

Dr. Moulay Taher University of Saida

Faculty of Law and Political Sciences

Department of Public Law-Political Sciences

Tutorials in English for Political Sciences Students

Pedagogical Support Presented to: Third-Year Students

Political and Administrative Organization Major –

Department of Political Sciences

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“Talent is given by God but you should respect it by doing good work.”

–*Johnny Lever*

Besides

“Thinking good thoughts is not enough, doing good deeds is not enough, seeing others follow your good examples is enough.”

—*Douglas Horton*

So,

“Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has.”

—*Margaret Mead*

In fact,

“If you knew what I know about the power of giving, you would not let a single meal pass without sharing it in some way.”

—*Buddha*

Therefore,

“The best way to find yourself is to lose yourself in the service of others.”

—*Mahatma Gandhi*

And after all,

“An efficient and valuable man does what he can, whether the community pay him for it or not.”

—*Henry David Thoreau*

Introduction

Tutoring in higher education has been adopted as an educational method to improve the quality of teaching, for graduate students. It is usually practiced by teachers at universities as continuous evaluation and requires them to provide descriptive feedback to their students about their academic career as assisting with the writing of the final project works or theses. In tutorial sessions, tutors feedback is usually customized to fit the specific needs of the students and resulting in developing benefits for both teachers as tutors and the students as recipients in the learning process. Still the preparation of pedagogical supports on tutorials from an interdisciplinary point of view has not been deeply discussed, nor have the best and common ways for preparation been described.

Facilitating tutorials, whether in-person or online, is an opportunity so as tutors can work closely with students and understand where they are in their learning especially when it comes to different teaching units and modules. Unlike courses, for many graduate students in our case, learning through tutorials is often their first and sometimes only chance to develop their learning skills and get the optimum marks.

Tutorials will run differently depending on the tutor discipline; the most common tutorial types are:

- **Discussion-based tutorials:** these tutorials focus on a deeper exploration of lesson content through discussions and debates.
- **Problem-solving tutorials:** these tutorials, which are not the case of the work in the hands, are common in math, science and engineering and focus on problem solving processes and quantitative reasoning.
- **Review tutorials:** in these tutorials, students ask questions about the lesson content and assignments, review key content in preparation for tests or exams, and consolidate their learning in the guiding presence of their instructors.

Moreover, numerous aspects are involved in teaching tutorials and making them productive learning events: planning, communicating, delivery, question strategies, activities, and motivation.

The present work is a number of tutorials that help students acquire the skills needed to attend lessons where English is spoken. As such, they can develop skills in reading authentic and academic political texts in which they will be able to apply different reading techniques. Also, they will be able to participate in class discussions and give short oral presentations. Furthermore, they will be able to write summaries and topics on issues discussed in the lesson.

UNIT CODE: English 3

SUPPORT TITLE: Tutorials in English for Political Sciences Students

CREDIT UNIT: 3

LEVEL: Third-Year Political and Administrative Organization Major

DURATION: 1 Hour & 30mn/Week

LECTURER: Dr. Khadidja HADJ DJELLOUL

INTENDED LEARNING OUTCOME: at the end of the intended tutorials and using the language skills, students should be able

- a) To demonstrate a good knowledge of the learning concepts.
- b) To explain the relationship between what is learnt and political science.
- c) To list and explain the sub-fields of what is learnt.
- d) To explain the various approaches to the study.
- e) To critically evaluate different concepts.
- f) To demonstrate an understanding of what was taught.

DETAILS

Support description: This pedagogical support introduces to students the nature of their specialism “Politics and Administrative Organization”. It emphasizes prior concepts got previously in the first and second year on political science. It focuses issues and practice and also introduces students the language, methods and basic concepts of what is taught.

Support Objectives

- (i) To introduce students both parts of their discipline “Politics & Administration”.
- (ii) To review “Politics & Political Science”.

- (iii) To highlight major fields and sub- fields.
- (iv) To demonstrate relationship to other disciplines in Political Sciences.
- (v) To introduce students some various approaches.
- (vi) To explain and translate basic concepts.

COURSE SCHEDULE

Week 1: Political Science: Definitions and Conceptualization.

- The concept of politics
- A science of Politics?
- What is political science?
- Sub fields of Political Science

Week 2 &3: Definition of Public Administration

- Politics and Administration
- Public Administration
- New terms & vocabularies in English

Week 4 &5: Administrative Training/Learning

- Meaning & aims
- Formal & Informal Learning
- New terms & vocabularies in English

Week 6&7: Administrative School of Management

- Management concepts, theories, and approaches.
- Management competences
- Managerial abilities
- New terms & vocabularies in English

Week 8: Crisis Management

- Alternative plans in case of crises
- New terms & vocabularies in English

Week 9: Happiness Industry

- One successful economic industry
- Successful factors in administration
- New terms & vocabularies in English

Week 10: How to deal with the situation

- Formal qualifications and experience
- An email to invite someone to a job interview
- Job Interview
- New terms & vocabularies in English

Week 11: Skills for the 21st-century workplace

- Skills that employers may ask about in a job interviews
- Interviewees strengths and weaknesses
- New terms & vocabularies in English

Week 12: Test

Assignments & Grading

Course Assessment Scheme

Continuous Assessment	Marks
Semester test	10 marks
Assignments	5 marks
Attendance/participation/ presentation	5 marks
Total	20 marks

NB. Attendance is compulsory. Penalties will be implemented if students fail to attend **more than 50% classes**, if they turn assignments **late** or if they fail to comply with them. Penalties will range from 10-30% of final grade.

From the table above there are three continuous assessment tasks, the three of them are seen as complementary opportunities for students to show the extent to which they have achieved the tutorial objectives. All assessment tasks have at their center referent on subject issues in the other units taught in Arabic by other teachers. So students will find in English what they had been taught in Arabic. As such, they will acquire much more in English new terms, vocabularies and concepts. Tutorials are somehow different but the emphasis is on the in-class assignments and semester test to demonstrate an understanding of subject issues. It is thus distinguished from the participation and presentation, where students are required to show their thinking skills in the analysis of what may be primarily conceptual, current and contending in nature.

Attendance: Attendance is compulsory, 75% class attendance protects candidates from module exclusion

Test/ Assignment Submission date: The semester test will be conducted in the last (twelfth) week, after all tutorials. Date for in-class submission of assignment and group presentation will be discussed regularly with the students.

- Students are to turn in their assignment at the time its due.
- All assignments are due at the end of class.
- For those students who are away, they should turn in the homework early.
- Late submission of assignments might not be accepted, or may be penalized according to the percentages given on the syllabus.

Academic Honesty: All class work should be done independently.

Learner profile

This is an introductory course that is designed to help learner have a firm grasp of the rudiments of the discipline. It is prepared for students in the first year study in Political Sciences who gained admission into the third year Political and Administrative Organization Major. The average age expected is 20 years and up. The class is a mixed

group of male and female gender.

Learning Content

The learning content for these tutorials is in two parts. The first part entails classroom interaction with students. The second part focuses on the reading and practice. This will run from week one through to week eleven. Thereafter one week is for revision. The revision week entails discussion on all previous tutorials content.

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Unit 1: Review

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Tutorial 1:

Learning Objectives

GENERAL OBJECTIVE: This lesson is made up of three parts. It acts as a review of prior knowledge (discussed in the first and the second year) that paves the way to draw up the link with upcoming lessons. It highlights major subfields which will be discussed as important concepts by their own.

SPECIFIC OBJECTIVES: After learning this lesson, the students are able to review:

- (1) about politics & political science.
- (2) about science of politics.
- (3) how can politics be a science?
- (4) major subfields of political science

Political Science

Definitions and Conceptualization

Passage 1

Politics

Politics (from Greek: politikos, meaning "of, for, or relating to citizens") is the practice and theory of influencing other people on a civic or individual level. More narrowly, it refers to achieving and exercising positions of governance — organized control over a human community, particularly a state. A variety of methods are employed in politics, which include promoting its own political views among people, negotiation with other political subjects, making laws, and exercising force, including warfare against adversaries. Politics is exercised on a wide range of social levels, from clans and tribes of traditional societies, through modern local governments, companies and institutions up to sovereign states, to international level.

A political system is a framework which defines acceptable political methods within a given society. History of political thought can be traced back to early antiquity, with seminal works such as Plato's Republic, Aristotle's Politics and opus of Confucius.

Modern political discourse focuses on democracy and the relationship between people and politics. It is thought of as the way we "choose government officials and make decisions about public policy".

The word politics comes from the Greek word πολιτικός, from which the title of Aristotle's books Πολιτικά (politika) derives: "affairs of the cities", a dissertation on governing and governments, which was rendered in English in the mid-15th century as Latinized "Polettiques". Thus it became "politics" in Middle English c. 1520s (see the Concise Oxford Dictionary). The singular politic first attested in English 1430 and comes from Middle French politique, in turn from Latin politicus, which is the latinisation of the Greek πολιτικός (politikos), meaning amongst others "of, for, or relating to citizens", "civil", "civic", "belonging to the state", in turn from πολίτης (polites), "citizen" and that from πόλις (polis), "city".

Politics plays a part in all social life, and from that points of view, all social sciences are a part of politics and the study of politics.

5. Discussion

Read these questions and then skim the passage.

- a. What is politics?
- b. What methods are employed in politics?
- c. Which country the word politics derives from?
- d. What is the title of Aristotle's books?

War and terrorism have revived interest in politics. Students and attentive citizens who politics are paying attention again. U.S. electoral turnout, with voters angered by the war in Iraq and spurred by controversies over candidates and their policies is up from lows of 50 percent in presidential elections. For political scientists, the uptick in interest is welcome, but many still worry that Americans (and many other nationalities) are becoming depoliticized. Why has declining interest in politics been the trend for many years? Is it disgust at politicians and their constant empty struggle for partisan advantage? Is it a feeling of helplessness, a sense that individual citizens do not matter? Is it the perception that Washington is the playground of rich and powerful interest groups who simply buy whatever they want including politicians? Or is it a healthy sign that in relatively good times people naturally turn to other concerns? If the economy is not bad and world problems seem distant, why follow politics? Perhaps anger and controversy are needed to renew interest in politics.

Politics matters. If you do not take an interest and participate, someone else will, and they will influence the decisions that govern your lives. Will they take us to war in a foreign land? Who might have to fight in that war? You. Will they alter the tax code to favor certain citizens and corporations? Who will have to pay in taxes what others avoid paying? You. Will they set up government programs whose costs escalate far beyond what anyone had foreseen? Who then will have to pay these costs? You. One of the tasks is to make you aware of what politics is and how it works so that you can look after yourself and prevent others from using you. The ignorant are manipulated. Many find politics distasteful, and perhaps they are right.

