requiring the traditional high costs , on the other hand, are using modern machines that help lower Individual employees of the institution , and the use of buildings and the simple geographic locations rather than large buildings , distinctive geographic locations that were common in traditional management In addition, the electronic management of educational institutions to help reduce the risks and the accumulation of paper stocks.

- The breadth of organizations that deal with educational institutions:

Where the electronic management enable educational institutions to break into new organizations Global and local levels as a result of the removal of barriers, geographical restrictions, allowing opportunity Largest staff through communication and transfer of expertise.

- E-management contributes to the elimination of handling paper:

Where enables electronic management of educational institutions, storage and maintenance of information about them in simple devices are recall in the required time.

The researcher noted that the e-management in education is of great importance, which cannot dispense under the technical and technological progress, they contribute significantly to the provision of services staff and students in an easy way, and enables them to get all the information they need. It also simplifies and facilitates procedures within the institution, and enable individuals to process communication institutions, a trader with it at a time when they need it, especially in the fields of education, and the importance of e-management at the university level not less than the national level, especially the educational departments desperately need to handle mail whether inside or outside the country because of its benefits and pros back on them.

2.1.5. Electronic management characteristics

Every organization that seeks to provide the best services to its customers, and improve management styles and systems that use them, and with the end of the twentieth century and the beginning of the twenty one century increased, intensified competition among organizations in the application of e-management, Hence the importance of education has increased because of the features and characteristics that distinguish them from others and which ones: (www.alhasebat.com)

- Paperless Management:

And it includes a group of basics where there is paper, but do not use it extensively, but there is the electronic archive, e -mail, manuals and electronic notebooks, voice messages, and follow-up systems applications mechanism.

- Management without place:

And it depends primarily on the mobile phone and other devices.

- Timeless administration:

The world has become works in real time 24 hours a day and now called management (x 24v)

- Management without rigid regulations:

And (petr Drucker) talked about smart institutions that rely on knowledge work, The North tends to become knowledge industries and spewing industry of non-knowledge of the South.

(Tikriti and Hallaq) sees the characteristics and features of e-management are as comes:

- Extensive use of information technology in various educational works.
- prevail Patterns immediate action.
- The intensity of operation and Limited work item
- Creative obsessions staff inside the educational institution.

The researcher Concludes other properties characteristic of e-management in educational environments is that they:

- A) The use of advanced systems and away from the rigid regulations that prevail traditional educational administration.
- B) Characterized by innovation and global reliance on knowledge as a basis for the implementation of the business.
- C) Reduce the high costs incurred by the university in the special files and records
- D) Care about the discovery and solve problems.
- E) Focus on operational procedures and Achievements.

From the above it is clear that the characteristics of e-governance in the educational environment characterized by precision and excellence, This is not available in the traditional management, e-management is offering to education process has many advantages that make it keep convoying with recent changes in this era and avoided falling into the many problems Where traditional management may situated.

2.1.6. The areas of e-management

E-management takes different patterns and multiple forms consistent with the nature of the work of the organization In order to achieve their goals and those patterns as follows: (tikrity & hallaq ,2002,p.11)

2.1.6.1. The electronic government:

E-Government is one of the electronic management styles, and it's intended to manage public affairs by electronic means to achieve political, economic and social goals, get rid of Routines and central high level of transparency.

2.1.6.2. The electronic Commerce:

E-commerce is the exchange of business information and services via the network (the Internet) to achieve economic development rapidly, for example, bank cards and their use in Business operations, and is the first appeared e-management was e- commerce application.

2.1.6.3. The electronic health :

E-Health is providing consulting services and medical information to patients through electronic means, the patient can follow the results of medical examinations and laboratory tests and information and services across the LAN to the hospital or through the Internet.

2.1.6.4. E-Learning:

E-learning can conduct the study and editorial tests and discuss scientific thesis via LAN or across the enterprise network (the Internet).

2.1.6.5. Electronic publishing:

Through electronic publication can follow breaking news Economic, Social flyers and looking at their latest compositions, and take advantage of the various search engines and achieve rapid access to the information from the original sources.

From the above researcher concludes that electronic management comes to forms of multiple and diverse areas, and therefore not competent organization without the other, but permeated all institutions, whether educational or other determines where each style of the nature of these patterns practitioner working in those institutions. After identifying the concept and objectives and the important characteristics of the areas of e-management in various organizations, including educational institutions, the study moves in the next step to identify the e-management at the university.

2.2. The E-Management at University

Recent years have seen new trends in university administration, is no longer just the conduct of the affairs University to facilitate routine is no longer the goal of Dean and the heads of university departments just to maintain order At the university and make sure the course of study, But outlook changed to the university administration than it was in Past where the stresses of modern perception of their role as leaders oversees the educational institution to the community seeks Evolution in a changing and fast - changing world , (www.alwfaa.net/summary)

It is modern and contemporary trends in university administration Is the electronic management, the use of technology in the administration in order to take advantage of them in the administrative facilitation, and achieve the goals of organizations,

The world today lives associated with the information revolution advanced information technology and has become the main challenge for information technology not only save data and information , but linking information available to the proper decision-making process, Thus emerged the importance of linking technology and performance of the university administration , and the taking of its technologies in the modern university administration , Such as the use of information mechanism to organize and save and circulation of Computing , to alleviate the administrative work done by the university administration .

The study of the evolution of management thought and management university, reveals that specialists in management has identified an upward historically track the evolution of management thought and university administration over more than a century, and this development represents an extension of the evolution of the university administrative and not exceeded her administration always benefited from all the technological developments in the concepts and methods. (Porter, 2001:58)

2.2.1. The functions of electronic management at the university

The changes brought by the Internet is true and must be observed , but the rules and principles of Internet work can be a force factors for the management be when have to actors respond , It can be a Dangerous challenges in front of traditional management if it is not characterized by high efficiency , so we find that the administrative functions

of the universities in With the Internet changed from jobs based on independent information systems functions to rely on systems Integrated business inform, from functions rely on conventional systems to intelligent systems , helping to re-engineering all the administrative work systems , and a shift from the traditional central structures to employ flexible structures , and this requires several functions can be summed up as follows:

2.2.1.1. E- planning:

E- Planning depends in light of contemporary electronic revolution in the use of new systems of knowledge; also it depends on the use of strategic planning and the pursuit of strategic objectives in terms of simplification of systems and procedures that are under traditional management severe complexity, Where systems are being replaced swift and decisive action and rely primarily on the use of electronic communications networks , and therefore we find the electronic beats and planning is distinct from traditional planning several attributes are as follows: (Ghanim,2004,p.57)

- The e- planning process will be continuous and dynamic renewable, unlike traditional planning that plans for a limited period to come, and this is required in the changing academic environments.
- Increase the flow of information to the university, allowing more precisely in the planning process.
- Change the idea that the administration is planning and employees will be executes (traditional planning) all the workers in the e- planning their planning process , and this is reflected in the difference in the division of labor , and that traditional planning is a vertical layout , while the e- planning is a horizontal layout.
- There will be a continuous change in the plans and rewritten electronically every time.

Some researchers believe that the traditional planning was useful in the past when it was stable administrative environment in the light of the present time, high- speed change, the traditional planning becomes useless, Due to the large number of changes to the plan in response to adapt to rapid changes , and the high degree of financial

flexibility , which covers a wide range of expertise and potential of others possible scenarios, and make a plan just strategic guide or a steering principle .
(Gadiesh& Liglbeert,2001,p.74)

Some of fast-growing universities in workers and beneficiaries, find that the previous administrative methods become uneven, and that the traditional planning that was his advantages in the pre-configuration careful in the selection of the capabilities of the university in order to achieve a competitive advantage.(Robbins& Coulter,2001,p.188)

2.2.1.2. E-regulation:

The regulation is the order of activities in a way contributes to achieving the objectives of the university, which gives it a personality and management advantages, and enhances weight and its ability to respond to changes in the internal and external environment. (Dessler, 2001,p.148)

Both (Robin) and (Coulter) believes that the administrative thought essential components are as follows: (Robbins & Coulter,2001,p.260)

❖ The organizational structure is as follows:

- Transition from vertical organization to organization matrix or projects
- Transition from the existing structure of the fixed units to the existing structure on the collective work teams.
- Transition from one organizational unit to organizational mini units.
- Transition from vertical organization from top to bottom to the horizontal regulation.
- Transition from The specific structure to the unspecific structure.

❖ Administrative Division, which combines centers, activities and jobs in

The private management departments and divisions, and is based on the aggregation function, product or service, or geographic area.

❖ Authority Commands or commands unit and are as follows:

- Transition from linear authority to the advisory units.
- Transition from series liner commands to the autonomous units and self-managed teams.
- Translation from directly one president to the multiplicity superiors.

❖ **Officially and are as follows:**

- Transition from alphabetic instructions to flexible policies.
- Transition from the specific rules of procedure to self-management and self-managed teams.
- Transition from standard work schedules and preconceived scheduled to the flexible and changing work schedules.

❖ **Centralization and decentralization**

They are linked to the organizational higher level, as the central lead to a narrow range control, through the series, multiplicity of decision-making in organizational levels while the decentralization redistributes authorities, and lead to a wider range control, by reducing the organizational levels and the organizational flat Structure.

It is noted that the traditional components of the organization has undergone major changes over the evolution of management thought, and that's confirmed by some researchers , however, it is seen as major constraints in the regulations that according to the task ,and share information and knowledge related to these tasks. This was affirmed by (Amor) in saying " The Internet has led to bypass the hierarchy in the communications and information, and where there is no hierarchy between the Web sites because each site precedence themselves on the Web." (Amor,2002,p.48)

2.2.1.3. E-controlling:

Of things that are taken on the traditional management being focused on the past, where the censorship comes after the planning and implementation, and are interested in comparison between the objectives and the specific criteria of the side, mental performance on the other side to determine the time gap between the discovery of the deviation and corrected, and the electronic control allowing the immediate control help of the internal University network, Thus reducing the time between the deviation and correct the gap , it is also a continuous process with renewed reveal first deviation first , through the flow of information and networking between suppliers , employees, suppliers and consumers, This increases the electronic control to provide the possibility of pursuing various operations and the progress of various decisions and to

correct errors in the ability of all types of universities and lead it to the overlapping boundaries of administrative responsibility

For managers, everyone works at the same time, they bear the same responsibility, and all this develops growing trend toward emphasis on e- trust and e-loyalty between employees and management and among the beneficiaries. (Al awamila,2001,p.30)

2.2.1.4. Solid technological leadership.

This is a Leadership is based on the use of Internet technology, in order to manage their activities, as the Director everywhere whether in Asia or in Europe, it has the same amount of information, and deals with the same laptop computer, and communicates with all workers, wherever they are, at the same time, the commander here Different roles, such as addressing the turmoil and crisis management.

2.2.1.5. E- Human soft leadership.

There is another point of view sees that e- leadership will be of great humanitarian sense , because the high-end technology need workers with high qualifications and specializations and innovators and craftsmen rare , and these techniques require serious management does not work on the orders in accordance with the authority and hierarchical communications, Information and interactive networking , and this leadership should be aware that the value added is done through knowledge work and not by machines , and the workers will be far apart are not bound together by a one building or one supervision of directly geographically , and will produce the so-called electronic loyalty between employees and customers.(www.alhasebat.com)

From the above it is clear that the basic functions of electronic administration at the university, is determined by four Functions are planning, organization , control and leadership, and these functions are interrelated and are consistent with each other To lead every job fitting her work , The work of each is different function from the other , according to the time fitting them but still continuing with the university work throughout its continuation and this is not in accordance with traditional management , so it is difficult to handle in our time with the traditional management cause of the large number of information and the development of hardware and plurality .

2.2.2. A great need for the application of e-management at the university

E-management is a modern trend conforms with the nature of contemporary changes and requirements and seek all educational systems to take him to the speed of achieving their goals, and has become technological changes in the education system globally accompli fait with the spread of the Internet, and there was a growing awareness and commitment to preparing students for effective participation in the global knowledge economy growing rapidly, has also become a technology -based education effective solutions for expansion in education and in the light of this trend , these technological changes need to appropriate administrative system "Once the organization is taking its first step from the transformation of the information to the data structure of the management and decision-making process and how to work in Enterprise begins to shift. "The use of technology contributes to global universities, support, and affects all elements of the university, especially in the management of their systems, but it has to be a similar shift in the educational and administrative practices in education institutions, the possibility of benefiting instead of the existing surface practices. (Dessler,2001,p.345)

Every educational institution in the modern world, both in developed countries or, advanced, seeking for e- transformation, or the so-called e-management, it is known that this term ambitious phase and the beginning of the strategic plans to be done, it is obvious that such a transformation ambitious and the new challenge for governments of developed and developing countries rich and poor, This electronic trend must have a causes and reasons for the appearance , and there are plenty of studies that is written in it , which summarized the reasons the shift in the public service and technical progress and legislative requirements and satisfy the public.

The reasons for the converting to e-management are comes: (alawamila,2001,p.33)

2.2.2.1. The interdependence of human societies in the light of globalization Trends

The global trends have contributed towards Increasing openness, interdependence and integration between different human societies in the emergence of what is known today as the phenomenon of globalization, Which is about making the world a one

village interconnected by a unified global networks in all political, social, economic and administrative area , To provide the technological revolution knowledge tools and technology to serve the requirements of globalization and achieve its objectives and translate them into reality , where the effective link between human societies through online networks and communication space, Which contributed to the rapid developments in the Computer field and internet services can be summed up services offered by globalization while Comes :

- Free exchange of experiences between the states and the free movement of services and ideas from one country to another and melt the differences and barriers.
- Overcome the difficulties in the way of globalization and the free movement of individuals.
- Conjoining Standardization and specifications for services, we cannot talk about globalization and free trade, in a global wide differences range.

2.2.2.2. Acceleration of scientific progress and technological development

Scientific revolution and technology have led to the emergence of the advantages were not already present in how electronic transactions, especially in the field of computer technology, Where this technique evolved rapidly since the mid-twentieth century, it appeared on stages and successive generations, it was the beginning of the first generation in the early fifties, and the second generation appeared in the early sixties, the third generation in the beginning Seventies , the fourth generation in the eighties who knew a PC , which led to the proliferation of computers , it is known that each generation has shown specifications were not already present in the generation before him, Thus, the emergence of multiple generations of computers until our time , every day we see like never advance, both in terms of speed or power or storage capacity or price, or size.

This massive and rapid development of computer technology reflected on the many applications of the administrative work in educational environments, which were not accessible before, such as online education, and instant messaging, and the speed of communication with individuals in other countries.

This confirms the rapid evolution of computer technology, which is reflected in the administration's theories; it became instruments analyzed in a lot of decisions programmed human place.

2.2.2.3. Responding to the requirements of the surrounding environment and adaptation with it

The spread of the means of communication, information and application of the concept and methods of e-management in many countries, caused to enforce this technique in various other countries, but remained behind the knees dominated by reactionary and isolation from the rest of the world, because we live in the era of speed, and free competition in the world in the providing of required services and goods based on the ease and effectiveness and efficiency standards appropriate quality and quantity, so that You may not post any country or organization to live closed on itself without keep up with the natural evolution of human life with its various dimensions.

