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**The role of management by exception in crisis management:
An exploratory study of the opinions of a sample of employees in the
Administrative Technical College and the Administrative Technical
Institute in Duhok**

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Abstract: The entry management by exception came as an organizational variable that deserves study and research to achieve the necessary support. Where the intellectual orientations of the entrance to management exception is an essential way to advance the organization to possess unique and tremendous human skills in providing new ideas and enormous energies in order to serve the organization in the face of crises and therefore can through the employment of orientations or dimensions of management exception. Which is: (determine the authority, Delegation of authority, time management, evaluation and valuation of performance) towards making technical education organizations strong in front of the various effects of crises, including (health, scientific, administrative, legal and economic). So this research came to shed light on the problem of the role of management by exception in crisis management in technical education organizations.

In addressing the research problem, the two researchers relied on presenting a theoretical framework on management by exception and crisis management and using a set of indicators such as the mean, percentages, and standard deviation. In describing the research variables according to the answers of the sample, which numbered (30) individuals. Statistical methods such as correlation coefficient, straight regression, and Cronbach's test in order to determine the nature of the relationship and test it between the dimensions of management by exception and crisis management in addressing the field side. In order to develop a scientific approach that enables the organizations under study to adopt the theories and applications of the above. Finally, the research yielded a number of important conclusions (that the delegation of authority and time management affect a more positive degree in crisis management). Which was based on to provide a set of recommendations that the researchers see appropriate for the advancement of technical education organizations in crises.

دور الادارة بالاستثناء في ادارة الازمة دراسة استطلاعية لآراء عينة من الموظفين في الكلية التقنية الادارية والمعهد التقني الاداري في مدينة دهوك

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المستخلص

جاء مدخل الادارة بالاستثناء كمتغير تنظيمي يستحق الدراسة والبحث لتحقيق الدعم اللازم، حيث تعد التوجهات الفكرية لمدخل الادارة بالاستثناء وسيلة اساسية للنهوض بالمنظمة لامتلاك مهارات بشرية فريدة وهائلة في تقديم الافكار الجديدة والطاقات الهائلة من اجل خدمة المنظمة في مواجهة الازمات ولذلك يمكن من خلال توظيف توجهات او ابعاد الادارة بالاستثناء والتي هي: (تحديد السلطة، تفويض السلطة، ادارة الوقت، تقييم وتقويم الاداء) نحو جعل منظمات التعليم التقني قوية في ظل التأثيرات المتنوعة للازمات منها (الصحية، العلمية، الادارية، القانونية والاقتصادية) لذا جاء هذا البحث ليلقي الضوء على مشكلة دور الادارة بالاستثناء في ادارة الازمات في منظمات التعليم التقني. لقد اعتمد الباحثان في معالجة مشكلة البحث تقديم اطار نظري حول الادارة بالاستثناء وادارة الازمة واستخدام مجموعة من المؤشرات كالوسط والنسب المئوية والانحراف المعياري في وصف متغيرات البحث وفق اجابات العينة التي بلغ حجمها (30) فردا، والاساليب الاحصائية كعامل الارتباط والانحدار المستقيم واختبار كرونباخ بهدف تحديد طبيعة العلاقة واختبارها بين ابعاد الادارة بالاستثناء وادارة الازمة في معالجة الجانب الميداني، بقصد وضع منهج علمي يمكن للمنظمات قيد الدراسة من تبني نظريات وتطبيقات ما ورد في أعلاه، وأخيراً خُصّ البحث إلى مجموعة من الاستنتاجات واهمها (ان تفويض السلطة وادارة الوقت يؤثران بدرجة ايجابية اكبر في ادارة الازمة) والتي تم الاستناد عليها لتقديم مجموعة من التوصيات التي يراها الباحثان مناسبة للنهوض بمنظمات التعليم التقني في ظل الازمات.

الكلمات المفتاحية: الإدارة بالاستثناء، إدارة الازمة.

Introduction

The success of senior management in its ability to adopt the appropriate administrative approach in the situation experienced by the organization has become the essence of excellence and survival in its field of work. So, the researchers considered addressing management by exception as one of the most important modern administrative entrances that can appoint all organizations to reach their goals safely, in reality characterized by change and intensification of crises. In line with these transformations, organizations have begun to abandon traditional frameworks and models and adopt the process of management by exception to achieve outstanding performance as a source of strong competition. The responsibility towards it has increased technical education organizations in the city of Duhok today to provide the most and best to the beneficiaries

(students and public and private organizations) and in various administrative disciplines, especially after the knowledge competition in the higher education environment and investment in this important sector on the one hand. And the characteristic of sudden changes in the current environment such as wars and epidemics. The researchers study the administration with the exception and its role in supporting the administrations of the researched organizations in facing the effects of the Corona crisis, as the Technical College and the Administrative Technical Institute in the city of Duhok were selected as a sample for research.

The structure of the research consists of four sections, the first section deals with the scientific methodology. The second section deals with the theoretical framework of the research and ensures the management of the exception and crisis management, The third section is devoted to the applied framework of the research through the presentation of results, statistical analysis and proof of the validity of hypotheses. While the fourth section was devoted to the presentation of the most important conclusions and recommendations.