Politics may be inherently immoral or, at any rate, amoral. Misuse of power influence peddling and outright corruption are prominent features of politics. But you need not like the thing you study. Biologists may behold a disease-causing bacterium under a microscope. They do not "like" the bacterium but are interested in how it grows, how it does its damage, and how it may be eradicated. Neither do they get angry at the bacterium and smash the glass slide with a hammer. Biologists first understand the forces of nature and then work with them to improve humankind's existence. Political scientists try to do the same with politics.

QUESTIONS TO CONSIDER

- Why did politics fall out of favor? Is it now back in favor?
- What does it mean to "never get angry at a fact?"
- Why did Aristotle call politics "the master science"?
- What did Machiavelli bring to the study of politics?
- How are legitimacy, sovereignty, and authority different but similar?
- Is the Iraqi government now legitimate? How can you tell?
- Is politics largely biological psychological, cultural rational, or irrational?
- How can something as messy as politics be a science?

Political Science

Political science is an academic discipline that deals with the study of government and political processes, institutions, and behaviors. Political science falls into the academic and research division known as the social sciences. Social sciences study the human aspects of the world—human-made constructs and structures. Disciplines in the social sciences include: psychology, the study of the human mind and human behavior; sociology, the study of society and the relationships within it; communications, the study of the flow of discourse through media; economics, the study of the allocation of resources; and history, the chronology, analysis, and interpretation of past events.

Political science, like the other social sciences, considers the behavior of men in groups called social systems. There is a close relationship between political science and certain other social sciences, like economics, social anthropology, and sociology. Political science is a descriptive science. Empirical observations of what actually happens in a given social situation involving power, authority or rule are reported. Political philosophy, based on values, may also be studied, usually by examining the works of outstanding philosophers of the past, like Plato, Aristotle, Machiavelli. Marx, Mill, and others, or by evaluating particular philosophies.

Political scientists study patterns of human behavior and relationships having to do with power, authority and rule, which are exercised to distribute the material resources of a nation or society.

Political science is the study of the theory and practice of government. It is also related to law, which is that aspect of social control making use of legislation, legal contests in courts of law, and decisions made by judges.

- Political science is a broad discipline with many subfields. These subfields are;
- Political theory or philosophy

- Comparative politics
- International relations
- Political economy
- Political sociology
- Public administration
- Environmental politics



Discussion

Multiple Choice

1. What is the topic of this passage?
 - a. Political science.
 - b. Social sciences.
 - c. Social systems.
 - d. Political science and social sciences

2. Politics -'
 - a. is the study of government in all its aspects
 - b. is related to law and legislation
 - c. plays a part in all social life
 - d. All are correct.

3. What are reported in the study of political science?
 - a. Economics, social anthropology, and sociology.
 - b. What actually happened.
 - c. Power, authority or rule.
 - d. All are correct.

4. Political Science is
 - a a hard science
 - b a medical field that deal thinking and creating governmental systems

- c a science that focuses on the theory and practice of government and politics at the local, state, national, and international levels.
- d a study of all the social science

5. Political science is _____,

- a. an empirical science
- b. a descriptive science
- c. a normative science
- d. an experimental science

6. Aristotle and Marx are _____

- a. political philosophers
- b. political demonstrators
- c. notorious politicians
- d. outstanding dictators

7. Who is considered a philosopher in the field of political science?

- a. Plato.
- b. Mill.
- c. Machiavelli.
- d. All are correct.

8. Political science, like the other social science, considers the behavior of men in groups called social systems. The underlined phrase is a marker of

- a. definition
- b. example
- c. similar meaning
- d. contrast

9. “Empirical observations of what actually happens in a given situation...”, The word “empirical” means

- a. based on a theoretical hypothesis.
- b. based on scientific experiments.
- c. based on ruling power.
- d. based on knowledge or experience of the real world.

10. Political Science has several sub-fields of study, but focuses on 3 primary fields which are:
- a. Public Law, Public Administration, Public Policy
 - b. Legislative, Judicial, Executive
 - c. Senate, Republican, House
 - d. Public administration, International Relations, and Comparative Politics
11. We can infer from this passage that
- a. political science and politics are the same.
 - b. politics is not related to social sciences.
 - c. politics involves in men's social life.
 - d. political scientists are politicians.

Expansion1:

Oral Expression: In groups, discuss what you can say about political Science.

Expansion2:

Written Expression: In few lines discuss this topic.

Unit 2: Administration

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Tutorial 2:

Learning Objectives: Based on historical background in the field of politics, this lesson aims to provide the students with the link between politics and administration as basic definition and conceptualization. The tutorial acts as an introduction to upcoming lessons.

Politics and Administration

Read the passage carefully then do the activities that follow

The politics and administration dichotomy may be traced to the beginning of the last century. In 1900 Good now published a book "Politics and Administration"- and in this book the renowned authority on public administration drew a distinction between politics and administration. Good now contended that there were two distinct functions of government, which he identified with the title of his book.

In the opinion of Good now politics has to do with Policies or expressions of the state will, while Administration has to do with the execution of these policies. The fact is that the dichotomy or the so-called distinction between politics and administration comes from the popular theory of separation of powers. The legislative organ of government is primarily concerned with the making of policies or decisions and it is the duty of the executive department to implement those policies.

QUESTIONS TO CONSIDER

- ❏ What did Good now bring to the study of politics?
- ❏ How did he label politics and administration?
- ❏ Good now expresses a specific view? What is it?
- ❏ Where does the distinction between politics and administration come from?

TRUE or FALSE

1. Politics and administration have something in common.
2. Politics and administration are defined as two distinct functions by Good now.
3. In his opinion, politics and administration are the same.
4. Politics and administration are distinct.

Expansion1:

Oral Expression: In groups, discuss what you can say about politics and administration.

Expansion2:

Written Expression: In few lines discuss this topic.

Learning Objective: Based on the previous tutorial work, this one aims to further explore politics and administration dichotomy through different scholars' contributions. It explains much more the proper role of public administration within the political process.

Public Administration

The proper role of public administration in the political process has remained an important question since the emergence of public administration as a field of study in the late 1880s. What later happened to be called the politics-administration dichotomy, a theoretical model that emphasizes distinct features of public administration vis-à-vis politics. In Wilson's words, public administration "lies outside the proper sphere of politics". The politics-administration dichotomy rests on a functional-structural view of government, dividing governmental authority between elected and administrative officials along functional lines. As such, government is conceptualized as though it has two discrete domains as politics and administration, with each one occupied separately by elected and administrative officials.

With contributions from numerous scholars, Wilson's rudimentary ideas have gradually evolved into a model of public administration that had tremendous influence on the intellectual identity of public administration until the mid 1940s. As a result of substantive critiques that followed in the post-war period, the politics-administration dichotomy lost some of its theoretical and normative appeal, and consequently, gave rise to development of alternative models. The fading legacy of the dichotomy, however, has not ended the controversy over the proper role of public administration in the political process. This long-standing controversy is important to both academics and practitioners because it relates intimately to identity of the discipline as well as future development of public administration profession.

QUESTIONS to CONSIDER:

1. How is the proper role of public administration in the political process?
2. Which view does the text mention?
3. How was it?
4. When did politics-administration alter its models?
5. How are the views over the proper role of public administration in the political process?

TRUE or FALSE?

1. The proper role of public administration in the political process is not important.
2. There are many views in the text on public administration.
3. Wilson's views were primitive.
4. Politics-administration has recently altered its models.
5. Views over the proper role of public administration in the political process are in agreement.

Expansion1:

Oral Expression: In groups, discuss what you have understood from the text.

Expansion2:

Written Expression:

1. *Complete the following paragraph with the missing words: political process - disciplinary - emergence - question - public administration.*

The role of in the political process has been of great concern since theof public administration as an academic field in the late 1880s. The of how public administration relates to the is of pivotal importance to scholars and practitioners alike as it bears implications for identity (and autonomy) and institutional development of public administration.

2. *Reorder the following sentences in order to get a coherent paragraph.*

a. *Despite a voluminous literature on the subject,*

- b. *the question remains unanswered*
- c. *This paper identifies three major schools of thought on politics-administration relationship,*
- d. *and examines the state of research that has flowed in three strands as historical, conceptual, and empirical.*
- e. *In the end, the paper makes an overall evaluation and lays out some suggestions.*

3. **Writing:** In your own words, discuss this topic in few lines.

Learning Objectives: Enabling the student to become familiar with the specific vocabulary of the lesson. At the end, they know administrative training necessity, methods, the trainer's competencies and his administrative functions, and components of the training process.

Administrative Training: Meaning & Aims

In modern times, the administration has become more and more complex and complicated. It requires special knowledge and technical skills. Normal college and University education does not fulfill these requirements of modern administration. Therefore, there is an increasing need of training the civil servants. Training has now become an integral part of the modern personnel management. In almost all the countries, elaborate arrangements are made, to provide suitable and effective training to their civil servants.

Training of civil servants has become an important aspect of modern personnel management. It has been recognized by all the governments that suitable and effective training program for their civil servants is absolutely necessary for efficient and up-to-date administration. On the one hand, the functions of the governments have increased and expanded rapidly and on the other, administration has become more and more complex, specialized and technical.

The recruitment policies and programs based on 'merit system' try to select the best qualified and competent persons in the civil service. Most of the selected persons are well qualified and educated; they are degree or diploma holders. But the University degree or diploma is not enough to make them best administrators. It is necessary to have some practical knowledge of the actual work of administration. This practical knowledge is imparted through training. Training prepares an employee for the new administrative tasks. Training improves his/her skills and efficiency. Training prepares for higher and higher responsibilities. In fact, the very induction of an employee into an organization needs training. An employee must know about the goals and objects of this

organization; the nature of work he is expected to perform in the organization; and the techniques and methods of doing his actual work. All this knowledge can be imparted only through a systematic training program. Similarly, with the passage of time, the knowledge and skills acquired by an employee become out-dated. He needs new and up-to-date knowledge and skills. This up-dating of knowledge and skills is possible only through training which is a continuous activity.

✗ Complete with the correct answer as appeared in the text.

1. In modern times, the administration has become:
(A) combined
(B) delicate
(C) sophisticated
2. It requires:
(A) specificity and technicality
(B) tact and skills
(C) science and skills
3. Education does not fulfill:
(A) administration occurrences
(B) administration recurrences
(C) administration demands
4. There is_____ of training.
(A) a normal need
(B) an ascendant need
(C) a descendent need
5. Training has become_____ part in management.
(A) an important
(B) a non important
(C) a complementary

6. Arrangements are made _____ to provide training.

- (A) adaptable and productive
- (B) adoptable and receptive
- (C) acceptable and active

7. It has been recognized that training is necessary for _____ administration.

- (A) up till now
- (B) up date
- (C) up to now

8. Which recruitment is talked about in the text?

9. Who are generally selected in this recruitment?

10. What they had to have in order to be at their best?

11. How can the training qualify the employee?

12. Do capacities of the employee remain all time the same?

Check Your Progress 1

Note: Use the space given below for your answer.

