# People's Democratic Republic of Algeria

# Ministry of Higher Education and Scientific Research

### TRAINING OFFER

### LICENSE: Academic

Departement	Faculty	Establishement
Management Sciences	Economic, commercial and management sciences	University of biskra

Speciality	Division	Domain		
Human Resources Management	Management Sciences	Economics, management and commercial sciences		

#### Contents

Lisence identity card
- 1Determine training locationp
- 20ther participantsp
- 3Framework and objectives of the trainingp
General organization of the training: project status <b>a</b> -
b- Offer objectives
c- Qualifications and target competencies D-regional and national capabilities for operability
E-bridges towards other disciplines
F-efficiency indicators for follow-up training 4-available human resources A-framing capabilities B - The harnessed internal framing of the composition in the specialty C-harnessed external framing of the composition in the specialty D-the total amount of human resources used for training 5-the material possibilities available for training in the specialty A-pedagogical laboratories and equipment B - Fields of education and training in institutions C-documentation available at the University Institution related to the proposed training offer D-personal business spaces and information and communication technologies available at the institute or college Pillars of Education - II card of the hexagonal Organization of Education The first hexgram - The second hexgram - The third hexgram The fourth hexgram - The sixth hexgram - The sixth hexgram - The sixth hexgram - The total GPA of the training
III-detailed program for each subject

IV. contracts/agreements

V-a brief biography of each person of the pedagogical group concerned with the formation in the specialty VI-opinion and visa of administrative and scientific bodies

Opinion and visa of the regional seminar Opinion and visa of the National pedagogical Commission for the field

- Bachelor's degree identification card

Fields of Economic Sciences, Commercial Sciences and Management Sciences
Determining the place of formation: University: Mohammed Khidr Biskra
Faculty: economic, commercial and Management Sciences
Department: Management Sciences
Bachelor's degree qualification decision no.: decision no. 802 dated July 07, 2002

2. other participants :

- Other university institutions there are no

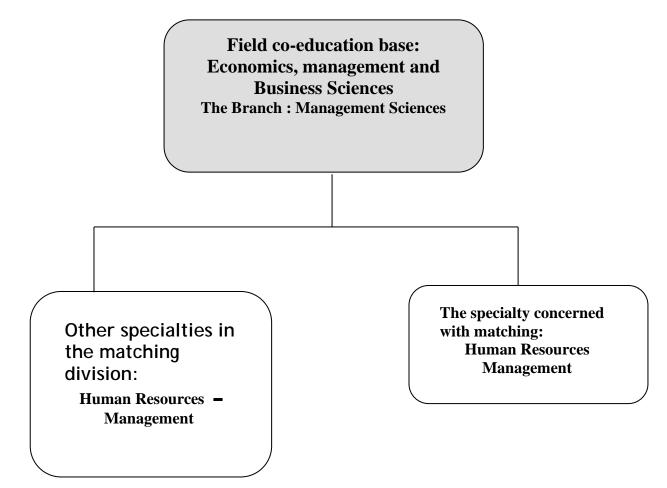
- Institutions and other socio-economic partners: none

- Foreign international partners: none

3-framework and objectives of the training:

A-general Organization of the composition: the status of the project

If several Bachelor's degree courses are proposed or there are courses sponsored by the institution (whether from the same training team or other training teams), please determine the status of this project compared to other tracks according to the following figure:



B-the objectives of the training: this training aims to:

The training in business administration is an academic training aimed at preparing a student to complete a master's degree in the field of Business Sciences, Management Sciences and Economic Sciences. How much allows the possibility of integration into institutions as decision-makers.

Therefore, the goal of the training is to make the student acquire knowledge and skill in business management in its global and functional dimensions, while developing the student's abilities in adapting and synthesizing various knowledge.

C-qualifications and target competencies (20 lines at most)

This training aims to provide the Algerian market, especially at the local level, with tires capable of mastering various aspects of management.

This training also aims to provide the market with basic competencies to handle all administrative tasks, whether in the private or public sector.

D-regional and national capabilities for operability This training prepares the student for various sectors of economic activity, especially: - Economic institutions<sup>4</sup> - Areas of banking and services Public institutions

E-bridges towards other disciplinesThis configuration offers the possibility of:Finding bridges towards the disciplines under the management sciences division.