1. Methodology

1-1. Research Problem: With the increasing importance of the technical education sector as one of the important sectors that work to build an advanced society and keep pace with the tremendous developments that occur in the fields of knowledge, technology and various sciences that accompanied the information revolution and the emergence of the concepts of the Information Society and the Knowledge Society. Colleges and technical institutes have emerged as a leader of society, as they are a center for providing technical education service, and in order to be able to perform this role with distinction and remain strongly competitive in the field of education the higher. Which is witnessing a rapid increase in the number of institutes and universities in the Kurdistan Region in general and the city of Duhok in particular. Had to base its work on modern administrative entrances to compete in harmony with these developments and crises. The main question of the research revolved around the statement (the role administration by exception in crisis management). So, the research problem can be put in the following questions:

- ❖ Is there a relationship between the management by exception and crisis management in the face of crises in the organizations surveyed?

❖ Do the dimensions of management by exception affect crisis management?

1-2. The importance of research: The importance of research is manifested through the following:

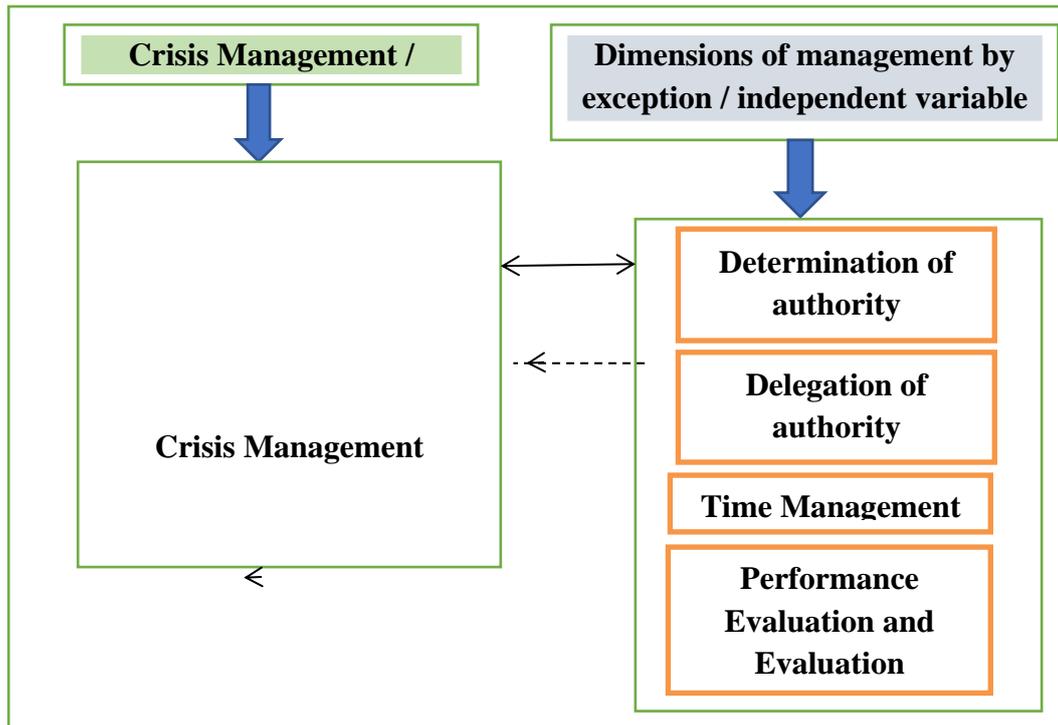
1. Directing the interests of the senior management of the Administrative Technical College and the Administrative Technical Institute in the city of Duhok with the dimensions of the management by exception to achieve competitive superiority in the field of technical education in the city of Duhok despite the crises.
2. Being specialized in studying the field of higher technical education has a major role in absorbing large numbers of students from the city of Duhok in recent years to enhance the ability of the scientific departments and units within the college. And the institute to compete by providing a high-level educational service in the future and facing the crisis of challenging universities, especially private ones.
3. The importance of the research also lies in the fact that it represents a contribution to shedding light on the vital technical education sector, which is an essential element of the success and development of societies under crisis conditions by pumping the community market with middle cadres that possess implementation skills more than supervision.
4. The importance of the research appears in the vitality of the role played by the directions of the management by exception in achieving strong competition for survival and outstanding continuity in the field of technical educational service industry organizations and public and private universities in the city of Duhok.

1-3. Research Objectives: The research aspires to achieve the following objectives:

1. Provide a theoretical framework on management by exception and crisis management based on the literature on the subject.
2. Identify the extent of the interest of senior management in the practice of management by exception.
3. A statement of the level of interest of the departments of the organizations in the research sample in crisis management.
4. Testing the research model and its hypotheses in the field by taking the opinions of individuals throughout the research sample organizations, with the aim of verifying the validity of the research model and achieving its hypotheses.

5. Identify the nature of the relationship between the administration by exception and crisis management.
6. Provide appropriate recommendations for the management of the surveyed organizations in the city of Duhok, which can benefit from them in the future.

1-4. The hypothetical model of the research: The systematic treatment of the research problem in the light of its field framework requires the design of a hypothetical model as in Figure (1):



Affect ----- Correlation \longleftrightarrow

Figure (1): Research Form

Source: Prepared by the researchers

1-5. Research hypotheses: Within the framework of the research problem and its objectives, the following hypotheses have been crystallized:

1. There is a significant correlation between the dimensions of management by exception and crisis management in the organizations surveyed.
2. Management dimensions by exception affect crisis management in the organizations surveyed.

1-6. Research Tools: The research relied on the theoretical side of scientific sources and the Internet, and the adoption of descriptive analysis that is based on the questionnaire in data collection, and by taking advantage of studies, research and scientific conferences in the design of the questionnaire. Then determine the appropriate statistical methods such as average, percentage

and standard deviation in the analysis of the questionnaire, and the researcher also relied on the Pearson correlation coefficient and the Cronbach coefficient in confirming the relationship and impact between the independent factor (dimensions of management by exception) and the dependent factor (crisis management).

