

Institution: Mohamed Khider University of Biskra

People's Democratic Republic of Algeria
Ministry of Higher Education and Scientific Research

**HARMONIZATION
TRAINING OFFER
ACADEMIC MASTER
2024-2023**

Department	Faculty / Institute	Establishment
Management Sciences	Faculty of Economic and Commercial Sciences and Management Sciences	University Mohamed Kheider of Biskra

Option	Division	Field of study
Human Resources Management	Management Sciences	Economic and Commercial Sciences and Management Sciences

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I. Introduction to Master's Degree

1- Determine the location of the training and the structure of the paths of open and proposed specializations

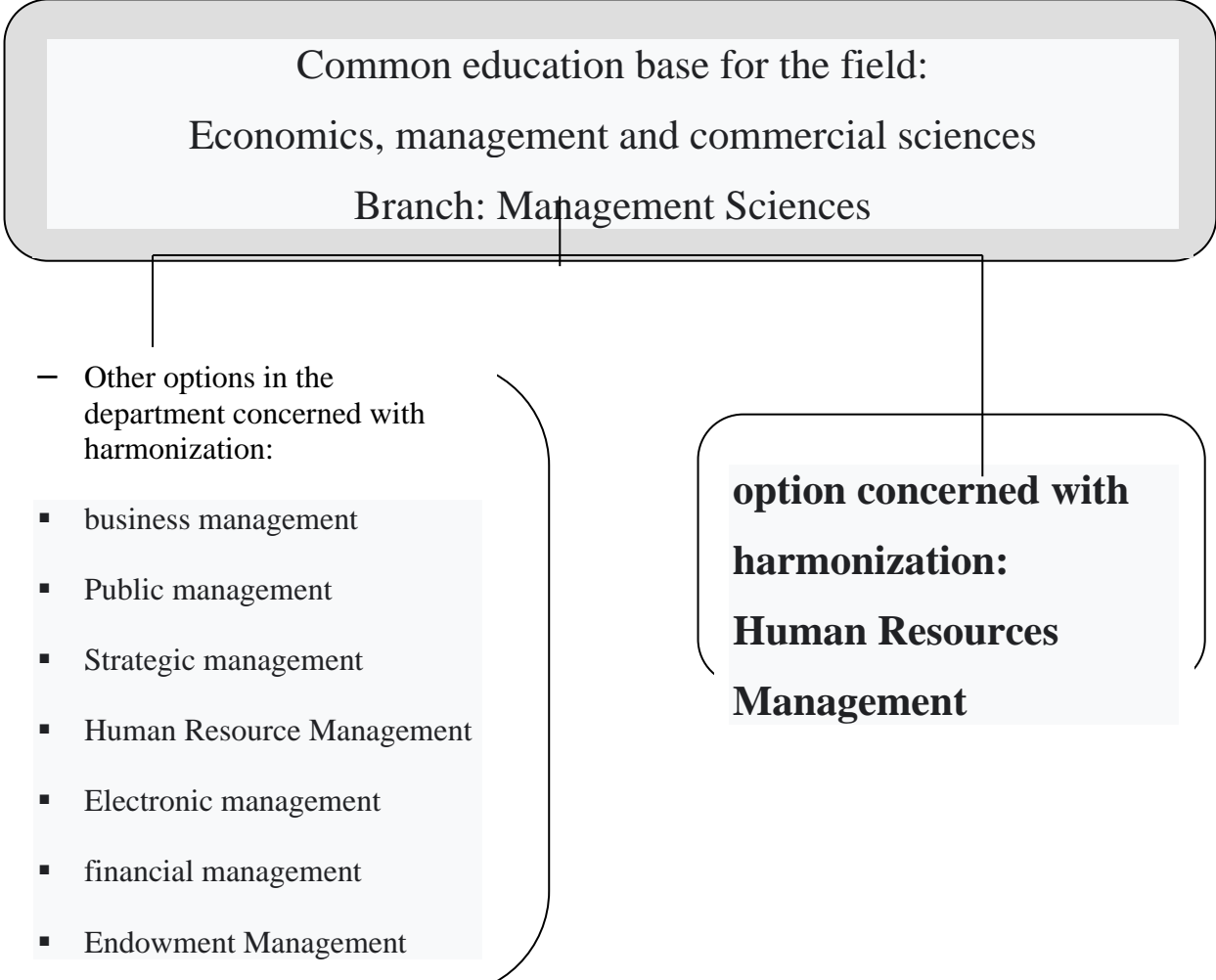
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- - The general organization of the training: the status of the project
- University: Mohamed Kheidar University - Biskra
- College or institute: College of Economic, Commercial and Administrative Sciences
- Department: Management Sciences
- Master's qualification decision number:
- Reference decision for training: Resolution No. 1366 of October 17, 2022 specifying the education program to obtain a master's degree specializing in entrepreneurship.

