



Electronic Management in Government Institutions between the Requirements of Digital Transformation and the Obstacles of Implementation

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Abstract:

Administrative innovation is not the product of coincidence, but is the inevitable result of scientific foundations and rules follow, and the most important of these rules sharing thought and the availability of information. In the last 15 years, many concepts have changed over the work of managers. The problem is no longer in the classic management of individuals, finances or other administrative work. Rather, the problem facing managers is to manage the continuous change that takes place within the institution, In the midst of continuous external variables in the surrounding work environment. ICT has become one of the important pillars of modern management. The information and communication revolution in change management has been decisive and the available information is now available to achieve the organization's objectives.

Keywords: electronic management, information systems, strategy, advanced management.

Introduction:

E-governance is one of the fruits of technological achievements in the modern era, where developments in the field of communications and the development of advanced communication technologies led to serious thinking by countries and governments to benefit from the achievements of the technological revolution, using computers and Internet networks to accomplish business, Contribute effectively to solve many of the problems, which are the most important crowding and standing for long queues in front of employees in the departments and government departments, so electronic management came as a reaction to the use of computer applications in the field of public services to develop methods Traditional work on a more flexible and effective in terms of ways, On the other hand take advantage of the achievements of the technical revolution in saving time, effort, cost, and use The Internet supports the communication between the government administration and its branches and between them and citizens, where The Internet has contributed to eliminating the need for endpoints as a means of connecting computers, resulting in the ease of communication between various computers using the Internet, which supported the orientations of governments and administrative organizations. This paved the way for the emergence of electronic management as an advanced management style that uses the achievements of technology in developing operations And the



quality of its transfer to the refineries of the future and given the work of the institutions of vitality and privacy requires the use of what is effective for this work, drew attention to the need to know the requirements of the application of electronic management, and access The era of knowledge is based on the exploitation of technologies Modern in various walks of contemporary life.

In the framework of the educational system is the most important engine for radical change and a real revolution in the way of life and thinking, the emerging generations are always able to make a quantum leap if they have ways and means of change, so the problem of study lies in knowledge of the requirements of the application of electronic management.

1 - the concept of electronic management

The transition from the traditional administrative work to the application of information and communication technologies in the organizational structure and the use of modern technology including computer networks to link organizational units with each other to facilitate access to data and information to make appropriate decisions and to accomplish the work and provide services to the beneficiaries efficiently and at the lowest cost and faster As soon as possible, management is transformed from ordinary management to electronic management.

In short, it can be said that electronic management:

- is an integrated electronic system aimed at converting the normal administrative work from manual management to management using the computer, relying on strong information systems that help in making administrative decision as soon as possible at the lowest costs.

E-management "is the completion of administrative transactions and the provision of public services over the Internet or intranet without having to go to the departments in person to perform their transactions with the loss of time and effort and energies."⁽¹⁾

1.1 Electronic management requirements

- A strong, fast and secure network infrastructure.
- Strong information structure (strong and compatible information systems among them).
- Human cadre investment is trained in the use of modern technologies.
- A human cadre capable of carrying out continuous technical support and development of various information systems. 1-2 points experienced by traditional management Citizens, employees and businesses are looking for e-services (how and what should we do?).
- Are your actions ready to be electronic?
- Do you have the means to provide the citizens (employees) electronic services?.
- Do you have the electronic background to be able to serve electronic protection

1.2 Electronic management techniques:

Services of management by computer networks (repair, a configuration, management of the traffic, a safety), Services of management by computer networks (repair, a configuration, management of the traffic, a safety).

How the PKI supports e-government applications:



- Verify the integrity of the transaction from tampering or change ensuring that the source of the transaction is not denied.
- Ensuring the confidentiality of the transaction, ensuring that the powers granted are not exceeded.
- Verify the source of the transaction⁽²⁾.

2 - The basic components of the strategy of electronic management:

Technology Infrastructure: A centralized and secure technology infrastructure that can be easily accessed by government agencies, private sectors and authorized citizens.

Structure of legislation and regulations: The structure that supports and supports e-government and electronic commerce.

Awareness and learning: Preparing programs that enhance efficiency and knowledge of e-government.