F-efficiency indicators for follow-up training:

- The attractiveness of the specialty (application for registration in it)
- Students ' outputs (notes)
- The quality of graduation notes
- Educational offers
- Prospects of postgraduate studies (PhD)
- Operation ;

#### Available human resources :

A-internal framing :

## **B.** framing capabilities : ( )

C-the internal framework used for training in the specialty (filled in and approved by the college or institute)

The nature of intervention ( lecture, guided works, framing)	Rank	Certificate of competence (MSc-PhD)	Name and surname
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Hijazi Ismail
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Ben Brika Abdelwahab
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Yahyaoui moufida
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Moussa Abdel Nasser
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Rowena Abdus- Samy
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Qureshi Muhammad
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Agti djouhra
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Maalim souad
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Dasi Wahiba
Lecture, guided works, tire	Professor Lecturer A	Ph.D	Shine fayrouz
Lecture, guided works, tire	Professor Lecturer	Ph.D	Dali Ali Lamia
Lecture, guided works, tire	Professor Lecturer	Ph.D	Ismail manasiriya
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Gherbi ouahiba
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Ghodhbane houssem eddine
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Rais Wafa

Lecture, guided works, tire	Professor Lecturer	Ph.D	Zir Sabrina
Lecture, guided works, tire	Professor Lecturer	Ph.D	Rahal Soulef
Lecture, guided works, tire	Professor Lecturer	Ph.D	Djbiret sanaa
Lecture, guided works, tire	Professor of Higher	Ph.D	Felta Iyamin
	Education		
Lecture, guided works, tire	Professor of Higher Education	Ph.D	Mansouri Kamal
	Education		
Lecture, guided works, tire	Professor Lecturer	Ph.D	B'aisi Samia

Department authentication college authentication

Total	External issue	Internal issue	RANK
14		14	Professor of Higher Education
07	/	07	Professor Lecturer A
/	/	/	Professor Lecturer <b>B</b>
/	/	/	Assistant professor A
/	/	/	Assistant professor B
/	/	/	Other*
21	/	21	Total

**D-the total amount of human resources used for training:** 

B4-permanent support users (mention All Categories)

Issue	RANK					
03	Automated media engineer					
01	Main Attache of the Department					
01	Secretarial					
01	Help management					
06	Total					

1-the available material possibilities :

A-pedagogical laboratories and equipment

Provide a card about the pedagogical equipment available for the applied works of the proposed formation.(A card for each informant)

Laboratory title: Laboratory of economic and Management Sciences

#### Capacity (number of students): 30

notes	number	name processing	Number
	10	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	A large number of addresses	Library	4

Capacity (number of students): 30

NOTES	number	name processing	Number
	40	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	A large number of addresses	Library	4

B - Fields of education and training in institutions: within the framework of the college's agreement with some private economic institutions

#### And the generality can be guaranteed as follows:

Duration of the internship	Number of students	Place of the internship
01 month	30	The Great Mills of the South-
		Biskra-
01 month	30	Riyadh Setif-Al-Qantara-
		Biskra-
01 month	30	ENICAB- filaile –générale
		cable –Biskra
01 month	30	Kadila-Biskra-
01 month	30	Enasel-biskra

C - the available documentation (related to the proposed configuration offer): The college is available on computers as a tool for documentation and various

technical tools related to the specialty. There are also two detective magazines.

D-personal business spaces and information and communication technologies The Faculty of economic, commercial and Management Sciences is available on :

- 52 study halls
- 04 halls for automated information each hall contains 36 devices.
- 02 two-discussion halls.
- 06 terraces
- 01 college library: the college library is available on:
- (6200 \* 10) books in Arabic
- (3350 \* 5) a book in French
- (70 \* 2) book in English
- In addition to numerous journals, doctoral dissertations, master's theses, master's and Bachelor's notes.