1) How is training in one of your country's administration? Give it as example.

.....
.....
...

.....
.....
.....
.....

Learning Objectives: This tutorial let students distinguish differences by comparing and contrasting main topics, such as informal and formal learning. It is an information recall by which some of them can access the knowledge they previously gained in their training in the workplace outside the university. It is also a reading comprehension that ensures that they draw the most important information on formal and informal learning.

Formal & Informal Learning

In order to compete in a global and ever changing economy, companies are increasingly beginning to recognize the importance of individual employee contributions. Now, departments are seeking ways to capture informal learning (training) and encourage a culture of knowledge sharing. But before they can promote informal learning, they need to understand what it means.

Formal learning is learning that is delivered *“in a systematic intentional way”*. It’s planned and guided by an instructor and it usually occurs in a face-to-face setting or through an online learning platform. Informal learning is on the other end of the spectrum. It’s unstructured, often unintended, and it occurs outside of a conventional learning setting. Importantly, it’s self-directed, asynchronous, and has no real objectives, rather it just happens naturally. Within your business, it can happen whenever and wherever. For example, you could be chatting with a co-worker and she mentions that she found a more efficient way to automate a manual process that you can use too. Although it wasn’t deliberate, you’ve still learned something.

Formal learning is anything that has been pre-arranged and prescribed as part of the training programme. Informal learning is everything else that happens outside of that framework. As it’s so often overlooked by departments, you might think that informal learning is negligible but you’d be dead wrong.

Research indicates that 70% of learning happens on the job, 20% by observing others and only 10% through formal training. In fact, most business leaders now rate informal approaches (such as on-the-job experience, mentoring and coaching) as having more impact than formal training initiatives. Informal learning happens all the time in every organization, but it's something that tends to disappear under the radar.

Recognizing the knowledge that exists within workforce is a key to capturing it. Rather than the traditional, top-down model of training, managers should view learning as a continuous cycle that captures both formal and informal experiences. Most learning platforms only focus on delivering training content. They seldom do anything to promote informal learning and certainly do not provide a means of capturing it. This means that formal and informal training are not delivered concurrently. Moreover, an enormous percentage of workplace learning goes ignored, reducing the impact of the learning programme as a whole.

1. What do you think is the main aim of learning?

- a. To pass knowledge and experience to someone who does not have enough.
- b. To get more people to work together.
- c. To save money on training.
- d. To make the mentee someone well-known in the industry.

2. Which of the following relationship do you think is an example of a formal learning?

- a. A father practicing and advising his son on baseball.
- b. A mother talking about her experiences in the fashion industry to her daughter, who wants to be a model.
- c. A global IT manager trainee and the IT director for administrative tasks.
- d. Two brothers, one teaching the other tips and tricks for passing exams.

3. Informal learning is:

- a. Structured and intended
- b. Objective
- c. Unconventional
- d. subjective

4. Which type(s) of learning is based on experience and observation?

- a. Formal
- b. Informal
- c. Neither
- d. Both

5. Which type(s) of learning has a fixed duration?

- e. Formal
- f. Informal
- g. Neither
- h. Both

5. Which type(s) of learning can be inferred from the text as favored?

- a. Formal
- b. Informal
- c. Neither
- d. Both

Expansion: Written Expression

Topic: For students who are workers or still trainees for work, which kind of workplace learning do/did they receive? Discuss.

Unit 3: Management

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Learning Objectives:

After learning this lesson, the students will be introduced “Management” frequently used as an interchangeable term to “Administration”. Additionally, they learn about Administrative school of management and the outstanding figures (Frederick Winslow Taylor and Henri Fayol).

Administrative School of Management

Back around 1860, Henri Fayol, a then-young engineer, began working at a coal mine in France. While working at the mines, he noticed that managing the miners was not an easy job. Managing was not as effective as it could be. Managers had few resources and tools to better manage people.

At the time, Frederick Winslow Taylor, founder of the school of scientific management, was making strides in maximizing productivity by focusing on the work and the worker relationship. In other words, Taylor believed that there was a science to work. If workers worked more like machines, there would be increased productivity.

Unlike Taylor's scientific management theory, Fayol believed that it was more than just work and workers. Managers needed specific roles in order to manage work and workers. This became known as the administrative school of management and was founded on the six functions, or roles, of management:

1. Forecasting
2. Planning
3. Organizing
4. Commanding
5. Coordinating
6. Controlling

These roles, used as a process, focused on the entire organization rather than just the work. Once broken down into smaller parts, the six functions evolved into **Fayol's 14 Principles of Management**. The focus should be on the first seven principles:

1. Division of Work
2. Authority
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of Individual Interests to the General Interest
7. Remuneration

While Fayol's 14 Principles of Management are not as widely used as they once were, it is important to understand how the foundation of administrative management theory was developed to address the needs of the times. This macro approach was the first of its time. Let's not forget, Taylor did not focus on the human element.

His scientific approach to work focused on building a better, stronger, faster and more productive team through physical elements. Fayol didn't see it that way. Fayol saw workers as humans possessing elements that required a more general approach to getting the work done. He saw it as a whole organizational effort.

How does the view of Henri Fayol on management and productivity differ from that of Frederick Winslow Taylor?

1. Fayol believed in a more traditional approach, while Taylor thought of management as a series of processes.
2. Fayol believed in an approach that only focuses on productivity, while Taylor believed in a scientific approach.
3. Taylor believed in a scientific approach while Fayol believed in an administrative approach focusing on management.

4. Fayol believed in an approach that mostly focuses on forecasting and planning, while Taylor only viewed the final productivity of the company and did not take notice of the process.

1. XYZ Corporation follows the administrative school of management; managers are taught that one of their important roles is

- a. getting along.
- b. disciplining.
- c. manipulating.
- d. coordinating.

2. A CEO of a small company has implemented a strategy where all employees do their work together, without doing specific assignments all the time. He hopes that it will decrease the level of paperwork necessary and improve employee relations. Which one of Fayol's principles did he violate?

- a. Unity of Command
- b. Unity of Direction
- c. Division of Labor
- d. Subordination of Individual Interests

Expansion: Written Expression

Topic: For students who are workers in companies, factories or any other workplace, which of Fayol's principles are practiced and which are violated by your management staff? Discuss.

Learning Objectives:

After learning this lesson, the students should know:

- (1) As a manager, it is important to understand management concepts, theories, and approaches.
- (2) The management competencies every aspiring manager should have.
- (3) A wide range of different management concepts, the skills needed in effective management, and managerial abilities.

Management Concepts Every Manager Should Know

Management involves a complex interaction between individual people, collective organizations, and the goals they share. Putting it into practice are managers, who use a wide-range of management concepts to get things done with the resources available and the skills of their staff. But, what concepts should you know to excel as a manager? And, what you can do to improve your managerial abilities?

As an aspiring manager, you will need to have a strong grasp of the five fundamental functions of management: planning, organizing, staffing, leading, and controlling your business processes. By understanding and using management competencies in these five management disciplines, you will be better able to achieve your goals and set your team up for success.

At a glance, here is what each of the five functions means:

- **Planning** is setting goals and creating a strategy to achieve those goals.
- **Organizing** is putting the plan into action by creating a structure and assigning tasks.
- **Staffing**, recruiting, hiring, and training employees to carry out the plan.
- **Leading** motivates and guides employees to achieve the organization's goals.
- **Controlling** is monitoring progress toward the organization's goals and taking corrective action when necessary.

In each of the five management functions, situations may emerge where you need to focus more on management, administration, or leadership. Here is what each process looks like:

- **Management** involves setting goals and then working with people to achieve them.
- **Administration** is the process of managing the details. This includes planning, organizing, and controlling resources.
- **Leadership** is the process of influencing people to accomplish desired objectives. This involves high-level strategy and motivating and guiding people to achieve results.

You will need to build your management, administrative, and leadership skills to develop a career as an effective manager.

✗ Complete with the correct answer as appeared in the text.

1. Management involves a complex _____ between individual people:

- (A) communication
- (B) interpretation
- (C) prescription

2. Putting it into practice are _____:

- (A) directors
- (B) stakeholders
- (C) teachers

3. But, what _____ should you know:

- (A) conceptions
- (B) ideas
- (C) notions

4. As an aspiring manager, you will need to have a strong _____ of training.

- (A) comprehension
- (B) understanding
- (C) hesitation

5. By understanding management competences, you will be able to achieve your _____ and set your _____ up for success.

- | | |
|------------------|-----------|
| (A) aims | (A) staff |
| (B) roles | (B) stuff |
| (C) achievements | (C) group |

6. Situations may emerge where you need to _____ more on management, administration, or leadership.

- (A) emphasize
- (B) scrutinize
- (C) concentrate

7. You will need to build your _____ to develop a career as an _____ manager.

- | | |
|-----------------|-----------------|
| (A) capacities | (A) efficient |
| (B) competences | (B) efficacious |
| (C) abilities | (C) active |

8. Which Concepts are talked about in the text?

9. Who are generally addressed in this case?

10. What every manager have to do in order to be at success?

11. How can the five functions work?

12. Draw a spidergram for each: management, administration, or leadership.

Check Your Progress 2

Note: Use the space given below for your answer.

1) What can you say about the management concepts every manager should know?

.....

.....

.....

.....

.....

.....

Tutorial 8:

Learning Objectives:

GENERAL OBJECTIVE: Through this lesson, the students learn new terms about one lesson that they already have in another module.

SPECIFIC OBJECTIVE: The learners, as future managers, should know that they must have an alternative plan, which is a form of crisis, in order to get out of difficult situations safely and soundly.

Crisis Management

Crisis management is the process or system through which you confront an unexpected event that has a disruptive and negative impact on the company and those who have an interest in the company's survival. The concept of crisis management and its various strategies gained fame in the eighties, after a series of huge natural and industrial disasters and crises, as well as making it one of the most important aspects of managing the company's public image.

So, what are the basic rules for managing the art of crises, how to apply it in practice, and how to act in the event of a real one?

- Be honest with your customers

One of the worst things you can do to solve a crisis facing your company is to create a new crisis, which is very likely to happen if you choose to solve that problem by telling lies or devious methods, which is like pouring gasoline on a fire.

That is why we believe that the best way to deal with your customers, your team, and other stakeholders during the crisis period is to be honest with them, share the appropriate amount of information with the utmost transparency, talk about the crisis that the company is going through, take responsibility, and explain your plan to get out of that crisis.

- Be ready with a plan

There is a famous saying that says that the best type of attack is a good defense, and therefore one of the best steps you can take is to prepare a future plan that will reduce the impact of the crisis and its negative effects when it occurs.

Preparing this plan will require you to think about several crisis scenarios, plan in advance for the possibility of any of them occurring, and discuss that plan with your crisis resolution team and the rest of those affected by this decision so that they can assess the risks and guide you to implement the final agreed plan.