Organizational Strategy: Organizing and coordinating the mechanism that helps implement the eGovernment strategy⁽³⁾

2.1 Project requirements "Electronic Management:

The e-governance project, like any other project or program, needs to be created in an environment suitable for the nature of his work so that he can do what is required of him and therefore achieve success and excellence and will only be doomed to failure and cause loss in time and money and effort and go back to the point of zero, the management is the daughter of its environment affect and affect all elements of the environment and interact with all political, economic, social and cultural elements Therefore, the electronic management project must take into account several requirements including:

- **First**, the infrastructure, since electronic management requires an appropriate level, if not a high level of infrastructure, which includes a modern network of communications and data and a sophisticated infrastructure for telecommunications and telecommunications can be able to secure communication and transfer of information between the same administrative institutions on the one hand And between institutions and citizens on the other hand.

Second: Availability of the electronic means necessary to take advantage of the services provided by the electronic administration, through which we can communicate with them, including personal computers, mobile and telephone network and other devices that enable us to connect to the international network or the interior in the country and affordable prices that allow most people to be obtained.

Third: The availability of a good number of Internet service providers, and we emphasize that prices are as reasonable as possible in order to open the space for as many citizens as possible to interact with electronic management in the least effort and the shortest time and the lowest possible cost.

Fourth: Training and capacity building. It includes training all employees on the methods of using computers, managing networks, databases and data, and all the information needed to manage and direct electronic management properly, preferably through institutes or training



centers. Specialized and affiliated to the government, in addition to this That the culture of the use of "electronic management" and ways and means of using them should be disseminated to citizens Also and in the same way as before.

Fifth: The availability of an appropriate level of funding, so that the funding of the government to conduct periodic maintenance and training of staff and staff and maintain a high level of service delivery and keep abreast of any development in the framework of technology and "electronic management" in the world.

Sixth: The availability of political will, so that there is a specific official or committee to implement this project and work to create the necessary and appropriate environment for the work and supervise the implementation and evaluation of the levels reached in the implementation.

Seventh: The existence of legislation and legal texts that facilitate the work of electronic administration and give them the legitimacy and credibility and all the legal consequences of them.

Eighth: Provide electronic security and electronic confidentiality at a high level to protect national and personal information and to maintain the electronic archive of any futility and focus on this point because of its importance and seriousness to the national and personal security of the state or individuals.

Ninth: A comprehensive promotional marketing plan to promote the use of electronic management, highlighting its advantages and the necessity of participation of all citizens in it and interacting with it, and participate in this campaign all the national media from radio and television and newspapers and to take care of the propaganda side and to hold seminars and conferences and hosting Officials, ministers and staff in a panel discussion on the subject to create a popular atmosphere capable of dealing with the concept of electronic management.⁽⁴⁾

2.2 Benefits of electronic management:

- 1 - speed in the completion of work using information and communication technologies.
 - 2 - help in making the decision to provide permanent information in the hands of decision makers.
 3. Reduce administrative costs while improving performance
 - 4 - overcome the problem of geographical and temporal dimensions.
 5. Address bureaucracy and bribery.
 - 6 - developing the mechanism of action and keep abreast of developments.
- Planning future projects
8. Overcome daily work problems quickly.
 - 9 - Raise the efficiency of staff in management.

2.3 Objectives of "electronic management"

The main philosophy of e-governance is its view of management as a source of services, citizens and companies as customers or customers who wish to benefit from these services. Therefore,



e-management has many objectives that it seeks to achieve in its dealings with the customer, regardless of importance and priority

