



مديرية التربية والتعليم بالدقهلية  
التوجيه الفني التجاري  
توجيه السكرتارية الإنجليزية

# دفتر تحضير دروس الإدارة باللغة الإنجليزية

الصف الرابع التجاري  
للمدارس الفنية المتقدمة التجارية  
نظام السنوات الخمس



إعداد

أ / محمد سعد صقر

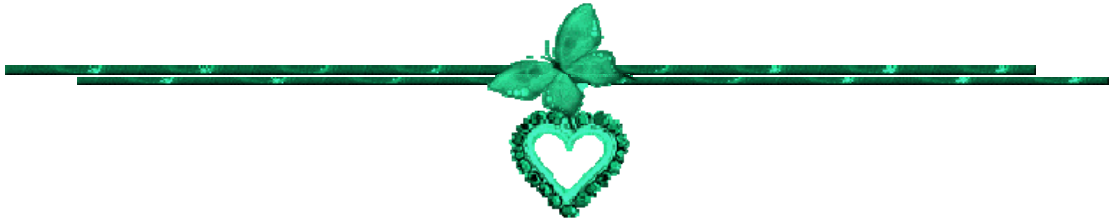


معلم خبير مواد تجارية

مدرسة الكردي الفنية المتقدمة التجارية

<https://www.facebook.com/mohamed.sakr382>





شكر وتقدير  
أسرة توجيه المادة بالدقهلية

الموجه العام	الموجه الأول	موجه المادة
أ/ مسعد البحقيري	أ/ منى عنتر	أ/ محمود ذكي
مستشار المادة بالقاهرة		
أ/ عوني العراقي العراقي سلطان		





	المدرسة
	اسم المعلم
الإدارة باللغة الانجليزية	المادة
الرابع	الصف
الإدارة والتسويق وسوق المال	الشعبة
	الفصول
٢٠١ / ٢٠١	العام الدراسي

## جدول الحصص الأسبوعية

الثامنة	السابعة	السادسة	الخامسة	الرابعة	الثالثة	الثانية	الأولى	الحصص / اليوم
								السبت
								الأحد
								الاثنين
								الثلاثاء
								الأربعاء
								الخميس

ملاحظات:

.....

.....

.....

.....

.....

.....





Date					
Period					
Class					

## Management (Fourth Year)

Syllabus (three periods weekly)

الادارة باللغة الانجليزية

للفيف الرابع بالمدارس الفنية المتقدمة التجارية - نظام الخمس سنوات -  
(شعبة الادارة والتسويق وسوق المال) ، بواقع {ثلاث حصص اسبوعيا}

First Term

Subject	month
<p><b>1- Managers and management:</b></p> <ul style="list-style-type: none"> <li>- Managers and organization.</li> <li>- The elements of management.</li> <li>- The common aims of all management</li> </ul> <p><b>2- Nature and process of management:</b></p> <ul style="list-style-type: none"> <li>- Level and types of managers.</li> <li>- Characteristics of managerial work.</li> <li>- Skill of effective manager.</li> </ul>	<p>2018 September To October</p>
<p><b>3- Business the external environment:</b></p> <ul style="list-style-type: none"> <li>- Definition of environment.</li> <li>- Managers and their external environment.</li> <li>- Technological environment.</li> <li>- Social environment.</li> <li>- Political environment.</li> <li>- Social responsibility of managers.</li> <li>- <b>Revision.</b></li> </ul> <p>- <b>Model of examination</b></p>	<p>November To December 2018</p>
<b>Second Term</b>	
<p><b>1- Decision Making the essence of management:</b></p> <ul style="list-style-type: none"> <li>- The decision making process.</li> <li>- The importance of decision-making.</li> <li>- Selection of the best alternative.</li> </ul>	<p>2019 February</p>
<p><b>2- Leadership:</b></p> <ul style="list-style-type: none"> <li>- The importance of leadership.</li> <li>- The role of leader.</li> <li>- Motivation to lead.</li> <li>- Sources of power.</li> <li>- Leader selection.</li> </ul>	<p>March</p>
<p><b>3- Communication.</b></p> <ul style="list-style-type: none"> <li>- Importance of Communication.</li> <li>- The Communication process.</li> <li>- Barriers to Communication.</li> <li>- Principle of effective Communication.</li> <li>- <b>Revision - Model of examination.</b></li> </ul>	<p>April 2019</p>

يعتمد ،، مدير المدرسة

مشرف المادة

مدرس المادة

أ

أ

أ





Date					
Period					
Class					

## فهرس التمارين الأسبوعية

### بكراسة تدريبات – MANAGEMENT

#### الصف الرابع التجاري (نظام السنوات الخمس)

{شعبة الإدارة والتسويق وسوق المال} ، بواقع {ثلاث حصص أسبوعياً}

Exercise	Subject	month
Exercise No: (1)	Manager and managerial	2018 September + October
Exercise No: (2)		
Exercise No: (3)		
Exercise No: (4)		
Exercise No: (5)		
Exercise No: (6)	Nature and process of management	November
Exercise No: (7)		
Exercise No: (8)		
Exercise No: (9)		
Exercise No: (10)	Business the external environment	December 2018
Exercise No: (11)		
Exercise No: (12)		
Exercise No: (13)	Decision making	2019 February
Exercise No: (14)		
Exercise No: (15)	Leadership	March
Exercise No: (16)		
Exercise No: (17)		
Exercise No: (18)		
Exercise No: (19)	communication	April
Exercise No: (20)		
Exercise No: (21)		
Exercise No: (22)	General revision. Model of examination	May 2019

