



INSTITUTIONAL EXCELLENCE IN UNIVERSITY INSTITUTIONS: DIMENSIONS AND STRATEGIC APPROACHES TO ENHANCE LEADERSHIP AND COMPETITIVENESS

Zohra ROUCHED*

University Of Ghardaia- Algeria

rouiched.zohra@univ-ghardaia.edu.dz

Laboratory of Administrative Development
for the Advancement of Economic
Institutions – Ghardaia

Youcef Zakaria RAHMANI

University Of Laghouat- Algeria

y.rahmani@lagh-univ.dz

Laboratory of Quantitative and Qualitative
Applications for Economic, Social, and
Environmental Upgrading of Algerian
Institutions – University of Ghardaia

Send Article Date: 24-01-2026

Date of acceptance of the article: 02-05-2026

Abstract:

This research explores institutional excellence as essential for organizations amid rapid technological advancements and competition, defining it through uniqueness in performance and comprehensive management outputs. Focusing on universities, the study addresses the need for these institutions to evolve into "learning organizations" that adapt and generate knowledge. Key drivers towards excellence include change speed, competition, and technology. The research emphasizes an integrated system of strategic approaches effective leadership, supportive organizational culture, investment in human capital, and utilization of digital technologies as crucial for improving performance.

It concludes that achieving institutional excellence offers a sustainable competitive advantage, enabling universities to excel in knowledge production and graduate quality, and recommends structural redesign aligned with excellence philosophy, emphasizing leadership's role in fostering cultural change.

Keywords: institutional excellence, learning organization, leadership, human capital, university institutions

1. Introduction

Contemporary organizations and institutions strive to keep pace with rapid and successive developments through various methods by managing change in pursuit of excellence and delivering services in

* Zohra ROUCHED.

the best possible manner. This is to face numerous challenges, the most significant of which include the multiplicity and growth of goals, the increasing and diverse needs of society, the scarcity of resources, and high economic and competitive transformations. This has led countries to compete in attracting capital and investments by creating a harmonious environment that responds to innovative ideas. The planned organizational efforts aimed at achieving continuous improvement and excellence are referred to as such.

It has also been pointed out by many researchers that there are no distinguished institutions, but rather institutions that strive to achieve excellence through delegation and empowerment, authority support, benchmarking, continuous improvement, and finding the best possible ways to achieve this within an integrated system.

The central main interrogation of this study was: What are the key approaches that lead university institutions to achieve institutional excellence?

To answer the previous question, we ask the following questions:

- What is Institutional Excellence ?
- (What are the drivers that lead institutions to adopt this philosophy?
- What are the most important approaches that enable the university institutions to achieve institutional excellence?

- Importance of the study:

This study emphasizes the critical need for universities to achieve Institutional Excellence in light of globalization and competitive academic standards. The research identifies five strategic approaches (Leadership, Culture, Human Capital, Technology, and Quality) key to enhancing higher education. It offers a practical roadmap for university leaders to improve organizational structures and processes, thereby boosting research quality and graduate competencies, and strengthening the institution's leadership at both national and international levels.

- Objectives of the study:

This research aims to highlight the dimensions and strategic approaches to achieving institutional excellence in university institutions, in order to face the increasing challenges of globalization, local competition, and quality requirements. The contemporary



environment necessitates the transformation of universities from mere educational institutions into 'learning organizations' capable of adaptation and knowledge creation.

SECTION I: The Theoretical Framework of Institutional Excellence

In this section, we will discuss the genesis (or origin) and concept of organizational excellence, and we will identify the most important drivers that push institutions to adopt the philosophy of organizational excellence, as well as the main problems and obstacles they face.

1. The origin of the term institutional excellence:

Many institutions seek excellence, but few are able to achieve this goal. This is because the management of these institutions does not fully understand the meaning of excellence. Since excellence is a systematic framework for development through a set of standards, these standards have evolved with the development of management science and the emergence of different schools and intellectual approaches. Interest in excellence is not new. Some studies have addressed the historical development of the concept of excellence in the past, present, and future (Al-Jabari, 2009, p. 12). In 1950, Deming presented quality as a basic criterion for distinguishing one institution from another. and within twenty years of applying the model, Japanese management achieved success after adopting it. The rise of Japanese industry and its distinction from American industry had an impact on the study of Japanese management philosophy, when many Western institutions realized that quality was a choice for excellence (Rizkallah, 2015, pp. 9-10).