1-7. The research community and its sample: The statistical community of the research is the Administrative Technical College and the Administrative Technical Institute in the city of Duhok For easy access to the sample. The researchers relied on the random sample in the opinion poll the sample consisted of (30) individuals. And the sample was represented by a number of individuals in the Administrative Technical College and the Administrative Technical Institute in the city of Duhok and the sample size of the two organizations is equal and amounted to (15) individuals for each of them. The total sample taken from the research community is (30) individuals distributed to all sections and units of the sample surveyed as the researchers were keen to distribute them throughout the sample. Their opinions help identify the extent of the Deanship's interests in the dimensions of management by exception as an important starting point in crisis management.

2. Theoretical Aspect: the current research dealt with the role of management by exception in crisis management and not only the concept the current research sample was the technical higher education sector in Iraqi Kurdistan in the city of Duhok. The current research reached the conclusion that the two dimensions of management by exception (delegation of authority and time management) only had a significant impact on crisis management in the organizations surveyed.

2-1. Management by Exception: Management is one of the most important ways of thinking and modern practices in management, which is based on high trust and understanding between the manager and subordinates. In addition to that it requires great knowledge from the manager and subordinates of the details of the essential work of the organization. So it represents a leadership area of management in which excellence is a sign of progress and achievement, Those who begin studying management by exception must adhere to the scientific method and join the spirit of the era with developments and keep pace with all the above and see what others do not see in the coming time. It requires the manager to be skilled and have the

ability to make and make the right decision at the right time, investing his authority and committed to his responsibility. This is related to the degree of awareness and awareness of the environment in which he works, and the nature of the individuals who work with him, as well as his awareness of the available alternatives and different points of view and cares greatly about each of the tasks entrusted to him. Management by exception is a basic principle on which the future of the organization depends, because it does not only mean making and making appropriate decisions, but also a key to solving the organization's intractable problems. (Al-Qadi, 2006:239)

Exception management also means applying the functions of the administrative process to solve unprogrammed or planned problems, i.e., senior management intervenes exceptionally in exceptional matters and cases, while routine problems leave the task of solving them to executive managers (Al-Otaibi, 2005: 61).

2-1-1. The concept of management by exception: The following are some of the definitions that were received about the concept of management by exception:

1. It is an expression of the leader's delegation to subordinates, and the delegation is related to the administrative organization in the sense of designing work in the form of vertical and horizontal units and defining clear tasks for each unit, then assigning each individual to specific tasks according to the principle of trust and responsibility (Al-Ajmi, 2013: 249)
2. It is the control by exception to enable managers to focus only on the exceptional deviation instead of trying to correct each exceptional deviation, it allows subordinates to focus on the problems that need attention from them and avoid problems that can be dealt with well by subordinates (Vijayanthi, 2010)
3. It is to provide the manager with reliable information about the achievement achieved and focus on unwanted deviations, which is the principle according to which only senior management intervenes in the operational decisions of the organization in the event of deviations between the planned goals and the actual results. (Alshammeri, 2014: 62-66)

Based on the foregoing, the researcher believes that exception management can be likened to the alarm that rings to warn those concerned of the existence of an emergency or a sudden problem associated with the core work of the organization. Based on that alert the senior management

intervenes with its skill and strong will and the limits of its authority and responsibility to solve the problem in a timely manner and in the best available way.

2-1-2. Philosophy of management by Exception: Management is an exception to an approach or philosophy based on effective control that aims to embody the vision and mission of the organization behind the identification of important performance deviations that require correct treatment in a timely manner to achieve the dynamic balance of the organization towards its main goals. And the most important axes of management philosophy can be identified by exception: - (Al-Zuaiber, 2011: 65). Through needs to design an organizational structure that clarifies the limits of the authority and its structure in a way that helps the administration to exercise its functions and proper intervention to address deviations in a way that maintains coordination and integration between the activities of departments and units within the organization. (2017, Elderderly: 101-105)

2-1-3. The importance of management by exception: With the exception, management achieves many advantages for the organization and for all managers at different administrative levels in the organizational structure, and its importance can be summarized as follows:

1. Provides enough time for managers to take care of important matters and for subordinates to take on routine tasks.
2. It helps to strengthen supervision and make supervision more accurate because it is a philosophy based on the separation of responsibility for follow-up and treatment between important matters from routine matters. The task is entrusted to the specialized manager and ordinary matters to subordinates who work with the manager. (Deere, 2011: 15)
3. It reduces the burden of the decision-making process on the shoulders of management, as it gives an opportunity to invest the rationality and rationality of subordinates in the implementation of normal work. (Subaihat, 2014: 105)
4. Achieving optimal investment of human resources from within the organization, which constitutes a starting point for increasing the motivation and morale of subordinates towards their work and departments. (Al-Qahtani, 2015:438)

2-1-4. Characteristics of management by exception: The most important characteristics of management by exception can be determined as follows:

1. Organizational Structure Integrity:

includes a mechanism for communication lines that are flexible and effective so that the manager can intervene to address exceptional deviations and take appropriate decisions without the need to refer to the superior. (Khalaf Allah, 2017: 331)

2. This characteristic indicates the need for criteria that give the authority to make decisions to the CEO, when necessary, they must be determined in writing and submitted to senior management for decision so as not to cause confusion at the moment of addressing exceptional problems. (Smothers,2008:12)

3. Diversification of decision-making centres:-(Al-Otaibi, 2005:13)

It means the need to adopt administrative decentralization in the organization to diversify decision-making centers by giving decision-making responsibility to more than one director for exceptional emergency cases.