- Reduce the cost of procedures (administrative) and related operations
- Increase the efficiency of the work of the Department through its dealings with citizens, companies and institutions.
- Maximize the number of customers at a time as the traditional management ability to clear customer transactions remains limited and often forced to wait in long ranks.
- Eliminating or reducing the direct relationship between the parties to the transaction to the maximum extent possible, which reduces the impact of personal relations and influence the termination of transactions related to a customer.
- Abolish the national paper archive system and replace it with an electronic archiving system with its softness in dealing with documents and the ability to correct errors that occur quickly and the dissemination of documents to more than one hand in the shortest possible time and benefit from them at any time.
- Eliminate bureaucracy in its rigid sense and facilitate the division of labor and specialization.
- Eliminating the place factor, as it aspires to achieve staff appointments and communication with them and send orders and instructions and supervision of performance and the establishment of seminars and conferences through the video "Conference" and through the electronic network of management.
- Eliminating the effect of time factor, the idea of summer and winter no longer exist and the idea of taking holidays or holidays to accomplish some administrative transactions to reduce them to the maximum extent possible.
- Developing public administration: reducing paperwork and reuse of solutions⁽⁵⁾

3 - Legal construction of electronic management:

This topic is the most sensitive and important issue of electronic government, although we do not see in the Arab reality a legislative activity that takes into account this importance. If the above discussed the legal challenges of e-business has been described as the framework that collected all the challenges of computer law, , And if it is envisaged that any IT challenges are not related to computer law branches, this is unimaginable for e-government.

- Relationships between government agencies and individuals in various fields and sectors, founded on the mobilization of requests and written and written summations, the delivery of assets and obtaining official documents, etc., of the facts that make the relationship of the citizen to the government employee is not governed by paper and writing , And not any paper, but often government models and not a verse of writing, but often written documented within the concept of documents Officially scheduled law. And problems in the field of fee and stamp systems and their collection processes. - as well as problems related to the procedures of government tenders and their official ribbons.

- Problems related to means of payment, their legality, and the extent to which the law is accepted to pay (I submit to the rate of registration) as an alternative to cash payment.



- There are also problems in the field of protecting the security of electronic correspondence in the absence of comprehensive security strategies in the environment of Arab institutions, both public and private.

- The question of the authenticity of electronic contracting and the authenticity of proof by electronic means is raised again. As well as fear that digital integration may be at the expense of confidentiality and at the expense of privacy and individual freedoms.

- In the absence of rules of criminal accountability for tampering with computers and networks and misuse them and the activities committed by crime, there is a fear of security of dealing both between and between government institutions and among the public.

The purpose of this is to understand that electronic management requires that all legislation of the existing legal system be observed and that it is not possible to legislate a ready-made template that may be appropriate in a different and inappropriate environment in the local environment.⁽⁶⁾

3.1 Possible implications of the application of the "electronic management" project:

Some may think that when the "electronic management" strategy is implemented, all the difficulties and administrative and technical problems will be eliminated. However, the reality indicates that the application of electronic management will require continuous and continuous scrutiny to ensure the continued provision of services in the best possible manner with optimal use of time And money and effort taking into account the existence of alternative plans or contingency plan in the event of the failure of electronic management in its work for some reason or negative of the potential disadvantages of the application of electronic management and are generally three main disadvantages:

First: Electronic Espionage After the information revolution and the technologies that swept the world reduced the world's countries especially the developed Including its dependence on the human element, despite its importance and priority in many For example, when a country relies on an "electronic management" system, it will convert its archive into an electronic archive as mentioned above, which poses a great risk of spying, detecting and transmitting such documents. And even the destruction thereof, there are serious risks in terms of security information, documents and archive management, whether relating to persons or companies or departments or even countries ,The source of the danger here does not come from the application of electronic management so that some do not understand that we call To stay on the traditional system of management, but the source of danger lies in the lack of immunization The security aspect of electronic management, which is a priority in the field of implementation of the strategy of electronic management neglect this aspect leads to a national disaster caused by electronic spying, and the source of the threat of electronic espionage comes in three categories:

- The first category is ordinary individuals.

- The second category is hackers (pirates).

- The third category is the global intelligence services of countries.

The risk of the first and second categories is limited to the destruction of the site or disability



Work and stop it so that the administration can avoid it in preventive ways or prepare a backup. The risk of the third category is much greater than that of all government documents, institutions, departments, individuals, funds, etc., which constitutes a real threat to the national and strategic security of the country concerned, especially when these intelligence services are selling, transferring or photocopying these documents and leaking them to parties hostile to the state from which they were robbed.