2.2.2.4. Democratic transitions and the accompanying social variables and expectations

Global liberation movement seeking greater openness in the community building in general , it has contributed to the nature of the political and social systems in particular , those changes were accompanied by a rise in the level of awareness and popular expectations, Including the emergence of new insights for the public sector in all its dimensions , Among those visions of the need to improve public sector performance , and activation of the popular control over government actions , and establishing the principle of transparency and accountability , etc., so it represents the electronic management an excellent opportunity to improve performance in the public sector .

2.2.2.5. The spread of e-culture

In an era when the teaching methods deployed remotely, the media and satellite channels and Internet cafes, it has become easy to deal with digital technology, Which is no longer required for the technical dealings with a university degree specializing in Computer , Consequently, there has become a big tendency of citizens

in developed and developing countries towards e-management.

(Al awamila,2001,p.33)

It is also the reasons that led to the shift to e-management as follows:

(Nassare,2002,p.4)

- Complex procedures and processes and their impact on increasing the cost of business.
- Instant decisions and recommendations that will make a poor balance in the application.
- Inability to unify the data on the educational institution level.
- Difficulty standing on measuring performance rates.
- The difficulty of providing circulation data for workers in an educational institution.
- The necessity Consolidation data on one educational institution level.
- The trend towards employing the use of technological development and rely on the information in decision-making.
- Increased competition between educational institutions and the need to characterize the mechanisms within each institution seeking to compete.

The researcher summarizes the causes and reasons for the need for the application of e-management in the universities to:

1. The rapid increase in population.
2. Economic and trade growth and economic competitiveness.
3. Keep pace with technological advances in developed countries.
4. Improve the performance of government organizations.
5. Ease the materially burden in charge at each university.
6. Get rid of the routine and bureaucracy prevailing in most of university departments.
7. Absence of paper documents to electronic services where the service is provided without the exchange of paper documents.
8. The geographical location of the university and the vast extension of its mechanisms in different areas of the state in some cases.

2.2.3. The areas of application of e-management at the university

The e-management application in the university administration does not mean the use of computers in education or teaching, but it means the administrative management of the process and generalization inside the university, by Using a computer and other electronic devices, and the application of e-management aims to improve the educational process and increase efficiency by dealing with a huge amount of data, some of which are linked to pupils, Others linked to staff , lecturers and heads of departments and deans .(Al-husen,2006,p.589)

And it can be classified as areas of application of e-management in the university administration as follows:

- A- The field of student affairs.
- B- The field of staff management.
- C- The field of university affairs management.

The following are the most important of these areas and what can be e- management to provide services for university management in each of them:

2.2.3.1. The application of e-management in the management of student affairs

It is intended affairs students everything that has to do with students and respect their affairs at the university, from the registration of public statements and private, according to the right of the University to get it, as well as what matters the students within the university community and the respect of their level of education and health, as well as social conditions which helps the university to play its role towards them. (Al-lami,2008,p.59)

It is the electronic management services in this area include:

(Alnajjar & others, 2002, pp. 27-29)

1. University sophisticated data base building for private of students to take the most appropriate decision.
2. Distribution of students according to departments.
3. Pursuing presence and absence of students.
4. Extraction student's results, analysis and evaluation.

5. Save and archive the social and health records for students.
6. Communication with parents.
7. E-learning.

2.2.3.2. The application of e-management in staff management

It is intended for staff affairs here all of Personnel University of Dean , agents and heads of departments , teachers, staff and others, who are the functions of the university and carry on their affairs according to the basic tasks entrusted to them , and follow-up of personnel , process that requires a lot of time and effort, as many of the amendments must be entered constantly in employee records in terms new appointments, transfers, promotions , and with regard to financial matters , social security and can be e- management in this area to do a variety of tasks , including: (Al-lami,2008,p.57)

1. All data entry staff and their addresses and all that belongs to them, which unabridged the responsibilities of the university administration, and saved more organized than the other way.
2. Provide the kinds of services needed by the staff in all levels of university administrators, teachers and staff.
3. Follow-up evaluation of staff through the application software for follow-up performance, especially basic duties that require them, and follow their work and configure different databases managed to follow up in a more accurate and positive.
4. Eliminating the problems of geographical and temporal dimension to contact and communicate with all employees of the university.

2.2.3.3. E-management applications in the management of affairs of the university

The electronic management through applications for a major role in the care of various university affairs, and to help identify current needs and estimate future needs through what they provide statistical information and what they offer different services such as, for example:

2.2.3.3.1. **Communications applications**

And include computer applications, software and networks in the use of internal and external communication networks in data entry and information and observations and directives that are related to the performance of the daily work within the university, and communication with parents as well as to communicate with the ministry, The departments of Education and other universities , by e-mail and the location of the university on the Internet and activate the newsletters and phone calls automated voice and text messaging. (Al mashud,2008,p.53)

2.2.3.3.2. **Offices applications. It includes :**

❖ Applications in text processing :

It has shown many of the studies and research that the university administration spends most of her time in written and routine work more than the educational work in the supervision of the educational process, so the word processor on the computer reduces the administration work of the written terms of contributing to:

- Reporting to work within the university, or educational management, archiving and retrieval when needed.
- Prepare university plans.
- Ease of writing discourses to the concerned authorities and sent by fax or e-mail.
- Help to refer to the discourses and information about administrative affairs in the speed and accuracy are not functions that are involved in traditional management that do not use computer technology.

❖ Multimedia:

Management can be used for multimedia in the presentation of his ideas compelling and interesting way, and represents a PowerPoint One such media as from which provide interesting presentations at the university and concerts and meetings within the university , and containing multimedia colors , audio and still images and animations and videos , as used in guidelines and instructions.

This is in addition to files and documentation systems, electronic tables and graphs that can be utilized in the work of director for statistical purposes and various illustrations.

2.2.3.3.3. Preparation of weekly schedule lectures

Electronic management help in the preparation of weekly schedule lectures, and distributed to teachers and students with minimal effort and time as possible by using some of the programs designed for it, so you can make adjustments on the table at any time in case of movement of teachers or add material or any modifications to the structure of the university, and the benefits provided by e-management in the making of the tables that following:

- It saves time and effort in writing table.
- Various productions schedules quickly and inexpensively, and ensure access for all.
- Helping to plan and organize the university.

2.2.3.3.4. Private university applications supplies

And include e-management applications in building a file of all the academic requirements of the university and furniture devices , so that it includes the number of pieces of each type , and determine consumer pieces and the number of pieces of unused and cabinets in the warehouse. (Al hayadat,2004,p.151)

2.2.3.3.5. Private university budget applications (financial record)

Any university's budget relies on fees paid by university students and allocations, grants, etc., and can any university management that the computer used in the treatment of financial matters, archiving and distribution activities by certain ratios and monitoring expenses and expenses, to make it easier for Accountants audited easily and conveniently.

2.2.3.3.6. Special applications university libraries

And include computer applications and software and networks in the computerization of libraries, providing a database to search for books and sources and references, which helps the student and the teacher of the pioneers of the library on the ease of

ensuring that there is a certain book in the library, find out his number and classification, and whether on loan or not, to an this information, through the introduction of the book's title or author's name. (Al-Najar & Others, 2003, pp.28-29)

The researcher agrees with these applications in the past that all of these applications were necessary for the University to adopt e-governance model, so that it can change and renewal and to get rid of all restrictions Shackled, as bureaucracy constraints, the dull routine procedures, and followed within the central administrations.

2.2.4. The positives and negatives of electronic management at Universities

The need for e-management has emerged to facilitate access to data and information to make the right decisions and doing business , and provide services to the beneficiaries efficiently and at the lowest cost , and as soon as possible , and to help in the decision-making Permanent saving of information in the hands of makers

Resolutions, while reducing administrative labor costs and raise the performance of accomplishment, and overcome the problem of geographical dimensions and time, and to address the bureaucracy and bribery, any events of reforms in the administrative structure of the university and the development work and keep abreast of developments mechanism. (Newman, & Conrad, 1999, p.59)

2.2.4.1. The positives of e-management:

Each method or approach is applied to him the pros certain whether socially or economic or cultural or health or other, and follower of the theories which appeared in the science of management to find when they are calling for the application of any theory be a panacea to the problems of management, after Applied some shortages or problems that you need to look for solutions or alternatives appears.

Among the benefits of the electronic management of the university:
(Germo & Adhair,2001,p.4)

1. Privacy and security, where the electronic management enjoys the privacy standards and appropriate security and reliability, confidentiality, leading to the growth and development workers in the service.

2. Speed and accuracy in data storage and the formation of the so-called bank information, processing and operating data, and retrieve results in a short time compared to the manual system.
3. Respond to the needs and wishes of the beneficiaries of the educational process efficiently and effectively, which Lead to the achievement of satisfaction of the beneficiaries.
4. Provide comprehensive services at the lowest cost, effort and time.
5. Confirmation and show transparency in the performance of work, dealing with the beneficiaries of educational services.
6. Get rid of the bureaucracy and routine in the performance of the business.
7. Ensure beneficiaries ' access to services offered by the University throughout the year and directly, without the need to attend to the university through the electronic network.
8. Improve operations: It means the use of computers in transforming inputs (activities, business, resources, and personnel), which leads through which workers at the university to their outputs, in order to achieve the wishes of the beneficiaries of the educational process and learning.
9. Enable managers to perform their jobs better, by helping them to periodic follow-up to the ways of university work performance at all levels, saving time they have to be able to focus on the important aspects of the work rather than paperwork.
10. Eliminate overcrowding in universities , where individuals can through the web to get their services without hesitation to those institutions and the scramble in front or inside .(Salmi & Dabbagh,2001.pp.35-26)

From the above it is clear that there are many different positives, you get the universities of e-management application, and enable them to Perfection the educational work and learning and show pictures required for all other institutions.

2.2.4.2. The potential negatives arise during the application of e-management

Many might think that when it is applied to the electronic management strategy will go away all the problems and difficulties facing the administration , but what we observe on the ground indicates a different matter as the electronic management application will need to be ongoing and continuous scrutiny to ensure the continuity of services

the best possible way with the optimal use of time , effort and money , taking into account the existence of alternative or contingency plans and negatives that appear during the application of e-management as follows:

1. Increasing unemployment rates :

The increase in unemployment of reasons caused by the electronic management application despite what can be provided by the information revolution of new business opportunities, but it will not be available if they were indispensable in their fields, they will be of the nature of high technology and the freedom of a private group of qualified, so that One problem will grow with the reliance on the information which is unemployment.

2. Electronic spying and the loss of safety :

Electronic espionage targeting access to secure information in a computer to another over a network , and are not allowed to unauthorized access, and often this information is strictly confidential and is important to the owner , and these acts are intent to cause injury to others.

In a lot of times leading electronic trading and financial transactions and credit cards , via the (spoiler) or (hacker), the spoiler is the one who deletes a file or run another or bring a file or destroy it is usually done using programs based on a system (client , server) But the hacker is doing infiltration through captivating password and knowledge of the security key , it is done illegally , such as piracy, pirates can be defined as those who try to access computer systems and information illegally through the find weaknesses in security protection systems.

3. Paralysis of administration in the event of any defect :

The an normal and flour application to the concept of e-management strategy, moving from the traditional pattern to the electronic management at once without warning or adoption of a sequence or be included in the move would lead to paralysis of the management functions, when that we have abandoned the style Traditional management did not accomplish its comprehensive concept of electronic administration, Then we have lost the initial did not win the second , and would disrupt the services provided by the Department and stopped pending the overall

achievement and full administrative electronic system or return to the traditional system after the loss of all Nothing , that's what should not happen in any application for electronic management strategy . (Baker, 2006, p.40)

4. The weakness of social communication:

Electronic management allows business tasks that require dealing with government agencies accomplish via the Internet at home or work, there is no consequent need to go to government departments and agencies, and thus the lack of friction with members of the community, where is the revision places in the government departments of the most important reasons for communication and social networking. Also the use of the Internet for long hours in dealing with government agencies and departments adversely affect the health of the individual , especially the sense of sight, as well as to perform regular use of networks leads to isolation and introversion on the user , resulting in sometimes Poor psychological and social compatibility and has the ability to deal with others as a result of lack of continuance with them, and an impaired ability to cope with problems that are not related to the use of electronic administration, which may result in an individual 's inability to adapt to the same organized satisfy his motives as approved by the community and reconcile Potential and aspirations with others with the surrounding environment , it suffers from poor compatibility , because compatibility is the ability to harmony and adapt to the surrounding individual social environment , through the formation of individual social relationships are compatible with those around him and his ability to cope with environmental and social problems that lie ahead successfully in the framework of values The principles and ideology that believes in the individual.

Researcher finds that the danger does not come from the electronic management application which some people do not understand that we call to stay on the traditional management system , but dangerous source lies in the weakness of the security aspect of electronic management of immunization , which is considered a priority in the application of e-management strategy , though the take caution we were able to avoid all the negatives that are attributed to it In the light of the knowledge and scientific progress .

5. Strategic visions for electronic management of the university :

There are two visions subtracted for e-management strategy at the university: the first to see the advocates of the Internet who see that the strategy is no longer required in a constantly changing environment, and the second strategy advocates who believe that the strategy is the only guarantee for the survival and growth of the university.

Advocates see the Internet

This vision is based on the grounds that the change in the age of the internet fast and unpredictable and that is what is required to accelerate the strategy at the university level in general.

The Internet made it possible for universities to organize their work in new ways, and distributes its services new networking methods, according to this vision, the services when they are clearly universities seeking to adopt them, but at present the university and business services have become very complex, and the strategy to turn into clear rules.

It can be applied this strategy based on the rehabilitation of directors of the new center, and investment in human resources, and focus attention on the necessary flexibility to pursue opportunities for clear rules

Strategic vision advocates:

And based on the emphasis on the strategic importance of the work done in order not to fall into chaos electronically , as the strategic importance make sure of their ability to protect the current opportunities and big business and its infrastructure , and to maintain long-term competitive advantage .

As advocates of this view believe that the Internet is not the only innovation and the greatest in history, as it can have a reasonable effect in the university administration, but not a decisive and definitive in effect, and that the Internet has not only helps the university to external information management, but also bring a tremendous amount of free information we do not want it sometimes, and it has increased pollution information.

Through the above it can be concluded that the electronic management strategy at the university are necessary to re-examine assumptions and time horizon covered and stages , and the ability to respond rapidly to educational variables.

2.3. E-Management Application Obstacles in the Universities

E-management is one of the terms that have emerged in modern times as a result of the enormous technical and scientific developments that pervaded all aspects of life, and are therefore still under recent experience.