E-pillars of Education

Select digital floors for publishing lessons

Digital floor link	Establishement	Digital floor type (modl)
http://elearning.univ-	Biskra University	Moodle
biskra.dz/moodle/?redirect=0 https://www.youtube.com/@facultyofecms-	Biskra University	YouTube
universityof6164		

II-the card of the hexagonal Organization of specialized education

)Please provide the card for the six hexagons(

# The first Hexagon:

Type of assessment Education style		Credits	Laboratories	s Weekly hourly volume		Hexagonal hourly volume	Education unit				
Exam	Ongoing	Distance	Presence			Other works	Applied works		Lecture	14-16 weeks	
				18	9			9			Basic education modules
х	x		x	6	3	05h30		3	3h00	150h00	Financial Accounting 1
х	Х		x	6	3	05h30		3	3h00	150h00	Microeconomics 1
х	х		x	6	3	05h30		3	3h00	150h00	Introduction to economics
				9	5			5			Methodological units of Education
х	Х		x	5	3	04h20		3	3h00	132h30	Count 1
Х	Х		x	4	2	03h40		2	1h30	100h00	Mathematics 1
				2	2			2			Exploratory education units
х			x	1	1	00h10		1	1h30	25h00	Introduction to the sociology of organizations
х			х	1	1	00h10		1	1h30	25h00	Introduction to the law
				1	1			1			Horizontal education module
	x	х		1	1	00h10		1		25h00	Foreign Language
				30	17	25h0		17	16h30	757h30	Total hexagons 1

Type of a	ssessment	Educati	on style	Credits	Confficient		Weekly	hourly volu	ime	Hexagonal hourly	Education unit
										volume	
Exam	ongoing	Distance	Presence			Other works			Lecture	14-16 weeks	
				18	9		18	9			Basic education modules
х	x		х	6	3	30h05	6	3	3h00	150h00	Financial accounting 2
Х	х		x	4	2	40h03	4	2	1h30	100h00	Microeconomics 2
х	Х		х	4	2	40h03	4	2	1h30	100h00	Enterprise economy
х	x		х	4	2	40h03	4	2	1h30	100h00	History of economic thought
				9	5		9	5			Methodological units of Education
х	Х		x	5	3	20h04	5	3	3h00	132h30	Statistic 2
х	Х		х	4	2	40h03	4	2	1h30	100h00	Mathematics 2
				2	2		2	2			Exploratory education units
	x		x	1	1	10h00	1	1		25h00	Automatic notification 1
х			х	1	1	10h00	1	1	1h30	25h00	Commercial law

		1	1		1	1			Horizontal
		•							education module
Х	х	1	1	10h00	1	1		25h00	Foreign Language 2
		30	17	00h25	30	17	13h30	757h30	Total hexagons 2

#### **3-the third Hexagon :**

Type of assessment		Education style					Weekly ho	urly volume		Hexagonal hourly volume	
Exam	Ongoing	Distance	Presence	Credits	Confficient	Other works	Applied works	Directed works	Lecture	14-16 weeks	Education unit
				18	9						Basic education modules
x	x		х	6	3	05h30		1h30	3h00	150h00	Management accounting
Х	х		x	4	2	03h40		1h30	1h30	100h00	Total economy1
x	х		x	4	2	03h40		1h30	1h30	100h00	Entrance to Business

											Administration
Х	Х		Х	4	2	03h40		1h30	1h30	100h00	Public finance
				9	5						Methodological
											units of Education
Х	Х		Х	4	2	03h40		1h30	1h30	100h00	Count 3
V	x		v	4	2	03h40		1h30	1h30	100h00	Financial
х	×		х								mathematics
х			v	1	1	00h40			1h30	32h30	Monetary
Χ			х								economics
				2	2						Exploratory
											education units
Х	Х		Х	2	2	00h20		1c30	1c30	50h00	Methodology
				1	1						Horizontal
											education module
	v	Y		1	1	00h10	1c30			25h00	Automatic
	Х	Х									notification 2
				30	17	25h00	1h30	10h30	13h30	757h30	Total hexagons 3

-4the fourth Hexagon

Type of assessment	nt	Education st	yle			Weekly hourly volume			Hexagonal hourly	Education unit	
				Credits	Confficient					volume	
Exam	Ongoing	Distance	Presence			Other	Applied	Directed	Lecture	14-16 weeks	
						works	works	works			
				18	9						Basic education modules
x	х		Х	6	3	05h30		1h30	3h00	150h00	Management Information Systems