In 1982, the focus shifted from service quality to service excellence with the publication of Waterman & Paterson's book, *In Search of Excellence*, which was a response to the excellence of Japanese companies since the 1960s and 1970s. The two researchers studied a group of distinguished American companies and identified the factors of their excellence according to specific criteria of excellence adopted in models of successful institutions and companies (Bashioah, 2023).

In this regard, Tom Peters points out that there are no outstanding organizations, but rather organizations that strive to achieve excellence through delegation and support of authority, benchmarking, and continuous improvement. Although this alone does not guarantee the survival of the organization, it represents the best possible way to achieve this according to an integrated system (Mohammed Zaieri., 2005, p. 22).

2. The concept of institutional excellence

Excellence in general means uniqueness, superiority, and possessing more positive qualities than others in the same field. Excellence in management means superiority in performance and achievement, and excellence in modern management has two dimensions: (Al-Salmi, 2002, p. 24)

The first dimension: Excellence in the sense of achieving unprecedented results that surpass all competitors through the logic of learning.

The second dimension: All management outputs, including actions, decisions, systems, and activities, must be characterized by excellence, leaving no room for deviation or error, from the very beginning.

The European Excellence Model defines institutional excellence as outstanding practice in organizational management and achievement of results. It can be said that it refers to the integrated system of business results, in light of its interaction with the internal and external environment, which leads it to uniqueness and positive excellence in achieving its goals. What increases the importance and specificity of institutional excellence is that it includes three dimensions: (Autissier D., 2010)

- The performance of individuals within their specialized organizational units;
- The performance of organizational units within the framework of general policies;
- The performance of the organization within the economic, social, and cultural environment.



Based on this, performance excellence is the result of the excellence of human resources on the one hand, and the excellence of organizational units on the other, in addition to all the effects of the external environment.

Institutional excellence is more than just doing business well; it goes beyond success and relates to creative and exceptional human capital.

Drucker adds that the excellence of organizations comes from excellence in managing the knowledge possessed by individuals, and therefore institutional excellence is unique to the organization.(Al-Rashid, 2009, p. 114)

It can be said that institutional excellence is leadership and creativity in providing products and services and achieving impressive results that satisfy customers, shareholders, and employees. It is the only acceptable level of performance in an era of competitiveness and globalization, the era of the Internet and the dominance of media and communication technologies,(Al-Nasr, 2012, p. 68) and, more recently, the emergence of artificial intelligence.

Institutional excellence translates into a set of behaviors, abilities, skills, and high intellectual knowledge possessed by the human capital of organizations, allowing them to be employed to accomplish work that exceeds organizational standards and surpasses what others offer in terms of quality and quantity. and achieve unique and creative accomplishments that enhance the organization's excellence. Therefore, it can be said that the concept of institutional excellence:(Al-Bahmar, 2016, p. 22)

- includes uniqueness, innovation, and excellence, and is, in essence, a vital requirement for all types of organizations, not only to survive, but also to compete, grow, and succeed.
- It can take many forms, including excellence at the leadership level, excellence at the individual level, excellence at the operational level, excellence at the knowledge management level, and financial excellence. When these forms of excellence come

together in an organization, it becomes outstanding in its performance.

- It is a conscious, planned, and organized management philosophy and process that includes an intertwined and interconnected set of elements. Excellence can only be achieved through their interaction.
- It is about doing things differently from others, through innovation. Excellence is achieved by gaining a competitive advantage, systematically abandoning everything that is old, and constantly coming up with new ideas.
- The philosophy of excellence is based on the idea that the environmental dimension is part of organizational life.
- It is necessary to attract innovative individuals and highly distinguished talents, and to find appropriate organizational factors that support and encourage innovation through an organizational climate that stimulates creativity and innovation.