-2 Other participants:

- Other universities
- Other partner institutions
- Foreign international partners:

a. The Structure and paths of the open and proposed options in the training division:



b. Conditions for Applying

The Bachelor's majors that are allowed to enroll in this type of training are: All majors that fall within the Department of Management Sciences.

c. Training objectives

After the liberalization of the economy, the Algerian economic fabric is being reconfigured according to market rules and new international environmental requirements. Indeed, organizations are experiencing new training needs, particularly in:- Human Resources Management

d. Targeted qualifications and competencies

The training aims to provide students with training combining transversal skills, integrative knowledge in the field of management and management of small and medium enterprise methodological skills with a view to intervention, support and advice.

e. Regional and national capabilities for employability

In terms of employment, this training benefits from a certain advantage in that the Algerian State has been working for more than a decade to encourage and boost the entrepreneurial spirit. framework students who choose to stop at the master's level will have no difficulty regarding their employability...

f. Bridges towards other specializations

- Strategic management
- Human Resource Management
- business management

g. Efficacy indicators To follow the training

(Permanence standards, success rate, employability, pursuing the graduates, acquired competencies....)

- Attractiveness of the specialty (request to register in it)
- Student outcomes Dissertation
- The quality of graduation thesis
- Training offers
- Postgraduate studies prospects (PhD)
- Employment

a. Framing capabilities

Pedagogical framing: one professor for every 25 students, Dissertation framing: one professor for every 3 students.

4 -Available human capabilities

b. Internal framing:

a) formers of the institution involved in the specialty

The nature of the intervention (lecture, Tutorial Work, framing)	Grade	Specialization certificate	Full Name
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Hanane Djoudi
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Samah Souleh
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Nawel BRAHIMI
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Ahmed Remmani
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Youcef Medouki
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Dridi ahlem
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Mansouri rokia
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Houssam Ghodbane
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Abdelouahab Benbraika
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Moufida YAHIAOUI
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Ahlem Khene
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Abdennacer Moussi
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Allali malika

Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Benouenes sabah
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Dali ali lamia
Lectures, application and framing dissertations	Professor	Bachelor of Management Sciences	Boumedjan adel
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Chinne firouz
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Achouak Mehenni
Lectures, application and framing dissertations	Lecturer B	Bachelor of Management Sciences	Sliman Aouatif
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Latifa BORNI
Lectures, application and framing dissertations	Lecturer A	Bachelor of Management Sciences	Samia Baissi

Department authentication

faculty or institute authentication

c. External framing

The nature of the intervention *	Grade	graduation certificate + Option	Full Name
formative workshops	Former	Master in Management Sciences	Ouaman Ali

Department authentication

faculty or institute authentication

Institution: Mohamed Khider University of Biskra

d. The total sum of human resources devoted to training

Total	External number	Internal number	Grade
08	/	08	Professor
/	/	12	Lecturer A
01	/	01	Lecturer B
/	/	/	Assistant master B
/	/	/	Assistant master B
01	01	/	* Other
10	/	21	Total

*Other: Support users and technicians

-5 The financial capabilities available for training in the specialty

1- Pedagogical laboratories and equipment Provide a card on the pedagogical equipment available for the Practical Work of the proposed training. (One card for each laboratory)