Second: Increasing Dependence Abroad. It is well known that Arab countries are not leading countries in the field of technology and information. Countries are consuming and used for this technology although there are a large number of Arab scientists and technology specialists in the world or of Arab origin. On the whole, since "electronic management" depends largely on the entire Western technology, it means that it will increase the dependence of the consuming countries of the major industrial countries, which has many negative repercussions, especially as mentioned above in the security field of electronic management.

The total reliance on foreign technologies to maintain the security of our information and its application to the official networks of the Arab countries is a threat to the national and national security of these countries and put it under the control of Western countries regardless of whether these countries are hostile or friendly countries are spying on each other regardless of the type of relations between them and not only to spy on information for military and political purposes, but beyond the commercial sector so that large companies can obtain information that gives them preference.⁽⁷⁾

3.2 Obstacles to the application of "electronic management"

The mere existence of an integrated strategy to shift to the "electronic management" model does not mean that the road is ready for the implementation and implementation of this strategy easily and smoothly and properly, because many obstacles and problems will face the implementation of the plan and therefore those responsible for the development and implementation of the project "Electronic management" to enjoy a comprehensive and comprehensive thinking of all elements and variables that may arise and hinder the work plan and implementation of the strategy of electronic management either to avoid or find appropriate solutions to them and these obstacles that can hinder the process of application of electronic management:

- **First:** political confusion which can lead to the boycott of the initiative "electronic management" and in some cases to change the destination, and this component is a major threat to the project of electronic administration.

Second: Lack of resources to finance the e-governance initiative, especially in the case of low government financial revenues.

Thirdly: Deliberate or unintentional delay in establishing the required legal and regulatory framework which forms the basis for any implementation of "electronic management"

Fourth: National disasters resulting from a regional conflict that can disrupt the infrastructure for a period of time which would impede the implementation of the "electronic management strategy".



Fifth: enormous resistance to change by government officials who fear for their future work after streamlining procedures and organizing government operations.

Sixth: The unwillingness of the society to accept the idea of electronic administration and the rapid communication of the national information infrastructure via the Internet due to the socio-economic crises, especially if this process is financially costly,

Seventh: Lack of capacity in the ICT sector locally or insufficient support from the ICT sector for the government's efforts to implement e-management applications.

The reality of public administration in most Arab countries and the problems experienced by them. In fact, most Arab countries did not experience a serious and comprehensive attempt to improve public administration. They established ministries and public institutions in the absence of a general administrative plan for the administration, which led the administration to what it is today from a very bad reality. Is characterized.

Corruption, bribery, nepotism and chaos, the adoption of arbitrary execution of transactions, the continued complexity of procedures and delays in the completion of transactions, as well as the intervention of blatant politicians in administrative and administrative nepotism⁽⁸⁾

The problems and reasons that led to these negative results in the administration are multiple and varied, including:

1. The nature of the political system: Most of the problems experienced by the administration are the result of the nature of the political system in the Arab countries and is the most important element in the deterioration of the management situation, which is overlooked or ignorant of many people, as the administration is only a tool to implement policies Which the political system places. Since the political system in most Arab countries is paralyzed, this has paralyzed the administration and divided it on a quota basis,

Favoritism and chaos, and to neglect the principle of efficiency in recruitment and neglect of the principle of reward and punishment.

2. Staff incompetence: It is an element related to the previous reason as explained by the fact that many of the staff are unable to write or at least well and are non-specialists and are not subject to even after being employed for specialized courses and choose on a partisan scale and Sectarian and all this leads to the adoption of the arbitrary implementation of transactions and non-compliance with laws and contempt of citizens.

3 - Bureaucracy: In fact, the prevailing concept of bureaucracy is the strong commitment, which is contradicted by the text of the law to the extent that leads to the obstruction of transactions and thus eliminate the goal for which the development of the law is to facilitate the transactions of people. In most Arab countries, however, the bureaucracy is not the result of any "strong commitment By law, "but are often the result of lawlessness and improvisation Such that two transactions, for example, are subject to the same subject and characteristics. However, they are implemented in two different ways, due to the bureaucracy of "ignorance of the law".