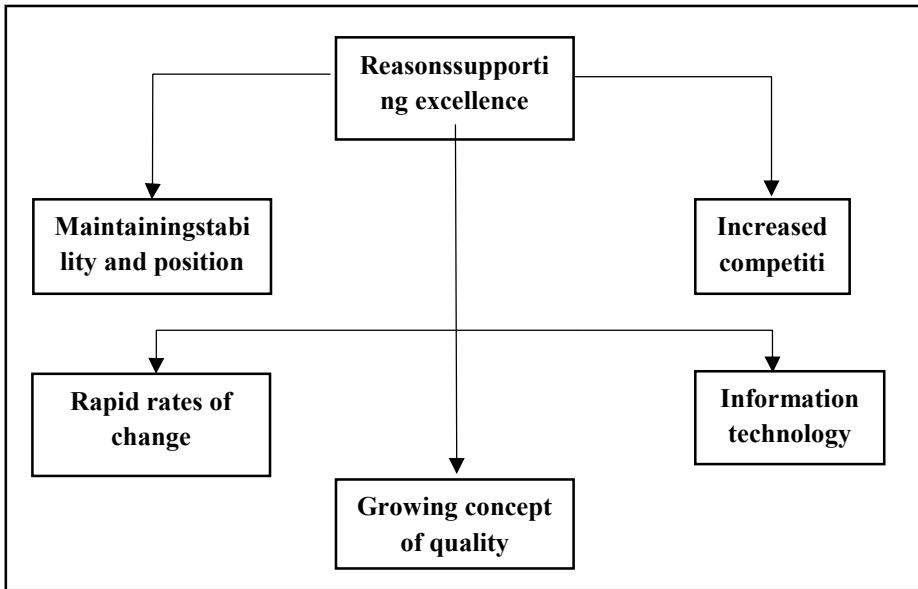
3. Motives for the pursuit of institutional excellence

In light of the rapid changes in the contemporary business environment, the communications and information revolution, the great emphasis on knowledge and human capital as its source, and in light of the increasingly competitive world, it has become imperative for organizations to respond to all these changes by working to achieve outstanding performance that qualifies them to continue. The most important reasons that drive organizations to seek excellence in performance can be summarized as follows: (Hameed.S, 2016, p. 37)

- Rapid rates of change;
- Increased competition;
- Maintaining the stability and status of the organization;
- Growing awareness of quality;
- Technological and information revolution;

These can be summarized as follows:

Figure 1: Motivations for the pursuit of organizational excellence



Source: Prepared by the Researchers

4. Key problems and obstacles to organizational excellence

Many organizations suffer from problems and obstacles that reduce their ability to compete and meet customer expectations, thereby limiting their ability to achieve excellence. The most prominent problems facing organizations on their path to excellence are as follows:(Alshalable, 2017, p. 294)

- Weak strategic structure and poor alignment between the goals and values of organizations and the performance and behavior of individuals
- Weak ability to observe changes in the markets and slow response to them, and inability to invest in the opportunities they present or avoid the threats they pose;
- Lack of awareness of the organization's core competencies and sources of excellence, and thus a lack of a clear vision of how to invest in and activate those competencies;
- Clear contradiction between management objectives and human competencies, especially those that are distinctive;
- Weak system for preparing and developing managerial leaders;

- Inadequate management and development of human capital due to weak policies on recruitment, training and learning, promotion, job replacement, job description and classification systems, evaluation, etc. In general, weak programs for planning, developing, maintaining, and nurturing human capital in the organization;
- Weak knowledge management systems in the organization and failure to keep pace with advanced technologies;
- Resistance to change and development, and the absence of an organizational environment and culture that supports excellence;
- Weak marketing orientation and lack of systems and mechanisms aimed at serving and satisfying customers;
- Focus on current problems and dealing with short-term requirements without sufficient consideration for future management;
- Being affected by external environmental variables such as economic, political, social, technological, and environmental systems.

All of the above problems and others, coupled with increasing pressures arising from a rapidly changing environment and major technological shifts, and with the impact of the trend towards globalization, liberalization of international trade, and the growing power of transcontinental companies, organizations seeking to survive through uniqueness and distinction over others are forced to overcome all these obstacles by relying on new foundations aimed at providing the necessary elements to deal with emerging situations in a fast-moving global business system.

Section II: Approaches to Institutional Excellence in University Institutions

In this section, we will discuss the most important approaches through which we can achieve institutional excellence, and we will mention the key ways that help university institutions achieve institutional excellence.



1. Approaches to Institutional Excellence

Achieving excellence is not easy; it requires continuous work and effort by the organization at all organizational levels. In this section, we will mention the most important levels through which institutional excellence is achieved.

1.1. Excellence through leadership

Talking about performance excellence inevitably raises questions about the key factor in activating an organization's energies and resources and driving it to achieve excellence. This factor is leadership, which many thinkers consider to be the most important driver and guide for an organization's efforts toward excellence, this is due to the fundamental role of the leader in performance excellence through his or her drive and direct influence on the other elements of excellence (Abdulsamad, 2020, p. 113).

