

THE EFFECT OF ELECTRONIC MANAGEMENT IN ACHIEVING STRATEGIC ENTREPRENEURSHIP

FIELD RESEARCH IN THE MUNICIPAL DIRECTORATES OF KARBALA (GOVERNORATE)

Mohanad Abbas Hussein, Assis. Prof. Dr. Sanaa Abdulraheem

*College of Administration and College of Administration and Economics
Baghdad University Economics Baghdad University*

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ABSTRACT

The research aims to identify electronic management as a concept and a system that can be applied in government service organizations represented by a group of directorates of the holy municipalities of Karbala to achieve creativity and excellence to reach strategic entrepreneurship, at the administrative, human, technological and financial level in these institutions. The researcher relied on the field study method as part of Those institutions to determine the main requirements available there and know the size of the obstacles that stand in the way of the implementation of the electronic management system, Where the questionnaire was adopted as the main tool for obtaining data, and questionnaires were distributed to(108)person in organizations, know how to manage the work of the departments according to the management system The electronic system and how it can benefit from the human mindsets, capabilities and resources of institutions in it through its , the questionnaire was analyzed by relying on statistical tools and methods using the (SPSS-Ver.23) program ,The research reached several conclusions related to the theoretical and practical side, we mention, among them: that electronic management is one of the necessary applications for service institutions for the speedy completion of administrative and technical work and service projects in it, and it turns out that municipal institutions have shown widespread and significant interest in improving and developing electronic work for it, but they need To plan at the level of each institution in order to enhance electronic work.

Key words: electronic management , strategic entrepreneurship.

Note: The research draws from the thesis of a higher diploma equivalent to a master's in municipal administration entitled (The impact of electronic management in achieving strategic entrepreneurship - field research in the municipalities of Karbala Governorate).

THE FIRST AXIS : THE SCIENTIFIC METHOD

First : research problem

Electronic management is a new method or pattern that is uncommon in Iraqi institutions and organizations, especially governmental ones, as it is an administrative system based on principles different from those principles and the foundations on which traditional management is based, so the success of its application can lead to institutions to excel, excellence and creativity to reach strategic entrepreneurship. In her work, here the research problem came in identifying the extent of the directorates of Karbala municipalities applying to the electronic management system, in an attempt to answer the following questions: -

1-What is the extent of the ability of the municipal directorates in Karbala to implement electronic administration in its departments?

2-Is there an impact of electronic management in the directorates of the holy municipalities of Karbala?

3- Are the dimensions of the strategic entrepreneurship necessary to distinguish the directorates of Karbala municipalities from other municipalities?

Second: the importance of research

The issue of electronic management and its relationship to service is very important, starting from the fact that the shift towards electronic service is the basis for rationalizing, improving and advancing services, in order to develop an effective management system that reflects the extent of the institutions' ability to manage their business in a sound and advanced manner, and the lack of studies on the subject of electronic management of service institutions and its relationship By strategic leadership at the service level, which prompted us to study the topic, so we will summarize some of the points that are important in the subject of the research as follows:

1-Knowing the requirements of the electronic administration available in the directorates of Karbala municipalities and the extent of their application to benefit from them in achieving strategic entrepreneurship.

2- Identify the requirements and dimensions of leadership strategy and how to employ those requirements in order to achieve entrepreneurship Directorate of Municipalities of Karbala.

3- Dissemination of awareness and communication among the members of the directorates on the concept of electronic management culturally and intellectually, and the extent of their impact on the level of service provision.

Third: Research objectives

The research seeks to achieve some of the following goals- :

1-Diagnosing the reality of electronic management in the directorates of Karbala municipalities and the level of availability of their dimensions that help them in implementing the electronic management system.

2-Diagnosing the level of the impact of electronic management in terms of its dimensions represented by the requirements (administrative, human, financial and technical) on the strategic entrepreneurship of the research directorates.

3-Diagnosing the necessary dimensions for the organizations that adopt the strategic entrepreneurship approach and its effectiveness in achieving distinction for directorates

4- Determining the nature of the relationship and the level of influence between research variables (electronic management, strategic entrepreneurship) through their dimensions.