4. Comprehensiveness of the control and training system:

The success of the application of the philosophy of management with exception depends on the distinguished skills and renewed knowledge of individuals throughout the organization. So there must always be modern and continuous training programs to develop the skills of individuals and renew their health at all levels of management to qualify them for those who make sound decisions in a timely manner for important exceptional problems.

5. Proper diagnosis of important ordinary and exceptional problems (Al-Hawari, 1973: 473)

The application of the exception management method depends on the manager's ability to distinguish between routine ordinary problems and sudden exceptional problems important in order to reach the results of the decision to the desired goal of using the exception management philosophy, which is to rid the organization of crises and avoid falling into their negative effects.

2-1-5. Dimensions of management by exception: Some studies and research dealt with dimensions of management except for almost similar and convergence, most of them to pivot with the following important dimensions: (Houmadi. & Athamena 2017:144) (Ammar,2016: 17)

1. Determination of Powers and Responsibilities:

It refers to the need to determine the authority and responsibility of managers and individuals, as they are inseparable and essential elements of the organization and components for the distribution of powers and giving orders and directives to individuals working with the administration, and the authority granted to the manager must be accompanied by responsibility.

2. Delegation of authority: - It means that it is the process of the manager granting the other party (the delegate) the right to act and make decisions within a specific scope and to the extent necessary to accomplish a specific task and is often determined by a time limit by the manager in order to reduce the burdens placed on him,. (102:2017, Elderderery)
3. Time management: - which means an in-depth study to determine the available time and use it effectively by allocating the appropriate time for each work within the organization and distributing it among departments appropriately and then evaluating the extent to which time is invested by them efficiently. In order to reduce the time lost in the organization and invest it in the implementation of additional work that achieves additional returns for the organization.
4. Performance evaluation and evaluation: - It is an essential function of senior management that reflects the image of the human, financial and productive performance of the organization at a certain moment and may be periodically or during certain periods according to the management's need to identify the results of work. The performance appraisal process is defined as comparing actual performance with planned performance standards and providing treatments for negative performance to correct or develop it in the future. (ALI, 2013: 286)

2-2. Crisis Management

2-2-1. The concept of crisis management: The general environment of organizations of all kinds is dynamic due to the large number of crises that included various human economic, political, social, health and educational lives, and from the negative consequences of the crisis after the crisis. The administrations have made sure that crises affect the organization's ability to continue with the same strength as it was previously, addressing the challenges resulting from crises is the main goal that crisis management aspires to. Therefore, research and studies on the management of crisis these researches and studies have provided different concepts depending on the field and level of crisis management, and we begin by clarifying the concept

of crisis and then dealing with the concept of crisis management, as follows:

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2-2-2. The concept of crisis management:

- ❖ It is the application of strategies designed to assist an organization in which a negative event has occurred suddenly as a result and unpredictable or as an unexpected result of some event, which calls for decisions to be taken quickly to reduce potential damages that may pose a risk to the organization. (Crandal & Johan, 2014: 30)
- ❖ It is the science that is concerned with predicting and forecasting, building the capacity to address or seek to reduce risks, removing symptoms and causes of what may be likely and drawing lessons and benefiting from them in the future (Abu Qahf, 2002: 352).
- ❖ as "the process of preparation and systematic assessment of sudden internal and external problems that seriously threaten the Organization (Hajji, 2005: 429).
- ❖ It is "a way to control the crisis using a set of tools and efforts to overcome the crisis, contain the crises causing it, and benefit and learn from the aspects of the crisis, so that future crises can be avoided (Maher, 2006: 21).
- ❖ It is a system applied to avoid emergencies and how to deal with them if they occur to mitigate their devastating effects on the organization (Goel, 2009: 16).
- ❖ It is a system that provides the organization with an organized and organized systemic response to crisis situations, and this response makes the organization able to continue its daily work related to providing services and products, and achieving profits and others at the same time that the crisis is a decision of success. (Abufara. 2009: 49)

Based on the foregoing, the researcher believes that crisis management is an exceptional administrative process whose task falls on the senior management in the first place. And needs the cooperation of everyone and requires the administration to delegate all intellectual capabilities to plan for an unexpected negative event or to reduce its damage to the organization by adopting strategies for a set of scenarios expected to occur. And providing appropriate solutions to them when they occur in order to maintain the high performance of the organization during the crisis.

2-2-3. Stages of crisis management: In general, the crisis management process goes through basic stages, it is necessary for the administration to be

able to avoid the negative effects expected to occur in order to keep the organization steadfast and tall in the most critical times, and the following are the most important stages of crisis management: (Pearson & Mitroff, 1993)