4 - Lack of accountability: The systems of control and accountability in the administrative field is ineffective and despite the large number of oversight bodies and disciplinary within the executive authority, has not been achieved so far to control violations and reduce mismanagement. Moreover, the ministries do not progress even Reports on its activities every six months in application of the laws and eliminates the legal deterrent and it leads to the spread of corruption and administrative negligence.

5 - low level of income: This affects a lot on the employee even the owner of ethics and law-abiding and pay to accept bribes and money in exchange for facilitating transactions and facilitate and is a significant factor in the arrival of the Department to the current level,

6. Strong administrative centralization: The structure of the public administration is very centralized and non-existent Effective interconnection between its management at the central level and local administrations⁽⁹⁾

3.3 Need to achieve the demand for administrative reform:

In fact, we can not talk about electronic management without achieving the demand for administrative reform, especially after we have known the problems experienced by the Department and are structural problems and chronic and is able to eliminate the idea of electronic management in the bud and is overlooked by reports and studies or did not give him the right .

Therefore, it is necessary to develop a Ministry of Administrative Reform to be characterized by continuity of work and supervision and is limited to the control and development of administrative affairs and public administration. Administrative reform is a comprehensive national responsibility not only the responsibility of the individual and is a difficult task of official and popular and continuous and is a national commitment At the level of political power and opinion, managers in the administration are leaders and subordinates and at least the political authority and the administrative staff. This is what delays the Arab countries and prevents them from properly implementing the electronic management plan that contradicts the administrative corruption, the slowness and the nepotism⁽¹¹⁾

It should be noted that the most important elements of the success of administrative reform that must be followed to get to

The stage of talking about electronic management is:

1 - resolute political will committed to the achievement of administrative reform and this calls for a political decision of administrative reform emanating from the official political power in the State and must be put this decision to be implemented in accordance with a plan programmed in time with the need for follow - up and field monitoring.

2 - Commitment to administrative reform at the level of workers of all classes and levels and their participation in all in the design and development of the plan for administrative reform.



3 - Commitment to administrative reform at the level of public opinion and society, the presence of a public or a popular trend conscious of its rights committed to the demand for administrative reform is essential and necessary to fortify the will of reform at the level of political decision authority.

4 - stages of the transition from the traditional to electronic management:

The best scenario to reach a sound application of e-management strategy with exploitation The optimal time, money and effort is to divide the plan of reaching the final phase of electronic management into three stages, of course, after a comprehensive administrative reform of the traditional administrative system. As we explained earlier, we can not move from a corrupt, To an electronic system so in a single step). Therefore, the division of the plan into stages will also lead to the integration of the society in a holistic manner in the electronic management plan so that it adapts and develops as opposed to what happens when the application of electronic management in one go, which leads to the surprise of the community and May be rejected or resisted A at the time. In general, these phases are:

First: the traditional management phase:

At this stage, the traditional administration is activated and its development and development is initiated at the same time, in parallel with the implementation of the electronic management project so that the average citizen can clear his transactions and procedures easily and without any routine or procrastination at the same time The owner of a personal computer or through the kiosks can carry on the bulletins of institutions, departments and ministries and the latest data and advertisements through the electronic network with the possibility of printing or extraction of forms required and packaged for the completion of any transaction.

Second: the stage of fax and active telephone

This stage is the intermediary between the first phase and the stage that will come later. At this stage, the technology of fax and telephone is activated so that the average citizen can rely on the phone available in all places and houses and his service is affordable and useful to inquire about Procedures, papers and conditions necessary to perform any transaction smoothly and easily without any problems and so that he can use the fax To send and receive papers or forms, etc. At this stage, a larger section of people have heard or tried the pattern of electronic management so that senior traders and administrators and dealers and able in this stage of the completion of transactions via the electronic network because this stage is the number Internet users are also average of It is natural that the tariff at this stage is more expensive than telephone and fax, so the better and the better are better able to use this technology.

Third: the stage of effective electronic management

At this stage, the traditional form of management is abandoned after the number of users of the electronic network has reached a level (about 25-30% of the population). Computers are available either in person or through kiosks or in public areas, And cheap, allowing all categories of people to use the electronic network to achieve any administrative transaction and



the required form as quickly and less effort and less expensive and more effective quantity and quality (quality) and the public opinion may understand management And accept and interact with them and learn how to use them.