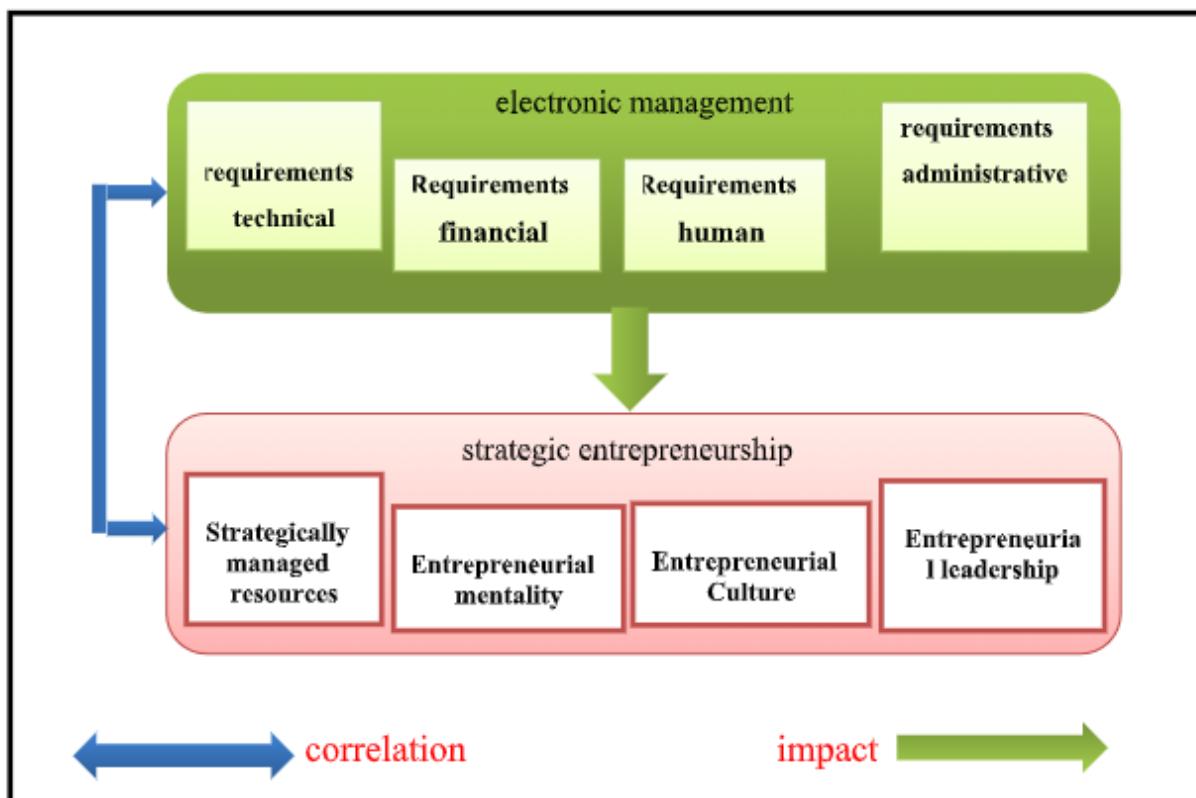
Fourth: The hypothesis of the research

Figure No. (1) the hypothesis of the research

Fifth: research hypotheses

In light of the questions raised in the research problem, the research hypotheses can be formulated as follows: -

1- main hypothesis first: ((There is a statistically significant correlation between the moral electronic management and strategic entrepreneurship combined)), and branching out of which the assumptions that represent the electronic management requirements as follows:

A-Sub-first hypothesis: (There is a statistically significant correlation between administrative requirements and the dimensions of the strategic entrepreneurship combined).

B-The second sub-hypothesis: (There is statistically significant correlation relationship between human

requirements and the dimensions of the strategic entrepreneurship combined).

C- Sub-third hypothesis: (There is a statistically significant correlation between financial requirementsand the dimensions of the strategic entrepreneurship combined).

D- Sub-fourth hypothesis: (There is statistically significant correlation between thetechnical requirements andthe dimensions of the strategic entrepreneurshipcombined).

2-The second hypothesis is the main: ((There is a statistically significant effect of moral electronic management in achieving the strategic dimensions of entrepreneurship combined)) and branching out of

which the assumptions that represent the electronic management requirements as follows: -

A- fifth sub-hypothesis: (There is a statistically significant effect of administrative requirements in the dimensions of the strategic entrepreneurship combined).