Х	х		Х	4	2	03h40	1h30	1h30	100h00	Macroeconomics 2
x	x		Х	4	2	03h40	1h30	1h30	100h00	Management of the institution
Х	х		Х	4	2	03h40	1h30	1h30	100h00	Marketing
				9	5					Methodological units of Education
Х	х		Х	5	3	04h20	1h30	3h00	132h30	Count 4
x	x		х	4	2	03h40	1h30	1h30	100h00	Fundamentals of Operations Research
				2	2					Exploratory education units
	x		х	1	1	00h10	1h30		25h00	Entrepreneurship (Entreprenariat)
Х			Х	1	1	00h10		1h30	25h00	Business ethics
				1	1					Horizontal education module
	Х	х		1	1	00h10	1h30		25h00	Foreign language 3
				30	17	25h00	12h00	13h30	757c30	Total hexagons 4

#### -5the fifth Hexagon:

Type of a	assessment	Education s	tyle	Credits	Confficient		Weekly ho	urly volume	9	Hexagonal hourly volume	Education unit
Exam	Ongoing	Distance	Presence			Other works			Lecture	14-16 weeks	
				18	8		18	8			Basic education modules
x	X		Х	5	2	04h20	5	2	1h30	110h00	Human Resources Management
Х	Х		Х	5	2	04h20	5	2	1h30	110c00	Information system
x	x		x	4	2	03h40	4	2	1h30	100h00	Negociation and conflicts management
				9	4		9	4			Methodological units of Education
x	x		x	5	2	04h20	5	2	1h30	110h00	Management and development of competencies
Х	Х		х	4	2	03h40	4	2	1h30	100h00	Survey techniques
				2	2		2	2			Exploratory education units
	Х		Х	2	2	00h20	2	2	1h30	50h00	Business law
				1	1		1	1			Horizontal education module
	Х	x		1	1	00h10	1	1		25h00	Specialized foreign language 1
	<u> </u>			30	15	24h30	30	15	10h30	705h00	Total hexagons 5

#### -6 the sixth Hexagon:

Type of assessme	ent	Education s	tyle	credits	Confficient		Weekly ho	ourly volume	:	Hexagonal hourly volume	Education unit
Exam	Ongoing	Distance	Presence			Other works	Applied works	Directed works	Lecture	14-16 weeks	
				18	8						Basic education modules
х	Х		Х	5	2	04h20		1h30	1h30	110h00	Strategic management
х	Х		Х	5	2	04h20		1h30	1h30	110h00	Knowledge Management
x	Х		Х	4	2	03h40		1h30	1h30	100h00	Training engineering
				9	4						Methodological units of Education
х	X		х	5	2	04h20		1h30	1h30	110h00	Management control
	X		х	4	2	06h00				90h00	Bachelor's graduation project
				2	2						Exploratory education units
Х	Х		x	2	2	20h00	1h30		1h30	50h00	Data analysis
				1	1						Horizontal education module
	Х	х		1	1	10h00		1h30		25h00	Specialized foreign language 2
				30	15	26h50	1h30	09h00	9h00	695h00	Total hexagons 6

## 7-total GPA of the training:

Total	Horizontal	Exploratory	Methodology	Basic ones	
1147h30	00h00	157h30	337h30	652h30	Lecture
922h30	112h30	67h30	225h30	517h30	Directed works
90h00	22h30	45h00	22h30	00h00	Applied works
					Personal work
2270h00	15.00	30h00	755h00	1470h00	Other works (selected)
4430h00	150h00	300h00	1340h00	2640h00	Total
180	6	12	54	108	Credits
100%	3.33%	6.67%	30.00%	60.00%	% Credits per Education
					Unit

**III - Detailed program by module for semesters S5 and S6** 

Semester: 5 Teaching unit: Fundamental Module: Human Resources Management Credits: 6 Coefficient: 2 Objectifs:

To allow students to acquire in-depth knowledge in the field of strategic human resources management and enable them to understand the essential mechanisms relating to the various HRM activities.

**Required previous knowledge:** 

Management prerequisites

**Content of the module:** 

- -1Nature and historical evolution of HRM.
- -2Analysis and description of positions
- -3Human Resources Planning

-4Recruitment

- -5Training and skills development.
- -6Salary and incentive system.
- -7Social monitoring and conflict management.
- -8Career management.

-9Evaluation of Human Resources performance.