Thus some of the obstacles that hinder its progress and its application in the educational process and learning have emerged, and these obstacles that could hinder the application of e-management process in educational institutions and universities including of the following: (Najm, 2008,p.137)

1. Political bargaining: Political disarray could lead to a boycott e-management initiative and sometimes switch its destination; this element constitutes a major threat to the e-Management Project.
2. Limited availability of the materials needed to finance the e-management initiative, especially in the event of declining Revenue State financial.
3. Intentional or unintentional delay in the required legal and regulatory framework is in place, which is a basis for any practical implementation of e- management.
4. National disasters caused by internal conflict and that the infrastructure disruption for a period of time, which may hinder the implementation of e-management strategy.
5. Resistance to change by the employees who fear for their future work after the simplification of procedures and the organization of government operations.
6. Weak ready society to accept the idea of e-management, and quick communication infrastructure National Informatics online, given the social and economic crises, especially if the process was material process.
7. A lack of local capacity in field of information and communication technology sector , or not enough support from the international information and communications for government efforts to implement e-management applications of the IT sector.

As Cindy adds some obstacles that are as follows:

- The fear of change.
- Overlapping of responsibilities and lack of coordination.
- Lack of Financial allocations.
- Lack of public awareness with desired features.
- Lack of transparency and the influence of special interest groups.
- Obstacles to the spread of the Internet, such as high cost and English language.

Some researchers heading to the classification of electronic management obstacles in multiple aspects are summarized as follows:

2.3.1. Regulatory obstacles

And it's summarized as follows:

- Lack of planning and coordination at the senior management level of the programs of electronic management, and determine the time in which you start the application and implementation of electronic services and information.
- The absence of follow-up by the higher authorities for the application of e-management in smaller departments.
- Weakness convinced the university administration the pretext of transformation and requirements.
- Lack of coordination between the agencies and other departments' related activity until the university has the same types of hardware and software.
(Radwan, 2001, p. 1)
- Lack of computer knowledge among the administrators who have the decision to enter this technology within universities.
- Scarcity of providing the training broadly specialist at desired locations within university.
- Weakness escort media awareness programs to applying e- management in the universities.
- Weak political support from senior political leaders of the project, e-management in educational environments.

- The lack of a central point for the adoption of e-management projects at the state level, leading to poor system compatibility.
- Weakness the flexibility to choose the best solution because of the ways in university procurement, maintenance, and operating system.
(Al Aawmila, 2003.pp.66-67)
- Difficulties finding legislative and legal environment suitable for electronic applications work, what it takes effort and a long time.

2.3.2. Technology obstacles

And it's summarized as follows:

- Difficulties and problems of running computers in educational environments.
- Paucity of standards and uniform standards for devices used even within the same university.
- Obsolescence of hardware and computer programs used in the educational environment due to rapid development, which included all aspects of life.
- Weakness infrastructure for many of the educational institutions and the lack of readiness to receive such technology.
- Weakness infrastructure for communications networks in some areas.
- The weakness of modern technologies sector in developing countries, as a limited manufacturing capacity and a lack of technical expertise or migration qualified.
- Workers fear from the negative impact of modern technology on their interests and the consequent reduction of labor and lower incentives.

2.3.3. Human obstacles

These are constraints on individuals whether they are working within the university or clients, and Obstacles unanimously approved by the researchers as follows:

- The weakness of the cultural awareness of information technology on the social and organizational level within the university.

- The lack of training programs in the field of advanced technology at the university.
- The growing feeling of some managers and those in power that the change is a threat to the authority.
- Scarcity of providing financial incentives for managers, lack of varied experiences and managers.
- The weakness of adequate knowledge of computer technologies, and the awe and fear which possesses some managers when used.
- Lack of confidence in protecting the security of personal information and transactions.
- workers Resistance for the application of this technique and the weakness of their desire and their reluctance to use them and the weakness of the conviction because of their psychological and health concerns , as well as human nature and its tendency to resist of the change.
- Few encourage officials and members of the media on self-learning programs and applications of e-management and information technology.

2.3.4. Financial obstacles

And it is as follows:

- The cost of using the World Wide Web of the Internet.
- Lack of financial resources allocated for infrastructure the necessary for implementation of e-management and in particular the establishment of networks and connecting sites and the development of hardware and software
- The lack of resources available to the senior management of education, because of the link fixed budgets and limited the objects of expenditure.
- Weakening the ability of some individuals to buy electronic devices of the weakness of the physical side who suffer from it.
- Few provide financial allocations needed by the training and rehabilitation operations for the application of e-management on the universities.
- The high cost of software and electronic devices.

From the above researcher concludes that there are obstacles, different and diverse hinder the application of electronic management in various universities and educational environments, most of the different impact these constraints affect some of them highly while others affect low-grade, But they all stand a problem in the face of the application must be clarified successful plans and provide the necessary requirements to reduce these obstacles until they are applied correctly and properly , and thus achieve the objectives sought by the university because there is no other option but to progress steadily on the path of progress and development of civilization generated in this millennium to knowledge as power , strength as knowledge.

2.4. The Application Requirements of E-Management in the university Management

The success of e-management project is linked to the need to provide a range of the necessary requirements, human and financial, regulatory and software requirements. It also must form an integrated image and a thorough and comprehensive assessment of the reality in terms of the availability of information technology, and appropriate infrastructure, human resources, and financial support necessary, make the most of this technology revolutions to take advantage. (Mahjoub, 2003,p.13)

It also access to the provision of electronic management requirements cannot be achieved only through an integrated and comprehensive strategic program to re- work the university operations engineering , switch from traditional management to electronic management is not only the basis of computers and the Internet despite being essential elements of e- management , but mainly an administrative issue rely on advanced management thought leaders and university administrative consciously aimed at development and support. (Yassin,2008,p.238)

2.4.1. There are a set of requirements for the application of e-management at the university as follows (Ghoneim,2004,p.342)

- Information and electronic communication technology requirements.
- Financial requirements.
- Legislative requirements.
- The protection of business transactions and secure electronic management requirements.

As reminds (Al Hallaq) a number of requirements for the application of e-management as a follows:(Al Hallaq, 2005, pp. 216-217)

- Administrative requirements.
- Human requirements.
- IT requirements.

Also can be categorized the e-management application requirements at university are as follows:

2.4.2. Regulatory requirements

The e-management in order to achieve the University of the intended goals need a good management supports the development and change, and supported by, and take all new and a novelty in administrative methods, and it's need for electronic administrative leaders to deal efficiently and effectively with information and communication technology, with the ability to innovate and re- organizational culture and creation knowledge, Because digital management entails a development and clear the traditional components of the culture of the university towards exceeded relations and communications hierarchy to the retina , and the vertical to the horizontal and specialization to the administrative empowerment.

The e-management requires needs to educate individuals usefulness of the importance of applying business And transactions of e-management , as well as confirm and activate the role of the private sector along with the public sector , as it represents a

driving force for the success of e-management applications in universities.
(Ghoneim,2004,pp.344-345)

It is also necessary regulatory requirements for the shift towards e-management as follows :

- 2.4.2.1.** Reconfiguration of the management hierarchy, and the statement of the limits of authorities and responsibilities and duties.
- 2.4.2.2.** Changing the form of university procedures to fit the electronic management principles.
- 2.4.2.3.** The development of new or cancel or merge departments or cancel existing departments.
- 2.4.2.4.** The development of education and training systems in line with the shift to the electronic environment.
- 2.4.2.5.** Conduct and support research and developments related to the field of information technology.

Also (Al Sairafi) adds a group of regulatory requirements of the most important of the following: (Al Sairafi,2006,p.200)

- Determine the degree of contribution of each process or function in achieving the desired objectives.
- Absorbing unnecessary operations in order to simplify the system and bring it into line with the transformation requirements for electronic management.
- In addition necessary operations to support the transition to e-business
- Provide sufficient flexibility of the system and determine the extent of its ability to achieve its desired objectives.

The researcher summarizes the most important regulatory requirements in the following:

- Re- engineering structures, processes and procedures for the managements and departments in universities that is determined to be managing electronically.
- The need for serious participation of all departments and staff of the university.

- Prepare intensive training programs for the definition of e-management, in addition to the establishment of social awareness technician in this area.
- The development of laws and regulations for the use of e-management.

Also must on the officials for the implementation of this huge project diffusion of technological culture among staff within the university and recipients of e-services, and to clarify the importance of e-management, and the benefits and advantages that will accrue to the university as a result of application of modern technology.

2.4.3. Technical requirements

The e-management is a modern management style aims to develop academic performance , and can Bring significant economic , social and political levels results in addition to educational , But this method requires the provision of modern infrastructure appropriate for the establishment of e-management project.

It is important to pointing in this side to the need to link the electronic management of all digital patterns of media networks and tools and techniques, digital technology is evolve at high speed, as varied patterns, putting a permanent and open options for administration such as linking some of the business activities of cellular phone services with the Internet and technologies such as Messaging Services, And the Protocol to connect to the Internet and other information and media , and the use of tools and information systems technology, techniques and Internet networks , intranet , and extranet , and these networks are considered an important element and an essential reason for the application of e-management, and the increasing importance of the spread of the use of computers in various fields in order to improve business performance , speed and increased need for exchange of information and data between university departments or between universities.

Can classification some hardware technology infrastructure for electronic management to: (Radwan, 2007, p.74)

2.4.3.1. Communication techniques

The backbone of the implementation of the electronically work to its role as the transfer and sharing of information across different sites and is composed of two main components, they:

A- Communication channels:

Carrier mediator of information represents from one location to another, either through wired channels of copper wires or optical fibers that transmit information at high speed or through wireless channels, which include ground lines (microwave), or satellite channels that run through communication satellites, known satellite.

B- Contact stations or retransmission or control :

Controlling element represents the transfer of information, consisting of various electronic components may fully or partially found in different stations of the functions of the station, and these components: hardware specialize posting and reception, There is also a multiplier devices and guidance that collect information from various sources and send through a single channel , in addition to direct information over the best ways between the sender and the receiver , and there are also electronic components to ensure integration between the networks linking them electronically and thereby achieve quality in use.

2.4.3.2. Computer technology and its components

Among the most important components of the computing infrastructure for electronic management of the following:

A- Hard ware: The computers in various types and capacities, as well as ancillary devices, which are necessary as organs of various input or output in various kinds.

B- Logical components: It includes drivers and application software and dispute systems.

C- Infrastructure requirements for the work of the computer inside the university building, such as: Spatial locations, wiring, hardware support, tables for various technical devices.

2.4.3.3. Computer networks

The term network is connected to a group of computers together by wire or cable directly, or through a wired phone or wireless lines or via satellite , in order to obtain information and data exchange among these computers , the following explanation of the most important types of networks :

- A- The World Wide Web: Despite the large size of the Earth's geographical extent they are covering large parts of it, which is open to anyone in the world.
- B- Intranet Network: It is defined as the internal network of an organization, which allow employees and associates of the organization access to data and information sharing within Organized with the opening of new channels of communication between the staff, the main difference between them and the Internet, is that the latter is open to anyone in the world, while only the first private organizational employees and protect the so-called fiery wall of strangers.
- C- Extranet Network: Defined as a private Internet network allows for some limited beneficiaries Login via the Internet to the intranet, but specific powers and limitations, and thus the development of the intranet to meet the requirements of the activities of organizations of all kinds, especially in commercial areas.

The researcher believes that e-management requires a modern and flexible infrastructure and keeps up with rearrangements and made available to individual and institutional use as widely as possible, which requires reconsideration of the basic interfaces for devices, equipment and software for the purpose of updating to respond to the desired change.

2.4.4. Human requirements

The human element of the most important elements in the organization , because without this element universities will not be able to achieve its objectives , even if owned by the largest equipment, machinery and appliances , so it has to be the rehabilitation of the human elements are well qualified and a high level of efficiency , and can be prepared cadres human specialized technical link with IT infrastructure and

systems to work on communication networks electronic , through the implementation of a series of training programs, which help in the preparation of cadres technical human needed to keep pace with technological developments and to achieve efficiency when implementing e-governance applications.

There are a number of requirements set by the human (Ghoneim) below: (Ghoneim,2004,pp.347-348)

- Identify current and future needs of qualified individuals in the information and software systems and work on the Internet.
- Attract the best -qualified graduates in the fields of information systems and software.
- Create effective systems to maintain the administrators, develop and motivate them.
- Administrative empowerment of individuals in order to allow them to deal with the rapid changes in the technological environment.

It is also the most important requirements for the application of electronic management development, human resource development, to find specialized staff and a high degree of different skills associated with basic environmental information systems, databases and systems work on the Internet.

The researcher notes the most important requirements for the application of electronic management development, human resource development, to create a cadre of specialized and highly different skills associated with basic environmental information systems, databases and systems work on the Internet, in addition to accept the idea of management of electronic and awareness of the dimensions, and their requirements and objectives, to be able to achieving changes in Organizational culture, to accommodate electronic working vocabulary, and even become electronic processes components of a culture of the university to avoid the forces opposed to change, volatile university environment and provide what imposed stages of the shift towards electronic work.

2.4.5. Financial requirements

The e-management project of large-scale projects that require a lot of money to ensure his continued success and achieve the desired goals, from improving infrastructure level, providing the necessary electronic hardware and software tools, and updated from time to time, and training Human elements constantly, so it has to be adequate funding of this project, which vary in type and size for the necessary approach to implementing the systems and methods of traditional financial management requirements, so should the decision-makers of good financial planning, and monitoring adequate allocations for applications electronic management, which requires a revision of the system priorities and provide sufficient funds to carry out the desired transformation and ensure the sustainability of the ongoing funding. (Al Awamilha, 2003,p.269)

The application of e-management at the university management also requires the provision of the necessary financial support to the following:

1. To provide infrastructure in relation to the purchase of hardware, create websites, and networking.
2. To design and develop the necessary electronic programs for e-management applications in university administration.
3. To hire qualified instructors for the training of human resources at the university.
4. For the maintenance of electronic devices and programs.
5. To update hardware and software.

It notes the researcher that all management requirements of electronic regulatory , technical and human rely on the financial requirement significantly , without providing the money will not be realized these requirements , so must the university administration look for alternative sources of traditional sources of student fees and government grants, to fund electronic by management applications.

Researcher concludes from the foregoing that the application of e-management project and reformatted into practice in universities, needs to provide several integrated requirements, primarily the management thought leaders and sophisticated

administrative conscious based strategic planning approach to the transformation process towards the application of this project.

This supplies and requirements is important for the application of electronic management systems represent an ambitious work programs to put the Kurdistan universities in the heart of the information revolution, globalized, as are essential entrances for integration into the digital world and the knowledge economy, and if the lack of availability of these requirements or some of them will encounter many obstacles and challenges that prevent universities application.

CHAPTER III

THE REALITY OF THE APPLICATION OF E-MANAGEMENT IN THE KURDISTAN UNIVERSITIES

The global revolution in the field of informatics and communications shaking the whole world , which means a new future different to what it is now, and The distinctive character of modern technology which plays a central and essential role .

The Global Network Web (Internet) and computers fixed and mobile phones and other communication networks and is considered the key elements that will change the course of human life , and that will affect the way we live , the way of education and dealing and conversational understanding.