B- Sub-hypothesis VI: (There is a statistically significant effect of human requirements in the dimensions of the strategic entrepreneurship combined).

C- Sub-seventh hypothesis: (There is a statistically significant effect of the financial requirements of the dimensions of the strategic entrepreneurship combined).

D- Sub-eighth hypothesis: (There is a statistically significant effect of technical requirements in the dimensions of the strategic entrepreneurship combined).

Sixth: Society and research sample

Research community::1-

The directorates of the municipalities in the holy governorate of Karbala, which were established for all the districts and districts within the geographical area of the governorate and outside it, were chosen to apply the practical side of the research as the authorities that the researcher wishes to generalize the results of his research on, and the number (6) districts, as (3) districts were chosen for the municipality in the districts Close to the county center.

2-Research Sample:

The research sample was chosen from the administrative (upper, middle and operational) levels. Municipal directors, assistants and directors of divisions and divisions and their assistants, heads of administrative and technical units, and related units were chosen. The size of the community reached, according to statistics (150) individuals, and the size of the research sample was determined According to D. Morgan, the global model for determining sample size.

THE SECOND AXIS : THEORETICAL ASPECT OF THE RESEARCH

First: electronic administration

1 - The concept of electronic management: Some researchers see that electronic management (E-Management) is the large umbrella that different applications such as electronic business (E-Business), as well as electronic government (E-Government), derive from, and therefore we find that electronic management is broader and more general (Ayoub, 2004: 3),The concept (E-Management) includes the use of information and communication techniques through the interaction between members of society with the government and the contribution of individuals working in the decision-making process, finding ways to access information, increase transparency, and strengthen civil society (Omar &Abdulrahman, 2018: 457-464),According to the foregoing, electronic management (E-Management) can be defined procedurally as ((plans and procedures carried out by the organization using communication technologies and information technology and its basic resources for the purpose of gradually transforming its traditional business into electronic business, through which it seeks to increase the effectiveness and efficiency of its performance, and improve the quality and quality Its services)).

2-The dimensions of electronic management: A set of dimensions necessary for the application of e-governance (E-Management), as cited by both (Omar &Abdulrahman, 2018: 461) In the early application of the system in the Arab countries are as follows:

A- Technical requirements: -

Electronic management (E-Management) is a modern management method that aims to develop the performance of institutions, as it can achieve great results and goals at all administrative, service and other levels, but this modern method requires the provision of appropriate infrastructure, to establish an electronic management project (Badawi, 2013 : 58).

B - Human requirements: -

(Badawi, 2013: 59), based on what he mentioned (Ghunaim, 2004: 345) pointed to the need to prepare specialized technical human cadres with high knowledge of information systems and work systems on electronic communication networks, that the human element is one of the most important elements in

institutions, as Without this element, institutions or organizations will not be able to achieve their goals even if they possess the largest equipment, machines and devices,(Al-Obaidi and Al-Kinani, 2015: 93).

C - Financial requirements: -

The electronic management project is a huge and large project that requires large and large funds. Therefore, adequate allocation of this project must be provided, and the importance of financial management increases in the project of electronic management application because of the high cost of application (kumer& other, 2010: 2363),and also because of the rapid technological development that makes The cost of technology is variable and difficult to predict in the long-run strategic, therefore it is necessary to develop tight financial plans and through successive phases to ensure the effective and efficient implementation of the electronic system (Al-Aloul, 2011: 44).

D- Administrative requirements:

In order for the institutions (E-Management) to achieve the desired goals, they need a good management that supports development and change and supports it, and takes all new and updated administrative methods. In addition, all departments in the institutions must get rid of bureaucratic and boring and obstructive procedures, for each development And renewal in the methods used in the institution

Second: Strategic entrepreneurship

1-The concept of strategic leadership: (Yilmaz, 2012: 73) indicated that strategic entrepreneurship (SE) is a modern field in the world of management that depends on the integration of leadership and strategic management to evaluate and implement entrepreneurial strategies that increase the material resources of the organization, despite the large number of research and studies,That dealt with the topic of strategic entrepreneurship, however, no acceptable concept was reached by researchers because the researchers who dealt with the topic came from a variety of scientific backgrounds,There are researchers who dealt with this term from the perspective of a pioneering perspective such as (Ireland et al, 2009:27), and there are those who dealt with it from a strategic perspective, such as