Given contemporary developments, whereby an organization's capital is largely based on intangible assets and human capital, this has required leaders to pay greater attention to these assets, which are now considered crucial in the knowledge era. It is natural for the role of the leader to change in response to all these changes imposed by the contemporary environment. We can identify the new roles of the leader that can directly contribute to achieving performance excellence, as follows: (Al-Karkhi, 2016, p. 42)

- Defining the future vision and creating the desire among human capital to achieve this vision in order to achieve performance excellence.
- Establishing the values of excellence among the organization's human capital, which helps achieve unprecedented results in performance excellence;
- Reinforcing exemplary behavior through mutual respect and trust with individuals, and always trying to set an example for others;
- Develop competencies and invest in human capital through empowerment and delegation of authority, profit sharing, updating skills and capabilities, recognizing outstanding efforts and creative

ideas, and other methods that contribute to achieving institutional excellence;

- Achieving the goals of the organization's various stakeholders and striving to manage conflicts between them in a way that helps achieve everyone's goals and directs them toward performance excellence.
- Emphasizing responsibility towards society and demonstrating that the organization, in pursuing its goals, is working to achieve the goals and interests of society as a whole.

There are many qualities that a leader must possess in addition to all of the above, given that leaders are often from distinguished groups and reflect the outstanding human competencies within the organization, as the leadership style adopted by the organization is nothing more than a translation of the leader's choices and knowledge, experiences, skills, orientations, and awareness of their responsibilities and organizational commitments. Leadership is nothing more than a reflection of the leader's personality, psychological and social makeup, and level of interaction with the organizational situation in which they find themselves.

Researcher Walid Nimer Ismail Al-Hayah explains some of the basic skills that an outstanding manager possesses and is able to practice. These skills are as follows: (Ismail, 2015, pp. 34-35)

- **Emotional flexibility:** An outstanding manager needs to be sufficiently flexible to be able to deal with all situations, control themselves and their emotions, and be tolerant to a certain extent.
- **Tendency to respond positively to events:** Outstanding managers respond positively to events, create them, and take responsibility.
- **Creativity and innovation:** An outstanding manager has the ability to find new and innovative ways to respond to different situations in an unconventional manner.
- **Quick-wittedness:** An outstanding manager has the ability to act quickly in the face of problems, think of several solutions immediately, and see situations as a whole quickly.



- **Ability to learn:** Outstanding managers constantly seek to learn, thank others, search for sources of information themselves, and quickly connect important ideas with concise ones.
- **Personal information:** An outstanding manager possesses personal and general cultural information that enables them to interact with those around them and form their own opinions and beliefs.
- **Constant sensitivity to events:** An outstanding manager is sensitive to events, aware of them, able to adapt to them, and open to the material and moral realities of individuals;
- **Analyzing and solving problems, judging matters, and making decisions:** An outstanding manager is one who has fair judgment and the ability to strike a balance between moral feelings and material facts.
- **Dealing with others:** An outstanding manager can practice interpersonal skills, such as the ability to communicate effectively, delegate, resolve conflicts, and motivate and guide individuals.

1.2. Excellence through organizational culture

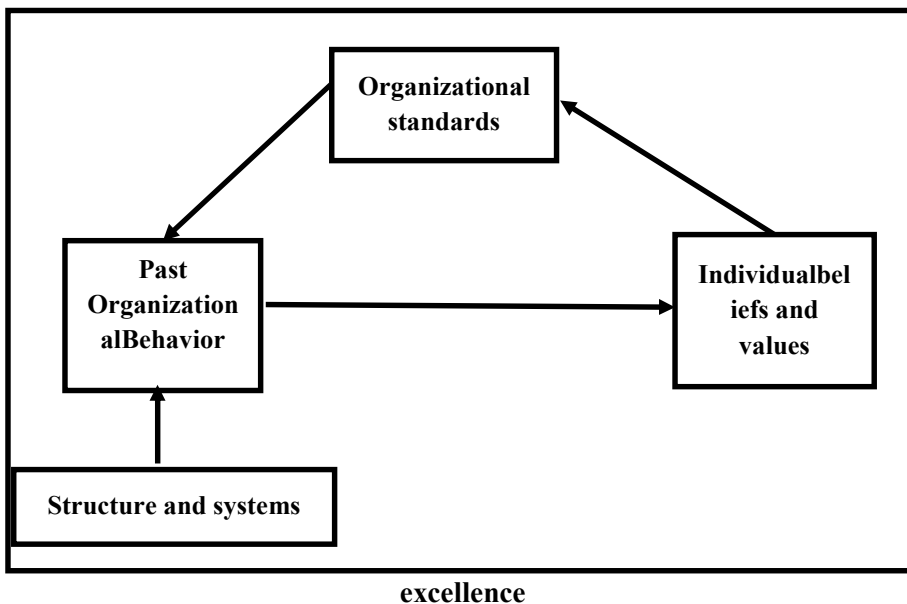
Changing an organization's culture is one of the most difficult tasks facing organizations seeking excellence. It can take a long time to change or replace the principles and values that have been established in the organization with new ones, which increases the element of risk and reduces the chances of success. Therefore, when building a culture of excellence, the organization must strive for cultural change without compromising its established principles and values, and work to add new elements that do not conflict with existing principles and values. (Al-Zoubi, 2022, p. 110)