يعتمد ،،، مدير المدرسة

أ/

مشرف المادة

أ/

مدرس المادة

أ/





<b>Date</b>					
<b>Period</b>					
<b>Class</b>					

# First Term





Date					
Period					
Class					

<b>Subject</b>	<b>Managers and Organization</b>
<b>Aims</b>	To define student what is the Managers and Organization.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Managers	المديرين	operatives	عمال
organizations	المنظمات	responsibility	مسئولية
effective managers	مدير فعال (ناجح)	subordinates	مرؤوسين

## Managers and Organizations

**Managers and organizations** go together **hand in hand**.

The need for **managers** arises because **organizations** exist.

The organization with **effective** managers will be **successful**,

The organization with **poor** managers will be **fail**,

## Managers

**Managers:** who **work** in organization, but **not everyone** in an organization is a manager.

We can divide organizational members into **two categories: operatives** or **managers**.

**Managers:** who **have the responsibility** of directing and supervising the activities of other people. They have subordinates.

**Operatives:** who **work directly** on a job or task and **have no responsibility**. They **have no subordinates**.





Date					
Period					
Class					

<b>Subject</b>	<b>Managers and Organization</b>
<b>Aims</b>	To define student what is the Organization.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
accomplish	إنجاز	distinct purpose	اغراض محددة
social entity	كيان اجتماعي	requisites	متطلبات
systematic structure	هيكل منظم	human resources	موارد بشرية

### Organizations

**Organization** is a systematic arrangement of people to accomplish some specific purpose.

**Organization** is a social entity that has a distinct purpose, includes people or members, and has a systematic structure.

#### To have organization there are four requisites:

- 1- Group of people or member.
- 2- Distinct purpose objectives.
- 3- Resources:
  - a) human resources
  - b) material resources.
- 4- Systematic structure.

#### Exercise No (1)

Training Note book كراسة التدريبات

Page no : 4-5







Date					
Period					
Class					

<b>Subject</b>	<b>Definition of management</b>
<b>Aims</b>	To define student what is the Definition of management.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Management	الادارة	Managerial concepts	المفاهيم الادارية
social process	عملية اجتماعية	planning	التخطيط
material resources	موارد مادية	controlling	الرقابة

**Management** is a continuous social process that consists of **planning, organizing, leading and controlling**, to utilize **human and material** resources, in order to achieve a **specific goal**.

Management is dynamic rather than static process.

### Managerial concepts

- 1- Process:** management is a process because it includes a multiplicity activity.
- 2- Social process:** management is social process **because** there are people involved.
- 3- Continuous process:**
- 4- Resources:**
  - a) human resources
  - b) material resources.
  - c) Non-material resources:





Date					
Period					
Class					

<b>Subject</b>	<b>Managerial concepts</b>
<b>Aims</b>	To define student what is the Managerial concepts.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Methods	أساليب	Domain	نطاق
employers	اصحاب العمل	Meaning (information)	المعاني والمعلومات
clerk	موظف	Managerial functions	الوظائف الادارية

### Management resources the Nine M's

Human	Material	Non-material
Manpower (employers, workers, engineers, accountant, clerk, managers)	Money Materials Machines meters	Management Methods Meaning (information) Minutes (time)

5- **Utilization of resources:**

6- **Managerial functions:**

7- **Specific objectives:** management tries to achieve a specific set of goals and objectives.

8- **Management Domain:** includes all organizational activities:

Finance, production, marketing, personal, purchasing, warehousing, maintenance, public relation, research, and development.

### Exercise No (2)

Training Note book كراسة التدريبات

Page no : 6-7





Date					
Period					
Class					

<b>Subject</b>	<b>Managerial functions</b>
<b>Aims</b>	To define student what is the Managerial functions.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Decision making	اتخاذ القرار	Leading	القيادة
organizational levels	المستويات الادارية	alternatives	بدائل
solve a problem	حل المشكلة	activities	أنشطة

### Managerial functions:

**a) Decision-making:** is heart of managerial process, simply because it is done daily in **all activities** and almost at **all organizational levels**, is an organized and systematic process of thinking to solve a problem.

**It includes a number of steps.**

- 1- Stating the objective (define problem)
- 2- Collecting data and analyzing them.
- 3- Developing alternative actions.
- 4- Comparing alternatives.
- 5- Choosing most satisfying alternative.
- 6- Implementation and follow-up.

**b) Planning:** includes setting goals, developing policies, mapping out a plan of action and designing programs.

**c) Organizing:** Includes specifying these activities required to achieve predetermined goals.

**d) Leading:** Includes motivating subordinates, directing others.

**e) Controlling:** making sure that the agreed upon plan is carried out properly, and that achieved results.





Date					
Period					
Class					

<b>Subject</b>	<b>The elements of managements</b>
<b>Aims</b>	To define student what is the elements of managements .
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
optimize values	تحسين القيم	elements	عناصر
minimum sacrifice	أقل تضحية	community	المجتمع
fundamental	أساسي	common aim	أهداف مشتركة

### **The elements of managements** (Book page 14-16)

1. There must be an organization, which gives the body to management.
2. There is a universal need for planning, planning a decision, planning a system.
3. Any management must properly people in its team.
4. Management needs leadership, direction.
5. There is the need for all pervasive co-ordination.