In spite of the blockade and the economic , political and difficult conditions caused by wars and the policy of neglect followed by the ruling regimes in Iraq against the people of Kurdistan , the Kurdish National Authority after the 1991 uprising and the formation of the Kurdistan Regional Government in 1992 and extradiates the Ministry of Higher Education responsible for education, Focused on the introduction of modern technology to universities and developed Strategic Plans for it , and the introduction of private management of educational techniques , which took it upon themselves to build systems using global information system of data collection and computerization .
(www.mhe-krq.org/ar/)

The IT centers or computer centers in general universities , through which is the entering of modern technology to the university and put them in the academic and administrative service of process status is information technology is the administrative body that is helping the university administration in decision-making , through supplying it with information and data centers are IT is the entity that creates the special academic programs such as the process of acceptance and registration programs, The computerization of the university departments such as the Department of Finance , and the provision of services to students electronically , such as office

software and other role Information Technology Center at the University is: employ modern technology to serve the academic and administrative process.

The information technology centers in Kurdistan universities offering IT services through the creation and updating of a computer networks at the university continuously to keep pace with technological developments to meet the needs of the job at the university, and modernization of the university and the computerization of the web page the university community through the establishment of the respective department programs, maintenance and development of computer hardware and provide technical support for computer users , as well as graduates of technical colleges train students such as students of the Faculty of Engineering and information technology.

There are several names of information technology centers at universities such as the name of the management of information technology affairs at the university and the Centre for Information Technology and Information Technology Unit and all of these centers are assumed control of the university administration electronically but this titles vary depending on the administrative structure of the University affiliate on.

It is noted that the extent of the use and recruitment of university information technology is reflected positively on the university 's performance and the level of provision of services to students , staff, and this reflects the evolution of the university technology is found in Erbil province, five universities are: the University of (Salahaddin), (polytechnic), (Medical) University, (Soran) University and the University of (Koyah) and all information technology centers in these universities are working to employ modern technology to serve the academic and administrative process.

The researcher will address in this chapter, the reality of the application of e-management in higher education institutions and then display the origination and evolution of the Kurdistan universities and then disclose the reality of attempts by the application of e-management in universities in Erbil and the obstacles they faced.

3.1. The Emergence of the Kurdistan Region Universities and Evolution

It looks at the university at the present time as a symbol of the renaissance of nations and progress, and the address of their vigilance and civilization and advancement intrinsic spin axis and around the cultural life of the overall general sense of intellectual, literary, scientific and technological dimensions.

Includes universities, the elite of the men of science who are working for the dissemination of knowledge and the development and dissemination through education , scientific research, scientific , and universities in central and essential role in the great progress that has been made in all areas of knowledge , and the contemporary civilization and that the success of universities in this task requires conditions and possibilities in all types, and providing them with what you need from the human and material resources , and keep up with the latest developments and scientific developments , and the development of effective management systems.

As is the university of the most important social interaction environments for students , where play a key role in the formation of their personalities and determine their own future , not all universities have the capacity to carry out these tasks or accomplish these lofty message to the fullest because universities need to manage a special type , certain specifications , they need into distinct management , led by the university administration and the advancement and modernization , whether it's at the local level to the university or at the level of relations with other universities inside and outside the home, or in their responses to the urgent needs of the evolving community .

However, it will not be robust rules, and state that protects these rules and are perpetuated, evolution and develop them, so that the university will be able to complete their objectives and achieve its goals.

Therefore we believe that the Kurdish people is the only one in the region that did not happen at the national independence and does not have a state of the people, a reason for delaying the construction of universities in the last quarter of the twentieth century, and therefore the Kurdistan universities are considered young in accordance with international standards, did not pass on the establishment of the oldest only 48 years old and was the only university before the glorious March uprising and therefore this is one of the reasons why the Kurdish people's passion for education and collected, so the Kurdish people realized early on the importance of scientific universities in their lives and for their country and the future of their children tried to create and establish several universities after the March uprising in order to care about their children and prevent them opportunity for education.

3.1.1. Historical overview

Despite the arduous process of higher education in Kurdistan since the time of the formation of the Iraqi state, the British Mandate to the time of Saddam Hussein's rule, however, this sector was able to build a basic rule for higher education after the inauguration of judgment by the Kurdistan Regional Government in 1992, There are 14 public universities and 14 private universities 2 Institute and the University of Kirkuk in Kurdistan and especially University named of Kurdistan.

And returning the historical roots of higher education in Kurdistan to the years seventies when he began a relatively large number of students enrolled in higher education institutions in the outside where there was no higher education institutions in the region, except the University of Sulaymaniyah , which was founded in 1968 was the main thrust then for the students is the Iraqi universities and Eastern Europe and US and British universities, and of course, was the cost of the study then relatively high, also, make the necessary contacts to get the acceptance was a difficult and not readily accessible to the Supreme studies have been limited largely to the children of affluent families with social and political status.

Before 1968 there was no higher education institutions in the territory of the Kurdistan Region , but the start of education in Iraq much earlier , when the Faculty of Law was established (Law School) earlier in 1908 and the subsequent few years from

other faculties such as high Teachers College (Education for now) and Medicine in 1927 and taken a system and methods of the British Royal Medical College and other colleges until 1957 to establish the University of Baghdad to include nine colleges are the rights and engineering , literature , trade, agriculture and veterinary medicine is also caused by the high schools are:

Institute of management Sciences and the Institute of Languages and the Institute of area and the Institute of Industrial Engineering and Higher Institute of Physical education. Like that was wise Jesuit University as an institution of civil Academy was established in 1956 and in 1967 founded the University of Basra and Mosul, bringing the number of government and private universities up to 2003 by 25 universities and far exceeded the number sixty public universities and universities of civil and colleges plus a set of technical education and scientific centers and units bodies research.

3.1.2. Thus higher education institutions are classified in Kurdistan as follows:

3.1.2.1. Institutions of higher education are classified in terms of Incorporation to:

3.1.2.1.1. Public higher education institutions are established by ministers Kurdistan Region Council resolution, under the Ministry of Higher Education and Scientific Research, administratively, financially and legally.

3.1.2.1.2. Private higher education institutions established under the Higher Education provision.

3.1.2.2. Classification of higher education institutions in terms of educational Programs that study by:

3.1.2.2.1. **Universities :**

It is the institutions , it has at least three university colleges, educational programs that ends with the degree of Bachelor " the first university degree " and the University can offer graduate programs expire granting degrees higher diploma or master's degree or doctorate , and it may make educational programs expire grant diploma certificate systems.

3.1.2.2.2. **University colleges:**

Which are Institutions that provide learning programs, professional academic, ends with a bachelor's degree, and the University College will provide educational or vocational or technical programs for two years ending granting diploma certificate by according the diploma systems.

3.1.2.2.3. **Polytechnic:**

Which are Institutions that provide professional or technical programs that ends with diploma certificate, according to Instructions .and for the Polytechnic to provide technical or vocational programs and ending granting bachelor's or master 's degree or doctorate in a professional or technical disciplines.

The Ministry of Higher Education and Scientific Research has identified in the Kurdistan Region since the beginning of its work the following objectives:

(www.mhe-krj.org)

1. Open the way for all students eligible for admission to higher education and follow-up scientific talent at home and abroad and development.
2. Encourage the movement of authoring and translation and scientific research, and supporting the continuing education programs offered by institutions of higher education in the Kurdistan region.
3. Enable the Kurdish society to deal with the scientific, technological and information products for investment and development.
4. Contribute to provident the needs of the Kurdish community of qualified cadres in various scientific and cultural fields.
5. Closer scientific cooperation with the scientific and international bodies, support and development of higher education institutions and scientific research centers.
6. Care about studying Kurdish and Islamic history and civilization and students acquire critical thinking and encourage scientific innovation and creativity skills and the ability to research and investigation and keep abreast of scientific progress.

7. The development of scientific and spiritual values and upbringing of individuals to their country and to promote the spirit of cooperation and teamwork among students.
8. To contribute to the progress of science and safeguarding liberties and the integrity of scientific research and building the state on the basis of ensuring the rule of law and respect for rights and public freedoms .

The Ministry of higher education of Kurdistan region, began discussing the idea of creating a professional system to ensure quality improvement in higher education institutions in the focused since 2012 under a plan called the (continuing learning and quality assurance)

Even the Kurdistan universities can keep up with the latest technological developments, whether academic or administrative affairs of competent, he founded the information technology centers or computer centers and given serious attention and sought to provide them with what is modern and sophisticated information technology centers is the gate through which modern technology entry to University and harnessed in academic and administrative process, and is developing and implementing special programs and computerization of services and business systems and assist the university management in making decisions. (www.mhe-krq.org)

The researcher can draw some features through description and analysis of the emergence and development of universities in Kurdistan. The most important of these features:

1. The evolution of Kurdistan universities has not already prepared a plan at the national level but it came as a political act under the repression of the regime in Baghdad.
2. The Kurdistan universities have already made to provide higher education and a variety of disciplines for students in Erbil and thus contributed significantly to the nothingness of orientation a large part of students to university education outside the region.
3. The establishment of universities in Kurdistan has led to the production of a new elite of the sons of the Kurdistan various nationalities and religions, culture homogeneous substance and life experience to some extent, and the

universities of Kurdistan interacted with the social environment and gave the Kurdish community a new momentum and new vitality is supported in its struggle for survival, and resistance challenges that stand in the way of progress and liberation.

4. The Kurdistan universities are not governed by the phased development plans leading horizontal and vertical growth in accordance with the objectives are clear and specific strategy , because it is still essentially lacks a national educational philosophy determines its course and its goals.
5. The government of Kurdistan has early realized the importance of the higher education sector, it rushed to pass laws and amending existing laws before the uprising, including Law No. () for the year 2008 to improve the quality of higher education in Kurdistan and guide it to respond to national strategic priorities, dealing with the surrounding circumstances, through a systematic and instructions clear for the adoption of the new programs and to assess the continuing existing programs, and therefore the authority provided a framework for Kurdistan universities can develop in its shadows.

3.1.3. Erbil universities

Regarding universities in the Kurdish province of Erbil achievements came in response to meet the needs of the Kurdish community in the capital of the Kurdistan Region (Erbil). Has the development of university education in this province such as teaching university in the pan the province, and through the self- planning and the attendant problems it emerged later, and this sector has suffered a year of great difficulties notably in the light of the continuing evolution of obstruction by the central authority in Baghdad, Represented by :

- 1- Non recognition of university degrees issued in the Kurdistan Region at the beginning of the formation of local authority by the regime in Baghdad under Saddam Hussein's governs.
- 2- Not to allow the introduction of funds from abroad to support the universities.
- 3- Restrictions on the faculty, staff and students to travel and coordination with international universities.

- 4- The old curriculum problem in the region at the universities, and linking with Baghdad.
- 5- In addition to the financial problems and the salaries of faculty and administrators.

The number of higher education institutions in Erbil five public universities and three institutes are as follows: (Slahdin University, Polytechnic University, Medical University, Koya University, the University of Soran, and the Institute of Islamic Studies, the Institute of Forensic Medicine, and the Institute of Accounting)

This is in addition to a group of private universities and university colleges and institutes of computers and oil.

3.1.4. Kurdistan Region universities management: according to the Higher Education Project of Kurdistan region (final draft)

Kurdistan Region universities characterized by autonomy and self administratively, for all that Kurdistan Universities are subject to the supervision of the Ministry of Higher Education and Scientific Research of the territory, and this run universities Erbil through several councils at various levels including :(www.mhe-krq.org/)

3.1.4.1. On the one university level

3.1.4.1.1. Senator Council: Each large university (containing ten sections scientific or more) should has Senate Council and is the highest authority and in charge of the academic and administrative and fiscal policy of the university. The smaller universities (which contain less than ten scientific departments) are non-binding composition senat Council, and then the trustees council where the highest authority.

3.1.4.1.2. Board of Trustees of the University: Each university body called (the university board of trustees) and be the supreme authority of the administration, and in the absence of senator Council is the highest authority in the university.

3.1.4.1.3. University Council: management university has the University Council which is the executive branch of academic and administrative and financial which consists of

3.1.4.2. At the universities level as a whole

3.1.4.2.1. Ministry Council :

Constituted in the office of the ministry, the Council called (the Ministry of Higher Education and Scientific Research Council) and is composed of members eligible to vote, and they are:

1. The minister, as a president.
2. Undersecretary; member.
3. Chief of Quality Assurance and granting accreditation ; member
4. Chairman of the Scientific Research; member.
5. Nine of the members of the university presidents, such that the universities had gone out at least two sessions and that they have received the official accreditation certificate in the province. They are elected for two years and on a regular basis by the advisory corps and opinion as follows:
 - a- Six heads of president of the universities.
 - b- President of the heads of technological universities.
 - c- Two Presidents of universities or university colleges' non- governmental organizations.

3.1.4.2.2. Advisory and opinion corps: (<http://www.mhe-krq.org/>)

It arises in the office of the ministry called the (advisory and opinion corps) to do its job counseling and by expressing an opinion on Higher Education and Scientific Research Affairs , on the issues that are referred to it by the minister or the ministry's board , consisting of :

1. The minister, head of the body.
2. Undersecretary.
3. All heads of public universities and non-governmental.
4. Chief of Quality Assurance and granting accreditation.
5. Chief of evaluation and funding of scientific research.
6. The minister's advisers.

7. Consultant or Director General of Planning in the Ministry of Education.

8. Number of cadres, determined by the ministry Board, with the scientific and practical experience gained in universities or global research centers in developed countries.

3.1.4.2.3. The Minister:

It is the Chief of the Ministry and is responsible before the Council of Ministers as a key member of it.

The minister practices the following permissions:

1. Directing the ministry's policy and its implementation, supervision and control over the organs.
2. Proposal to appoint the Deputy Ministry and advisers and the general directors.
3. Approval of the open universities based on an assessment of the specialized committees of the Quality Assurance Authority and the approval was granted and the decision of the Ministry Council, in accordance with the law and regulations, instructions and controls.
4. Granting of the license the establishment of universities, colleges and institutes and scientific research centers, non- governmental organizations, according to the law and regulations, instructions and controls.
5. The preparation of the annual report on higher education and scientific research in the region and presented to the Council of Ministers.
6. Prepare and submit the annual budget of the Ministry and its formations and institutions of the project to the Cabinet.
7. Follow up the implementation needed to develop curriculum plans, graduate studies, scientific research, investment, administrative and financial structure, quality assurance, missions and fellowships.
8. The approval of the missions and fellowships outside Iraq, in coordination with the educational institutions.
9. Holding scientific and cultural conventions relating to higher education and scientific research with foreign countries and organizations.
10. Represent the province at conferences and seminars related to higher education and scientific research inside and outside the province, or to send a representative.