On the whole, the ladder of success in the transition to e-government is as follows:

- 1 - seriousness of government work.
2. Safety of scientific application.
3. Practice evaluation.
4. Upgrading performance.
5. Provide outstanding service.
6. Satisfaction of the community⁽¹²⁾

1.4 Objectives and benefits of electronic management

- Management and follow-up of various departments of the institution as a central unit.
- Concentrate the decision point in its action points with greater support in its monitoring.
- Collect data from their original sources uniformly.
- Reduce the constraints of decision-making by providing and linking data.
- Minimizing disbursements in the follow-up of various management processes.
- Employ information technology to support and build a positive corporate culture among all employees.
- Providing data and information to beneficiaries immediately.
- Continuous learning and knowledge building.
- Increase the interdependence between staff and senior management and follow-up and management of all resources.

4.2 Reasons for transformation of e-governance

The shift to e-governance is not a path of well-being but an imperative of global change. The idea of integration, participation and employment of information has become one of the determinants of success for any organization. The scientific and technical progress and the continuous demand to raise the quality of outputs and ensure the safety of operations have all led to the development of management towards electronic management. The time factor is one of the most important areas of competition between institutions. It is no longer acceptable to delay the implementation of the processes under the pretext of improvement and improvement in order to link the opportunities available to institutions with the timing element. Reasons for electronic transformation can be summarized in the following points:

1. Complex procedures and processes and their impact on increasing the cost of business.
2. Immediate decisions and recommendations that will lead to imbalance in application.
3. Need to consolidate data at the enterprise level.
4. Difficulty standing on performance measurement.
5. The need to provide data for the employees of the organization.
- 6 . the tendency to employ the use of technological development and reliance on information in decision-making.



7. Increasing competition among institutions and the need for mechanisms of excellence within each institution seeking to compete.

The imperative of achieving continuous communication between workers on the breadth of work.⁽¹³⁾

4.3 Obstacles to the shift to electronic management in Arab institutions

- Different management systems even within a single organization.
- The management of the institution is not convinced of the reasons and requirements of the transformation.
- Lack of strong motivation among individuals to make the transition process successful and not feeling that they are part of the process of transformation and success.
- Difficult access to integrated electronic management within organizations.
- Lack of a good technical infrastructure.
- Human nature and the culture of closed doors and fear of technology and its applications.
- Continuity of data updating operations with individuals carrying the usual administrative burden.
- Compatibility with the usual manual systems at work and refuse to update and change.
- Lack of confidence in protecting the confidentiality and security of personal transactions.

4.4 Obstacles of electronic administration in government organizations:

- Weak communication and information infrastructure.
- The electronic value of many sectors of the government.
- The inability of legislations and administrative systems to keep pace with developments in this area.
- Poor public awareness of the importance and benefits of e-management applications in government sectors.
- Lack of clear, defined and comprehensive organizational structures for all activities of government sectors.
 - Insufficient conviction of senior administration officials of the importance of electronic management and the belief that they reduce their administrative powers.
 - Lack of scientific qualification and training for employees in government sectors, despite the availability of equipment at the highest level provided by the State, which leads to their resistance to every change in this direction for fear of their jobs and interests.
- Lack of media awareness programs in e-government⁽¹⁴⁾

Final Recommendations:

- Establishing a modern state-of-the-art telecommunications and information infrastructure.
- Dissemination of e-culture from teaching computer from the elementary stage through all ages and cultural levels in society.
- Restructuring organizational structures and job design to meet the requirements of change and re-planning of working human resources.



- Adopting higher management of the concepts of e-administration application.
- Review, reformulate and reform regulations and regulations.
- Develop the necessary strategies for the rehabilitation and training of human resources.
- Establishing legal legislation and protection for electronic application.
- Provide the necessary funds and financial resources for effective implementation.
- To develop awareness and educational plans and programs for the public of clients with government departments.
- Develop alternative plans for electronic departments to be used directly in the time of need.

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