### **The common aim of all management**

**The common aim** of all management is to optimize values, goods and services, for community, at minimum sacrifice (costs) it is obvious that this objective is common to all forms of human activities and is fundamental to growth and prosperity.

### **Exercise No (3)**

Training Note book كراسة التدريبات

Page no : 8-9





Date					
Period					
Class					

<b>Subject</b>	<b>(Chapter 2) Nature and process of management</b>
<b>Aims</b>	To define student what is The Levels and types of managers.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Top managers	الادارة العليا	chairman	رئيس مجلس الادارة
Middle managers	الادارة الوسطى	section chief	رئيس قسم
First-line managers	مديري المستوى الأول	chief executive	المدير التنفيذي

### Is Management a science or an art?

Management is a **science** to learn and an **art** of implementing it, so management is an **art** as well as a **science**.

### Levels and types of managers

#### 1- Top managers: (chief executive officer, president, chairman)

Who are responsible for the overall operation of an organization. He establish objective, polices, and strategies and represent their organizations in community affairs, business deals, and government negotiations.

#### 2- Middle managers:

Who receive the broad, overall strategies and polices from top managers and translate them into specific objectives and programs that can implemented by first-line managers.

#### 3- First-line managers: (section chief, lead person, supervisor Forman)

Are directly responsible for the actual production of goods and services, and they act as the link between higher level and non-managers.





Date					
Period					
Class					

<b>Subject</b>	<b>Functional and general managers</b>
<b>Aims</b>	To define student what is the Functional and general managers.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Functional manager	المدير الوظيفي	Efficiency	كفاءة
General Manager	المدير العام	specialized areas	مناطق متخصصة
Effectiveness	فعالية	skills	مهارات

### Functional and general managers

- **Functional managers:** are responsible for specialized areas of operation, such as accounting, personal, payroll, finance, marketing, and production. **Functional managers** supervise people who specialize and have skills in one particular are.
- **General Managers:** are responsible for overall operations of a company, a division, or a plant.

### Difference between efficiency and effectiveness

**Efficiency** :( the ratio of effective output to the total input)

It a **relationship** between **inputs** and **outputs**. If you get more output for given input, you have increased efficiency.

So efficiency means doing the things right.

**Effectiveness:** (achieving the desired objectives):

Is a number of **measures**, used to **assess** the **ability** of the organization in achieving its desired objectives. So effectiveness means doing the right things.

### Exercise No (4)

Training Note book كراسة التدريبات

Page no : 10-11





Date					
Period					
Class					

<b>Subject</b>	<b>Approaches to understanding management</b>
<b>Aims</b>	To define student what is the Approaches to understanding management.
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Approaches	منهج	active participation	مشاركة نشطة
Managerial roles	الأدوار الادارية	measure progress	قياس التقدم
perform	أداء	unsatisfactory	غير مرض

## Approaches to understanding management

- 1- Managerial **functions** approach focuses on what managers do.
- 2- Managerial **roles** approach focuses how they perform their jobs.

### 1- Managerial functions approach

Successful managers involve active participation by Managers in the **four basic managerial functions**:

a) **Planning:**    B) **Organizing:**    C) **Leading:**    D) **Controlling**

\* **Planning:** planning function is the process of making decisions about future plans is useful for three reasons:

**First: plans** enable managers to **identify** and **commit** the firm's resources.

**Second: plans** enable managers to **decide** which activities are consistent with stated objectives.

**Third: plans** enable managers to **measure progress** toward the **objectives**, so that corrective action can be taken if progress is unsatisfactory.





Date					
Period					
Class					

<b>Subject</b>	<b>Four basic managerial functions:</b>
<b>Aims</b>	To define student what is the four basic managerial functions.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
coordinate	تنسيق	directing	توجيه
job descriptions	الوصف الوظيفي	standards	المعايير
motivating	تحفيز	deviations	الانحرافات

\* **Organizing:** is the **process** of **creating** such a **structure** it involves setting up appropriate departments, job descriptions, rules.

- **Organizing** is **away** for managers to **coordinate human** and **material** resources effectively.

\* **Leading:** involves **motivating** others whereas **controlling** involves **directing** their behavior.

\* **Controlling:** Influences what other do. The manager can:

- 1- Establish standards of performance.
- 2- Measure current performance against these standards.
- 3- Take action to correct and deviations.

### Exercise No (5)

Training Note book كراسة التدريبات

Page no : 12-13







Date					
Period					
Class					

<b>Subject</b>	<b>2- Managerial Roles Approach</b>
<b>Aims</b>	To define student what is the Managerial Roles Approach.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Figurehead	الزعيم	Entrepreneur	مروج للأخبار
Liaison	ضابط الاتصال	Negotiator	مفاوض
Disseminator	الناشر	Disturbance handler	متعامل مع الاضطرابات

## 2- Managerial Roles Approach

The managerial roles approach focuses on how managers actually perform the ten roles set of three behaviors:

Interpersonal roles	Informational roles	Decisional roles
1- Figurehead	4- Monitor	7- Entrepreneur
2- Leadership	5- Disseminator	8- Disturbance handler
3- Liaison	6- spokesperson	9- Resource allocator
		10- Negotiator

- **The leadership role:** involves responsibility for directing and coordinating the activities of subordinates and motivating them.
- **The Liaison role:** enables the manager to gain support for the organization from the outside who can affect its success.
- **Informational roles:** effective managers build networks of contacts for sharing information.