Before the formation of the Ministry of Higher Education and Scientific Research in the Kurdistan Region , there were Council for Higher Education manages higher education affairs in the province , headed directly to the Prime Minister of the Government of the Territory , and its membership includes the heads of universities and the Foundation of Technical Education and the Department of the Central admissions, representative of the Ministry of Education , This was the Council does not include a supervisory institution calendar Academy for quality assurance and quality, and follows this council the old system peppered with a significant shortfall , after the liberation of Iraq , and within the fifth portfolio in the management of Government of the Territory was established unified Ministry of Higher Education and Scientific Research , and in record time managed this ministry and filled many voids between higher education institutions , and doing its job in this transition phase , which calls for thanks and gratitude to the members of the fifth bag and working in the Ministry of Higher Education and all .

3.1.5. E-management in higher education institutions in Kurdistan Region

The Ministry of Higher Education and Scientific Research in Kurdistan Region is working on the computerization of education and administration and for that has to implementation of a program called (Zanko Line), Which includes the provision of universities by students graduate high school by filling out a special form and that this information will remain and taken advantage of by the ministry.

The ministry is also seeking within the e-governance to build educational information system, plays a fundamental role in the educational process and learning, there are four areas where the use of educational information which:

- Making educational policies.
- Setting development plan and procedural plans.
- Educational decision- making and educational practices.
- Educational research

The researcher believes that there are challenges facing the Ministry of Education and Higher Education and the university administration and decision-makers at the application of modern technology in the various administrative University levels, including:

1. Poor infrastructure for the IT sector.
2. Lack of necessary legislation for the application of e-management.
3. The high cost of computerized systems.
4. Lack of staff expertise for computerized system.
5. Not knowing the use of the system by the students.
6. Mistakes of programming procedures.
7. Fear of confidential information.

Although previous challenges faced by the Ministry of Higher Education and Scientific Research in Kurdistan in e-management application at universities and institutes and on the level of government in general, the problem of resistance to change is the biggest challenge remains, In spite of all the challenges we need from the outset to create a desire among managers and decision-makers to apply e-management , not only at the university level but at the level of all educational institutions in the Kurdistan Region , through the implantation of the application of e-management as a value in the minds of administrators, and by giving courses to demonstrate the importance of applied in all fields and in the short and long term. (www.mhe-krq.org)

The researcher believes that if the e-management applied in the management of all educational institutions of the Kurdistan , it will help in the conservation and memorization administrative clerical work electronically , as well as assist in the administration and management of internal and external affairs process, follow-up and evaluation of teachers and communicate with them and with other departments, communication and social with parents community and ease the financial burden of the economic expenditure on paper , transport and storage , thus contributing to the development of efficient university administration and raising the level of effectiveness.

3.2. The Reality of Attempts to Apply the Electronic Management in Universities in Erbil

This part of the study will look at the reality of e-management in Erbil universities through a study of governmental Computing centers of the University of Saladin and Polytechnic University, So as to learn the researcher that these centers and units are responsible for these systems, which is being developed by and operated and follow-up and maintenance, and which they can talk about the physical and moral integrity of information systems components, Such as software , telecommunications , databases and individual and organizational structure , in each university.

The following is a review of the reality of e-management and the experience of the application of e- management in those two universities.

3.2.1. Salahaddin University:

The institution that became Salahaddin University-Erbil was founded in 1968 in Sulaimani. In 1981, the university was moved to Erbil and the name was changed to Salahaddin University-Erbil. (www.ar.wikipedia.org)

Salahaddin University-Erbil is the oldest and largest public comprehensive university in Kurdistan region. It is the educational home to more than 26,000 undergraduates and more than 900 graduate students. Salahaddin University-Erbil offers more than 75 undergraduate majors and award degrees at the certificate, bachelors, masters and doctoral levels. The programs include: Engineering, Science, law & Politics, Agriculture, Business & Administration, Physical Education, Art and Sociology, Fine Arts, Languages, Religion, and Teaching methods. Salahaddin University-Erbil has more than 1700 academic staff and 4,000 employees in administration and professional staff.

The instructional, research, and service missions of the University reflect the needs of the respective geographic areas. The University also serves state wide, national, and international needs by offering consultancy, educational and research activities in communities throughout the state and through research and training exchanges and world-wide partnership programs. In this way, Salahaddin University-Erbil has

enriched the cultural, political, and industrial sectors of Kurdistan for four decades, playing a major role in the advancement of Kurdish society. (<http://www://su.edu.krd/>)

The mission

The mission of Salahaddin University-Erbil is to serve the people of Kurdistan, the Middle East and the World through the discovery, creation and application of knowledge, art and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

The vision

Salahaddin University-Erbil educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment, through the dissemination of knowledge by teaching, publication, and research and community engagement. As a comprehensive public research and teaching university with national and global reach, the University cultivates an academic environment in which the highest standards of intellectual integrity and scholarship are practiced. Students at the University learn from and collaborate with Academic Staff who are at the forefront of their disciplines. The University faculty and staff are committed to helping students excel.

3.2.2. Information and communication technology center of Salahadin University-Erbil

3.2.2.1. The structure of the center

The definition and objective of the center of information and communication technology is responsible of developing the technological aspects of communication and information all the Salahaddin University at its best form. Attempting to combine all the university departments and transferring the information in a scientific and electronically way, besides, the center aims at providing standard and authentic programmer for university computers and training specialized employees.

3.2.2.2. **The duties of the center**

- Strengthening the electronic foundation of the university through joining all the university departments so as to create a developed network this is a crucial scientific point.
- Guiding and training the university employees upon the general and specific computer programmers networking instructions.
- Creating an electronic administrative system of the university in order to exchange the university documents in the fastest way.
- Changing the absent sheet of employees to an electronic system (finger print) or (electronic cards)
- Attempting to launch a contemporary academia for information technology and communication so as to provide the exam results directly and electronically.
- Arranging, running, and supervising the above training courses and workshops.

3.2.2.3. **The duty of each section** (www.su.edu.krd/)

1- Administration and personnel section:

- Preparing and arranging the relations and scripts (documents) between the center and university presidency.
- Archiving.
- Monitoring the services like reception, drivers, posts, cleaning and gardening
- Follow up the administrative center and requirements.

2- Accounting and financial affairs section:

- Arranging and follow up the accountancy and employees affairs.
- Supervising the purchasing committee and income of the center.
- Follow ups of financial instructions and implementing.

3- Technical and academic section:

- Follow ups of technology and communication affairs of the university.

- Follow ups and supervising the communication network of the center and repairing.

Drawing.

- Repairing and installing programs.

- Publishing specific guidance for information technology and communication

4- Programming and software section:

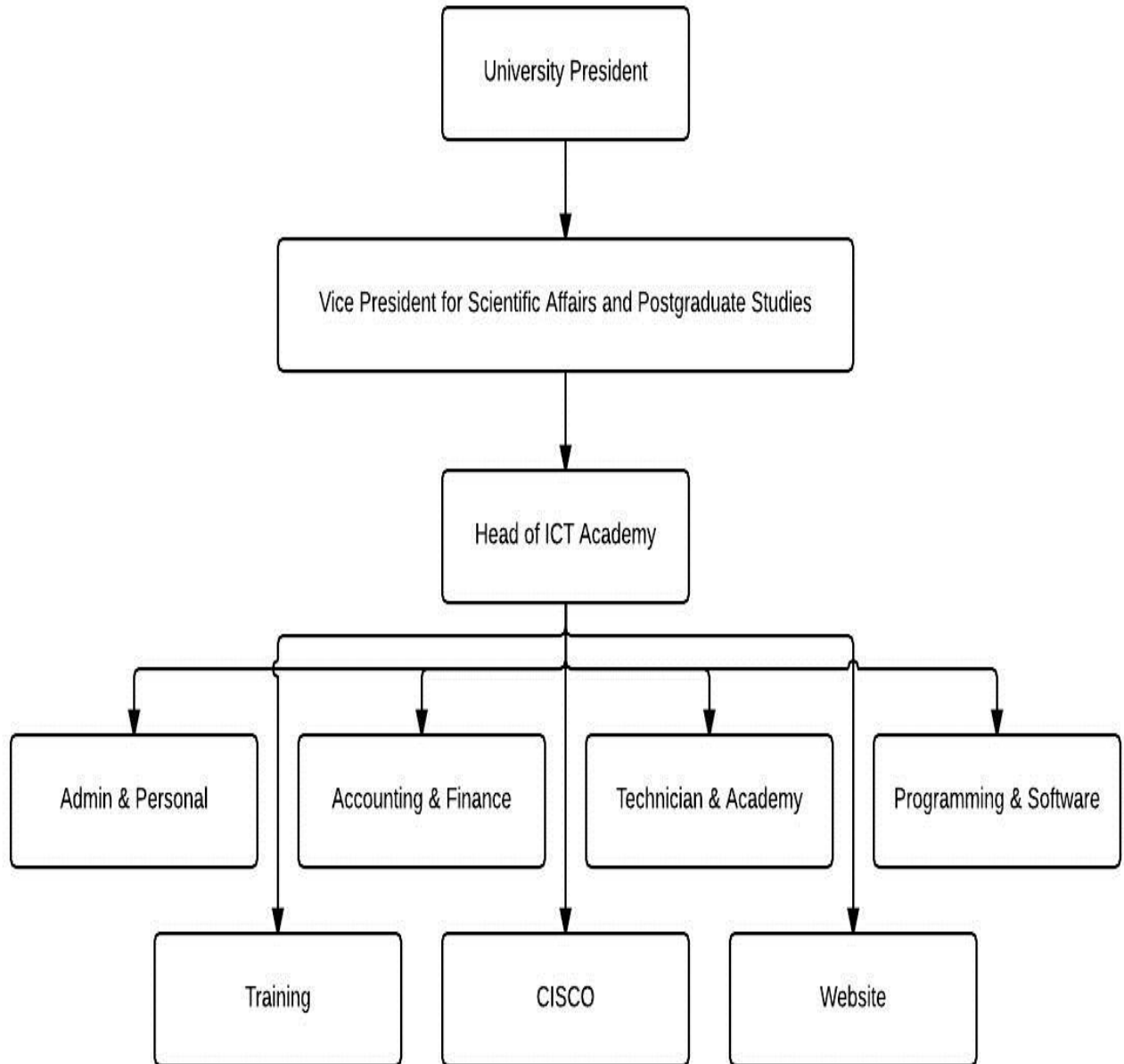
- Identifying the type of the programs that are needed
- Attempting to provide the latest programs and giving instructions on how to use them.
- Providing the required programs.
- Programming and its improvement.
- Attempting to participate in the local and international workshops and courses on software.

5- Training section:

- Arranging and supervising all scientific and training courses
- Announcing yearly schedules for all the courses

3.2.2.4. The Administrative Structure of the Center

Figure1: The Administrative Structure of the Center



Source: (www.su.edu.krd/)

3.2.2.5. The administrative structure of the center consists of:

- 1- Administration and personnel section.
- 2- Accountancy and financial affairs section.
- 3- Technique and academy section.
- 4- Programming and software section.
- 5- Training section.

3.2.2.6. Sections Manager

- 1- Administrative and personnel section.
- 2- Accountancy and finance section.
- 3- Technological and academic section.
- 4- Programming and software section.
- 5- Training section.

3.2.3. Erbil Polytechnic University :(www.epu.edu.krd)

Erbil Polytechnic University is the offshoot of Foundation of Technical Education, which was founded by Kurdistan Parliament in 1993 under the name of Foundation of Technical Institutes. It started working effectively to run the technical institutes in 1996, because previously these institutes had run by Foundation of Technical Education in Baghdad. In 2004, its name changed to Foundation of Technical Education. Recently, it was converted to Erbil Polytechnic University by KRG. Currently, this university has three technical colleges and eight technical institutes. It encompasses around 400 teaching staff and 10000 students. The university council, which is the utmost authority, includes the president, three vice presidents and the deans of technical colleges and institutes.

3.2.4. The Vision, Mission and Objectives of the University

3.2.4.1. Vision:

Ensuring a creative, comprehensive, and technical education, based on labor market needs, that focuses on providing local stakeholders needs and the dynamic needs of Kurdistan Region

3.2.4.2. **Mission:**

1. Serving students and the whole community.
2. Developing technical and vocational skills based on labor market needs.
3. Using new technology, and learning, through scientific trainings.
4. Building bridges between the technical institutions and the private sector, for training and finding job opportunities.

3.2.4.3. **Objectives:**

1. Meeting the standards and implementing quality assurance.
 2. Preparing qualified graduates on all levels.
 3. Developing the curricula of technical education in various fields.
 4. Promoting the independence of the university and the affiliated institutions.
- Before 1991 uprising the institutes in the region were run by FTE/ Baghdad.
 - FTE/ Erbil founded in 1993 by Kurdistan Parliament.
 - Started working in 1996 as Foundation of Technical Institutes to supervise all the institutes in Kurdistan Region.
 - The name is changed to Foundation of Technical Education in 2004.
 - The name is changed to Erbil Polytechnic University in 2012.

3.2.5. **The Colleges and Institutes of EPU:**

- Erbil Technical College
- Erbil Technical Institute
- Erbil Administration Technical Institute
- Koya Technical Institute
- Shaqlawa Technical Institute
- Saran Technical Institute
- Medical Technical Institute Erbil
- Agricultural Technical Institute/ Khabat
- Choman Technical Institute

3.2.6. Directorate of Information Technology

After the new structure of the University of authentication, embarked Directorate of Information Technology, which was carried out its tasks by a small unit at the University, Directorate of Information Technology is oversees on the set of circuits that have been developed according to the needs of the polytechnic university.

Directorate of Information Technology consists of two units, one unit as the Internet and maintenance of software, computers and networking functions which address the problems and follow-up literature from colleges and institutes to the university in order to increase internet lines and coordination between the university and the Ministry of Transport and Communications,

The second unit is the unit under the name of the website (**www.epu.edu.krd**) which is posted the information on the university colleges and institutes in three languages: Kurdish, Arabic and English,

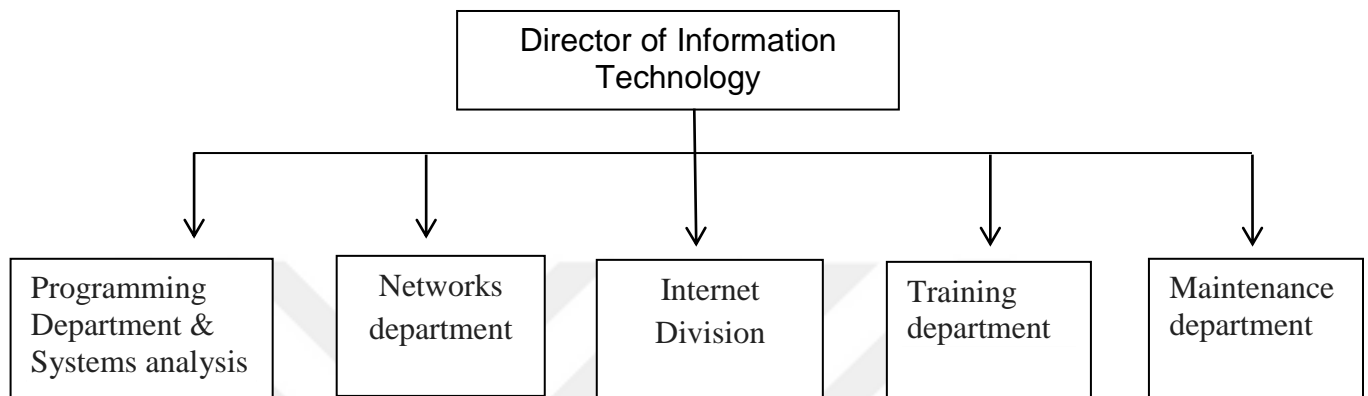
So far, the Directorate of Information Technology ranges of activities including

1. Organizing a group of seminars on the expansion of the IT Directorate to provide more for colleges and institutes service in the field of computers and the Internet and e- raising work efficiency.