Despite the significant benefits that the organization reaps from following the approach of excellence in performance, such as continuous improvement and employee engagement, some of the principles of this approach may sometimes be incompatible with the organization's culture. Therefore, the effective application of the excellence in performance approach must be preceded by an assessment of the organization's culture to identify the areas and degree of difference and the gap between it and the culture of

excellence in performance, and to work on developing appropriate programs for training, education, motivation, empowerment, and others to reduce this gap.

In order to model organizational culture change, J. Herrera presented a model aimed at changing the organizational culture to apply the excellence approach, by showing that efforts to introduce cultural change are a key determinant of the success or failure of excellence and improvement programs as a whole. The following figure illustrates this:

Figure 2: Model for directing organizational culture toward performance



Source: Emad Hamdi Al-Zoubi, *Critical Success Factors and Achieving Excellence in Institutional Performance*, Dar Amjad Publishing and Distribution, 2022, p. 113

There are often ongoing attempts to introduce fundamental changes to an organization's culture, but the only thing that changes is the formal part represented by the organizational structure and various systems. The beliefs and values of individuals and organizational standards remain untouched, which is a major reason for the failure of the performance excellence approach in most organizations.



1.3. Excellence through technology:(Al-Karkhi, 2016, p. 42)

Rapid technological developments, particularly in information and communication technology and, more recently, artificial intelligence, have imposed different conditions on organizations than before in terms of business systems, organizational relationships, and the environment. In order to coexist with these conditions and achieve levels of excellence under them, it is necessary to seek new formulas for survival and excellence based on contemporary technological foundations.

Renewable technology and techniques represent an opportunity for business organizations to achieve excellence in performance and gain an edge over their competitors by providing unprecedented energy and creativity. In this context, contemporary management thinking adopts important approaches that are reflected in the management of technological techniques, where there are many forms of new technology that influence production processes in various sectors. The process of technological development and innovation is accelerating thanks to increased investment in research and development in contemporary organizations, given the profound impact of technology on all elements and levels of the organization, production and marketing systems, human resource structures, and production economics.

1.4. Excellence through human capital

In light of the shift to the knowledge era, the importance of human capital in organizations as a basis for excellence has increased, as methods of investing this capital and developing human knowledge, skills, and behaviors in organizations have become important competitive advantages, considering them to be the most important assets of organizations. Intangible resources have become the basis for organizations to differentiate themselves from others with a unique position, enabling them to offer one or more distinctive products in a successful and more profitable manner.

It is clear that human capital management has a significant impact on product quality, productivity, and other key performance

areas. Through its practices, it seeks to raise these areas to unprecedented levels that ensure the organization achieves and maintains outstanding performance. The most important of these practices and approaches can be summarized in the following points:(Abdulsamad, 2020, p. 127)

1. Developing individual plans that support the organization's strategy and understanding the capabilities and knowledge necessary to achieve the vision, mission, and strategic objectives;
2. Ensuring that training, education, and development plans help meet future needs for outstanding skills and competencies;
3. Understanding the management style and philosophy by understanding the behavior of human capital in the organization and working to link the behavior of individuals and their personal needs to the interests of the organization;
4. Encourage partnership thinking at work to achieve the highest level of human capital motivation and outstanding performance, and to gain it as an important asset for the organization;
5. Linking incentives to performance and avoiding factors that discourage motivation;
6. Involve human capital in decision-making.
7. Work to reduce work pressure, as human capital, especially its distinguished groups, is greatly stimulated at low pressure levels to increase its performance and reach unprecedented levels;
8. Providing an appropriate organizational climate and quality of working life, which are extremely important for performance, increasing human capital satisfaction, and working to modify its behavior through regular encouragement and the use of appropriate methods;
9. Continuously measuring the feasibility of investing in human capital, ensuring its significant contribution to achieving institutional excellence for organizations.