- Learn from the crisis and try to unite the speech

Making mistakes is part of life and may come from one of the new employees or an executive director in the place, but what is important is to learn from these mistakes because you will not move forward without that.

The information you need and the lessons learned from those mistakes are diverse and their sources are many, such as the complaints team, the sales team, the evaluation of the most frequently asked questions, as well as various social media channels, and your customers' reactions and comments on those platforms.

1- Read the text and answer the following questions

- Why do managers create a new crisis when it happens?
.....
- What is the best way to deal with the crisis period?
.....
- Does planning have a result? If yes explain.
.....
- What is important when being in a crisis?
.....
- What do you think the lesson behind this is?
.....

2- Choose the best answer.

- Crisis management is the process or system through which you confront an unexpected event that has:

- A destroying and negative impact on the company and those who have an interest in its decline.
- A flourishing and positive impact on the company and those who have an interest in its life.
- A destroying and negative impact on the company and those who have an interest in its life.

b) The photo for this article shows a group of people with one shouting on them. This means that:

- There a problem in the company.
- The one shouting is a crazy manager.
- The one shouting has right.

3- Derive verbs and adjectives out of these nouns

Nouns	Verbs	Adjectives
crisis		
plan		
disruption		
mistake		

4- Report the following passage: “No doubt this emerging concept is improving the understanding of what the art of crisis is. The authors of the report want to go further than just providing information”, economists said

.....said.....

5- Writing: Choose one topic only

- 1- Nowadays, economists are much more interested in the art of managing administrative crises. Discuss giving examples to justify.
- 2- Write a summary of the text.

Happiness Industry

Learning Objectives: After this lesson, the students will be able to know what constitutes happiness and make recommendations to governments about how best to increase it. “the happiness industry”, one successful factor in administration all over the world.

Happiness no longer a dismal science?

One of the more surprising growth industries to have taken off during the current period of economic downturn and austerity has been “the happiness industry”—the increasing activity of economists (not philosophers) who study what constitutes happiness and make recommendations to governments about how best to increase it. This industry has recently achieved success with the publication of the first World Happiness Report. The report finds that the world’s happiest countries are in northern Europe (Denmark, Norway, Finland, Netherlands) and the most miserable are in Africa (Togo, Benin, Central African Republic, and Sierra Leone).

According to the *Washington Post*, a group of experts including Daniel Kahneman, a psychologist who won the Nobel Prize in economics, met in December to draw up measures of “subjective well-being”. The French government started publishing its own happiness indicator in 2009. Britain’s Office for National Statistics has a program for measuring national well-being, and the Organization for Economic Co-operation and Development is drawing up guidelines so its members (mostly the industrialized rich countries) can produce “well-being data”.

The reason for the activity is that there is an “emerging scientific study of happiness”. Researchers break down people’s feelings into “affective happiness” (everyday ups and downs) and “evaluative happiness” (a person’s overall assessment of his or her life). They have constructed indicators that look at happiness from different vantage points, using questions such as “How happy were you yesterday?” (that is what Britain’s ONS asks); “All things considered, how satisfied are you with your life as a whole

nowadays?” and “Taking all things together, would you say you are: very happy, quite happy, not very happy or not at all happy?”). The different answers give economists plenty to argue about.

1- Read the text and answer the questions:

f) Why are economists interested in the happiness of people?

.....

g) Which part of the world is happy, and which one is unhappy?

.....

h) Does this unhappiness deteriorate the prosperity of economy? If yes explain.

.....

i) What do researchers take into account when studying happiness?

.....

j) What do you think this have to do with management?

.....

2- Choose the best answer.

a) Economists meet to draw up measures for subjective well being.

- They meet to improve the understanding of what happiness is.
- To discuss wealth, income distribution, health and political institutions.
- To make governments improve conditions of life.

b) The photo for this article shows a happy gentleman on his bicycle, stretching his arms in the fresh air

- It means the car is no more a predictable cause of happiness.
- A simple life can mean a happy life too.

- Richness can never make happiness.
- c) One of the more surprising industries has been the “happiness industry”
 - It is an industry related to production.
 - It is a particular industry which provides a particular service.
 - It is a process of manufacturing happiness.

3- Derive verbs and adjectives out of these nouns

Nouns	Verbs	Adjectives
industry		
growth		
evaluation		
emergence		

- 4- Report the following passage: “No doubt this emerging science is improving the understanding of what happiness is. The authors of the report want to go further than just providing information”, he said

He said.....

- 5- **Writing:** Choose one topic only.

- 3- Physiocrats, a group of economists (18th c) believed that the wealth of nations was derived from the value of land and agriculture. By the 20th c, economists’ theories turned to the industrialization of economy. Nowadays, economists are much more interested in the wellbeing of people. Discuss giving examples to justify.
- 4- Write a summary of the text.

Unit 4: Joining the Workplace

Topic	Lessons	Page
Unit 4 Joining the Workplace	Lesson 14: An Interview Invitation	52
	Lesson 15: A Job Interview	56
	Lesson 16: Workplace Skills	59
	Lesson 17: The Secretary	63

Tutorial 10:

GENERAL OBJECTIVE: The aim behind this lesson is that students should learn how to write an email to invite someone to a job interview.

SPECIFIC OBJECTIVES: Students will:

- Explain the purpose for an interview
- Identify the do's and don'ts for job interviewing
- Practice good job interview skills

Lesson1:

An email to invite someone to a job interview

Before reading

Do the preparation task first. Then read the text and tips and do the exercises.

Preparation task

Match the definitions (a-f) with the vocabulary (1-6).

Vocabulary	Definitions
1.to be located in/on somewhere	a. Planned to happen at a fixed time
2.to get to know someone	b. Difficult or causing problems
3.a reference	c. to change the time, position or order of something
4.scheduled	d. to learn more about a person
5.inconvenient	e. a recommendation from a person who knows you
6.to rearrange something	f. to be in a particular place

The email:

From: Maja Jakobson, HR Officer

To: Sanjay Chaudhary

Subject: Invitation to interview at

Purple Cloud Dear Mr. Chaudhary,

Thank you for applying for the position of software engineer at Purple Cloud. We would like to

invite you for an interview at our Stockholm office. Your interview is scheduled for Thursday 3 April, at 2 p.m. If this time or date is inconvenient for you, please contact me as soon as possible to rearrange the interview. At the interview, you will meet our head of HR, Mr. Liam Anderson, and our head of IT, Ms Elsa Wallin. They will be telling you more about the job and getting to know you better. You will also have the opportunity to ask questions about the position and the company, and to see the office. The interview will last for about 60 minutes. Please bring two references with you for the interview. Our offices are located on Kungsbron 2, which is a six-minute walk from Stockholm Central Station. When you arrive, please ask for Mr. Liam Anderson at the reception.

We look forward to hearing from you soon.

Best regards,

Maja

Jakobson

HR Officer

.....

Tasks

Task1

Match the answers with the questions.

Kungsbron2	Mr. Anderson and Ms Wallin	Ms Jakobson	60 minutes
2p.m.on Thursday 3 April	Software engineer	Mr. Anderson	Two job references

1. What position is the interview for?
2. When will the job interview be?
3. Who should Sanjay contact if he cannot be in Stockholm on 3 April?
4. Who will be interviewing Sanjay?
5. Who should Sanjay ask for when he arrives?

6. How long will the interview last?
7. Where will the interview take place?
8. What should Sanjay bring to the interview?

Task2

Write the phrases (1-9) in the correct groups in the box.

1. Dear Mr. Chaudhary,
2. Your interview is scheduled for Thursday 3 April at 2p.m.
3. Thank you for applying for...
4. You will be able to see the office.
5. It is a six-minute walk from Stockholm Central Station.
6. You will have the opportunity to ask questions about the position.
7. We look forward to hearing from you soon.
8. They will be telling you more about the job and getting to know you better.
9. Our offices are located on Kungsbron 2

Useful polite phrases	Essential practical information	Telling the candidate what to expect

Task3

Write the word to fill the gaps.

Dear Sandra,

Thank you for (1).....for the position (2).....customer service assistant.

We (3).....like to arrange an interview with you at our offices at 9a.m. on

Thursday 20 December. (4).....interview will be with our HR Assistant, Ms

Cecil Dubois, and will (5).....approximately 30 minutes. During this time, we

would like to find out more about your experience and background. The interview will take

(6).....in our offices on 20 rue de Rivoli. When you

(7)....., please ask for me at reception. Please remember

to (8).....an ID so that you can get a visitor's pass. We look

Charles Bennett

Tips

1. In your email, remember to thank the candidate for their application.
2. Remember to include information about:
 - **What** position the interview is for and what will be discussed at the interview.
 - **When** the interview will take place.
 - **Who** to contact if there is a problem, who will be interviewing them and who the candidate should ask for when they arrive.
 - **Where** the interview will be.
 - **How long** the interview will last.
 - **What to bring**-IDs (proofs of identity), references, etc.
3. Write the date in words, e.g. *Thursday 3 April*. Don't write the date in numbers-in some countries 3 April, for example, is 3/4 and in other countries it's 4/3.
4. You can end the email with a set phrase like *We look forward to meeting/hearing from/seeing you soon.*

Discussion & Writing

Sharing the above tips, write an email inviting an applicant for a job interview.

A Job Interview

Learning Objectives: As future employees and managers; students should know how to prepare and sit for a job interview. It is not a simple meeting after all. Throughout reading and discussion, they should discover that there should have been a set of norms to follow.

Before listening

Do the preparation task first. Then listen to the audio and do the exercises.

Preparation task

Match the abbreviations (1-4) with the definitions (a-d).

Abbreviation

Definition

- | | |
|------------|-----------------------------|
| 1.B2B | a. Learning and development |
| 2.B2C | b. Human resources |
| 3.I&D | c. Business to business |
| 4.HR | d. Business to customer |

Tasks

Task 1

Circle the best answer.

1. Four years ago, Maria worked for a small HR services provider...
 - a. In the B2B sector.
 - b. In the B2C sector.
 - c. In both B2B and B2C sectors.

2. Maria has been in her current job...
 - a. For four years.

- b. For three years.
 - c. For one year.
- 3. Maria's current role is focused...
 - a. Only on learning and development.
 - b. On a number of HR topics.
 - c. Only on pay roll and she wants to do L&D.
- 4. Maria...
 - a. Did a diploma in L&D two years ago.
 - b. Is doing a diploma in psychology at the moment.
 - c. Both options are true.
- 5. Maria will need to...
 - a. Identify and devise an L&D strategy.
 - b. Devise and implement an L&D strategy.
 - c. Implement an L&D strategy that has already been devised.
- 6. Maria...
 - a. Will hear back from them next week.
 - b. Has been invited to a second interview next week.
 - c. Needs to call them next week to find out the next steps.