Laboratory title: Economics and Management Sciences Laboratory

Capacities (30)

Notes	number	Equipment	Num
	30	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	Considerable number of titles	Library	4

Laboratory title: Finance, banking and business administration laboratory

Capacities (30)

Notes	Number	Equipment	الرقم
	40	Computer	1
	WIFI	Internet	2
	01	Reading rooms	3
	Considerable number of titles	library	4

B- Fields of Internship and training in institutions:

The entrepreneurship specialty is based on helping students create their projects by specializing their talents and developing their abilities in managing organizations in cooperation with various support bodies (Creative Business Incubator, National Construction Agency...)

C- Research laboratories to support the proposed training:

Head of the laboratory: Prof. Dr. Qurishi Mouhamed
Laboratory accreditation number: 235 (May 28, 2002)
Date: 03/28/2023
Head of the laboratory opinion
Head of the laboratory: Prof. Dr. Ghanem Abdullah
Laboratory accreditation number: 222 (July 13, 2019)
Date: 03/28/2023
Head of the laboratory opinion

E- Personal business spaces and information and communication technologies available at the institute or faculty

The faculty contains spaces for personal work that will motivate the student to read and prepare him for research in good conditions, which will encourage them to

research and delve deeply into the subjects of specialization and broad dissemination of knowledge. These spaces can be mainly identified in:

- the central Library.
- Faculty library.
- Laboratory headquarters.
- Offices of various approved research projects.
- Internet room.

The Faculty of Economic, Commercial and Management Sciences is available at:

- **04 classroom**
- **04 IT rooms, each room containing 36 devices.**
- **02 Viva Rooms**
- **06 Amphitheater**
- **01 Faculty Library: The Faculty library is available at:**
 - **(10 *book in Arabic**
 - **(3350 * 5) book in French**
 - **(70 * 2) books in English**

In addition to many journals, doctoral theses, master's theses, and master's and bachelor's dissertation

- The pillars of education

Digital platform link	Establishment	Type of digital platform (Moodle*)
http://elearning.univ-biskra.dz/moodle/?redirect=0	Biskra University	Moodle platform e-learning- space UDL
https://www.youtube.com/@facultyofecms-universityof6164	Biskra University	You tube

II - Organization card for semesters

Appendix to Resolution No. 1366 of October 17, 2022

**Determines the education program to obtain a master's degree
Field "Economics, management and commercial sciences", Division
"Management Sciences", Option "Entrepreneurship"**

Institution: Mohamed Khider University of Biskra

first semester -1

Evaluation Type		Teaching style		Othe*	hourly volume of the semester week15)	Weekly hours volume			coefficient	CREDITS	Modules	TEACHING UNITS
Exam	Evaluati on	Online	Ordinary			Practical Work	Tutorial Work	courses				
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Functional Engineering	Fundamental Teaching Unit Code:UT F 1.2 Credits :18 coefficient:8
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	organizational behavior	
60%	40%		X	00h55	00h45	-	30h1	30h1	2	4	Organizational culture :	
60%	40%		X	00h55	00h45		30h1	30h1	2	4	payment system	
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	methodology	
60%	40%		X	h0055	00h45	-	30h1	30h1	2	4	Communication and management analysis	methodology Teaching Unit Code:UT F 1.2 Credits:9 coefficient:4
60%	40%		X	00h5	00h45	-	30h1	30h1	2	2	Statistical Modeling	Discovery Teaching Unit Code:UT F 1.2 Credits :2 coefficient:2
-	100%	X	X	h302	h3022	-	30h1	-	1	1	English for specific purposes	Transverse Teaching Unit Code:UT F 1.2 Credits :1 coefficient:1
				30 367h	30h337	-	00h12	30h10	15	30	Total first semester	

Additional work and personal work are determined from the pedagogical committee of the subject