Date					
Period					
Class					

<b>Subject</b>	<b>2- Managerial Roles Approach</b>
<b>Aims</b>	To define student what is the Managerial Roles Approach.
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Decisional roles	أدوار القرارات	resources allocator	محدد الموارد
Spokesperson role	دور المتحدث	Informational roles	أدوار معلوماتيه
Monitor role	دور المراقب - المتابع	environment	البيئة

- **The Monitor role:** Managers scan their environments for information that may affect their organization's performance.
- **The disseminator role:** Is the sharing and distribution of information to subordinates and others in the organization.
- **Spokesperson role:** managers transmit information to other outside organization.

**Decisional roles:** Is the most important role.

- **The entrepreneur role:** Managers plays it when they seek to improve an organization's position by initiating new projects.
- **The disturbance handler role:** Is played when managers deal with involuntary situation and changes.
- **The resources allocator role:** Managers must continually make such choices in allocation of resources.
- **The negotiator role:** Is the process of meeting and discussing differences with individuals or groups for the purpose of reaching an agreement.

<b>Exercise No (6)</b>
Training Note book كراسة التدريبات
Page no : 14-15





Date					
Period					
Class					

<b>Subject</b>	<b>Characteristics of managerial work</b>
<b>Aims</b>	To define student what is the Characteristics of managerial work.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Characteristics	خصائص - سمات	Human-Relation	علاقات انسانية
duties	واجبات	Conceptual skills	مهارات الفهم
Technical skills	مهارات تقنية	conflict	تعارض - نزاع

### Characteristics of managerial work

- 1- Principles duties of first-time managers:
- 2- Principles duties of middle managers:
- 3- Principles duties of top managers:

### Skills of effective managers

Effective managers need to use **four** basic types of skills:

**1- Technical skills.** Involves the ability to apply specific methods.

**2- Human-Relation skills.**

Include the **ability of lead, motivate, manage conflict, and work** with other.

Are important at every level in the organization. They important for middle managers and more important for top managers.

**3- Conceptual skills.** Include the ability to

- 1- See the organization as whole.
- 2- Understand how the parts and functions of the organization depend on the other.
- 3- Know how to diagnose and access different types of management problem.





Date					
Period					
Class					

<b>Subject</b>	<b>Skills of effective managers</b>
<b>Aims</b>	To define student what is the Skills of effective managers.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
thinking	التفكير	priorities	اولويات
dynamic	متحركة	tendencies	توجهات
static	ثابتة	correlations	ترابطات

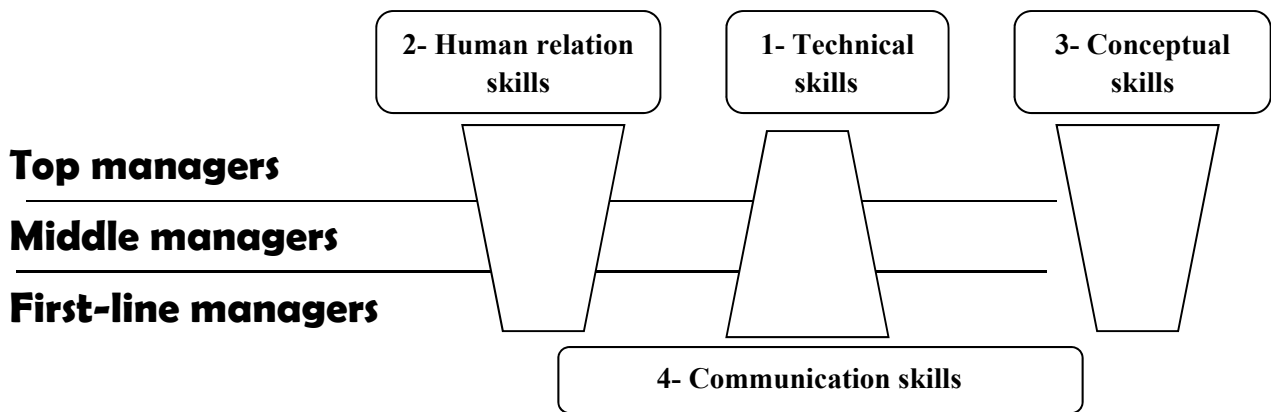
**The development of conceptual skills requires thinking in terms of:**

- 1- Relative emphasis and priorities among conflicting, objectives and criteria.
- 2- Relative tendencies and probabilities (rather than certainties)
- 3- Rough correlations and patterns among elements

**4- Communication skills.**

Reflect a manager's ability to send and receive information.

**Relative importance of managerial skills**



**Management as a dynamic process**

Management is dynamic rather than static process.

<b>Exercise No (7)</b>
Training Note book كراسة التدريبات
Page no : 9





Date					
Period					
Class					

<b>Subject</b>	<b>Business and the External Environment</b>
<b>Aims</b>	To define student what is the External Environment.
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
institutions	المؤسسات	Specific environment	بيئة خاصة
forces	القوى	Political conditions	الحالة السياسية
affect	تؤثر	Competitors	المنافسون

### The Environment

The term environment refers to institutions or forces that affect the organization's performance.