1. Exploration phase: refers to the state of monitoring and analyzing warning indicators of a future crisis that has an impact on the organization's activity (Al-Mahmalawi, 1995: 63: 63). It expresses a clear and major turning point in the organization, and there are some researchers who call this stage the pre-crisis stage, that the realization of this stage and its diagnosis is very important, as failure to diagnose this stage in its time leads to the crisis hitting the organization with great force, as the lack of awareness of this stage for the organization to find itself in a severe crisis (Abufara, 2009: 51)
2. Preparedness and prevention: Reflects the extent to which the administration is able to prepare the necessary preparations to prevent its consequences and address crises that can be predicted, and to plan for situations that cannot be sensed, as well as to control the crisis and reduce its severity or effects if it occurs despite the efforts made to prevent it from occurring, and given the enormous destructive effects caused by crises and because the nature of the crisis is difficult and the inability to review and deal with it on a practical basis, it is necessary for crisis management to plan and organize Preparing and making the necessary arrangements to face the consequences of crises that the organization may be exposed to (Al-Dahir, 2007: 112).
3. The acute crisis stage: When the crisis intensifies and its indicators appear, the management of the organization is required to have a clear and effective alternative plan for crisis management to be more able to manage this stage by shortening its time period, which the longer it causes the organization additional damage and losses. Has alternative plans to cope with the severity of the crisis (Al-Bustanji, 2012: 87)
4. The stage of resolving the crisis: The management of the organization focuses its efforts at this stage on settling things and returning them to their normal situation that they were in before the beginning of the crisis. Assuming that the organization succeeded in overcoming the stages of the previous crisis and reached this stage and focuses at this stage on controlling the reins quickly and firmly, and the success of the organization's management at this stage is more effective if it has succeeded in monitoring the crisis warnings in the first stage. And the effectiveness of its management of this stage decreases if It has not succeeded in doing so, and in this case

the challenges before it are greater, so it must make an extraordinary effort to speed up appropriate, final and decisive solutions to the crisis. (Al-Khashawali Al-Qutb, 2007: 36).

2-2-4. Crisis Management Functions: The crisis manager has a set of basic tasks that must be implemented in cooperation with all individuals within the organization to get rid of the negative burdens that may be left by crises if crisis management fails to perform its functions, the most important of which are the following: (Hariri, 2009: 52-51)

1. Forecasting, planning in advance and full readiness to face all possible crises in the future after the implementation of the work in the organization
2. Organizing the financial operations in the organization, organizing departments, coordinating administrative matters and decisions, and determining the method of communication with management and staff levels.
3. Monitor matters, transactions and movements and monitor them accurately, both at the internal and external levels of the organization, represented by employees, customers and customers, and know their needs, desires and the way they deal.
4. Studying competitors and following them up to ensure the credibility of their dealings and plans and the extent of their effects on the organization.
5. Conducting a complete analysis, study and inventory of the organization to inventory the information, data and financial and non-financial capabilities available to form a true picture of the organization's human and non-human capabilities.
6. Appropriate intervention at the right time and appropriate treatment of crises in the sense of applying the philosophy of management by exception.
7. Training employees, workers and managers on how to face crises and solve administrative problems with all art, skill, skill and administrative wisdom.

2-2-5. Crisis Management Requirements: In order for the management of the organization to face the expected crises, it needs a set of requirements, which we explain as follows:

1. Simplification of procedures: - In the sense of not complicating work procedures and staying away from everything that would make things Vague and creates a kind of confusion, lack of understanding and clarity. And develop regulations and enact laws that facilitate the process of Management.

2. Coordination: Coordination is a starting point for organizations to succeed in achieving consensus and harmonization between the crisis management team

And other departments and leaders related to the crisis, it is a necessary and important requirement for the implementation of decisions as well as

To prevent conflicting procedures and to ensure that work is carried out smoothly, easily, harmoniously and smoothly in

Flow and exchange of resources. (Aliwa, 2004: 69)

3. Planning: It represents the scientific approach that the manager adheres to stay away from improvisation and randomness in estimating things and predicting future events. Which is the general framework through which administrative leaders worked from formulating their strategies and implementing their work towards dealing with crises, which is the rational method that keeps solving the crisis away from improvisation, randomness and chaos in decision-making.
4. Continuous presence: The crisis management team requires daily and effective presence in the various joints of the organization's work because the crisis can only be dealt with or addressed through the presence of team members on an ongoing basis. As their presence leads to coordination, exchange of views, access to everything new about the development of the crisis, taking appropriate and immediate decisions, effective monitoring of all developments and foreseeing the future of the crisis, as well as overcoming difficulties that hinder implementation.
5. Delegation of powers: The delegation of authority is very important during the treatment of the crisis, as events may be forced to take decisive and appropriate decisions quickly without waiting for the responsible person, whom these decisions fall under his responsibility, and this prevents business stoppage, waste of time and confusion (Abawi, 2007:4).

2-2-6. The relationship between management by exception and crisis management: The dimensions of management by exception constitute a basic starting point for management in the face of crises because administrative decentralization in the delegation of authority helps the administration to face emergency situations as a result of flexibility in the decision-making powers of senior management. And the planning and organization of time and considering it the capital of the organization works

always to have coordination in the distribution of lost time in some departments to invest the manager's effort and capabilities to solve emergency problems or avoid crises. While evaluating performance, following up on results and providing solutions that would enhance. And strengthen the skills of managers through the measures taken to correct previous deviations and not to repeat them in crises. (Willis and others. 2017: 281-305)

3. Practical Aspect: The practical framework includes:

3-1. Description of the members of the research sample:

Table (2): Description of some characteristics of the sample members

Personal character		Iteration	Percentage %
Sex	male	20	67
	Female	10	33
Total		30	100%
Age	20-30	2	6
	31-40	18	60
	41-50	6	20
	50 and above	4	13
Total		30	100%
Personal character		Iteration	Percentage %
Length of service	10 less than	9	30
	10- 20	14	47
	20 - 30	5	17
	30 and more	2	6
Total		30	100%
Current Administrative Level	Senior Administration Manager	4	13
	Middle Management Manager	7	23
	Direct Manager	6	20
	Obligated	13	44
Total		30	100%
Personal character		Iteration	Percentage %
Education	Middle School	0	0
	Technical Diploma	0	0

Personal character		Iteration	Percentage %
	Bachelor	4	13
	Higher Diploma	0	0
	Master	22	74
	Doctor	4	13
Total		30	100%

Source: Prepared by the researchers.