Master: Human Resources Management 2023/2024

-2second semester

Evaluation Type		Teaching style		Othe*	hourly volume of the semester week15)	Weekly hours volume			coefficient	Credits	Modules	TEACHING UNITS
exam	Evaluation	online	Ordinary			Practical Work	Tutorial Work	courses				
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Organization theory	Fundamental Teaching Unit Code:UT F 1.2 Credits :18 coefficient:8
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	knowledge management	
60%	40%		X	00h55	00h45	-	30h1	30h1	2	4	Enterprise resource planning ERP	
60%	40%		X	00h55	00h45		30h1	30h1	2	4	Wages and incentives management 2	
60%	40%		X	00h65	00h45	-	30h1	30h1	2	5	Quantitative methods in management	methodology Teaching Unit Code:UT F 1.2 Credits:9 coefficient:4
60%	40%		X	h0055	00h45	-	30h1	30h1	2	4	The methodology of preparing the master's thesis	
60%	40%		X	00h5	00h45	-	30h1	30h1	2	2	Social audit	Discovery Teaching Unit Code:UT F 1.2 Credits :2 coefficient:2
-	100%	X	X	h302	h3022	-	30h1	-	1	1	English for specific purposes	Transverse Teaching Unit Code:UT F 1.2 Credits :1

												coefficient:1
				30 h 367	30h337		00h12	30h10	15	30	Total second semester	

4 - Fourth Semester

Field: Economics, management and commercial sciences

Division : Management Sciences

Option : Entrepreneurship

A field study accomplished by master thesis

credits	coefficient	Weekly hours volume	
30	04	h /week 30	Individual work
/	/	h /week 03	A Case study (In various forms depending on the subject of the Dissertation)

/	/	h /week 02	Seminars (A certificate of attendance at a training or formation forum or course in the second year of the master's degree)
/	/	h /week 05	Other work (Determined according to the specialization's pedagogical committee)
30	04	h 600	Total semester 4 (15 Week)

5- A comprehensive summary of the formation

total	Transverse	Discovery	methodology	Fundamental	TU / HV
472 H30	00H 00	30H 67	00H 135	00H 270	LECTURE
517 H 30	30H 67	30H 67	30H 112	00H 270	TUTORIAL WORK
22H30 ¹	00H 00	00H 00	30H 22	00H 00	PRACTICAL WORK
450H00	00H 00	00H 00	00H 450	00H 00	Individual work
1252H 30			00H 510		Other works (specified)
	07H30	15H 00		72H 00	
2715H 00	75H 00	150H 00	1230H 00	1260H 00	total
120	3	6	57	54	credits
100%	2,50%	5,00%	47,50%	45,00%	% credits per teaching unit

III - Detailed program of each module

first semester

Unit name: basic

Subject name: Functional Engineering

Credit:5

Coefficient: 2

Education type: Attendance

Educational objectives: The Subject aims to provide the student with terms, technical concepts related to technologies, stages Analysis and design and job descriptions.

Prior knowledge required: Foundations of human resources management

Subject content:

- Chapter One: Basics Engineering studies For jobs and competencies
- Chapter Two: Discretionary management of jobs and competencies
- Chapter Three: Functional analysis methods
- Chapter Four: Designing and structuring jobs - (Determining physiological, psychological and mental workloads)
- Chapter Five: Preparing reference codes for professions, jobs, and competencies, la cartographies des employs
- Chapter Six: job's Evaluation and classification
- Chapter Seven: Foresight of professions and jobs

Evaluation method: continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- Armstrong, M. (2006). Human resource management practice.
- Bredin, K., & Söderlund, J. (2011). Human resource management in project-based organizations: The HR quadriad framework. Springer.
- Deb, T. (2006). Strategic approach to human resource management. Atlantic Publishers & Dist.
- DeNisi, A. S., & Griffin, R. W. (2005). Human resource management. Dreamtech Press.
- Martocchio, J. J. (2011). Strategic compensation: A human resource management approach.

Pearson Education India.

- Pattanayak, B. (2020). Human resource management. PHI Learning Pvt. Ltd..
- Willmott, H. (1994). Business process re - engineering and human resource management.

Personnel Review.