(Shepherd and Wiklund, 2009),and There from eating complexity theory angle (Schindelhutte and Morris, 2009:253),in light of the foregoing, the researchers offer a definition of strategic entrepreneurship (SE) is a strategic management path or approach, which represents a conscious mix between business entrepreneurship and strategic management aimed at creating integration between the two mixtures to produce ideas, visions and future visions that make the organization a stage to generate a culture of excellence, creativity and innovation And innovation by investing its energies, potentials and resources to bring about radical changes in it.

2- Dimensions of strategic entrepreneurship :All basic dimensions discussed by researchers through various sources will be discussed here by focusing on the proximity to the current research dimensions that he referred to (Kimuli, 2011: 8) in the study scale, which is the most used dimension and the appropriate ones were chosen for the current research as follows: -

A- Entrepreneurial culture:

The concept of entrepreneurial culture is a well-known and applied concept in various fields such as strategic management, sociology and many other sciences (Hussein, 2015: 98), and (Mohutsiwa Moshe, 2012: 17) believes that entrepreneurial culture is the system of shared values (i.e. what is important And beliefs (i.e. how things work) that shape the organizational structure of the organization and the procedures for its members to set behavioral standards (i.e. the way to complete work in the organization) "(Al-Tahan, 2018: 13).

B- Entrepreneurial leadership:

(House, Morten, 2000: 33) indicated that entrepreneurial leadership is that action that defines the goal, directions, and lines of organizations and must have a future vision, and entrepreneurial leadership is about a coherent relationship between the leadership employee and his entrepreneurial functions, which enables a person to influence A group of people and acquire them in an informal way away from the laws to achieve the goals of the institution and not necessarily be a manager (Al-Qurna, 2014: 9).

C- The Entrepreneurial Mindset:

The entrepreneurial mindset is the most important dimension of the strategic leadership dimension, as it focuses on the ways and methods of entrepreneurial thinking and awareness for the leadership and management of the organization in implementing strategic entrepreneurship in the field in a manner that guarantees achieving the goals (Fathi&Al-Mukhtar, 2014: 107), and indicates (Mohutsiwa, 2012: 41), that the mind Entrepreneur is an individual and group phenomenon, and it is of importance for managers and workers in organizations to think and act entrepreneurially.

D- Strategically Managed Resources:

(Fathi and Al-Mukhtar, 2014: 108) indicates that resources of all kinds and sources can be considered essential issues for any organization, whatever its type and size, and where resources are the main pillar for launching ambitious entrepreneurial ideas and projects. (Hill & Jones, 2008: 98) refer to resources as assets. An institution that can be divided into two types are (tangible and intangible resources, (Al-Tahhan, 2018: 14).

Table (1) shows the weighted averages and the level of the answer for each category

(*)

	Weighted averages				
	(1.8 - 1))2.60 - 1.81() (3.40 - 2.61)4.20 - 3.41(5 - 4.21)(
Answer level	Very weak	Weak	Average	high	very high

Source: Al-Fattah, EzzAbd (2008), (Introduction to descriptive and inferential statistics using (SPSS), Dar Al-Khwarizmi Printing and Publishing, p. 541

1- Displaying the current reality diagnosis of electronic management the main level as follows: -

In Table (2), results are shown to us according to the views of the research sample regarding the variable (electronic management) if the value of the arithmetic mean at the main level of the electronic management variable is (3.57), which indicates that the level of responses of the research directorates gives a high interest to this variable, according to what is explained In Table (1), and a total standard deviation of (0.69), which indicates the existence of homogeneity in the answers of the researched directorates, and with a relative importance of value (71.4), where these results indicate that most directorates throughout the research possess administrative capabilities in support of the orientation towards a system Electronic management through conscious, trained and specialized human staff in electronic work, As well as the possession of appropriate financial allocations if applied to the system formally being self-financing circles, hand

structures provide the necessary appliances, equipment, software and networks necessary connection to activate the system, which reflects the interest of the directorates of the municipality of Karbala researched in the necessity of activating the electronic management system through its available capabilities.