2. Organize a group of workshop and the participation of a group of professors and guests inside and outside the university. (www.epu.edu.krd)

The Administrative Structure of Directorate of Information Technology of Erbil Polytechnic University

Figure2: The Administrative Structure of the Directorate of Information Technology of Erbil Polytechnic University



Source: by the researcher (according to the survey)

CHAPTER IV

THE REALITY OF THE APPLICATION OF E-MANAGEMENT IN THE KURDISTAN UNIVERSITIES (A FIELD STUDY)

This chapter deals with the detailed description of the study field and procedures followed by the researcher to be implemented, where includes the curriculum of the study, and its society and its vocabulary and sample, The tool that has been used and the steps that followed and the method of distribution and collection questionnaire and discharged, The validity and reliability and interpretation of the results and statistical methods used in the study, so as to detect the reality of the application of electronic management in Kurdistan universities and the obstacles they face and ways to overcome them .

4.1.The Objectives of the Field Study

The field study aims to:

1. Detect obstacles (regulatory, technical, human and financial) facing the application of electronic management in Kurdistan universities.
2. Identify the impact of the associated members of the sample study variables (university, educational qualification , age, years of service and the number of training courses received by the employee) in individual responses to the reality of the constraints facing the e-management apply in Kurdistan universities.
3. Submitting some recommendations, which could contribute to eliminating or reducing the obstacles faced by the application of e- management in Kurdistan universities?

4.2. Field Study Population

The study population consisted of all the members of the administrative board of two universities in Erbil who hold various administrative Titles the number of administrators in Salahaddin University and the University of Polytechnic. The

following Table (2) shows the number of members of the governing body in various administrative levels (rector, dean, Aides, Head of Department, the officials of the units, administrative) where the total number of the items of the study (417) individuals.

Table 2: Distribution of the study population at universities:

No	The University	Number of Administrators
1-	Salahaddin	214
2-	polytechnic	203
	Total	417

Source: by the researcher (According to the survey)

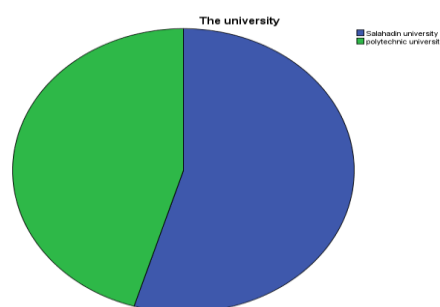
4.3. The Field Study Sample

The study sample consisted of 150 individuals from two universities in Erbil province has been selected study sample stratified random manner, where the proportion of the sample represented 53.9% of the members of the original study of society (417) individuals.

Table 3: Community and a sample study at the two universities

	Frequency	Percent	Valid Percent	Cumulative Percent
Salahadin university	82	54.7	54.7	54.7
polytechnic university	68	45.3	45.3	100.0
Total	150	100.0	100.0	

Figure 3: the study sample Percentages of the two universities



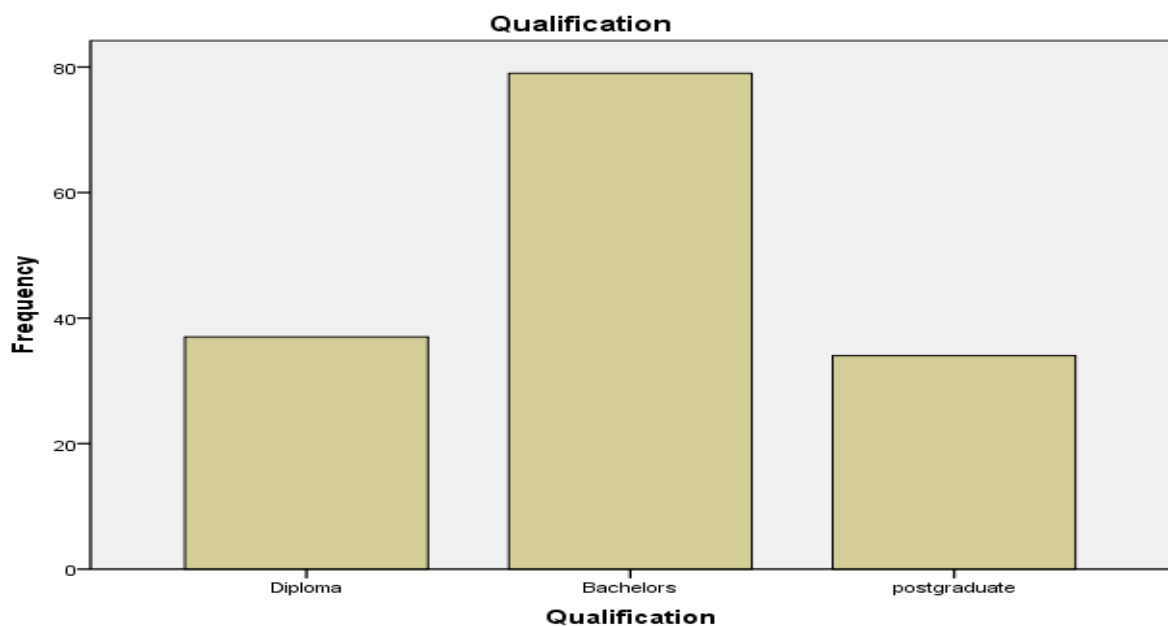
Source: by the researcher (According to the survey)

Table 4: The study sample distribution depending on the (qualification) of the variable

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	37	24.7	24.7	24.7
Bachelors	79	52.7	52.7	77.3
postgraduate	34	22.7	22.7	100.0
Total	150	100.0	100.0	

Is evident from **Table 4**, the percentage of holders of a diploma and reached 24.7% and a holders BA certificate has reached 52.7% and the holders Graduate Certificate and reached 22.7% and like this shows that the majority of staff from the two universities Bachelor's degree holders.

Figure 4: the study sample Percentages of the qualification



Source: by the researcher (According to the survey)

Table 5: The study sample distribution depending on the (age) variable

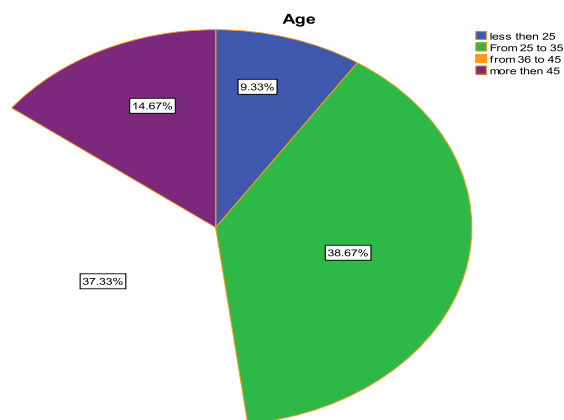
	Frequency	Percent	Valid Percent	Cumulative Percent
less than 25	14	9.3	9.3	9.3
From 25 to 35	58	38.7	38.7	48.0
from 36 to 45	56	37.3	37.3	85.3
more then 45	22	14.7	14.7	100.0
Total	150	100.0	100.0	

Source: by the researcher (According to the survey)

Is evident from (Table 5) that 9.3% of the study aged sample is less than 25 years, 38.7% between the ages of 25 and 35 years, 37.3% between the ages of 36 and 45 years, 14.7% more than 45 years and show the previous result on the diversity in the average age of the study population with a relatively high average age which shows the availability of the experience factor and this serves the objectives of the study to determine the feasibility of implementing electronic management.

It notes that almost 85% of the study samples are younger than 45 years old and this shows that the society of Kurdistan young population and those universities are keen to recruit young people in the various administrative divisions.

Figure 5: The study sample Percentages for age variable

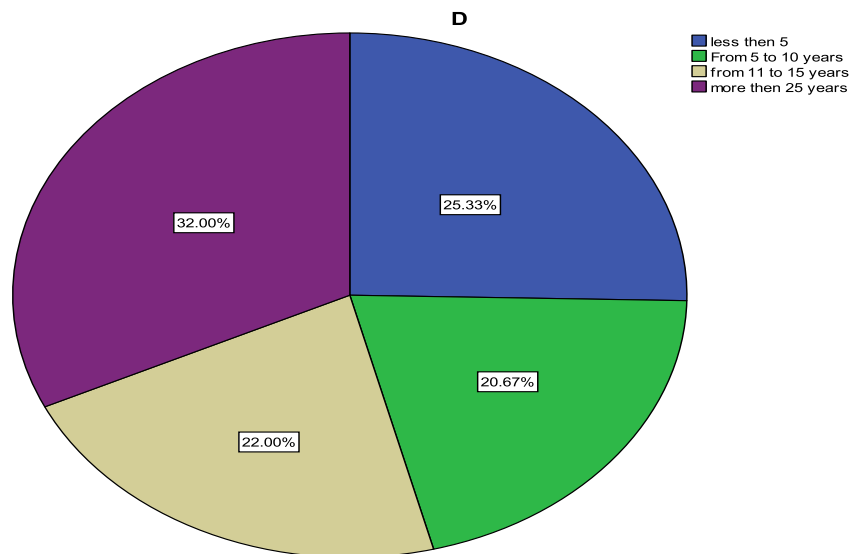


Source: by the researcher (According to the survey)

Table 6: The study sample distribution depending the years of service

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 5	38	25.3	25.3	25.3
From 5 to 10 years	31	20.7	20.7	46.0
from 11 to 15 years	33	22.0	22.0	68.0
more than 25 years	48	32.0	32.0	100.0
Total	150	100.0	100.0	

Figure 6: The study sample Percentages for years of service variable



Source: by the researcher (According to the survey)

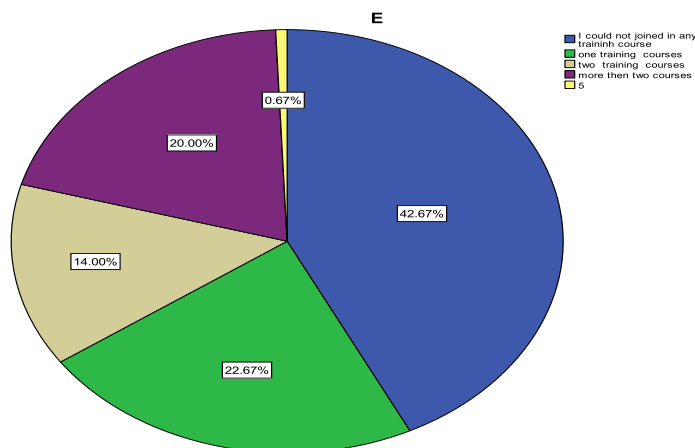
Is evident from (Table 6) that the percentage of the owners of the service less than 5 years and reached 25.3% and the owners of the service from 5 years to 10 stood at 20.7% and the owners of the service from 11 years to 15, is 22.0% and more than 15 years of service amounted to 32%.

It is clear that the rate of more than 15 years and is the highest and this shows that there is enough experience for the application of electronic management in universities.

Table 7: The study sample distribution depending on the variable training courses

	Frequency	Percent	Valid Percent	Cumulative Percent
I could not joined in any training course	64	42.7	42.7	42.7
one training courses	34	22.7	22.7	65.3
two training courses	21	14.0	14.0	79.3
more than two courses	30	20.0	20.0	99.3
5	1	.7	.7	100.0
Total	150	100.0	100.0	

Figure 7: The study sample Percentages for the training courses variable



Source: by the researcher (According to the survey)

The Results shown in (Table7) shows that 42.7% of respondents said that they was not involved in any course in e-management and the proportion of 22.7% participated in one course, and 14% participated in two training courses and 20% participated in

more than two training courses, suggesting that there is the existence of deficiencies in training programs related to electronic management in Erbil universities.

DATASET NAME (DataSet1) WINDOW=FRONT.

COMPUTE regulatory obstacles

=SUM(Q1,Q2,Q3,Q4,Q5,Q6,Q7,Q8,Q9,Q10,Q11,Q12,Q13).

COMPUTE technical

obstacles=SUM(Q14,Q15,Q16,Q17,Q18,Q19,Q20,Q21,Q22,Q23,Q24,Q25,Q26).

COMPUTE humanity

obstacles=SUM(Q27,Q28,Q29,Q30,Q31,Q32,Q33,Q34,Q35,Q36,Q37,Q38).

COMPUTE financial

obstacles=SUM(Q39,Q40,Q41,Q42,Q43,Q44,Q45,Q46,Q47,Q48,Q49,Q50).

COMPUTE overcoming steps

=SUM(Q51,Q52,Q53,Q54,Q55,Q56,Q57,Q58,Q59,Q60,Q61,Q62,Q63)

4.4. What are the Regulatory Obstacles Faced by the Application of Electronic Management at Universities in Kurdistan Region?

Table 8: frequencies and ratios and average weighted and rankings for phrases **regulation obstacles** scale

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
N Valid	150	149	149	150	150	150	150	149	150	150	150	150	149
Missing	0	1	1	0	0	0	0	1	0	0	0	0	1
Mean	1.86	2.15	2.28	2.42	2.67	2.25	1.89	2.13	1.88	2.30	2.15	2.24	2.34
Std. Error of Mean	.075	.084	.088	.094	.102	.091	.083	.086	.080	.078	.082	.085	.088
Median	2.00	2.00	2.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mode	1	2	2	2	3	2	1	2	1	2	2	2	2
Sum	279	321	339	363	400	338	283	317	282	345	322	336	348

Source: by the researcher (According to the survey)

Note in **Table (8)** that the top three phrases of the responses of the study sample as It ranked first phrase (7) by an average of (1.86), which states that the "routine management process of transition to electronic management" and occupied the second phase of the phrase (1.88), which states "lack of proper planning for the transition towards electronic management". third phrase. (9) by an average (1.89), which provides for the "lack of awareness of the application of electronic management "

To answer this question was extracted weighted weight (arithmetic mean) and frequencies and percentages and the order of the paragraphs of dimension and then the extract overall average regulatory obstacles from Impediments to the application of e-management in Erbil universities from the perspective of the study sample are as follows Given the **table (8)** it is clear that averages phrases after regulatory obstacles

4.5. What are the Technical Obstacles Faced by the Application of Electronic Management at Universities in Kurdistan Region?