First semester:

Unit name: basic

Subject name: organizational behavior

Credit:5

Coefficient: 2

Education type: Attendance

Educational objectives:

- Developing the cognitive aspect in the field of business by addressing the analysis of organizational behavior of organizations, whether the matter is related to the theoretical or practical aspect.
- Analyze the behavior of individuals and groups and make it understandable at work and in the organization
- make an organizational diagnosis by defining the logic of “actors” Inside organization and environment
- Analyze strategic cases and determine their effects on people management
- Highlight the key factors Which interfere with organizational performance and its imbalances

Prior knowledge required: Introduction to business management, organization management, Organizational sociology science.

Subject content:

- The first axis: What is organizational behavior
- The second axis: Personality and organizational behavior
- The third axis: trends and values
- Fourth axis: Motives and incentives
- The fifth axis: perception and learning
- Sixth axis: Managing work stress
- Seventh axis: Administrative leadership
- The eighth axis: managing organizational conflict
- The ninth axis: managing organizational change
- The tenth axis: job satisfaction
- The eleventh axis: organizational citizenship behavior
- The twelfth axis: organizational commitment
- The thirteenth axis: organizational creativity

Evaluation method: continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- كامل محمد المغربي (2010). السلوك التنظيمي: مفاهيم وأسس سلوك الفرد والجماعة في التنظيم، ط 4. دار الفكر، عمان.
- ماجد عبد المهدي مساعدة. (2016)، السلوك التنظيمي، دار المسيرة، عمان.
- Andrzej A. Huczynski and David A. Buchanan. (2013). Organizational Behavior, Pearson, 2013
- Bauer & Erdogan. (2009). An Introduction to Organizational Behavior, Washington DC Flat World Knowledge.
- Colquitt, Jason, Lepine Jeffery, & Wesson Michael. (2013). Organizational behavior: improving performance and commitment in the workplace, third Edition. New York: McGraw-Hill Education.
- Cross & Carbery. (2016). Organizational Behavior : An Introduction , Palgrave Macmillan.
- Don Hellriegel & John W. Slocum, Jr. (2011). Organizational behavior, 13th edition. Mason, OH: South-Western Cengage Learning.
- John R. Schermerhorn, James G. Hunt, Richard N. Osborn, Mary Uhl-Bien. (2010). Organizational behavior, New Jersey.
- Nicole. AUBERT. (2005). Management, aspects humains et organisationnels, P.U.F.

First semester

Unit name: basic

Subject name: Organizational culture

Credit: 4

Coefficient: 2

Education type: Attendance

Educational objectives:

Developing the student's cognitive aspect in the field of business management By learning about everything related to organizational culture as a more realistic topic in management.

- Providing the students with skills in thinking and analysis regarding the issue of the organization's culture, its dimensions, and the organization's bet on the leading cultural models in the field of business.
- Understanding the mechanism of creating and changing the organization's culture
- Developing the student's academic and professional skills in the future.

Prior knowledge required: organizational behavior, Introduction to business management, organization management, Organizational sociology science.

Subject content:

The first axis : organizational culture : a conceptual introduction

- The second axis: Building and shaping the organization's culture

- The third axis: models and theories of organizational culture
- Fourth axis: Managing cultural diversity
- Fifth axis: Analysis of the organization's culture
- Sixth Axis : Organizational culture and outstanding performance (practical cases of leading organizations)

Evaluation method: continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- نعمة عباس الخفاجي، (2009)، ثقافة المنظمة، دارالبيزوري للنشر والتوزيع، الاردن.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2005). Cultures and organizations: Software of the mind (Vol. 2). New York: Mcgraw-hill.
- Schein, E. H. (2009). The corporate culture survival guide (Vol. 158). John Wiley & Sons.
- Schein, E. H. (2010). Organizational culture and leadership (Vol. 2). John Wiley & Sons.

First semester:

Unit name: basic

Subject name: wage payment system

Credit: 4

Coefficient: 2

Education type: Attendance

Educational objectives:

- Knowledge about the wage payment system.
- Identify the differences between job evaluation methods as a basis for creating a pay structure.
- Controlling the aggregate mass.
- Concentrate on current methods of paying wages.