Evaluation method: (type of evaluation and weighting) - Content evaluation, personal work and exam 50% continuous References:

• .Cadin et al. (2004), Gestion des ressources humaines, Dunod

• Weiss et al. (2005), Ressources humaines, Editions d'organisation

• Peretti (2001), Ressources Humaines, Vuibert gestion, 5ème édition

Semester: 5 Teaching unit: Discovery Module: French Credits: 2 Coefficient: 1 Objectifs:

The objective of this module is to push students to read articles in foreign languages and to build an accumulation of terminology for the specialty. Required previous knowledge: Basic knowledge of the French language Content of the module: Articles and case studies in French Evaluation method: (evaluation type and weighting( %50-continuous evaluation %50 - in exam References: All articles in specialized journals

Semester: 5 Teaching unit: Fundamental Module: Information system Credits: 5 Coefficient: 2 Objectifs: •General presentation of the concept of information system •Introduction to IS design and modeling

Required Previous knowledge The necessary basic concepts in: •Computing •Business management Content of the module:

> Chapter 1: Digital Business Management Chapter 2: IS in the company Chapter 3: IS, organizations, management and strategy Chapter 4: The digital business: e-business and CE Chapter 5: Ethical and social aspects of digital business

Chapter 6: IT infrastructure and its platforms Chapter 7: Data management Evaluation method: % 50 -continuous evaluation % 50 -in exam References: Oona Hengoat et Nathalie Le Gallo ; DCG 8 - Systèmes d'information de gestion - 3e éd nEd DUNOD2014 Semester: 5 Teaching unit: Fundamental

Module: Negociation and conflicts management Credits : Coefficient : Objectifs: To acquire many negotiation skills and techniques and become familiar with the various methods of managing negotiations and the appropriate tactics in all negotiating situations, in addition to learn how to manage conflicts at work using various negotiation strategies in dealing with conflicts.

**Required previous knowledge :** 

The student should be sufficiently familiar with the various methods of communication and dialogue management, in addition to the various techniques and methods of managing meetings as preliminary and basic knowledge acquired.

**Content of the module :** 

- -1 Negotiation, the nature and elements of negotiation
- -2 Negotiation methods
- -3 Conflicts, the nature and forms of conflicts
- -4 **Results and effects of conflicts**
- -5 Causes and sources of conflicts
- -6 Conflict management methods
- -7 Negotiation strategies in conflict management

# Evaluation method: Exam

## **References**:

أيمن محمد عبد الواحد (2007)، التفاوض... علم وفن، دار الحرية للنشر والتوزيع، القاهرة. مجدي عبد الله شرارة (1999)، التفاوض، نماذج عملية للمفاوضات الجماعية، مكتبة التكامل، مصر محمد القريوتي (2003)، السلوك التنظيمي، در اسة السلوك الإنساني الفردي والجماعي في المنظمات المختلفة، ط4، دار الشروق للطباعة والنشر، الأردن. فالتة اليمين (2015) ، مطبوعة: محاضرات في مقياس التفاوض وإدارة النزاعات، كلية العلوم الاقتصادية والتجارية وعلوم التسير، جامعة محمد خيضر بسكرة.

Semester: 6 **Teaching unit** : **Module:** Training engineering Credits: 06 **Coefficient: 02 Objectifs:** The student must be able to: -Know the overall vision of the training activity and its place within the company -Understand the fundamentals of training engineering and progressive introduction of more specific notions -Master the methodology and tools of training engineering **Required previous knowledge:** The student must master the basic principles of management and business economics Content of the module: 1Introduction to training engineering types of training •definition and importance of continuing professional training \_2Prerequisites for training engineering management and development of competencies •forward-looking management of jobs and competencies •the role of the company's internal stakeholders •the role of external partners **3the legal and regulatory framework for continuing learning** 4Training planning procedures and tools

 analysis of training needs •preparation of the training plan preparation of specifications \_5Carrying out the training process (1the choice of type of training residential training •open and distance learning electronic training •training with support (2the means •Learning means •Human resources Technical means \_6evaluation of the training process •Assessment Pathway •Types of evaluation •The training action audit **Evaluation method**: %50-continuous evaluation %50 - in exam **References**: \*Guy Le Boterf, l'ingénierie et l'évaluation de la formation, édition d'organisation, paris,1990 \*Guy Le Boterf, comment manager la qualité de la formation, ,édition d'organisation, paris,1983 \*Christophe Parmentier, l'ingénierie de formation, édition eyrolles, paris,2009 \*Marc Dennery, évaluer la formation, ESF édition, 2001