Task 2

Complete the sentences with words from the box.

personal	good fit	aligned	replicated
stability	measured	responsible	report

1. Maria feels her skills and experience are afor the company.
2. Maria changed jobs because she was looking for more.....
3. She wasfor learning and development.
4. She feels..... with the company's brand and values.
5. She's used to taking a approach to L&D.
6. Her ideas can be on a larger scale.

7. She would..... to the HR manager.
8. Performance will be in different ways.

Discussion (Speaking Exercise)

How do you prepare for an interview?

Learning Objectives: After this lesson; students should know what are the workplace skills that go with the 21st-century before sitting for a job interview. Through reading and discussion, they should discover the skills that employers may ask questions about in interviews and what are the areas of strengths and weaknesses.

Skills for the 21st-century workplace

1. Before reading

Complete the paragraph with the words from the box.

	age of technology	problem solving	communicate well
	good at making decisions	analyze information	the 21 st century

We are living in _____. Some people call it the _____. We need to learn skills such as _____ and we need to be able to _____ with other people around the world. Employers are looking for people who can _____ well, people who are able to recognize whether information is reliable or not. They also like people who are _____ without asking for help.

2. After reading

Read the text and compare it with the statements to decide if they are true or false.

Skills for the 21st-century workplace

We need to develop all kinds of skills to survive in the 21st century. Some, like ICT skills and knowledge of the digital world, are taught explicitly in schools in the UK. Here are five less obvious ones for you to think about. These are the sorts of skills that employers may ask you questions about in interviews, so it's a good idea to think about how good you are in these areas. What are your strengths and weaknesses?

Imagination

In the age of technology that we are living in now, it is no longer enough to keep on making the same products. Employers need people who can imagine new approaches and new ideas.

Think: Think of an object or gadget you use every day. How could it be improved? Can you think of three improvements?

Problem solving

Employers will value workers who are able to see problems before they happen and come up with creative solutions.

Think: Imagine you are organizing an end-of-term social event at school. Think of some problems that you could face. Can you think of any solutions?

Communication skills

Workers will have to be good communicators. They will have to be able to negotiate and discuss key issues and also write in a clear way without using too many words.

Think: How do people communicate with each other in the 21st century?

Critical analysis

Employers want workers who are able to recognize the difference between information that can be believed and false information.

Think: Use the internet to find out three facts about a celebrity or famous figure. Can you verify the information by checking other websites?

Decision making

Individual workers have a growing amount of responsibility. It is important to be able to evaluate a situation and be confident in making a decision.

Think: Which three things could you do to (a) be healthier (b) do better at school and (c) help others?

Make a decision now to do at least one of these things. Then ... just do it!

1. 21st-century skills are not taught in schools in the UK.

True False

2. Employers like workers to be imaginative.

True False

3. Employers want workers to think about possible problems.

True False

4. Employers like workers to be original when solving problems.

True False

5. Future workers will need to be able to write concisely.

True False

6. People communicate with each other less in the 21st century.

True False

7. Employers believe it is useful to know a lot of information about celebrities.

True

False

8. Employers don't want workers to make decisions without asking them.

True

False

3. Read the text again and complete the sentences with the words from the box.

solve make have teach value differentiate
discuss develop

1. UK schools and colleges _____ ICT skills.
2. Employers _____ people with ideas for new approaches.
3. Employers like workers who can _____ problems.
4. Workers need to be able to _____ their work with their team.
5. Workers need to _____ their writing skills.
6. It is important that workers can _____ between truth and lies.
7. Employees in the 21st century _____ more responsibility.
8. Employers like their workers to _____ decisions.

Learning Objectives: Students should know the serious work of a secretarial job; one vivid motor in an office and the administration as a whole.

The secretary



IN OLDEN DAYS, when a glimpse of stocking was looked upon as something far too shocking to distract the serious work of an office, secretaries were men.

Then came the 1st World War and the male secretaries were replaced by women. A man's secretary became his personal servant, charged with remembering his wife's birthday and buying her presents; taking his suits to the dry-cleaners; telling lies on the telephone to keep people he did not wish to speak to at bay; and, of course, typing and filing and taking shorthand.

Now all this may be changing again. The microchip and high technology is sweeping the British office, taking with it much of the routine clerical work that secretaries did.

"Once office technology takes over generally, the status of the job will rise again because it will involve only the high-powered work – and then men will want to do it again. »

That was said by one of the executives (male) of one of the biggest secretarial agencies in this country. What he has predicted is already under way in the US. One girl described to me a recent temporary job placing men in secretarial jobs in San Fransisco, she noted that all the men she dealt with appeared to be gay so possibly that is just a new twist to the old story.

Over here, though, there are men coming onto the job market as secretaries. Classically, girls have learned shorthand and typing and gone into a company to seek their fortune from the bottom – and that's what happened to John Bowman. Although

he joined a national grocery chain as secretary to its first woman senior manager, he has since been promoted to an administration job.

"I filled in the application form and said I could do audio/typing and in fact I was the only applicant. The girls were reluctant to work for this young, glamorous new woman with all this power in the firm.

"I did typing at school, and then a commercial course. I Just thought it would be useful finding a job. I never got any funny treatment from the girls, though I admit I've never met another male secretary. But then I joined the Post Office as a clerk and fiddled with the typewriter, and wrote letters, and thought that after all secretaries were getting a good £1,000 a year more than clerks like me. There was a shortage at that time, you see.

"It was simpler working for a woman than for a man. I found she made decisions, she told everybody what she thought, and there was none of that male bitchiness, or that stuff 'ring this number for me dear,' which men go in for.

" Don't forget, we were a team - that's how I feel about it - not boss and servant but two people doing different things for the same purpose."

Once high technology has made the job of secretary less routine, will there be a male takeover? Men should beware of thinking that they can walk right into the better jobs. There are a lot of women secretaries who will do the job as well, as they - not just because they can buy negligees for the boss's wife, but because they are as efficient and well-trained to cope with word processors and computers, and men.

Questions

Read the text and decide which alternative best completes each sentence, according to the text.

1. Before 1914 female secretaries were rare because they ...

- ☐ a) were less efficient than men
- ☐ b) wore stockings
- ☐ c) were not as serious as men
- ☐ d) would have disturbed the other office workers

2. A female secretary has been expected, besides other duties, to ...

- ☐ a) be her boss's memory
- ☐ b) do everything her boss asked her to
- ☐ c) clean her boss's clothes
- ☐ d) telephone her boss's wife

3. Secretaries, until recently, had to do a lot of work now done by...

- ☐ a) machines
- ☐ b) servants
- ☐ c) other staff
- ☐ d) wives

4. A secretary in the future will...

- ☐ a) be better paid
- ☐ b) have less work to do
- ☐ c) have higher status
- ☐ d) have more work to do

5. John Bowman is now a...

- ☐ a) junior manager
- ☐ b) member of the administrative staff
- ☐ c) male secretary
- ☐ d) senior manager

6. He was given his first job as a secretary because...

- ☐ a) he had the best qualifications
- ☐ b) he was lucky
- ☐ c) he wanted to work for a woman
- ☐ d) no one else applied

7. He did a commercial course because he...

- ☐ a) couldn't think of anything else to do
- ☐ b) thought it would help him to find a job
- ☐ c) had done typing at school
- ☐ d) wanted to become a secretary

8. When he was a post office clerk, secretaries were better paid because...

- ☐ a) not many were looking for jobs
- ☐ b) they were better trained
- ☐ c) they had greater responsibility
- ☐ d) they worked longer hours

9. he found that working for a female boss was less...

- ☐ a) boring
- ☐ b) easy
- ☐ c) Complicated
- ☐ d) Frustrating

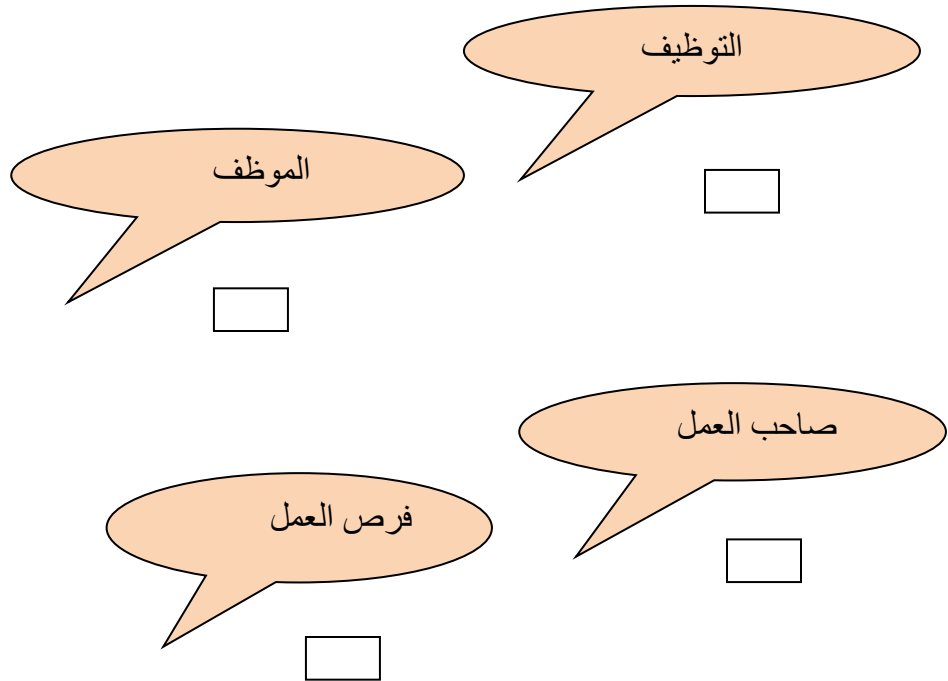
10. The writer believes that before long...

- ☐ a) men and women will be secretaries
- ☐ b) men will take over women's jobs as secretaries
- ☐ c) men will be better with machines
- ☐ d) women will operate most office machines

Sample Test & Texts		
Sample	Test	68
	Text 1	71
Sample Additional Texts	Text 2	74
	Text 3	78

Task n°1: Match when appropriate by writing the number under the form

1. employment
2. employer
3. employability
4. employee



Task n°2: Get the true meaning to each word (1-4)

- | | |
|------------------------|--|
| 1. Management | a. the range of activities connected with organizing and supervising the way that an organization or institution functions. the growing economic and cultural interdependence of nations |
| 2. Business | b. the activity of making one's living or making money by producing or buying and selling products |
| 3. Administration | c. the administration of an organization, whether it is a business, a non-profit organization, or government body |
| 4. Business Management | d. <i>managing the coordination and organization of business activities.</i> |

1	2	3	4

Task n°3: Read the text below then do the activities that follow.

One of the differences in the management of the public sector and the private sector that can be clearly identified is the management service. In their book *Management in the Public Domain, Public Money and Management*, Stewart and Ranson generally describe the differences of service management in the public sector and private sector service management. Service to the public sector does not make profit as its primary objective and management decisions in the public sector can be coercive. This differs from the private sector that cannot force its customers. Society could be forced to abide by the rules or government decisions, for example on the determination of tax rates and the prices of certain services.