Prior knowledge required

- The fundamentals of managing human resources..
- Labor law.
- Managing wages and compensation .

Subject content:

- The first axis: The wage system definition (definition of wages, objectives of the wage system, and wage classifications).
- The second axis: Evaluating jobs to determine wages (job evaluation methods: descriptive and quantitative methods).
- The third axis: Designing a wage structure by using job classification (Determining the wage's monetary value)

- Fourth axis : controlling and managing the wage cluster .
- Fifth axis : Wage payment systems (based on the productive unit, time or competencies).
- Sixth axis: Personalization of wages (Adjusting the wage policy according to the categories of professions and the type of institution).
- The seventh axis: Public employment wages.

Evaluation method:

continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- أحمد ماهر، (2010)، نظم الأجور والتعويضات: دليلك إلى الرواتب والحوافز ومزايا وخدمات العاملين، الدار الجامعية، الإسكندرية.
- صفوان المبيضين - عائض الاكلي، (2012)، تحليل الوظائف وتصميمها في الموارد البشرية، دار الياروزي.
- محمد بن علي ظافر الشهري، (2018)، إدارة الرواتب والأجور مركز البحوث، معهد الادارة العامة، الرياض.
- Büchel R et Wachter TH : Gestion des salaires, Weka business media, suisse, 2022
- Guillame campistron, L'essentiel de la paie, Eyrolles, paris, 2016.
- Laroche P et Guery L et autres ; GRH : Théories et nouvelles pratiques de la fonction RH ; Ed° de Boeck 2019.
- Ralph Büchel, Thomas Wachter, Gestion des salaires, weka business media, suisse, 2022
- Thévenet M et Dejeux C et autre : Fonction RH, politiques, métiers et outils des ressources humaines ; Ed° Pearson Education 2012.

First semester

Unit name: methodology

Subject name : Monitoring social management

Credit: 5

Coefficient: 2

Education type: Attendance

Educational objectives:

The ability to :

- Identify the components of the wage block and distinguish between them.
- Calculation of the basic indicators of Human Resources Management (absence index, turnover index,...Etc.)
- Identify and predict the number of employees
- Preparation and follow-up of the budget of "personnel expenses" and the rest of the budgets of the interests of the human resources department (staffing budget, training budget, budget of representative bodies of employees)

Required prior knowledge:

- Fundamentals of Human Resources Management.
- Principles of management control and management of the enterprise
- Management of wages and compensation

Subject content:

- Environment and objectives of the Department of social control
- Profession, mission and position of social administrative control in the company
- Different levels to consider: strategic and operational
- Stakeholders in the social management control function and their expectations
- Analysis of " human capital "on the part of resources and skills
- Staff and skills management: measuring and preparing staff budget, forecasting and integrating staff movements
- The impact of socio-economic changes on the human resources function: professional management, gender parity, the age pyramid, etc.
- Measurement of imbalance and social climate: absenteeism, turnover
- Visible costs and hidden costs: highlight and calculate the costs of breakdowns
- Manage payroll and staff cost budgets
- Determination and management of compensation
- Set up compensation management control
- Compensation policy and compensation management
- Payroll management and control

- Identify and understand the mechanisms of changes in the wage bill
- Calculation and forecasting of the effects of salary increase policies
- Budget Control and analysis, calculation and interpretation of variances: creation and management of the budget, identification and analysis of variances
- Understand the social and environmental dimensions of performance
- Legal obligations: from the NRE act to Directive 2014/95 / EU
- Use the reporting obligation as a management tool
- Measuring the performance of human resources
- Identify and monitor performance
- Training as an investment in performance
- Human resources operations
- Human Resources performance measurement tools, performance indicators
- Build your own HR management system: tools and methodology
- Build a management control panel
- Provide and distribute the administrative dashboard
- Learn about balanced scorecards

Evaluation method:

continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- Camillus, J. C. (1986). *Strategic planning and management control: Systems for survival and success*. Lexington Books.
- Collin. E (2017) *Le contrôle de gestion sociale*, Le Mans, Gereso, 2eme édition.
- Giraud. F, Saulpic. O, Bonnier. C et Fourcade. F (2005), *Contrôle de gestion et pilotage social*, Paris, Gualiano, 2eme édition.
- Martory. B & Crozet. D (2016) *Gestion des ressources humaines : pilotage social et performances*, Paris, Dunod, 9eme édition.
- Merchant, K. A., & Van der Stede, W. A. (2007). *Management control systems: performance measurement, evaluation and incentives*. Pearson education.