#### General environment:

Includes everything **outside** the organization and **affect** its performance such as:

Financial conditions الحالة المالية	Political conditions الحالة السياسية
The government policies السياسة الحكومية	Money market conditions ...etc حالة سوق المال

#### Specific environment:

The environment part that **directly affect** the performance of the organization such as:

Competitors المنافسون	Customers ..... etc. عملاء	Suppliers الموردون
-----------------------	----------------------------	--------------------





Date					
Period					
Class					

<b>Subject</b>	<b>Managers and their external environment:</b>
<b>Aims</b>	To define student what is the external environment.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Elements	عناصر	influences	تؤثر
responsive	استجابة	ethics	أخلاق
External environment.	بيئة خارجية	react	تفاعل - رد فعل

### Managers and their external environment:

- All managers take **into account** the **elements** and **forces** of their **external environment**.
- Managers must be responsive to their **entire environment**, they must identify evaluate and **react** to the **forces external** to the firm that may influences its operations.
- To help in identifying the **environmental areas** that have some **influences** on all types of companies, it is proposed to classify them as **economic, technological, social, political and ethics**.

### Exercise No (8)

Training Note book كراسة التدريبات

Page no : 10





Date					
Period					
Class					

<b>Subject</b>	<b>The external Environment: Economic:</b>
<b>Aims</b>	To define student what is the external Environment: Economic:
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Economic	اقتصاد	Price levels	مستويات الأسعار
Capital	راس المال	Productivity	الانتاجية
Labor	العمل	outputs	المخرجات

### **The external Environment: Economic:**

- **Capital:** some of organization may be produced capital by the organization itself.
- All types of operations are dependent on the **availability** and **prices** of needed **capital items**.
- **Labor:** another one important element of the input side of the economic environment is the **availability**, **quality**, and price of labor off all kinds.
- **Price levels**
- **Productivity = (output ÷ input):** productivity is partly dependent on the **state** of technology. **Ways** of doing things have a great bearing on how much any system **can produce** by way of **outputs** from its **inputs** of labor and capital





Date					
Period					
Class					

<b>Subject</b>	<b>The external Environment: technological:</b>
<b>Aims</b>	To define student what is The external Environment: technological:
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
technological	تكنولوجيا	Entrepreneurs	رجال الأعمال
fiscal and tax policy	السياسة المالية والضريبية	customers	العملاء
strong impact	تأثير قوي	capturing	جذب

- **Entrepreneurs and managers:** - **Government fiscal and tax policy:**
- **Customers:** Without **customers**, of course, a business could **not exist**. To succeed in capturing customers, a business must **try** its best to know what people **want** and will buy.

### **The external Environment: technological:**

- Technological developments can have a **strong impact** on the operation and management of any kinds of **organization**.

### **Exercise No (9)**

Training Note book كراسة التدريبات

Page no : 11







Date					
Period					
Class					

<b>Subject</b>	<b>The external Environment: political:</b>
<b>Aims</b>	To define student what is The external Environment: political:
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Ethics	الأخلاق – اداب المهنة	generally accepted	قبول عام
Morals	أخلاق – علم الأخلاق	Social attitudes	اتجاهات اجتماعية
high standards	معايير عالية	believes and values	قيم و معتقدات

### The external Environment: Social:

- No one can escape the socio order - Social attitudes, believes and values

### The external Environment: political:

#### Ethics and Morals:

- "Ethics" seems to be a term chiefly referring to **high standards** of professional conduct.
- **Morale** are often quite **different** matter. While **ethics** are grounded on moral standards
- "**morals**" can refer to any generally **accepted** customs of **conduct** and right living in society.





Date					
Period					
Class					

<b>Subject</b>	<b>social responsibility of managers</b>
<b>Aims</b>	To define student what is the social responsibility of managers.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
social responsibility	مسئولية اجتماعية	highest esteem	أعلى تقدير
mission	مهمة	approved values	قيم معتمدة
distribution	توزيع	reward	مكافأة

### What is the social responsibility of managers:

- The mission of business is the production and distribution of goods and services.
- Managers will respond to socially **approved values** and will give **priority** to those hold in highest esteem.
- It is essentials if improvement in responding to **social values** and **forces** and reward managers for their **success** in responding to them

### Exercise No (10)

Training Note book كراسة التدريبات

Page no : 12





<b>Date</b>					
<b>Period</b>					
<b>Class</b>					

<b>Subject</b>	<b>Revision</b>
<b>Aims</b>	To define training student at model examination.
<b>Aids</b>	Set book - Black board

### Exercise No (11)

Model Examination نماذج الامتحانات

Page no :





<b>Date</b>					
<b>Period</b>					
<b>Class</b>					

<b>Subject</b>	<b>Revision</b>
<b>Aims</b>	To define training student at model examination.
<b>Aids</b>	Set book - Black board

<b>Exercise No (12)</b>
Model Examination نماذج الامتحانات
Page no :





<b>Date</b>					
<b>Period</b>					
<b>Class</b>					

# Second Term





Date					
Period					
Class					

## Management (Fourth Year)

Syllabus (three periods weekly)

الادارة باللغة الانجليزية

للمصف الرابع بالمدارس الفنية المتقدمة التجارية - نظام الخمس سنوات -  
{شعبة الادارة والتسويق وسوق المال} بواقع {ثلاث حصص اسبوعيا}