→ *Comprehension.*

1. The public sector and the private sector differ in:

- a. Service management
- b. Managzment
- c. Management Service
- d. Sector

2. Service to the public sector is:

- a. Not beneficial
- b. Beneficial
- c. Both together
- d. None of which

3. **Society:**

- a. Is reluctant to abide by the rules
- b. Is let free to abide by the rules
- c. Is forced to abide by the rules
- d. Can be forced to abide by the rules

—Are these statements true or false?

- 1. The management service is one difference in the management sector. →.....
- 2. Service to the public sector makes profit. →.....
- 3. The private sector can force its customers. →.....
- 4. Society is forced to abide by the rules or government decisions. →.....

Sample1

Learning Objectives: After learning this lesson, the students can master the basic terms about the lesson and they can be able to integrate them in the questions given by the teacher.

What do we mean by political economy?

The term political economy is derived from the Greek words polis, meaning city or state, and oikonomos, meaning "one who manages a household or property." Thus, political economy is understood as the study of how a country is run, taking into account both political and economic factors. Political economy is a multidisciplinary branch of the social sciences that focuses on the relationships between individuals, governments, and public policy. Political economy studies how economic theories such as capitalism, socialism, and communism function in the real world. Essentially, any economic theory is a methodology adopted as a means of controlling the distribution of a limited amount of resources in a way that is beneficial to the largest number of individuals.

In a broader sense, political economy was at one time the common term used in the field we today call "economics." But gradually, since the late nineteenth century, the term "economics" began to replace political economy after the emergence of modern mathematical models. Adam Smith, John Stuart Mill, and Jean-Jacques Rousseau all used the term political economy to describe their theories, and the phrase political economy is still used to describe any government policy that has an economic effect.

Political economy studies the relationships that form between the people of nations and their governments when public policy is enacted. Therefore, it is the result of the interaction between politics and economics, which is the basis in the field of social

sciences. As mentioned above, there are several important types of political economies: capitalism, socialism and communism.

1. Select the correct answer:

The term political economy is _____ from the Greek words.

- a. translated
- b. divided
- c. taken

Political economy is _____ as the study of how a country is _____ .

- | | |
|---------------|------------|
| a. realized | a. lead |
| b. recognized | b. managed |
| c. known | c. gone |

Political economy is a _____ branch.

- a. interdisciplinary
- b. interactive
- c. collaborative .:

Political economy was at one time the _____ used in “economics.”

- a. مصطلح شائع
- b. مصطلح غامض
- c. مصطلح مشترك

Public policy is:

- a. السياسة العمومية
- b. سياسة العوام
- c. السياسة العامة

Political economy is the result of the _____ between politics and economics

- a. تعامل
- b. تفاعل
- c. تداخل

2. Fill in the gaps with appropriate words as caught from the passage in English

بالمعنى الأوسع، كان _____ في وقت من الأوقات هو _____ المستخدم في المجال الذي نسميه اليوم "_____". ولكن تدريجياً، منذ أواخر القرن التاسع عشر، بدأ مصطلح "الاقتصاد" يحل محل الاقتصاد السياسي بعد ظهور النماذج الرياضية الحديثة. استخدم آدم سميث، وجون ستيوارت ميل، وجان جاك روسو مصطلح الاقتصاد السياسي لوصف _____، ولا تزال _____ الاقتصاد السياسي تستخدم لوصف أي _____ لها تأثير _____.

Learning Objectives: Students know some tips that help to reduce levels of stress and thus practice good job interview appointment.

Read the text and answer the questions.

Preparing for a job interview

For most people, attending a job interview is one of the most stressful aspects of looking for work. In this article I aim to offer some tips which I hope will help to reduce levels of stress.

First of all, if you have reached the interview stage, you know that your prospective employer must have been impressed by your application. You will most probably have the appropriate formal qualifications and experience or perhaps they have seen something else of interest. When you receive the email, letter or phone call inviting you to attend an interview, you should immediately acknowledge and accept the invitation. If, however, you have already accepted another job, you should politely decline and explain that your situation has changed. The world of work can be a small one so it's important to make a good impression whenever you can.

Now you have the date in your diary you need to be prepared. There are many simple things you can do to ensure that your interview goes as smoothly as possible. First of all, you need to make sure you have researched the organization. Spend some time looking at the company's website as your interviewer is likely to ask you some background questions. It's a good idea to have questions of your own prepared as well as this shows interest and initiative. By questions, I don't mean 'How much will I get paid? How many weeks' holiday do we get?' but 'What plans do you have for expanding into the Asian market?'

First impressions are very important. Research has shown that decisions are made within seconds of meeting someone. You want to fit in and be seen as someone who'd be an asset to the team so dress appropriately. If you're applying for a job in a financial institution, wear a smart suit. If you're hoping to work in a more relaxed environment, you can dress in a more casual way but always look neat and clean.

Walk the office with confidence. Shake hands with a firm grip and make eye contact. When you sit down, don't cross your arms and legs as this makes you look defensive. Don't play with your hair or jewellery. Take deep breaths and speak calmly and clearly.

Finally, there's nothing worse than being late. Make sure you know exactly where you're going. If necessary, try the route beforehand so you know how long the journey will take you. Leave home in plenty of time so that you have a few minutes to relax and collect your thoughts when you arrive.

So, good luck and remember that every interview is good experience so don't worry if you're not successful the first time. It could be that the job just wasn't the right one for you.

Mark the sentences as: True, False or Not given

1) If you're asked to attend an interview, you must have the right qualifications.

- True
- Not given
- False

2) Other things can be as important as experience and qualifications.

- True
- False
- Not given

3) You should always accept the invitation.

- Not given

- False

- False

4) People will soon find out if you don't behave appropriately.

- True

- False

- Not given

5) The interviewer will test your knowledge of the company.

- Not given

- True

- False

6) You should ask about perks and working conditions.

- Not given

- False

- True

7) You should always wear a suit.

- True

- Not given

- False

8) Your behaviour is more important than your appearance.

- Not given

- False

- True

9) You should always shake hands.

- Not given

- True

- False

10) It's important to sit still.

- Not given
- True
- False

11) Breathing deeply helps you to relax.

- True
- False
- Not given

12) It's important to plan the route to the interview.

- False
- True
- Not given

Learning Objectives: Students should learn when managing a new team in a new company, it is important to understand how the work environment is and to learn about its culture. It is best to have a balance between both management styles. People perform better at work and come up great solutions when they are allowed to take their own way to perform.

Before Reading

Do the preparation task first. Then read the text and do the exercises.

Preparation task

Match the definitions (a–h) with the vocabulary (1–8).

Vocabulary

1. vague
2. to carry out a task
3. democratic
4. a hierarchy
5. to come up with
6. resentment
7. to be perceived
8. to have initiative

Definition

- a. to perform or complete a job or activity
- b. unclear, not specific or definite
- c. a system where members are ranked according to status or authority
- d. based on the idea that everyone is equal and should be involved in making decisions
- e. to think of something such as an idea or plan
- f. to be seen or understood in a certain way
- g. to have the ability to take action without someone telling you what to do next
- h. dissatisfaction and bad feelings from being treated unfairly

Cultural expectations and leadership

Gabriela worked for a multinational company as a successful project manager in Brazil and was transferred to manage a team in Sweden. She was excited about her new role but soon realised that managing her new team would be a challenge.

Despite their friendliness, Gabriela didn't feel respected as a leader. Her new staff would question her proposals openly in meetings, and when she gave them instructions on how to carry out a task, they would often go about it in their own way without checking with her. When she announced her decisions on the project, they would continue giving their opinions as if it was still up for discussion.

After weeks of frustration, Gabriela emailed her Swedish manager about the issues she was facing with her team. Her manager simply asked her if she felt her team was still performing, and what she thought would help her better collaborate with her team members. Gabriela found her manager vague and didn't feel as if he was managing the situation satisfactorily.

What Gabriela was experiencing was a cultural clash in expectations. She was used to a more hierarchical framework where the team leader and manager took control and gave specific instructions on how things were to be done. This more directive management style worked well for her and her team in Brazil but did not transfer well to her new team in Sweden, who were more used to a flatter hierarchy where decision making was more democratic. When Gabriela took the issue to her Swedish manager, rather than stepping in with directions about what to do, her manager took on the role of coach and focused on getting her to come up with her own solutions instead.

Dutch social psychologist Geert Hofstede uses the concept of 'power distance' to describe how power is distributed and how hierarchy is perceived in different cultures. In

her previous work environment, Gabriela was used to a high power distance culture where power and authority are respected and everyone has their rightful place. In such a culture, leaders make the big decisions and are not often challenged. Her Swedish team, however, were used to working in a low power distance culture where subordinates often work together with their bosses to find solutions and make decisions. Here, leaders act as coaches or mentors who encourage independent thought and expect to be challenged.

When Gabriela became aware of the cultural differences between her and her team, she took the initiative to have an open conversation with them about their feelings about her leadership. Pleased to be asked for their thoughts, Gabriela's team openly expressed that they were not used to being told what to do. They enjoyed having more room for initiative and creative freedom. When she told her team exactly what she needed them to do, they felt that she didn't trust them to do their job well. They realised that Gabriela was taking it personally when they tried to challenge or make changes to her decisions, and were able to explain that it was how they'd always worked.

With a better understanding of the underlying reasons behind each other's behaviour, Gabriela and her team were able to adapt their way of working. Gabriela was then able to make adjustments to her management style so as to better fit the expectations of her team and more effectively motivate her team to achieve their goals.

Tasks

Task 1

Are the sentences true or false?

1. Gabriela's management style worked well with her team in Brazil but not with her team in Sweden. True False
2. Gabriela's team questioned her proposals and her decisions because they didn't trust or respect her. True False

3. Gabriela was satisfied with her Swedish manager's way of dealing with her problem.
True False
4. Gabriela found it helpful to talk openly with her team about the differences in their expectations.
True False
5. Gabriela faced a problem with her Swedish team because her management style was old-fashioned and wrong for the modern world.
True False
6. The author believes that people from high power distance cultures and low power distance cultures should never work together. True False

Task 2

Write the sentences in the correct group.

1. The manager gives the team detailed instructions on what to do.
2. The manager makes the big decisions.
3. Team members do not usually challenge the manager.
4. The manager acts as a guide but encourages input from the team.
5. The manager gives specific advice to help solve problems.
6. The manager involves the team in making decisions together.
7. The manager has a lot of control over what happens.
8. Team members can take the initiative to do things their way.
9. The manager encourages the team to find their own solutions.
10. Team members can often challenge the manager.

Expectations in a high power distance culture	Expectations in a low power distance culture

Discussion

What do you think the role of a manager should be?