Table No. (2) The mean, the standard deviation, the coefficient of variation, and the relative importance of the electronic management variable at the main level.

Relative importance	standard deviation	mean	Descriptive statistics Variables
71.4	0.69	3.57	electronic management

2- Displaying the current reality diagnosis of strategy entrepreneurship the main level as follows: -

In Table (3), results are shown to us according to the views of the research sample in the directorates regarding the variable (strategy entrepreneurship), if the value of the arithmetic mean at the main level of this variable is (3.70), which indicates that the researched directorates give high attention to this variable according to the table No. (1), and with a general standard deviation of (0.57), which indicates the existence of homogeneity in the answers of the researched directorates, and with a relative importance of value (74), where these results indicate that most municipal directorates have leaders who are able to generate ideas, formulate, refine, and put forth to persuade others With it, we do not accomplish business and develop it in an unconventional way and add a kind of innovation and creativity in it to make it distinct, and thus it depends on a set of values, principles and cultures that its members possess.

Table No. (3) The mean, the standard deviation, the coefficient of variation, and the relative importance of the strategy entrepreneurship variable at the main level.

Relative importance	standard deviation	mean	Descriptive statistics Variables
74	0.57	3.7	strategy entrepreneurship

Second: Testing the research hypotheses between electronic management and strategic entrepreneurship

Table (4) shown below shows that there is a strong positive positive correlation between each of the main research variables, namely (electronic management and strategic entrepreneurship) and the correlation coefficient value between the main variables was (0.768 **), at the level of significance (0.000), and we find that the value of (T) computed in Table (5) has reached (12.181) which is greater than the (T) tabular value of (2.364), and this gives us an indication that validates the acceptance of the first main hypothesis (**there is a correlation relationship of significant statistical significance between Both electronic management and the dimensions of the strategic entrepreneurship combined.**), The table also shows the validity of accepting the sub-hypotheses related to the dimensions of electronic management (administrative, human, financial, technical) with the dimensions of the strategic entrepreneurship combined and all relations were positive and direct strong, indicating the strength of the linking of the two variables and their dimensions as shown. In the following table: -

Table No. (4) shows the values of the correlation relationships between the Dimensions of electronic management and the dimensions of strategic entrepreneurship pat the main and sub level

strategic entrepreneurship combined	Strategically Managed Resources	The Entrepreneurial Mindset	Entrepreneurial leadership	Entrepreneurial leadership	strategic entrepreneurship
					electronic management
0.649**	0.541**	0.535**	0.477**	0.591**	Administrative requirements
0.655**	0.526**	0.486**	0.569**	0.602**	Human requirements
0.696**	0.580**	0.523**	0.498**	0.685**	Financial requirements
0.636**	0.482**	0.461**	0.489**	0.658**	Technical requirements
0.768**	0.621**	0.584**	0.590**	0.740**	Electronic management combined

Shows through the table (5) link the relationship between the independent variable in the search (electronic management) and its dimensions with the dependent variable (strategic entrepreneurship) in accordance with the value of (T) calculated and tabular.

Table (5) shows the correlations between the dimensions of electronic administration and strategic leadership according to its calculated and tabulated (T) values

The tabular value of T	Calculated T value	strategic entrepreneurship combined	Correlation value and significance level	Dimensions of electronic administration	
2.346	8.669	0.649**	correlation	Administrative requirements	
	0.000		Sig.		
	8.787	0.655**	correlation	Human requirements	
	0.000		Sig.		
	9.843	0.696**	correlation	Financial requirements	
	0.000		Sig.		
	8.358	0.636**	correlation	Technical requirements	
	0.000		Sig.		
	12.181	0.768**	correlation	Electronic management combined	
	0.000		Sig.		
t = 1.66** statistically at the significance level 0.05					
t = 2.364****statistically at the significance level 0.01					

Third: Impact testing between electronic management and strategic entrepreneurship

1- Influence on the main level between electronic management and strategic entrepreneurship:

This paragraph examines the effect between the independent variable represented by (electronic management) and the dependent variable represented by (strategic entrepreneurship) at the main level shown in Table (6) as follows: -