Table (2) shows that the majority of the members of the surveyed sample are males, as their percentage reached (67%), which is greater than the percentage of females, which amounted to (33%). As for the age groups, where the age groups varied, most of the members of the sample surveyed were from the mature young age group (31-40). And their percentage reached (60%), It is worth noting that the surveyed organizations have the largest percentage of individuals with medium young experience. So those whose service period ranges between (10-20 years) amounted to (47%). The largest part of the sample at the level of educational achievement are holders of a master's degree, where their percentage reached (76%) and the percentage between holders of bachelor's degree and doctorate was equal by (13%) each. Which enhances the credibility of the answers better due to the high level of educational achievement of most of the members of the sample.

3-1-2. Measuring the validity and stability of the questionnaire: The researchers' reliance on specialized research related to research variables in the formulation of dimensions and indicators in providing the theoretical aspect is a basic starting point for the truthfulness and objectivity of the questions that describe the research variables. In addition to the academic knowledge and teaching experience of the researchers was also a help to reach the best degrees of honesty in the questionnaire. In addition to the results of the response by the members of the sample surveyed in the answer to the questionnaire indicates a strong degree of response, as the number of forms distributed reached (30) questionnaire distributed on the respondents, so the response rate ($30/30 = 100\%$). The second method is to use the (Pearson correlation coefficient) to show the extent of internal consistency of the answers to the questionnaire questions and the majority of the questions were compatible and consistent with the orientation with the main factors. And what confirms that the values of the correlation coefficient for

consistency are all positive as shown in the outputs of the statistical (SPSS) program in the research annexes No. (2-2).

3-1-3. Description and diagnosis of the independent variable (dimension of management by exception): Table (3) shows the frequencies, percentages, mean and standard deviation of (dimension of management by exception)

Table (3): Frequencies, Percentage, Mean and Standard Deviation of the dimension of management by exception

Answer level	Strongly agree		agree		neutral		I don't agree		I strongly disagree		Arithmetic mean M	Standard deviation SD	
Weight	5		4		3		2		1				
Workers	reiteration	%	reiteration	%	reiteration	%	reiteration	%	reiteration	%			
Limitation of Authority and Liability (XAA)													
X1	21	70	7	23.3	1	3.3	1	3.3	0	0	4.600	0.724	
X2	17	56.7	11	36.7	1	3.3	1	3.3	0	0	4.467	0.730	
X3	11	36.7	17	60.7	0	0	2	6.7	0	0	4.233	0.774	
x4	7	23.3	21	70	0	0	2	6.7	0	0	4.100	0.712	
Modified Delegation of Authority (XP)												4.350	0.735
X5	4	13.3	24	80	2	6.7	0	0	0	0	4.067	0.450	
X6	2	6.7	26	86.7	0	0	1	3.3	1	3.3	3.900	0.712	
X7	2	6.7	26	86.7	1	3.3	0	0	1	3.3	3.933	0.640	
X8	2	6.7	25	83.3	2	6.7	1	3.3	0	0	3.933	0.521	

Answer level	Strongly agree		agree		neutral		I don't agree		I strongly disagree		Arithmetic mean M	Standard deviation SD
Weight	5		4		3		2		1			
Workers	reiteration	%	reiteration	%	reiteration	%	reiteration	%	reiteration	%		
Average Time Management (XAC)											3.958	0.581
X9	0	0	27	90	1	3.3	1	3.3	1	3.3	3.800	0.664
X10	1	3.3	25	83.3	3	10	1	3.3	0	0	3.867	0.507
X11	1	3.3	25	83.3	4	13.3	0	0	0	0	3.900	0.403
X12	0	0	23	67.7	6	20	1	3.3	0	0	3.733	0.521
Average Performance Evaluation and Evaluation (XAD)											3.825	0.524
X13	0	0	21	70	7	23.3	1	3.3	1	3.3	3.600	0.724
X14	0	0	16	53.3	13	43.3	0	0	1	3.3	3.500	0.572
X15	1	3.3	14	46.7	14	46.7	1	3.3	0	0	3.500	0.630
X16	1	3.3	11	36.7	17	56.7	109	3.3	0	0	3.400	0.621
											3.500	0.637
General average											3.908	0.619

Source: Researchers based on SPSS data.

We note from the data of Table (3) that the dimension of (delegation of authority) in the independent factor (management by exception), represented by the factors (x6, x7, x8). Whose arithmetic means are similar by (3.9) for each, which are all close to the level of answer (agree), which means that the administration of the college and the administrative technical institute practices and is interested in the process of delegating authority between its various administrative levels. And that the factor (x5) in the factor occupies the largest arithmetic mean is (4.0) and a standard deviation (0.450). This indicates that the management of the surveyed organizations works to direct individuals towards self-management outside the authority and responsibility officially granted in emergency situations. The data of Table (3) also indicate that the dimension (determination of authority and responsibility) expressed by factors (x1, x2, x3, x4) in the resolution. means (4.6, 4.4, 4.2, 4.1) respectively approaching the level of answer (agreed) means that the management of the college and the Institute of Administrative Technicians has the ability to determine the authority and responsibility of each manager at different administrative levels and that the factor (X1) has the largest arithmetic mean. The value of standard deviation (0.724). This