Semestre :6 Matière : gestion et développement des compétences. Crédits :06 **Coefficient :02** Semester: 6 **Teaching unit** : Module: Management and development of competencies Credits: 06 **Coefficient: 02 Objectifs**: **Required previous knowledge:** This course requires transversal knowledge in the field of business management, also students must know concepts on knowledge and knowledge management. **Content of the module:** \_1Introduction to competencies management **2types of competencies** \_3The strategic challenges of competencies development

- 4The development of individual competencies
- The formation continues
- •Learning with support
- •Evaluation of acquired professional experience
- \_5The development of collective competencies
- •Organizational learning
- •The alliance; partnership and benchmarking

# **Evaluation method**

%50 continuous evaluation

%50 **in exam** 

Semester: 6 Teaching unit: Discovery Module: Knowledge Management Credits: 04 Coefficient: 02 Objectifs: -1This module will present the new concepts (the importance of knowledge, intellectual capital, etc.) of this economy (knowledge economy.(

-2This module will present the new mechanisms in the company with knowledge management.

-3This module will focus on knowledge management models in the company (Nonaka model.(

**Required previous knowledge** 

- HRM

- Management

**Content of the module :** 

Chapter 1: The knowledge economy

**Chapter 2 : Concept of Knowledge** 

**Chapter 3 : Defining Knowledge Management** 

**Chapter 4 : History of Knowledge Management** 

**Chapter 5: Knowledge Management Processes** 

**Chapter 6: Knowledge management Strategy** 

**Chapter7: intellectual capital** 

Chapter8: Customer Knowledge management

Chapter 9: Role of Information Technology in Successful Knowledge

Management

**Chapter 10: Knowledge Management Enablers** 

**Evaluation method**:

%50-continuous evaluation

%50 -**in exam** 

**References**:

-1 Allameh, S.M., Zare, S.M., & Davoodi, S.M.R., (2011),

"Examining the Impact of KM Enablers on Knowledge Management Processes", Procedia Computer Science, 3, PP. 1211–1223

-2 Barnes, Stuart,'' Knowledge Management Systems'': Theory and Practice, London, Thomson learning, 2002 .

-3 Bellinger, G., Knowledge Management– Emerging Perspectives, 2003.

-4 Booker, L.M., Bontis, N., & Serenko, A., (2008), "The Relevance of Knowledge Management and Intellectual Capital Research", Knowledge and Process Management, Vol. 15 N. 4 -5 Cantner, U., Joel, K., & Schmidt, T., (2011), "The effects of knowledge management on innovative success – An empirical analysis of German firms", Research Policy, PP. 1-10
Semester: 6
Teaching unit: Methodology
Module: Applied management
Credits: 04
Coefficient: 02
Objectifs:

After reading chapter 01 and 02, you should be able to: •Explain the individual terms in the simple linear regression model, and describe the assumptions that the model requires.

•Determine the least-squares regression equation, and make point and interval estimates for the dependent variable.

•Determine and interpret the value of the coefficient of correlation.

•Describe the meaning of the coefficient of determination.

**Required previous knowledge**:

/1Descriptive statistics;2/Estimate; 3/Testing the hypothesis Content of the module :

**Chapter 01:Simple Linear Regression and Correlation** 

- 1.1Introduction
- 1.2The Simple Linear Regression Model
- 1.3Interval Estimation Using the Sample Regression Line
- 1.4 Correlation Analysis
- 1.5Estimation and Tests Regarding the Sample Regression Line
- 1.6Additional Topics in Regression and Correlation Analysis Chapter 02:Multiple Linear Regression and Correlation
- 2.1 Introduction
- 2.2**The Multiple Regression Model**
- 2.3Interval Estimation In Multiple Regression
- 2.4 Multiple Correlation Analysis
- 2.5Significance Tests in Multiple Correlation and Correlation
- 2.6**Overview of the Computer Analysis and Interpretation**

2.7Additional Topics in Multiple Regression and Correlation Evaluation method:

%50-continuous evaluation

%50 -**in exam** 

**References** :

• P. Dalgaard. Introductory Statistics with R. Springer-V erlag, 2002.

• Y. Dodge. Analyse de Regression Appliquee, Manuel et Exercices. Dunod, 2000

• H. Rouanet, B. Le Roux, M.-C. Bert. Statistique en Sciences Humaines: Procedures Naturelles. Dunod, 1987.