Translation for Common Words & Expressions.....	84
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إدارة عامة

Public administration

Public leadership of public affairs directly responsible for executive action

Public management

إدارة عامة · تنظيم الشؤون العامة

“الإدارة العامة الجديدة كناية عن مجال للنقاش يدور إجمالاً حول الإجراءات المتعلقة بالسياسات ضمن الحكومة التنفيذية.

“New Public Management is a field of discussion largely about policy interventions within executive government.

ويتسم مبدأ الكفاءة بأهمية رئيسية إلى حد كبير في الإدارة العامة لهذه الأيام

The principle of efficiency has very much assumed central importance in today's public management

إدارة عامة جديدة (NPM) وتم تمديد إصلاحات متابعة واجبات المساءلة الخارجية للمنظمات الغير هادفة للربح (NPO).

New Public Management (NPM) and follow-up reforms have extended the external accountability duties of nonprofit organizations (NPOs).

وتمثل هذه المبادرة محاولة لتطبيق مبادئ اقتصاد السوق الحر على الإدارة العامة.

New public management represents an attempt to apply the principles of free-market economics to public administration.

غير أن الإسهامات لم تكن كافية لضمان الحوكمة الشفافة أو مساءلة الإدارة العامة في جميع الحالات.

The contributions were not, however, sufficient to ensure transparent governance or public management accountability in all cases.

- ماجستير إدارة عامه
- Master of Public Administration
- إعادة هيكلة الإدارة العامة
- Restructuring public administration
- موظف إدارة عامة
- Public administration officer
- قسم الحكم والإدارة العامة
- الدعم الإداري العام
- GMS · general management support
- اجتماع فريق الخبراء المعقود عن طريق الإنترنت والمخصص للنظم الضعيفة في الإدارة المالية العامة: حلول لتعزيز الشفافية والمساءلة
- Ad hoc Group of Experts Meeting via Internet on Weakened Systems of Public Financial Management: Solutions for Enhancing Transparency and Accountability
- إستراتيجية نظام الإدارة العامة ومكافحة الفساد
- Governance and Anti-corruption Strategy
- إدارة القطاع العام
- PSG · public sector governance
- وهو حاصل على إجازة في الإدارة العامة والقانون الإداري من المدرسة الوطنية للإدارة (1982).

He holds a degree in public administration and administrative law from the National School of Administration (1982).

“الإدارة العامة الجديدة كناية عن مجال للنقاش يدور إجمالاً حول الإجراءات المتعلقة بالسياسات ضمن الحكومة التنفيذية.

“New Public Management is a field of discussion largely about policy interventions within executive government.

ويمكن تيسير تلك الجهود من خلال اعتماد الحكومة لخطة واضحة لتعزيز الإدارة العامة، وذلك بالاستفادة من الخطط القائمة.

Those efforts could be facilitated through the adoption by the Government of a clear plan for strengthening public administration, drawing on existing blueprints.

مصرفات إدارية عامة (13 في المائة)

Administrative overhead (13 per cent)

وأطرت على الجهود المبذولة لتحقيق المساواة بين الجنسين وتعزيز مشاركة المرأة في الإدارة العامة.

It applauded efforts towards gender equality and promoting the participation of women in public administration.

تتأثر المعدلات المحددة لاسترداد تكاليف الدعم الإداري العام التي تعتمد عليها المكاتب القطرية بعدة معايير ومتغيرات

Several criteria and variables affect the specific GMS rate chosen by country offices

وينشئ القانون نظاماً للموارد الاقتصادية والمالية على مستوى المنطقة يجعل من الممكن تعزيز كفاءة الإدارة العامة.

The law establishes a regime of economic and financial resources at the district level that makes it possible to strengthen the efficiency of public administration.

وتمديد هذا الاستحقاق اختياري ويخدم الإدارة العامة المباشرة وغير المباشرة والتأسيسية وروح المبادرة الخاصة.

The extension of the benefit is optional and serves the direct, indirect and foundational public administration and the private initiative.

ويقدم هذا القانون مفهوماً جديداً للإدارة العامة وعلاقتها بالجمهور يتضمن الشفافية الكاملة والانفتاح والتعاون

This law promotes a new concept of public administration and its relationship with the public that implies full transparency, openness and cooperation

وأعيد تنظيم الإدارة العامة والمؤسسات التي تمتلكها الدولة وجرى ترشيد مصروفات الحكومة

Public administration and state-owned enterprises were restructured and government expenditure was rationalized

دعم الإدارة العامة في فترة ما بعد الاستقلال

Support to the post-independence public administration

ثانيا- برنامج الأمم المتحدة للإدارة العامة

United Nations programme on public administration

وفي سياق تحديد مبادئ مشتركة للإدارة العامة السليمة، وافقت اللجنة على النظر في مبادئ تشغيلية وهيكلية.

In identifying common sound public administration principles, the Committee agreed to consider principles that are operational and structural.

تطلب الإدارة العامة للجمارك تعويضاً بمبلغ 34 858 754 دولاراً عن مدفوعات الإغاثة للموظفين.

GAC seeks compensation in the amount of USD 34,858,754 for relief paid to employees.

وهناك أيضاً إصلاحات أخرى قيد التنفيذ سيكون لها وقع في مجالات الاقتصاد والإدارة العامة والدفاع

There are also other reforms under way that will have an impact in the economic, public administration and defence sectors

دورة تدريبية لشبكة الأمم المتحدة الإلكترونية للإدارة العامة والمالية العامة تُظمت للأعضاء الجدد، في مجال إدارة المعلومات الإلكترونية

UNPAN e-Information management training for new members

على نحو ما نوقش في المقدمة، تعمّم حقوق الإنسان في كافة مجالات الإدارة العامة الوطنية.

As discussed in the introduction, human rights are mainstreamed in all areas of national public administration.

وخطة معاشات الإدارة العامة هي خطة منافع واضحة المعالم.

The public administration's retirement scheme is a defined benefit scheme.

ويتسم مبدأ الكفاءة بأهمية رئيسية إلى حد كبير في الإدارة العامة لهذه الأيام

The principle of efficiency has very much assumed central importance in today's public management

وفي حالة الرجال، أعلن # في المائة أنهم أعزّاب (الإدارة العامة للإحصاء والتعداد،

As far as men are concerned # per cent stated that they were single (Department of Statistics and Census

سيعرض على المجلس تقرير لجنة الخبراء المعنية بالإدارة العامة عن أعمال دورتها الخامسة (المقر، # آذار/مارس

The Council will have before it the report of the Committee of Experts on Public Administration on its fifth session (Headquarters # arch

وينوه الممثل الخاص بأن نقص القدرة الفنية والموضوعية يمثل تحديات كبيرة داخل الإدارة العامة في تيمور - ليشتي.

The Special Representative notes that insufficient technical and substantive capacity poses significant challenges within the public administration in Timor-Leste.

شملت الدراسة في هذا المعهد الفرنسي للعلاقات الخارجية دراسات في القانون الدولي وتقنيات التفاوض والإدارة العامة.

Course in this French foreign relations institute included international law, techniques of negotiation, public administration

لم تقم الإدارة العامة للهجرة حتى الآن بتطبيق نظام المعلومات المجموعة مقدما عن المسافرين.

The Directorate-General of Immigration has thus far not yet applied the Advanced Passenger Information (API) system.

تحسين الوعي والنهج المشتركة والفهم والخيارات السياساتية المستدامة لدى الحكومات في المجالات الموضوعية الرئيسية للإدارة العامة وإدارة التنمية؛

Promoting greater awareness, common approaches, understanding and sustainable policy options among Governments in key substantive areas of public administration and development management;

سابعاً- منهجيات تبادل الابتكارات وتكييفها في مجالي الحكم والإدارة العامة

Methodologies for sharing and adapting innovations in governance and public administration

الإدارة العامة وإصلاح الوظيفة العامة

Public administration and civil service reform

كما أن السياسات العامة الكفؤة تجعل الدولة والإدارة العامة أقدر على تهيئة بيئة مواتية لسوق أقوى ومجتمع أفضل

Efficient public policies make the State and public administration more capable of developing an enabling environment for a stronger market and a better society

ويشمل جميع جوانب الإدارة العامة ووضع وتنفيذ السياسات على المستويات الدولية والوطنية والمحلية

It covers all aspects of public administration, and the formulation and implementation of policy at the international, national, regional and local levels

البرنامج الفرعي 3 : الحوكمة والإدارة العامة

Subprogramme 3: Governance and public administration

الإشراف على تصرف الإدارة العامة تجاه الأفراد؛

Supervise the conduct of the public administration towards individuals

هدف المنظمة: تعزيز الكفاءات اللازمة للتخطيط والإدارة العامة من أجل التنمية من منظور إقليمي

Objective of the Organization: To strengthen competencies for planning and public administration for development with a regional perspective

وجدير بالذكر إنشاء برامج للمساواة في الإدارة العامة الاتحادية

Attention should be drawn to equality programmes in the federal public administration (FPA)

سيتم إعداد التقارير التالية ضمن الإدارة العامة

Within the overall management, the following reports will be produced

إصلاح الإدارة العامة وتحديثها

Public administration reform and modernization

الإدارات العامة

Public administrations

إدارة عامة جديدة (NPM) وتم تمديد إصلاحات متابعة واجبات المساءلة الخارجية للمنظمات الغير هادفة للربح (NPO).

New Public Management (NPM) and follow-up reforms have extended the external accountability duties of nonprofit organizations (NPOs).

ومن المقرر أن تعقد الدورتان التاسعة والعاشر للجنة الخبراء المعنية بالإدارة العامة في عامي # و # على التوالي

The ninth and tenth sessions of the Committee of Experts on Public Administration are scheduled to be held in # and # respectively

ستعرض الأمانة العامة الأنشطة المقترح أن ينفذها برنامج الأمم المتحدة للإدارة العامة والمالية العامة في فترة السنتين القادمة

The Secretariat will present the activities proposed for implementation by the United Nations Programme on Public Administration and Finance in the next biennium.

ويعني هذا أن الإدارة العامة بعد تنشيطها تصبح إدارة تساهم في تطوير مجتمع المعرفة وتنتفع به.

This means that a revitalized public administration is one that contributes to the development of, and benefits from, a knowledge society.

ماجستير في الإدارة العامة، جامعة القانون في ليتوانيا، 2004

Master's degree in public administration, Law University of Lithuania, 2004

وقد نشرت له على نطاق واسع مقالات عن المسائل المتعلقة بالوظائف العامة، والإدارة العامة، والموارد البشرية والتصميم المؤسسي

He has published extensively on issues related to public employment, public governance, human resources and institutional design

وفي 24 آذار/مارس، اعتمدت حكومة كوسوفو استراتيجية لإصلاح الإدارة العامة مع خطة عمل لتنفيذها.

On 24 March, the Kosovo Government adopted a public administration reform strategy together with an action plan for its implementation.