Second Term

Subject	month
<b>Second Term</b>	
<b>4- Decision Making the essence of management:</b> <ul style="list-style-type: none"><li>- The decision making process.</li><li>- The importance of decision-making.</li><li>- Selection of the best alternative.</li></ul>	<b>2019 February</b>
<b>5- Leadership:</b> <ul style="list-style-type: none"><li>- The importance of leadership.</li><li>- The role of leader.</li><li>- Motivation to lead.</li><li>- Sources of power.</li><li>- Leader selection.</li></ul>	<b>March</b>
<b>6- Communication.</b> <ul style="list-style-type: none"><li>- Importance of Communication.</li><li>- The Communication process.</li><li>- Barriers to Communication.</li><li>- Principle of effective Communication.</li><li>- <b>Revision - Model of examination.</b></li></ul>	<b>April 2019</b>

يعتمد ،، مدير المدرسة

أ

مشرف المادة

أ

مدرس المادة

أ





Date					
Period					
Class					

<b>Subject</b>	<b>Decision making</b> اتخاذ القرار
<b>Aims</b>	To define student what is the Decision making.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Decision making	اتخاذ القرار	motivation	تحفيز
time available	الوقت المتاح	mental skills	مهارات عقلية
environment	بيئة	approaches	مناهج

**Decision-making:** is the process of thought that results in a decision.

**Decision-making:** it is not a fixed procedure

**There are many approaches to decision making depending on:** مناهج اتخاذ القرارات

- Nature of the problem
- Time available
- Costs of individual strategies
- Mental skills

**Every decision in the outcome of a dynamic process influenced by forces such as:**

- The organizational environment
- The manager's knowledge
- The manager's ability
- The manager's motivation





Date					
Period					
Class					

<b>Subject</b>	<b>The importance of decision making</b> أهمية اتخاذ القرار
<b>Aims</b>	To define student what is the importance of decision-making .
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
influence	يؤثر	effectiveness	فعالية
yardstick	مقياس	performance	الأداء
rewarded	مكافأة	develop	تطوير

### The importance of decision-making أهمية اتخاذ القرار

- All decisions have some influence large or small on performance.
- Managers must develop decision making skills
- The quality of manager's decisions is the yardstick of their effectiveness and of their value to the organization.
- Managers are evaluated and rewarded on the basis of:
  - a) The importance
  - b) number
  - c) results of their decisions
- Effective manager it is indicated that, decision-making ability is most desirable مرغوبة skill a manager can possess.

### Exercise No (1)

Training Note book كراسة التدريبات

Page no : 4







Date					
Period					
Class					

<b>Subject</b>	<b>Selection the best alternative</b> اختيار البديل الأفضل
<b>Aims</b>	To define student what is the Selection the best alternative .
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
alternative	بديل	risk	خطر
Certainty	اليقين	knowledge	المعرفة
uncertainty	عدم اليقين	favorable outcomes	أفضل النتائج

### Selection the best alternative اختيار البديل الأفضل

**The objective in making a decision is:**

- To **select** the alternative that produces the **most favorable** outcomes.
- To avoid the **least** favorable outcomes

**In selecting an alternative the alternative- outcomes relationship is based on:**

- Certainty
- risk
- uncertainty

**Certainty:** the decision maker has **complete** knowledge of the outcome of each alternative

**Risk:** the decision maker has **some** estimate of the outcome of each alternative.

**Uncertainty** the decision maker has **no** knowledge of the outcome of each alternative.







Date					
Period					
Class					

<b>Subject</b>	<b>Types Problems.</b>
<b>Aims</b>	To define student what is the Types Problems.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Types Problems	أنواع المشاكل	routine	روتينية
opportunity	الفرص	Programmed	مبرمجة (مخططة)
crisis	الأزمة	non programmed	غير مبرمجة

### Types Problems:

أنواع المشاكل

a) opportunity

b) Crisis

c) routine

### Types of decision

أنواع القرارات

1 - Programmed

2- Non programmed





Date					
Period					
Class					

<b>Subject</b>	<b>Problems:</b>
<b>Aims</b>	To define student what is The Problems.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Problems	مشاكل	higher level	المستوى الأعلى
infrequently	نادرا	judgment	حكم - قرار
lower level	المستوى الأدنى	knowledge	المعرفة

### Problems

**Problems** that occur **infrequently** should be concern of: **top management**

**Programmed decision** are made in a **lower** level of **management**

**Non Programmed decision** are made in a **higher** level of **management**

**Group decisions** are better suited to making non programmed decision than individuals. قرارات المجموعة أكثر ملاءمة لاتخاذ القرارات غير المبرمجة من الأفراد.

**Group decision making** greatly better than individual one for:

- greater amount of knowledge available
- Collective judgment of the group

### Exercise No (3)

كراسة التدريبات Training Note book

Page no : 10





Date					
Period					
Class					

<b>Subject</b>	<b>Leadership</b>
<b>Aims</b>	To define student what is The Leadership.
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Leadership	القيادة	substantial impact	تأثير كبير
attribute	سمات	contemporary	معاصرة
behavior	سلوك	substitutes	بدائل

### Leadership

**Leadership** Is the ability to influence a group toward the achievement of goals.

**Leadership** is a part of management but not all of it.

**Leadership** is a people activity, a leader must be fair.

**Leadership is an important for these reasons:**

- 1- Leader can have a substantial impact on group performance.
- 2- A knowledge contemporary model of leadership can help manager better understand what they can do to increase their own leadership skills.
- 3- It is useful to know several substitutes for leadership.
- 4- It is also useful to understand the various reasons why leadership is important to organization.