Table (6) the effect of electronic management on strategic entrepreneurship

strategic entrepreneurship								Dependent variable Independent variable				
decision	Moral	F value calculate	coefficient of determination R2	Sig.	t	Linear regression equation values		electronic management				
There is an effect	0.000	148.379	0.590	0.00	7.767	1.46)a(N=105				
				0.00	12.181	0.629	(β)					
t = 1.66*0.05 *Value (t) at the level of t = 2.364**0.01**Value (t) at the level of												
0.05 *f = 3.94 *Value (f) at the level of f = 6.90***0.01***Value (f) at the level of												

The results of Table (6) show a model for the effect of the independent variable (electronic management) on the dependent variable (strategic entrepreneurship), at the level of significance ($Sig. = 0.000$) which is less than the value of significance (0.01), and the calculated value of (F) reached 148.379 It is higher than the tabular value (F) of (6.90), and this gives us an indication that the acceptance of the second major hypothesis is correct (**that there is a statistically significant effect of electronic management on the dimensions of the strategic entrepreneurship combined**),

2- Influencing the sub-level between the dimensions of electronic management and the variable of strategic leadership combined

This axis examines the effect relationship between the dimensions of the independent variable represented by (electronic management) and the total of the dependent variable represented by (strategic entrepreneurship) at the sub level by using the statistical indicators shown in Table (7) and the results were as follows: -

Table (7) the impact of the dimensions of electronic management in strategic entrepreneurship combined, depending on the value of (F) calculated and tabular

Dependent variable	Moral	F value calculate	coefficient of determinati on R2	Sig.	t	Linear regression equation values		Dimensions of electronic management
strategic entrepreneurship	0.000	75.143	0.422	0.000	9.944	2.002)a(Administrative requirements
				0.000	8.669	0.459	(β)	
	0.000	77.211	0.428	0.000	8.343	1.824)a(Human requirements
				0.000	8.787	0.502	(β)	
	0.000	96.886	0.485	0.000	13.664	2.185)a(Financial requirements
				0.000	9.843	0.447	(β)	
	0.000	69.855	0.404	0.000	11.452	2.168)a(Technical requirements
				0.000	8.358	0.452	(β)	

Shows through the results of table (7) showed that there is an effect of dimensioning the variable The independent electronic management in achieving the dimensions of the strategic leadership combined, according to the calculated value (F) in the table for all dimensions of electronic management, is higher than its (F) tabular and adult (6.90) value, which indicates the validity of accepting the sub-assumptions associated with the second main hypothesis.

THE FOURTH AXIS : CONCLUSIONS AND RECOMMENDATIONS

First: the conclusions

1-The departments of the researched directorates support its electronic management policy, and it tries to

employ its administrative requirements in its work, but it is in a regulated form.

2-The directorates possess the conscious and efficient human resources, which possesses practical experiences in computer work, internet programs and information technology.

3-There is a weakness in the necessary infrastructure to implement the electronic work system.

4-The results do not show the presence of an internal network (intranet) that links all departments and departments between them to activate the electronic management system, despite having the capabilities to do so.

5-directorates have the ability to maintain electronic devices and software for electronic work and others through specialists in the fields of engineering, technical and information systems.

6- The directorates possess the leaders who are capable of their creative ideas in promoting the concept of strategic leadership and employing its requirements to change the reality of work in these institutions.

Second: Recommendations

1-The central government earnestly adopts the concept of electronic management in all state institutions and provides it with full support for its advancement through activating its work with modern electronic systems.

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2-Commitments of the municipal directorates to lay down strategic plans to implement the program of activating the electronic work system, especially since there are assurances by the ministry of the necessity of dealing electronically.

3-Intensifying development courses in the municipal directorates to develop human capabilities in a larger and wider way in the field of electronic and computer software in conjunction with the plans laid down for them.

4-Specifying a special budget to be set within the annual directorate's budgets for the acquisition of the electronic management system and its requirements, and within the needs of the institution, its work, its capabilities and the geographical area it serves.

5-Enhancing the role of electronic work between departments by linking them to an internal system (intranet) to transfer and exchange data and information between them within municipal institutions as part of the electronic approach until the completion of the system and to enhance its distinct position.

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