Table 9: frequencies and ratios and average weighted and rankings for phrases **technical obstacles** scale

	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26
N Valid	149	149	149	149	149	150	2.E2	2.E2	150	2.E2	2.E2	150	2.E2
Missing	1	1	1	1	1	0	0	0	0	0	0	0	0
Mean	1.79	2.18	2.16	2.75	2.40	2.13		2.08	2.33	2.25	2.04	2.29	2.39
Median	1.66	2.14	2.05	2.69	2.32	1.95	2.29	1.90	2.21	2.19	1.86	2.17	2.35
Mode	1	2	2	2	2	2	2	1	2	2	1	2	2
Std. Deviation	.905	.839	.966	1.114E0	1.006E0	1.051E0		1.078E0	1.084E0	1.044E0	1.074E0	1.107E0	1.022E0
Variance	.818	.703	.933	1.242E0	1.012E0	1.105E0		1.161E0	1.174E0	1.090E0	1.153E0	1.226E0	1.044E0
Sum	266	325	322	410	358	319	4.E2	3.E2	349	3.E2	3.E2	343	4.E2

a. Calculated from grouped data.

Source: by the researcher (According to the survey)

To answer this question is used the same statistical methods in the answer to the first question, the following explanation for this:

Given the **Table (9)** shows that the average public expressions of this dimension was **(3)** According to the test of the degree of technical obstacles from the perspective of the respondents were significantly high notes most of the respondents responses to the

phrases of this dimension and according to the test developed by the researcher ranged between (2.66- 3.58).

The top three phrases of the responses of the study sample as follows: stage occupied the first statement (14) with an average (2.66), which provides for "a weak infrastructure necessary level for the application of electronic management". And ranked second stage question (19) at a rate of (3.19), which states that "the rapid development of computer programs" and occupied the third stage question (16) the lack of accurate integrated database.

4.6. What are the Humanity Obstacles Faced by the Application of Electronic Management at Universities in Kurdistan Region?

Table 10: frequencies and ratios and average weighted and rankings for phrases **humanity obstacles** scale

		Statistics									
		Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34	Q35	Q36
N	Valid	150	150	150	150	150	150	150	150	150	150
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		1.99	2.19	2.33	2.18	2.27	2.18	2.38	1.93	2.20	2.35
Median		1.91 ^a	2.12 ^a	2.29 ^a	2.00 ^a	2.17 ^a	2.08 ^a	2.24 ^a	1.75 ^a	2.12 ^a	2.26 ^a
Mode		2	2	2	1 ^b	2	2	2	1	1	2
Std. Deviation		.827	.972	1.033	1.124	1.023	.984	1.115	1.056	1.056	1.105
Variance		.684	.945	1.067	1.263	1.046	.967	1.244	1.115	1.114	1.221
Sum		298	328	349	327	341	327	357	289	330	352

a. Calculated from grouped data.

Source: by the researcher (According to the survey)

To answer this question is to use the same statistical methods used in the answer to the first and the second question, the following explanation for this:

Given the **Table (10)** shows that the overall average for the phrases that dimension was (3.27), according to the test of the degree of human obstacles from the standpoint of the study sample were significantly high notes most of the study sample responses

to the phrases of this dimension according to the test developed by the researcher as ranged between (298-350).

The top three phrases of the responses of the study sample as follows: ranked first question number (34) and at a rate of (289), which states that "the weakness of the English language skills of some of the staff."

And ranked second question number (27) and at a rate of (298), which states that "resistance of some departments of the university to change" and ranked third question number (32) which states that "the weakness convinced some managers usefulness of the application of electronic management"

4.7. What are the Financial Obstacles Faced by the Application of Electronic Management at Universities in Kurdistan Region?

Table 11: frequencies and ratios and average weighted and rankings for phrases financial obstacles scale

Statistics

	Q39	Q40	Q41	Q42	Q43	Q44	Q45	Q46	Q47	Q48	Q49	Q50
N Valid	150	150	150	150	149	150	150	150	150	150	150	150
Missing	0	0	0	0	1	0	0	0	0	0	0	0
Mean	1.95	2.48	2.59	2.46	2.40	2.19	2.22	2.23	2.13	2.11	2.29	2.09
Median	1.80 ^a	2.41 ^a	2.57E0 ^a	2.42E0 ^a	2.35 ^a	2.06E0 ^a	2.04E0 ^a	2.06E0 ^a	1.91E0 ^a	1.93E0 ^a	2.16E0 ^a	1.94E0 ^a
Mode	2	2	2	2	2	2	2	2	1	1	2	2
Std. Deviation	1.006	1.060	1.112E0	1.040E0	1.090	1.039E0	1.110E0	1.124E0	1.149E0	1.159E0	1.095E0	1.032E0
Variance	1.011	1.124	1.236E0	1.082E0	1.188	1.079E0	1.233E0	1.264E0	1.319E0	1.344E0	1.199E0	1.065E0
Sum	293	372	389	369	358	328	333	334	319	316	343	314

a. Calculated from grouped data.

Source: by the researcher (According to the survey)

To answer this question is to use the same statistical methods used in the answer to the first and the second question, the following explanation for this:

Given the **Table (11)** shows that the overall average for the phrases that dimension was (3.28), according to the test of the degree of financial constraints from the viewpoint of the study sample were significantly high notes most of the study sample responses to the phrases of this dimension according to the test developed by the

researcher as ranged between (2.93 - 3.89).The top three phrases of the responses of the study sample as follows:

Ranked first question number (39) with an average (1.95), which states that "the shortage of university administration and financial possibilities for the application of electronic management" and ranked second question number (50) and at a rate of (2.9), which states that "scarcity of financial incentives for distinct in field of e-business "and it ranked third ferry number (48) and justly (2.11), which states" weak

4.8. The Results of the Second Question Axis

- What are the main mechanisms by which to overcome the obstacles to the application of electronic management at the university?

Table 12: frequencies and ratios and average weighted and rankings for main mechanisms by which to overcome the obstacles to the application of electronic management at the university allocated for research and studies in the field of information technology and financial support.

		Statistics												
		Q51	Q52	Q53	Q54	Q55	Q56	Q57	Q58	Q59	Q60	Q61	Q62	Q63
N	Valid	150	150	150	150	150	150	150	149	150	150	150	150	150
	Missing	0	0	0	0	0	0	0	1	0	0	0	0	0
	Mean	1.80	2.04	1.77	1.97	1.77	1.93	1.83	2.15	1.71	2.12	1.96	1.81	1.77
	Median	1.64 ^a	1.91 ^a	1.58 ^a	1.85 ^a	1.65 ^a	1.80 ^a	1.69 ^a	2.08 ^a	1.54 ^a	2.01 ^a	1.86 ^a	1.69E0 ^a	1.64 ^a
	Mode	1	1	1	2	1	2	1	2	1	1	2	1	1
	Std. Deviation	.983	.996	1.018	.915	.891	.928	.939	.954	1.006	1.049	.874	.888	.921
	Variance	.966	.992	1.036	.838	.794	.860	.883	.910	1.011	1.100	.763	.788	.848
	Sum	270	306	266	295	266	289	274	320	257	318	294	271	266

a. Calculated from grouped data.

Source: by the researcher (According to the survey)

To answer this question was extracted frequency and the percentage likely weight (arithmetic mean) and arranging all of the statements and then was extracted total average of the mechanisms by which to overcome the obstacles to the application of

electronic management at universities in Kurdistan region in Irbil from the standpoint of the study sample as shown in **table (12)** the following is an explanation for this:

Given the averages mechanisms phrases by which to overcome the obstacles to the application of electronic management in Kurdistan universities from the viewpoint of the sample, we find that they range from (1.77- 2.15) and the average in the phrases of this axis was (3.18), according to the test of the degree of possible mechanisms of which overcome the obstacles to the application of electronic management from the perspective of the study sample was very large degree, notes high study sample responses to the phrases of this axis according to the test developed by the researcher. The top three phrases of the responses of the study sample as follows:

Ranked the first question numb (59) and the rate of (1.71), which states "organizing (courses, lectures, workshops, and seminars) to introduce modern techniques" And ranked second ferry Numb (53) and the rate of (1.77), which states "Spread awareness of the concept of e-management". And ranked third ferry number (55) and the rate of (1.77), which states" Rebuild (organizational structures, processes, administrative procedures) in accordance with the requirements of the e-management"

Table 13: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	financial, Regulatory, Humanity, Technical		Enter

a. All requested variables entered.

b. Dependent Variable: Obstacles

Source: by the researcher (According to the survey)

Table 14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1063.367	4	265.842	3.945	.005 ^a
	Residual	9772.206	145	67.395		
	Total	10835.573	149			

a. Predictors: (Constant), financial, Regulatory, Humanity, Technical

b. Dependent Variable: Obstacles

Source: by the researcher (According to the survey)

Table 15: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.579	3.030		5.471	.000
	Regulatory	.357	.118	.322	3.038	.003
	Technical	.059	.138	.053	.429	.668
	Humanity	-.239	.120	-.227	-1.988	.049
	financial	.095	.102	.098	.927	.355

a. Dependent Variable: Obstacles

Source: by the researcher (According to the survey)

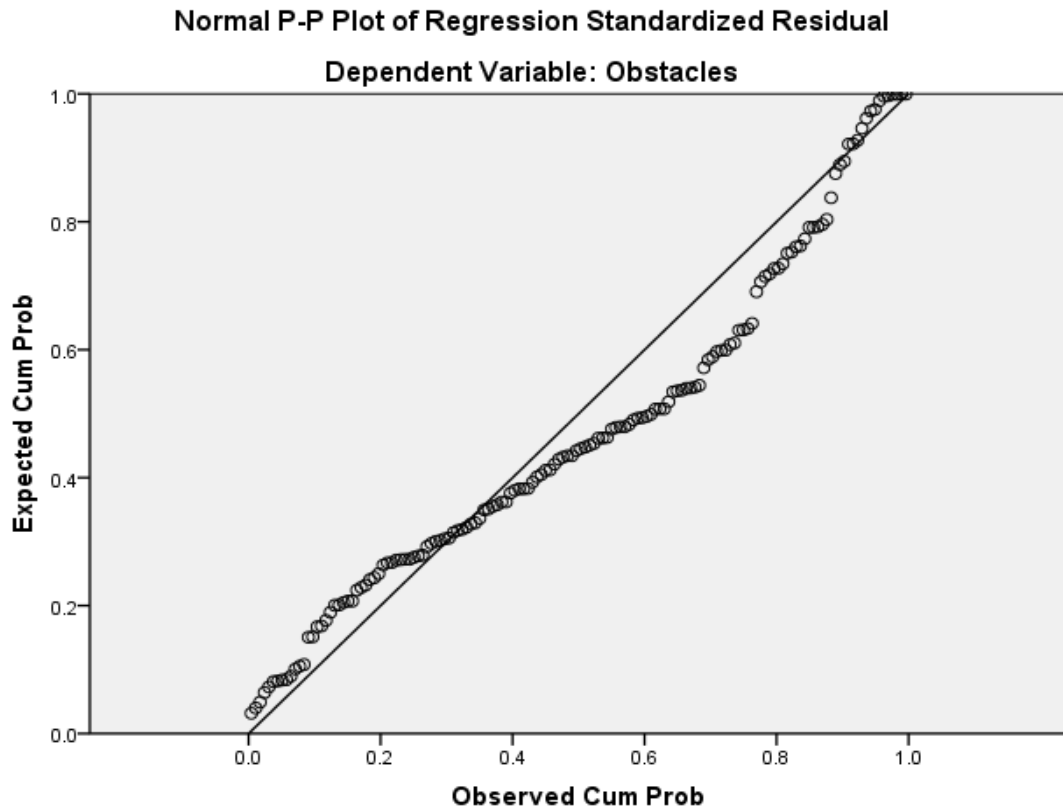
Table 16: ANOVA one way

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Regulatory	Between Groups	2547.528	30	84.918	1.607	.039
	Within Groups	6289.945	119	52.857		
	Total	8837.473	149			
Technical	Between Groups	1625.979	30	54.199	.916	.596
	Within Groups	7043.595	119	59.190		
	Total	8669.573	149			
Humanity	Between Groups	2003.442	30	66.781	1.027	.441
	Within Groups	7738.618	119	65.030		
	Total	9742.060	149			
financial	Between Groups	3708.308	30	123.610	1.860	.010
	Within Groups	7909.532	119	66.467		
	Total	11617.840	149			

Source: by the researcher (According to the survey)

Figure 8: ANOVA Chart



Source: by the researcher (According to the survey)

4.9. Briefly About Field Study

The results of the field study has shown the existence of regulatory obstacles and technical, human and financial facing the electronic management application in Erbil university also showed Having mechanisms to overcome or reduce these obstacles for the betterment of the administrative performance of the universities of the Kurdistan Region in Erbil ,

After following the presentation of this field chapter of the study population, and the sample and procedures for the application and enter data into the computer using statistical packages for Social Sciences (SPSS) program and analysis of this data and access to the results of a field study and discussion, The study will be presented in the next chapter conclusions of the study and proposed actions and recommendations researcher believes it may be useful to universities and researchers to conduct further studies in this area and that the continuous assessment of the obstacles faced by the electronic management application in Kurdistan universities

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Through the use of descriptive and analytical approach for being the most commonly used methods in the study of social and human phenomena, but it fits the phenomenon where the subject of the study is defined as :(Method is based on the study of fact or phenomenon as actually cares as an accurate description of expression and expressed qualitatively or quantitatively.

The qualitative definition is describes the phenomenon illustrates the characteristics, the quantitative expression gives us digitally description shows how much this phenomenon, size, and degree of association with different phenomena other is not limited to the described phenomenon but also to the explanation and analysis to get to the facts about the circumstances in order to develop and improve).

Using this approach the researcher tried to describe the phenomenon under study and analyze the data and the statement of the relationship between the components and represent it in making sure appropriate study tool their suitability for the collection of data through a set of statistical tests.

In light of the foregoing chapter it can be divided into two major issues.

5.1. The Conclusion of the Study

The researcher compiles the conclusions of the study are as follows:

1. There is no standard definition of e-management, but it has been observed that the essence of e-management is to complete the administrative work electronically using information technologies, Therefore, the researcher defines electronic management as an integrated electronic system designed to convert normal manual management and paperless administrative work to manage the use of electronic and technological devices relying on powerful information systems assist in making an administrative decision as soon as possible and with the least effort and cost.