**At least three approaches to a definition of leadership:**

- An attribute of position. سمات الموقف
- A characteristic of a person. سمات الشخص.
- A category of behavior. مجموعة السلوك.





Date					
Period					
Class					

<b>Subject</b>	<b>The role of leader:</b>
<b>Aims</b>	To define student what is The role of leader:
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
The role of leader	دور القائد	command	أوامر
Dynamics	ديناميكية	relationships	علاقات
followers	تابعين	specific situation	حالة محددة

#### The role of leader:

- **The leader** is the most important person of an organization
- **Dynamics of leadership** include the **leader**, the **followers** and **specific situation**.
- **A leader** is that one whom others want to follow.
- **Leaders** who able to command and trust of **followers**.
- **A leader** is the person who communicates ideas to others and **influences** their behavior to achieve an objective.
- **A good leader** may hesitate يتردد before making a judgment قرار or stay in the background.
- **Leadership** deal with the relationships between two or more persons.
- **Leadership** cannot be studied in a vacuum; it must be studied in-group settings.
- **Leadership** is the result of exchange between **followers** and **leader** and must satisfy both parties.

#### Exercise No (4)

Training Note book كراسة التدريبات

Page no : 13





Date					
Period					
Class					

<b>Subject</b>	<b>Motivation and rewards</b>
<b>Aims</b>	To define student what is The Motivation and rewards.
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Motivation	التحفيز	self-actualization	تحقيق الذات
Intrinsic rewards	مكافأة داخلية	esteem	تقدير
Extrinsic rewards	مكافأة خارجية	satisfy	الرضا

**Followers**, in return for permitting themselves to be influenced by a leader, they want to receive certain **a- Intrinsic rewards**      **b- Extrinsic rewards**

#### **a- Example of Intrinsic rewards**

- a sense of achievement from winning.
- Media focus on the team.
- The fulfillment of player's personal goals.

#### **b- Extrinsic rewards**

- The extra pay of money.      - T.v appearance      And as like.

#### **Motivation to lead.**

Motivation system are the best way to lead people to perform their jobs perfectly.

- **Employees** often **decline** promotions to supervisory and managerial positions because they **assume** leadership position is **against** their will.
- **Some leaders** such as the **team captain, church leader** are **not paid** for their positions they usually exercise leadership because: they can satisfy some of their esteem and self-actualization needs.





Date					
Period					
Class					

<b>Subject</b>	<b>sources of power</b>
<b>Aims</b>	To define student what is The sources of power.
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
sources of power	مصادر القوة	Legitimacy	الشرعية
Coercive power	قوة الاكراه	Expertise	الخبرة
Referent power	قوة العظة	Punishment	العقاب

### Sources of power:

#### The five different bases (sources) of power:

- 1- Legitimacy. الشرعية
  - 2- Control over rewards
  - 3- Coercion. الاكراه
  - 4- Referent. العظة
  - 5- Expertise.
- **Legitimate power:** come from formal position and authority granted to it.
  - **Reward power:** depends on a leader's ability to reward subordinates.
  - **Coercive power:** based on fear. (Punishment).
  - **Referent power:** is the influence of other by virtue of their personal identification with the leader.
  - **Expert power:** is the influence of other because of the leader's special knowledge.

### Exercise No (5)

Training Note book كراسة التدريبات

Page no : 16







Date					
Period					
Class					

<b>Subject</b>	<b>Leader selection:</b>
<b>Aims</b>	To define student how the Leader selection:
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
inspirational leader	القائد الملهم	responses	الاستجابات
Desirable traits	الصفات المرغوبة	empirical situations	المواقف التجريبية
Desirable behavior	السلوك المرغوب	charismatic	كاريزما

### Leader selection:

There are three approaches to the selection process:

- 1- Desirable traits.
  - 2- Desirable behavior.
  - 3- Desirable responses to empirical situations.
- **The inspirational leader** is also called a charismatic leader.
  - **The aim of selection** process of a leader is to identify a person who will be effective.





Date					
Period					
Class					

<b>Subject</b>	<b>leadership:</b>
<b>Aims</b>	To define student what is the leadership
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
leadership	القيادة	irrationally	غير عقلائي
arbitrary selection	اختيار تعسفي	repetition	التكرار
empirical methods	الطرق التجريبية	full adjustment	التكيف الكامل

- **The empirical methods** at assessment centers of leadership selection.
- **A leader** can be selected through empirical methods
- **Peter's principle** highlights the position that leader-style and leader – effectiveness is situational.
- **Fiedler said**, "it is easier and much safer to mould and alter situations to suit the available leadership"
- **Experience** maybe **worse** than useless if the leader lean on it by **repetition**. and **experience** is **golden** if it should work as a foil on which to fashion and refashion the leader style by full adjustment with new variables situation.
- **Under arbitrary selection, a leader is selected** irrationally.

### Exercise No (6)

Training Note book كراسة التدريبات

Page no : 19





Date					
Period					
Class					

<b>Subject</b>	<b>Communication</b>
<b>Aims</b>	To define student what is the Communication
<b>Aids</b>	Set book - Black board

Items: *New words*

English	Arabic	English	Arabic
Communication	الاتصال	vital skills	المهارات الحيوية
transference	نقل	emotional	عاطفية
understanding	فهم	psychological	نفسية (فسيولوجيه)

### Communication

- **Communication:** is the process of achieving **common understanding** for managerial purposes,
- **Communication** involves the emotional, psychological, and mental characteristics of individual.
- **Communication** must include both the **transference** and **understanding** of meaning.
- **Communication** is one of the most vital skills that managers need.
- **Communication** pervades the management functions of planning, organizing, Leading, and controlling.