أو (ب) الترتيبات الإدارية العامة () للنشر مضمنة في المبادئ التوجيهية الموجهة للبلدان المساهمة بقوات

b) The general administrative arrangements for deployment are contained in the Guidelines for Troop-Contributing Countries

الإدارة العامة للشعبة، بما في ذلك الميزانية وإدارة القضايا

General management of the Division, including budget and case management

إصلاح الإدارة العامة

Public administration reform

مجموعة أخرى من الإصلاحات الرئيسية كانت في مجال الإدارة العامة.

Another set of major reforms was in the area of public administration.

ويحدد القانون شؤون الإدارة العامة وعدد الوزارات.

The affairs of public administration and the number of ministries shall be prescribed by law.

إدارة المعارف في مجال الحكم (شعبة الإدارة العامة وإدارة التنمية/مكتب التعاون الإقليمي لمعلومات المدن

Knowledge management in government (DPADM/RCOCI

وستركز البرامج الأخرى لتنمية القدرات الوطنية على قطاعات العدالة والشرطة والإدارة العامة.

Further national capacity-building programmes will focus on justice, on police and on public administration.

UN-2

وعملا بالنظام الجديد للأجور، ستتحدد أجور مسؤولي وموظفي وكالات الإدارة العامة مع مراعاة ما يلي:

In compliance with the new remuneration system, the remuneration for officials and employees of public administration agencies will be established taking into account the following:

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ويهدف هذا الإصلاح إلى قيام إدارة عامة تتسم بالحس المهني، والحياد، والكفاءة، والشفافية، واليسر على المستخدم.

The objective of this reform is to provide for a professional, impartial, efficient, transparent and user-oriented public administration.

• القانون عدد # لعام # المؤرخ # أيار/مايو # والمتعلق بنقل الإدارة العامة للسجون إلى وزارة العدل وحقوق الإنسان

Act No # of # ay # concerning the transfer of the Prisons Department to the Ministry of Justice and Human Rights. Act No # of # ay # on the organization of prisons

(ب) تعزيز فهم مشترك لمسائل الحوكمة العامة والإدارة العامة والقرارات والإجراءات المتصلة بها

(b) Enhanced common understanding, resolutions and actions on public governance and administration issues

أما سلسلة الإصلاحات التي أجريت في القطاع المالي ونظامي الضرائب والإدارة العامة، فقد أنعشت الاستثمار الأجنبي المباشر والتنمية.

The series of reforms carried out in the financial sector and the fiscal and public administration systems have reinvigorated foreign direct investment and development.

وتحدد هذه الوظيفة أيضا السياسات والإجراءات الإدارية العامة وتكفل الامتثال.

This function also sets general administrative policies and procedures and ensures compliance.

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ويشمل الدعم الإداري العام مهام الرقابة العامة والإدارة في مقر البرنامج الإنمائي ووحدات المكاتب القطرية.

GMS encompasses general oversight and management functions of UNDP headquarters and country office units.

إعادة تشكيل فريق الخبراء المعني ببرنامج الأمم المتحدة للإدارة العامة والمالية وتنشيطه
Restructuring and revitalization of the Group of Experts on the United Nations Programme
in Public Administration and Finance

صدور قرار مجلس القضاء الأعلى بتأسيس إدارة عامة للمرأة والطفل بوزارة العدل؛
The Higher Council of the Judiciary has issued a decree establishing a general
department for women and children at the Ministry of Justice;

وإن الإدارة العامة، والنظام القضائي، وإنفاذ القانون والدفاع ستكون من بين المجالات
الرئيسية التي ستتطلب الدعم الدولي.

Public administration, the judicial system, law enforcement and defence are some of the
main areas that will require international support.

ازدياد عدد السلطات المحلية المدربة على تسيير الإدارة العامة
Increased number of local authorities trained in public administration management and
governance

وينطبق ذلك بالدرجة الأولى على الإدارة العامة والشرطة ومراقبة الحدود.
That applies first and foremost to public administration, the police and border control.

دعم الإدارة العامة
General management support

وقد أنشأت الإدارة العامة لشؤون حقوق الإنسان بموجب قرار وزير العدل رقم # لسنة #
وتختص بما يلي

The Department for Human Rights was established pursuant to Decree No # of # issued
by the Minister of Justice; its duties are summarized below

وتتمثل أبرز أوجه النجاح في مباشرة تنفيذ الإصلاح في جانبي المالية العامة والإدارة العامة.
The most successful areas where reform has proceeded well are those of finance and
public administration.

وقد أدرج مسألة المضايقة الجنسية في لوائح النظام القانوني الأساسي للخدمة المدنية لموظفي الإدارة العامة المركزية.

This Decree incorporates the offence of sexual harassment in the Regulations of the Fundamental Juridical Regime of the Civil Service governing the personnel of the central public administration.

وكلفت الشبكة عدداً من أعضائها مؤخراً بإعداد دورات إلكترونية إضافية، بالتعاون مع شعبة الإدارة العامة وإدارة التنمية.

UNPAN has recently engaged a number of its members to develop, in cooperation with the Division for Public Administration and Development Management, additional online courses.

وتمثل هذه المبادرة محاولة لتطبيق مبادئ اقتصاد السوق الحر على الإدارة العامة.

New public management represents an attempt to apply the principles of free-market economics to public administration.

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بيانات إحصائية عن توزيع النساء في الإدارة العامة (بالنسبة للرجال):

Statistical data of distribution of women in public administration (in proportion to men):

UN-2

وقدم كذلك المساعدة التقنية لتحديث الإدارة العامة، ولا سيما نظم الضرائب والجمارك.

It has also provided technical assistance to modernize public administration, in particular taxation and customs systems.

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وهكذا تتطلب العولمة الاقتصادية نظاماً عالمية للإدارة العامة مركزية بقدر أكبر وتتركز على قواعد

Economic globalization thus demands stronger, more centralized rule-based global governance systems

وترحب اللجنة أيضاً بإعداد مرسوم ثانٍ يهدف إلى تعزيز تمثيل المرأة في الإدارة العامة.

The Committee also welcomes the preparation of a second ordinance aimed at enhancing women's representation within the public administration.

This is a collection of translated documents from the United Nations originally compiled by Andreas Eisele and Yu Chen (see on: <http://www.euromatrixplus.net/multi-un/>).

Management

management *n* (supervision of people) إدارة، إشراف

The management of a team of a hundred people can be tiring.

الإشراف على فريق من مئة شخص ليس بالأمر السهل إطلاقاً.

management *n* (skill in managing) طريقة إدارة، طريقة معالجة

His management of the issue was exemplary.

طريقة معالجته للمشكلة يُحتذى بها.

management *n* (directors, those in control) إدارة

The management of the company has decided to sell the shoe division.

قررت إدارة الشركة بيع قسم الأحذية.

management *n* (university subject) علوم إدارية

The MBA student received his degree in management.

نسّم الطالب في إدارة الأعمال شهادته في العلوم الإدارية.

صيغ مركبة:

access management *n* (computing: login system) إدارة الوصول

anger management <i>n</i>	(control of one's temper)	ضبط النفس، كبح جماح الغضب
After he threatened a colleague, Bob was sent on an anger management course.		
asset management <i>n</i>	(auditing of business assets)	إدارة الأصول، إدارة الموجودات
We put together a simple spreadsheet in order to make asset management easier.		
behavior management (US), behaviour management (UK) <i>n</i>	(discipline)	ضبط السلوك، إدارة السلوك
"Time out" is a technique used in behavior management.		
business management <i>n</i>	(commercial administration)	إدارة أعمال
Business Process Management <i>n</i>	(optimizing business processes)	إدارة أساليب العمل، إدارة إجراءات العمل، إدارة عمليات الأعمال
career management <i>n</i>	(recruitment and training service)	وكالة توظيف
cargo management <i>n</i>	(handling of freight)	إدارة الشحن
customer loyalty management <i>n</i>	(customer retention)	كسب ولاء العملاء
DBMS <i>n</i>	<i>initialism</i> (database management system)	نظام إدارة قواعد البيانات
good management <i>n</i>	(successful leadership)	إدارة جيدة
The company has done well because of good management.		
joint management <i>n</i>	(shared authority and	إدارة مشتركة

	responsibility)	
knowledge management <i>n</i>	(data technology) (تكنولوجيا المعلومات)	إدارة المعرفة
line management <i>n</i>	(business: managers)	الإدارة التنفيذية
logistics management <i>n</i>	(supplies, processes)	إدارة اللوجستيات، إدارة الإمدادات
management consultant <i>n</i>	([sb] who helps company perform better)	مستشار إداري، استشاري إدارة
management fees <i>npl</i>	(business: for managing assets) (في الأعمال)	عمولة الإدارة، أتعاب الإدارة
management information system <i>n</i>	(computerized information management) (إدارة حاسوبية للمعلومات)	نظام المعلومات الإدارية
management studies <i>npl</i>	(college course of study)	دراسات في إدارة الأعمال
management team <i>n</i>	(group of supervisors)	الفريق الإداري
He took the entire management team out for drinks at the local pub.		
middle management	(echelon of administration) (في السلم الإداري)	الإدارة الوسطى
money management <i>n</i>	(skill or activity of budgeting)	إدارة الأموال
operations management <i>n</i>	(overseeing commercial procedures) (تشرف على الإجراءات التجارية)	إدارة العمليات
performance	(business: goal-achievement)	إدارة الأداء

management //

process)
(في الأعمال: عملية تحقيق الأهداف)

The company has hired a consultant to analyze performance management.

personnel
management //

(business: employees)

إدارة شؤون الموظفين

project management //

(leadership of a task or programme)

إدارة المشاريع

Robert is doing a course on project management.

property
management //

(real-estate purchase and rental)

إدارة الممتلكات، إدارة العقارات

quality management //

(ensuring and improving a product's quality)
(لضمان جودة المنتج وتحسينه)

إدارة الجودة

revenue
management //

(maximizing money made from [sth])

إدارة المداخل، إدارة العائدات

risk management //

(investment: minimizing loss)

إحتياطات الاستثمار

Risk management is the process of assessing risks and taking steps either to eliminate or reduce them.

self-management //

(being responsible for self)

إدارة ذاتية

Senior Management //

(directors)

الإدارة العليا

The company's senior management communicate regularly with the board of directors.

stress management //

(coping with psychological pressure)
السيطرة على الإجهاد، التحكم بالتوتر

time management //	(organized use of time)	إدارة الوقت
I didn't get the job done in time due to bad time management.		
top management, senior management //	(highest level of business leadership)	الإدارة العليا
waste management //	(disposal and treatment of waste) (التخلص من النفايات ومعالجتها)	إدارة النفايات
yield management //	(finance: adapting price to consumer response to increase average earnings) (في المال)	إدارة العائد

Source: <https://www.wordreference.com/enar/management?s=contingency%20management>

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