2. E-governance aims to provide electronic services anywhere, anytime, leading to improve quality and improve performance and execution speed and reduce the cost, accuracy and speed of service delivery, and the development of administrative regulation and simplification of procedures and the provision of correct information and the speed of decision-making based on accurate and direct information.
3. There are a set of regulatory, technical, human and financial, requirements necessary to implement the electronic management.
4. There are serious attempts by the Kurdistan universities to apply e-management from various departments to facilitate and improve the quality of administrative performance.
5. There are a set of constraints that limit the applicability of electronic management in Kurdistan universities of the most important regulatory obstacles is the routine procedures and a lack of proper planning for the transition into e-management. And the technical obstacles is weakness of the level of infrastructure necessary for the application of electronic management and rapid development of automated software and human obstacles is the resistance of some departments at the university to change and the weakness of the English language skills at the side of some staffs, And financial obstacles is Lack of financial capabilities allocated from the university administration for the application of e- management. And the Scarcity of financial incentives for Outstanding works in the electronic field.
6. Results showed at a field of study there are the existence of regulatory obstacles the most important routines that are delaying the transition to e-management and a lack of proper planning for the transition to electronic management and lack of awareness of the importance of the application of e-management.
7. Results showed a field of study and the existence of technical obstacles, the most important is the speed of the development of computer programs and poor infrastructure level for the application of electronic management.

8. The results showed the presence of the most important humanity obstacles is the weakness English language skills of some of the staff and the resistance of some departments of the university to change.
9. The results showed the presence of the most important financial obstacles: lack of allocated from the university administration to implement e-management and the scarcity of financial possibilities of the existence of financial motivations for distinguished work in the field of electronic. And the limited role of the private sector in the financial and in-kind contribution.
10. The results showed that the average obstacles to the application of e-management statements were significantly and was arranged as follows: human obstacles, then the financial, organizational and technical.
11. The results showed that the average mechanisms phrases by which to overcome the obstacles facing the application of electronic management from the perspective of the respondents were very much the most important of these mechanisms: Rebuild (organizational structures, processes, administrative procedures) in accordance with the requirements of the e-management. Organizing (courses, lectures, workshops, and seminars) to introduce modern techniques. Develop a strategy for cooperation and coordination between departments at the university. And the existence support from senior management for application of e-management.
12. Results of the study showed that the obstacles appear more clearly in Salahaddin University and then the University of Polytechnic.
13. The results of the comparisons a dimension the averages of the study sample responses about the regulatory obstacles to the application of electronic management in Kurdistan universities, there are significant differences between the Salahaddin University and Polytechnic University differentials in favor of the Polytechnic University.

5.2. Procedural Proposals to Overcome the Obstacles to the Application of E-Management in Erbil Universities

In light of the results of the study, the researcher cites a number of measures and proposals, and so on as the following:

5.2.1. The study procedures

It concludes the researcher from the previous view of what has been reached and the conclusions of the results to a set of actions, which may contribute to reducing or eliminating the obstacles to the application of e-management in the universities of the Kurdistan Region in Erbil, and has divided the researcher to:

5.2.1.1. Overcoming regulatory obstacles procedures:

- Accelerate the shift towards application of e-management, and through the proper planning of the process of transition to electronic management.
- The development of legislation and administrative regulations to keep pace with the electronic trading posed by electronic management.
- Communication with the Ministry of Higher Education to speed up the university administration's response to the demands for change.
- Provide flexible organizational structures at universities in the Kurdistan Region in Erbil allow ample space for employees to participate in decision-making and the development and availability of wide opportunities for devolution of authority.
- Increasing degrees of decentralization and provide a greater degree of participation of workers in the Kurdistan universities in the light of their perceptions and make proposals on how to implement e-government for their support and enthusiasm in their application, and to ensure that their non-resistance.

- Spread the culture of e-management by issuing advertisements and brochures make clear to all employees of the university and the basics of the application of e-governance mechanisms.

5.2.1.2. Overcome technical obstacles procedures

- Commensurate design for administrative rooms and classrooms and laboratories with the techniques and modern technology, to avoid the demolition and re-repair and construction, and that he have a future planning by supervisors on the development of infrastructure at the university operations.
- Development of information centers in Kurdistan universities and provides all the supplies and gives supervisors the necessary powers to prevent duplication of work.
- Provide evidence illustrations and instructions necessary to explain the deal to the concept of e-governance mechanisms, and publish ads in all new and novelty about the requirements and application of e-management techniques, and how to deal with this new technology. And stay away from routine procedures that are delaying the process of transformation into E-management.
- The provision of appropriate infrastructure for applications e-management by providing all the technical and technological capabilities required to support the use of management applications only to electronic in all the administrative work and services offered by the universities of the Kurdistan Region.
- Take benefit of the electronic systems available and applied in some universities that already switched to electronic work, and benefit from past experience about the technical features of the hardware and the trade-offs between them.
- Unify the university devices and dealing with one system of devices, replacing the old devices, and through the keep convoying of developments in the software and electronic devices used in the electronic management application, taking into account the similarity of these software and hardware in all university

departments to avoid conflicts about building networks which saves money, time and effort when maintenance and training operations.

- Contracted with leading companies when buying appliances, electronic equipment, so as to ensure the quality and follow-up and maintenance of these devices by the company's technicians.
- Create units external devices linking the university to overcome the problem of the infrastructure necessary for the application of the electronic management system.



5.2.1.3. Overcome humanity obstacles procedures

- The development of the university staff English skills, through which you must take considerate the use of technical and technological concepts that serve the e-management applications.
- Adopt training administrative and technical staff during the service in the Kurdistan universities on how to overcome obstacles to the application of e-management, and the submitting of instructions services necessary for them through the establishment of a training project includes the establishment of practical workshops on the status of constraints and how to work on treatment.
- Rehabilitation of a number of staff of the university management and maintenance of electronic management system and through scientific or training missions, or open special sections to teach the concepts of e-management to take advantage of them upon graduation in the university and the community.
- Reducing staff resistance to the application of e-management through the adoption of seminars and lectures to promote the idea of e-management among administrators and embrace change so, and reduce their fear towards it.

- Encourage employees to use e-management applications, and the granting of excellence in use of material and moral incentives that encourage them to master the use.
- Develop training programs to raise the efficiency of administrators and rehabilitation in an appropriate form in dealing with computers and possess the knowledge and performance skills necessary to deal with the applications and e-management programs.
- The expansion of the training services provided to administrators through the adoption of seminars, lectures, seminars and workshops by those responsible for training in management training centers, at the university administrators to raise awareness of e-management applications.
- Attention to the design of integrated quality programs to suit all employees and customers to illustrate the concept of e-management and its advantages and objectives and the services provided through them and how to get them.
- Attract human distinctive competencies in the field of electronic management of trainers and consultants and experts in the design and development of software to take advantage of them when applying electronic management.

5.2.1.4. Overcome the financial obstacles procedures

- Communication with the private sector for financial support and technical appropriate to meet the needs of e-management, or give the project the application of e-management to the private sector to do to implement it and to cover its needs.
- The allocation of a special budget by the university administration to implement the electronic management requirements and information management centers at the university.

- Communication with government agencies to get financial support for the implementation of e-management in the Kurdistan universities because the development of the universities is the development and progress of the state.
- Encourage excellence in the field of technological work through financial and material motivations for them.
- Providing a special budget for the centers of information technology in the universities, in order to avoid routine in the procurement process, especially technology purchases as well as required the recourse of experts and specialists from outside the university in some technologies.
- Reliance on tenders when buying electronic devices to get the lowest price and the best technology, which saves the university money that, is needed to implement some of the workshops and training courses to train staff on these new technologies.

5.3. Recommendations of the study

As the search field lacks the research and studies that deal with similar topics for this search, and in order to enrich this field, relevant research, the researcher suggests guiding graduate students in management departments at universities in Kurdistan Region for further prospective studies in the aspects that has not been touched by the study, the current study, suggests the following topics:

- Obstacles that limit the application of electronic management in the universities and various educational institutions, primary and secondary schools in the Kurdistan Region.
- The role of e-management in the improvement and development of administrative and service performance in the Kurdistan Region universities that introduced e-management in their work.

- The role of electronic management in the development of human resources in Kurdistan Region universities.
- The role of human resources development in support of applications of electronic management Kurdistan universities.
- Perceptions proposed for the development of university administration in Kurdistan in the light of the concept of e-management.
- The role of management information systems in decision-making in the Kurdistan universities.
- Measuring the role of management information systems in decision-making process in government institutions.
- Measuring the role of computerized management information systems in the management control process in Kurdistan universities.

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APPENDIX

QUESTIONARE FORM

The researcher conducted a study titled: **(E-MANAGEMENT APPLICATION CONSTRAINTS AT UNIVERSITIES IN KURDISTAN REGION)** this study aims to disclose the obstacles faced by the electronic management application, in Erbil universities, and as example 1. Saladin University 2. Polytechnic University and ways to overcome or reduce these obstacles note that the study population is includes all the members of the administrative board of the two universities.

The study tool (questionnaire) was designed of two parts:

Part I: includes public statements.

Part II: includes the study axis are as follows:

- The first axis: Obstacles faced by the application of e- management were classified into:
 1. (Regulatory Obstacles)
 2. (Technical Obstacles)
 3. (Humanity Obstacles)
 4. (Financial Obstacles)
- The second axis: The highlight of mechanisms which to overcome the obstacles to the application of electronic management at the university.

That these answers will be used for research purposes only, and will be treated confidentially and I would like to remind you that your answers on the ferry would have precisely larger effect on the research results and access to recommendations contribute to increase the efficiency of administrative work.

Thank you for your cooperation

THE RESEARCHER
ABDULLA MUHAMMAD OZER

The first part / Public statements:

A- The university:

1- Salahadin university.

2- Polytechnic university.

B – Qualification:

Diploma

Bachelors (B.A)

Postgraduate

C- Age:

from 25 to 35

more than 45

Less than 25

from 36 to 45

D- The years of service:

from 5 to 10 years

more than 15years

Less than 5 years

From 11 to 15 years

E- Number of training courses that are specific only to electronic management or one of its fields (such as communication management, technology management, and e-learning), which was joined.

I could not joined in any training course

One training course

Tow training courses

More than two courses

Second part / The study questions :

First axis :The obstacles are faced by the e- management application

1- Regulatory obstacles:

No.	Phrases	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
1-	lack of proper planning for the transition towards electronic management.					
2-	Centralized University departments					
3-	Blurry vision for e-management application.					
4-	Staff is not contributed in the setting of targets and programs for e-management.					
5-	There is no e-management department at the University.					
6-	Weaknesses support for e-management policy from the higher education ministry.					
7-	The routine procedures will delay the process of the shift towards e-management					
8-	The lack of necessary legislation for e-management applications					
9-	Lack of awareness of the importance of e-management applying					
10 -	Weakening conviction and support of senior management at the University of e-management project.					
11-	Poor coordination between administrative units.					
12-	The slow response to the change demands from the University Management.					
13-	The Administration fears from confidentiality of some information					

2- Technical obstacles:

No.	Phrases	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
14-	Poor level of the necessary infrastructure for the application of e-management.					
15-	Difficult to keep up with the pace of change in information technology.					
16-	Lack of accurate databases integrated.					
17-	Lack of adequacy of the available computers at the					

	university.					
18-	Weakness technical support for electronic devices.					
19-	The rapid development of computer programs.					
20-	Weakness updated software applied.					
21-	The weakness of the electronic link between the university administration and its departments.					
22-	Scarcity of availability of software in Kurdish language fit with the university management work					
23-	The lack of a security system to protect the data on transactions university base.					
24-	Failure to considerate the design of laboratories at the university to fit with electronic management techniques.					
25-	Poor communication service at the university.					
26-	Shortage of guides described the mechanisms of application of e- management.					

3. Humanity obstacles:

No.	Phrases	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
27-	Resistance of some university departments to change.					
28-	The weakness of the spread of a culture change among departments.					
29-	Low management confidence in its ability to use the application of e-management.					
30-	The weakness of some of the staff accepted the idea of e-management for fear of loss of job positions.					
31-	Lack of sufficient knowledge of the techniques of e-management.					
32-	Weakness convinced some managers' usefulness of the application of e management.					
33-	The shortage of specialized staff in the maintenance of computers					
34-	The weakness of the English language skills of some of the staff.					
35-	Lack of awareness of the importance of information security to the personnel departments					
36-	The lack of specialized personnel in the e-management at the university					
37-	The lack of the concept of e-management among members of the academic and administrative body.					
38-	Staff fear of losing some of the data or pirated.					

4- Financial obstacles:

No.	Phrases	Strongly agree	agree	Somewhat agree	Disagree	Strongly disagree
39-	Lack of financial capabilities allocated from the university administration for the application of e-management.					
40-	Some higher prices of electronic equipment.					
41-	Rising prices of electronic software.					
42-	Lack of Adequate financial resources to maintain hardware.					
43-	Weakness the allocated budgets for the purchase of information protection systems.					
44-	Weakness the allocated budgets for the development of computer programs					
45-	Lack of adequacy budget allocated to design programs and computer applications.					
46-	Lack of funds for training programs for employees in the field of e-management					
47-	The limited role of the private sector contribution (financial or in-kind) to support e-management applications.					
48-	Weakness the financial support for research and development in the field of information technology.					
49-	Weakness government support for e-management applications.					
50-	Scarcity of financial incentives for Outstanding work in the electronic field					

The second axis: the most prominent mechanisms by which to overcome the obstacles to the application of e-management at the university.

No.	Phrases	Strongly agree	Agree	Somewhat agree	Disagree	Strongly disagree
51-	The existence support from senior management for application of e-management.					
52-	Issuance of necessary legislation for e-management applications					
53-	Spread awareness of the concept of e-management.					
54-	Illustrate the importance of the application of e-management in the university academic and administrative staff.					
55-	Rebuild (organizational structures , processes, administrative procedures) in accordance with the requirements of the e-management					

56-	The training of members of the academic and administrative body to deal with the e-management -applications with high efficiency					
57-	Building one information base is characterized by accurate and comprehensive.					
58-	Intensify efforts to translate all software to the Kurdish language.					
59-	Organizing (courses, lectures, workshops, and seminars) to introduce modern techniques.					
60-	Buy the latest electronic devices and techniques.					
61-	Keep pace with technological developments and software by the University to e- techniques.					
62-	The allocation of part of the university 's budget to support the implementation of e- management					
63-	Develop a strategy for cooperation and coordination between departments at the university.					

Other mechanisms proposed to overcome the obstacles to e-management University:

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With best regards

RESUME

Personal Information:

Name & Surname: Abdullah Mohammed Ozer

Place and Date of Birth: Erbil / Iraq.1, January 1970

Nationality: Iraqi, Kurdish

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Education Level:

- Bachelor's Degree: 1994, Salahddin University, Erbil. College of Administration & Economy
- High Diploma: 2007, Duhok University, Duhok. College of Administration & Economy
- Master's Degree: 2017, Bingol University, Graduate School of Social Science, Business Administration Department.

Language Skills:

- 1- **Kurdish:** Kurmanji / Sorani (Native)
- 2- **English:** Good
- 3- **Turkish:** Little
- 4- **Arabic:** Very Good
- 5- **Persian:** Little

Work Experience:

- Head of the Bank Management Department in Shaqlawa Technical Institute
- Became the head of Media Department in the Shaqlawa Technical Institution
- Participate in various global trainings such as the training of the organization (I.L.O) as international trainer
- Working as assistance Dean since 2009 – 215 Shaqlawa Technical Institute. Erbil Polytechnic University