### Importance of communication:

- **Communication** is very important to the very existence organization and to the career progress of individual.
- **It is very important to know** “what can be communicated and how to communicate”

### Communication process:

- **Communication** is the transmission of common understanding using **symbols**.





Date					
Period					
Class					

<b>Subject</b>	<b>Elements of communication عناصر الاتصال</b>
<b>Aims</b>	To define student what is the Elements of communication
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Encoding	التشفير	communicator	المتصل
Decoding	فك التشفير	Feedback	التغذية المرتدة
Nonverbal	غير لفظية - شفهي	Noise	الضوضاء

### The basic Elements of communication:

- **The communicator**, interpretation, encoding, the message, the channel, decoding, the receiver, feedback, and noise.
- **The communicator**: can be managers, non-managers, departments, or organization itself.
- **Encoding**: must take place that translates the communicator's ideas into a systematic set of symbols.
- **Decoding**: is the translate the symbol of the message into form the can be understand by the receiver.
- **Message**: is the result of encoding process either verbal or nonverbal.
- **Channel**: including **face-to-face** communication, **telephone**, group meeting, **computers**, memos, policy statements, reward systems production schedules, sales forecasts, and **video tabs**.
- **Nonverbal communication**: communication that does not use words and part of every day.
- **Effective communication** is receiver oriented not media oriented.
- **Feedback**: it is the final link in the communication process.
- **Noise**: is any interfering factor that may distort the intendand message.

### Exercise No (7)

Training Note book كراسة التدريبات

Page no : 22





Date					
Period					
Class					

<b>Subject</b>	<b>direction of communication</b>
<b>Aims</b>	To define student what is the direction of communication
<b>Aids</b>	Set book - Black board

### New words

English	Arabic	English	Arabic
direction	اتجاه	Horizontal	أفقي
Downward	من أعلى لأسفل	Diagonal	قطري
Upward	من أسفل لأعلى	Interpersonal	شخصي

### The four distinct direction of communication:

- 1- **Downward**: from individual at higher level to lower level.
- 2- **Upward**: includes group meeting, suggestion boxes, reports to supervisors.
- 3- **Horizontal (lateral)**: with directors of departments.
- 4- **Diagonal**: it may be the least used channel.

**Interpersonal communication**: communication flow from individual to individual in face-to-face and group setting.





Date					
Period					
Class					

<b>Subject</b>	<b>Barriers to communication: معوقات الاتصال</b>
<b>Aims</b>	To define student what is the Barriers to communication
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
Barriers	حواجز - معوقات	Source credibility	مصداقية المصدر
Selective perception	التصور الانتقائي	Semantic problems.	مشاكل دلالات الألفاظ
Value judgment	الأحكام القيمية	Time pressures	ضغوط الوقت

### Barriers to communication:

- 1- Different frame of reference.
- 2- Selective perception.
- 3- Poor listening skills.
- 4- Value judgment.
- 5- Source credibility.
- 6- Semantic problems.
- 7- Filtering.
- 8- Time pressures.
- 9- Communication overload.

### Exercise No (8)

Training Note book كراسة التدريبات

Page no : 23





Date					
Period					
Class					

<b>Subject</b>	<b>improving communication: تحسين الاتصال</b>
<b>Aims</b>	To define student what is the improving communication
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
improving	تحسين	Effective listening	الاستماع الجيد
Following up	المتابعة	Utilizing feedback	الاستفادة من التغذية الراجعة
Empathy	التعاطف	grapevine	الاشاعة

**Principles of effective communication:** improving communication involving:

- 1- Following up.
- 2- Regulating information flow.
- 3- Utilizing feedback.
- 4- Empathy.
- 5- Simplifying.
- 6- Effective listening.
- 7- Utilizing the grapevine (informal communication system).





Date					
Period					
Class					

<b>Subject</b>	<b>ten commandments for good listening: الوصايا العشر</b>
<b>Aims</b>	To define student what is the ten commandments for good listening
<b>Aids</b>	Set book - Black board

Items: New words

English	Arabic	English	Arabic
commandments	وصايا	distractions	ارتباك
patient	الصبر	argument	الحجة - الجدل
Empathize	تعاطف	temper	أعصاب

**There are ten commandments وصايا for good listening:**

Stop talking	Be patient
Put the speaker at ease	Hold your temper
Show the speaker you want to listen	Go easy on argument
Remove distractions	Ask questions
Empathize with the speaker	And stop talking

### Exercise No (9)

Training Note book كراسة التدريبات

Page no : 24







Date					
Period					
Class					

<b>Subject</b>	<b>Revisions</b>
<b>Aims</b>	To training student about the examination
<b>Aids</b>	Examination last years

Items:

New words

حل امتحانات الأعوام السابقة

<b>Exercise No (10)</b>
Training Note book كراسة التدريبات
Page no : 25





Date					
Period					
Class					

<b>Subject</b>	<b>Revisions</b>
<b>Aims</b>	To training student about the examination
<b>Aids</b>	Examination last years

Items:

New words

حل امتحانات الأعوام السابقة

<b>Exercise No (11)</b>
Training Note book كراسة التدريبات
Page no :





<b>Date</b>					
<b>Period</b>					
<b>Class</b>					