1.5. Excellence through total quality management:

The concept of total quality management is one of the latest management concepts based on a set of ideas and principles that can be adopted to achieve outstanding performance in organizations. The



philosophical and intellectual framework of total quality management focuses on three key areas in this field: achieving customer satisfaction, contributing to the organization's human resources, and continuous improvement and development.

According to Crosby, it translates into a systematic approach to ensure that pre-planned activities are carried out, as it is the optimal method that helps prevent and avoid problems by encouraging optimal managerial behavior in performance through the highly efficient use of material and human resources(Al-Azawi, 2005, p. 33).

It reflects an overall philosophy that aims to meet customer needs by creating an organizational culture in every individual, at every stage of production, and at every management level, with a clear commitment to quality. The most important principles of total quality management are:(Burgada, 2009, p. 40)

- Focus on the consumer ;
- Focus on processes as well as results;
- Preventing errors before they occur;
- Leveraging the expertise and skills of human resources;
- Fact-based decision-making;
- Information systems and feedback ;
- Continuous improvement;
- Participation and motivation ;
- Quality assurance ;
- Organizational climate.

2. Institutional excellence in universities:

With the promotion of institutional excellence in various institutions, including higher education institutions, which encourage creativity and curriculum development through joint cooperation, the concept of institutional excellence has become increasingly important at both the academic and practical levels as one of the approaches that help to discover and develop the administrative and organizational capabilities of individuals. Its importance is also increasing as it is one

of the topics that the Ministry of Higher Education and Scientific Research is seeking to achieve.

Excellence is not just a slogan, but a radical change in the culture of the institution, its mechanisms and methods of work, and even those who run and work in the institution. These changes have created significant challenges for the future, making it imperative for institutions to resort to change management practices, as they are the first to be required to adhere to the principles of excellence. Perhaps the most important element of institutional excellence is leadership, as it is responsible for developing strategies and policies aimed at enabling the institution to achieve excellence.

Conclusion and Recommendations:

This study has emphasized that institutional excellence is no longer a complementary goal, but has become a strategic necessity that ensures the survival of university institutions and their ability to lead in the era of globalization and knowledge. The analysis shows that success in achieving excellence goes beyond mere compliance with external quality standards and involves a radical transformation of the work philosophy within the institution.

The essence of the conclusion is that excellence is the result of an interaction between five key integrated approaches: wise leadership that drives cultural change, an organizational culture that supports innovation, effective management of creative human capital, optimal use of technology and artificial intelligence in research and education, and commitment to the principles of total quality management.

In conclusion, the research recommends the adoption of an integrated strategic vision that aims to combine these approaches, ensuring that Algerian and Arab universities not only achieve a competitive position internationally but, more importantly, contribute effectively to knowledge building and the graduation of distinguished graduates who serve the sustainable development of society.

Based on the findings, a set of recommendations can be made that will lead universities, as producers of science and knowledge, to



adopt a learning organization philosophy that improves student achievement encourage employees and professors at various levels to continuously and seriously search for methods that help develop the university, motivate them to work together and learn continuously, and strive to achieve the desired institutional excellence:

- The need to develop a clear vision and clear standards to raise the level of institutional excellence by providing qualified frameworks that help achieve excellence and are capable of interacting with elements of the external environment.
- The need to provide an organizational culture that supports innovation and experimentation with new and distinctive ideas to support institutional excellence efforts;
- The need to form a university-level working group to develop a model for institutional excellence based on the principles of the learning organization and global models of institutional excellence;
- The need to pay serious attention to cultural change within the organization as a fundamental aspect of achieving any change or development in the organization, whether organizational, structural, or technological. Before change can take place in structures, systems, and material aspects, despite their importance, it must first and foremost involve the individual, as it is the individual who implements the change and bears its consequences, which is why the process of change begins with the individual.
- The role of higher education institutions as drivers of excellence must be strengthened by adopting new decisions that transform the scientific outputs of universities into institutions that provide practical solutions to the problems posed in the business environment by encouraging innovation and entrepreneurship (Decision 1275 of 27/09/2022).
- The need to leverage artificial intelligence and modern technologies that help universities achieve institutional

excellence and improve the learning and scientific research experience, provided that this is done cautiously and thoughtfully. Examples include, but are not limited to:

- Developing virtual assistants to answer student questions, provide technical support, and facilitate the registration process;
- Using artificial intelligence to assess students' academic performance more accurately and effectively;
- Automating many routine administrative tasks such as student registration, library management, and human resources management;
- Using AI to analyze large amounts of data related to students, staff, and financial resources, helping to make better decisions;
- Using AI to predict and maintain university infrastructure issues before breakdowns occur;
- Using AI to facilitate collaboration between researchers from different disciplines and institutions.
- Developing smart learning platforms that enable interaction between students and professors anytime, anywhere.
- Developing collaborative platforms that allow students to work together on research projects.

Bibliography list:

Books:

1. Abdulsamad, S. (2020). Developing Human Competencies and Excellence in Performance. Amman, Jordan: Dar Wael Publishing and Distribution.
2. Al-Azawi, M. A. (2005). Total Quality Management. Amman, Jordan: Dar Al-Yazourdi Scientific Publishing and Distribution.
3. Al-Azawi, M. A. (2005). Total Quality Management. Amman, Jordan: Dar Al-Yazourdi Scientific Publishing and Distribution.



4. Al-Karkhi, M. (2016). Introduction to Institutional Performance Measurement. Amman, Jordan: Dar Al-Manahij Publishing and Distribution.
5. Al-Karkhi, M. (2016). Introduction to Institutional Performance Measurement. Amman, Jordan: Dar Al-Manahij Publishing and Distribution.
6. Al-Nasr, M. M. (2012). Outstanding Administrative Performance. Cairo, Egypt: Arab Publishing Group.
7. Al-Salmi, A. (2002). Excellence Management. Cairo, Egypt: Dar Gharib Publishing and Distribution.
8. Al-Zoubi, I. H. (2022). Critical Success Factors and Achieving Excellence in Institutional Performance. Dar Amjad Publishing and Distribution.
9. Autissier D., B. F. (2010). L'ATLAS du Management. Paris, France: Groupe Eyrolles.
10. Bashioah, L. A.-B. (2023). Institutional Excellence as an Approach to Quality and Best Practices: Principles and Applications. Amman, Dar Al Warraq for Publishing and Distribution, Jordan.
11. Burgada, N. A.-H. (2009). The Role of Total Quality Management in Creating Competitive Advantage. Egypt: Dar Konooz Publishing and Distribution.

Theses:

12. Al-Bahmar, A. A. (2016). Level of Application of Organizational Excellence Enablers in Public Organizations. Jeddah, King Abdulaziz University, Saudi Arabia: Master's Thesis.
13. Al-Jabari, T. E. (2009). The Role of Excellence Management in Developing the Performance of Higher Education Institutions in the West Bank. Hebron University. (U. M. Thesis, Ed.) Palestine.
14. Ismail, W. N. (2015). The Degree of Secondary School Principals' Practice of Strategic Management and Its Relationship to Achieving Administrative Excellence from Their Perspective. Faculty of Education. Palestine, Unpublished Master's Thesis: Islamic University of Gaza.
15. Mohammed Zaieri., J. W. (2005). Best Practices, Institutional Excellence. Dubai, United Arab Emirates: Electronic College for Total Quality Publishing House.
16. Rizkallah, Y. A.-S. (2015). The Degree of Excellence Management Practices in Technical Colleges in the Gaza Governorates and Their Relationship to Competitive Advantage. Islamic University of Gaza. Palestine: unpublished master's thesis.

Journal article:

17. Al-Rashid, S. (2009). Excellence in Performance: What It Is and How to Achieve It in Business Organizations. Afaq Economic Magazine, 29(4), 103-134.
18. Alshalable, F. &. (2017). The Impact of Agilit Management Style on The Organizational Excellence. International Journal of Economics, 56(1), 284-304.
19. Hameed.S, A. (2016). HRM Practices and Organizational Performance in Hospitals. IOSR Journal of Business and Management, 18(11), 30-46.