means that management of the researched organizations is keen to design an organizational structure that accommodates the necessary activity centers of the organization and shows them as a unified structure towards achieving the goal of the university. While it was after (time management) and described by factors (x9,x10,x11,x12). Their arithmetic media had reached (3.8,3.8,3.9,3.7) respectively, and this reflects to us that the level of the sample answers is very close to the level of answer (OK), and this indicates that the management of organizations in the research sample pays great attention to planning, organizing, distributing and investing time. And that the workers (x9, x10, x11) have a larger medium than the worker (x12). This shows that the organizations surveyed look at the time being the capital of the organization and develop plans for how to distribute and invest it for all administrative levels within the organizations of the research sample, and also give us the data of Table (3) that after (performance evaluation and evaluation) is slightly approaching the level of answer (agreed). Because the average arithmetic media of its indicators amounted to (3.5) and the rate of standard deviation amounted to (0.637) and the value of the weighted arithmetic mean of the factor (x13) which amounted to (3.6) with a standard deviation of (0.724). Which indicates that the college administration and the institute are very interested in involving human resources in setting performance evaluation criteria to evaluate it optimally.

Table (3) also reflects the general average of the responses of the sample members towards the dimensions of management by exception. Which amounted to (3.908) and a general average of standard deviations of (0.619), a value that indicates that the answers are positive and approaching the level of answer I agree, so the organizations are interested in practicing the dimensions of management by exception.

3-1-4. Description and diagnosis of the dependent worker (crisis management): The evidence of Table (4) below shows the frequencies, percentage, mean and standard deviation of the indicators of the crisis management factor:

Table (4): Frequencies, Percentage, Arithmetic Mean and Standard Deviation for Crisis Management

Answer Level	Strongly agree		agree		neutral		I don't agree		I strongly disagree		الوسط M	Standard deviation SD
Weight	5		4		3		2		1			
Workers	reiteration	%	reiteration	%	reiteration	%	reiteration	%	reiteration	%		
X17	0	0	7	23.3	20	66.7	2	6.7	1	3.3	3.1	0.662
X18	0	0	6	20	20	66.7	4	13.3	0	0	3.07	0.583
X19	0	0	4	13.3	22	73.3	4	13.3	0	0	3	0.525
x20	0	0	3	10	21	70	4	13.3	2	6.7	2.83	0.699
X21	0	0	5	16.7	19	63.3	6	20	0	0	2.97	0.615
X22	0	0	4	13.3	20	66.7	6	20	0	0	2.93	0.583
X23	0	0	3	10	19	63.3	8	26.7	0	0	2.83	0.592
X24	1	3.3	4	13.3	14	46.7	10	33.3	1	3.3	2.8	0.847
X25	1	3.3	2	6.7	14	46.7	11	36.7	2	6.7	2.63	0.85
X26	1	3.3	0	0	12	40	15	50	2	6.7	2.43	0.774
X27	1	3.3	0	0	10	33.3	15	50	4	13.3	2.3	0.837
X28	4	13.3	0	0	10	33.3	11	36.7	5	16.7	2.57	1.194
General average											2.788	0.730

Source: Researchers based on SPSS data.

The data of Table (4) shows that most of the answers of the sample members about the dependent factor (crisis management) that they are close to the level of the average answer because the value of the general average of the arithmetic means of crisis management indicators reached (2.78) and the general average of standard deviations amounted to (0.730). As we note from Table (4) that the workers (x17) and (x18) take the largest arithmetic mean, as their value reached (3.1) and (3.0) respectively and with a standard deviation of (0.662) and (0.583) respectively. Which are answers that fall within the level of the answer neutral or medium level in terms of positivity, which means that the college administration and the institute rely a lot on strategic planning to detect strengths and weaknesses and to develop alternative plans in anticipation of sudden events. The administration of the college or institute forms different and multiple work teams to face potential crises.

Followed by the factor (x19) with an arithmetic mean of (3) and a standard deviation of (0.525), which is located within the level of the answer neutral and to a medium degree in terms of positivity. And this indicates that the administration of the college or institute is interested in studying the extent of benefit from civil society institutions when the crisis. Then followed by the factor (X21) where the value of the mean (2.97) and standard deviation (0.615) indicates that managers in the college and institute practice the process of delegating some individuals to deal with the crisis when they are busy with other matters. While the factor (X22) came sixth in order in

terms of the positive answers of the members of the research sample has reached the mean (2.93) and a standard deviation of (0.583). And this reflects that the administration of the college and the Institute shares with others the features of the crisis and cooperate to prevent the exacerbation of its danger. The two factors (X23, X24) came positively in the answers of the sampled because the value of their mean amounted to (2.83, 2.8) and a standard deviation of (0.592, 0.847) respectively. And this explains to us that the surveyed organizations have self-confidence in controlling the crisis and are keen to show things at their best during the crisis, and political conditions constitute an obstacle to the administration of the college and the institute in the face of the crisis. While the factor (X25) was positive in the answers of the members of the sample surveyed regarding the approved factor (crisis management). Where the value of its arithmetic mean was (2.63) and a standard deviation of (0.850) and indicates that the college and the institute have competencies with a different drink capable of dealing with various crises, followed by the factor (X27), where it approaches the level of the answer. I do not agree because the mean values reached (2.3) and a standard deviation of (0.837). This explains that the management of the surveyed organizations is not interested in allocating an independent budget to address the effects of the crisis. The last rank among the responses of the sample members occupied the factor (X28). Where the value of the mean was (2.57) with a standard deviation of (1.194) and it was described (the college administration and the institute are interested in attending conferences and seminars on crises to identify new in this field).

3-2. Testing the two research hypotheses:

3-2-1. The relationship between the dimensions of the administration by exception and crisis management:

Table (5): The value of the correlation between the dimensions of management by exception and crisis management

Exclusion of administration by exception	Limitation of authority and responsibility Xaa	Delegation of authority xab		Time Management XAC	Performance Evaluation and Evaluation Limit	Overall Index
Correlation value	0.397	0.421	0.223	0.519**		0.451*

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher preparation of electronic computer data

We infer from Table (5) that all dimensions of management with the exception are positively related to crisis management. But with different strengths, as after evaluating and evaluating performance came in the first

order in the strength of the relationship with crisis management, where the value of the correlation was (0.519 **). Followed by after the delegation of authority and the value of its association with the crisis management variable (0.421 **), and came third in terms of order after determining the authority and responsibility, where the correlation coefficient with crisis management reached (0.397 **). While Table (5) shows that the dimension of time management is moderately related to crisis management, so it occupies the last rank in terms of the strength of the relationship with crisis management. Where its correlation coefficient reached (0.223 **). This also reflects the validity of the first research hypothesis, which is the existence of a positive correlation between the dimensions of management by exception and crisis management.

3-2-2. The impact of the dimensions of the administration by exception in the management of the crisis Organizations of the sample studied: For the purpose of showing the impact of the dimensions of the management by exception in the management of the crisis of the sample studied, we use the following table (6):

Table (6): The Impact of Dimensions of Administration by Exception on Crisis Management

The Modal	Unstandardized Coefficients		Standardized Coefficients	t			R Square	Itself.
	B	Std. Error	Beta		F	R		
(Constant)	.861	.726		1.187	7.157	.451 ^a	.204	.012
management by exception	.493	.184	.451	2.675				.000

a. Dependent Variable Exaptation Management

Source: Prepared by the researcher on the electronic calculator

Table (6) shows that the dimensions of management by exception affect the crisis management of the sample studied. Because the value of (t) calculated for the independent variable (dimensions of management by exception reached its value (2.675). Which is greater than the tabular where its negative value was (1.187) while the value of the correlation coefficient (r) was positive and its value was (0.451 *). Which is greater than the value of the coefficient of determination) (where its value was (0.204) R^2 this indicates that every positive change of the independent variable affects by (0.204) in crisis management. And this proves the validity of the main

hypothesis, which is that the dimensions of management by exception play a positive role in crisis management in the organizations surveyed.

4. (Conclusions and Recommendations)

4-1. Conclusions: Based on the above in the theoretical aspect and from the data that appeared in the statistical analysis tables of the field side, we present the conclusions that the surveyed organizations can adopt in order to be a catalyst in enhancing their ability to face crises, and the most important conclusions are the following:

1. The dimensions of management by exception in general and (determining authority and time management in particular play a positive role in promoting the ability of the organizations researched to address emergency problems by making successful emergency decisions.
2. The college and institute administration are very interested in applying the principle of the right person in the right place and according to the requirements of the description Functional, which indicates the correctness of the orientation and belief by senior management in the effectiveness of management by exception as a tool to address Sudden problems without causing a crack in the administrative lines of communication according to the organizational structure or exceeding the limits of authority And the responsibility assigned to each manager in the organizations surveyed.
3. The management of the organizations of the surveyed samples believes in strategic planning as a basic means to identify strengths and weaknesses within The organization to be a starting point for properly addressing internal deficiencies and developing and fruitfully supporting the strengths within the organization Able to seize the opportunities available in the external environment, and all this leads to the administrative structure of the structure Organizational able to deal with crises efficiently and effectively.
4. The organizational structure of the organizations surveyed does justice to the main activities that constitute the essence of what they need Aamal organizations to be able to provide the best technical educational services to students and society in the most complex circumstances Environmental.
5. The administration of the college or institute is working seriously towards forming different and multiple work teams to face potential crises and involve Efficient human resources and expert in solving emergency problems.

6. The management of the surveyed organizations suffers from a weakness in financial support through the lack of allocation of an independent budget to address the effects of the crisis.
7. The results of the statistical analysis indicate the weakness of the procedures for dealing and controlling deviations that occur in performance during crises for organizations Surveyed.

4-2. Recommendations: In light of the findings of the research, it is necessary to make the following recommendations:

1. Paying more attention in the future to consolidating the philosophy of management by exception in the management of the organization, as it is a basic requirement for distinguished and independent survival in the field of work for technical education in light of the era of crises, it requires a sound vision of the rapidly developing future. Which is witnessing tremendous growth and expansion in all areas of life, organizations need an exceptional administrative leader to stand strong in front of rapid and sudden changes in the complex environment.
2. Mobilizing real efforts towards designing a flexible organizational structure in the research sample organizations to be an auxiliary factor for delegating authority in emergency situations that need exceptional decisions.
3. We urge the management of the research sample organizations to pay more seriously attention to the process of allocating a financial budget to face crises that have a significant impact on the organization's activity.
4. The need for the senior management of the organizations surveyed continuously to embody the dimension of determining authority and responsibility according to the requirements of the expected crises in order to maintain the flow of work within the organization without stopping during the occurrence of crises
5. It is preferable that the college and the institute have effective procedures to control the deviations that may have been revealed in the performance evaluation process.
6. We suggest the continuation of specialists in research and study in management with the exception as it is an organizational variable that has become a necessity now
7. In the future, which is marred by sudden rapid changes, and from proposed studies such as, the impact of management by exception on the success of the organization of the future.

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