First semester

Unit name: methodology

Subject name : Communication and management analysis

Credit: 4

Coefficient: 2

Education type: Attendance

Educational objectives:

This course is aimed at achieving the following achievements:

- The student should understand the importance of communication in organizations, especially written communication, which is embodied in his ability to administrative editing skills.
- Improve the communication process in the organization based on his awareness of the importance of communication
- Distinction between the administrative style compared to other editorial methods (literary, philosophical, journalistic, scientific)
- Editing administrative correspondence according to the formal, linguistic and legal bases

Required prior knowledge:

In order to be able to study the content of this material, the student must be familiar with the functions of management, i.e. management (Planning, Organization, guidance and control), which was discussed in the introduction to Business Administration and the management of the institution, as well as the initial mastery of editing tools using Office programs, especially it is exposed in the automated information material.

Subject content:

- The concept of communication (definition of communication with indication of its forms " 1/oral or verbal, 2/written, 3/non-verbal: body language and so on; elements of the communication process "communication scheme", definition of organization/enterprise communication; importance of communication of organizations).
- Types of communication of organizations (Mass Communication of the enterprise is divided into types, among the main ones are : internal communication and external communication "business communication, financial communication, corporate communication...Etc.)
- The concept of administrative liberalization (its definition, significance, administrative style and features)
- Formal data of the administrative letter (formal data in the attached letter, distinguish between the attached administrative letter and the administrative letter of a personal nature such as written requests)
- Administrative expression formula (presentation formulas with a reference and without a reference, presentation or discussion formulas, conclusion formulas)

- Administrative correspondence: administrative letters, invitations, summons, dispatch schedules, telegrams
- Description, narrative and analysis documents, report-minutes-case presentation
- Regulatory administrative texts: decrees, resolutions, decisions.
- Explanatory administrative texts: leaflets, instructions, guidance notes. Announcement
- Administrative terminology
- Electronic communication via e-mail as a modern tool for communication within the organization (takes into account the formal aspect of creating a professional e-mail, as well as the specifications for editing an e-mail in terms of writing the subject and the preamble of the e-mail from the format for submission, presentation and conclusion), copies sent and confirmation of receipt of mail, including an automatic signature)

Evaluation method:

continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- برارمة ميلود. (2005). مميزات المراسلات والوثائق الإدارية، دار المعرفة، الجزائر 2005.
- بشير العلاق. (2018). الاتصال في المنظمات العامة. دار اليازوري، عمان، الأردن.
- رشيد حبان. (2017). دليل تقنيات التحرير الإداري والمراسلة. دار النجاح للكتاب والنشر والتوزيع الجزائر.
- عميش علي، رزاق لعربي، رشيد جيبيق. (2010). التحرير الإداري، سند تكويني موجه لفئات الإدارة، التسيير، المعهد الوطني لتكوين مستخدمي التربية وتحسين مستواهم، وزارة التربية الوطنية.
- المجلس الأعلى للغة العربية بالجزائر. (2006). دليل وظيفي في إدارة الموارد البشرية (مصطلحات ونماذج) التحرير الإداري. منشورات المجلس، رئاسة الحكومة الجزائرية.
- وهيبه غرام. (2012). دليل التحرير الإداري، ديوان المطبوعات الجامعية، الجزائر.
- Cajolet-Laganiere Gerard, Collinge Helene , Laganiere Pierre. (1997). La rédaction Technique, administrative, et scientifique. 3ème édition. Edition laganière. Hélène.
- Ferrandis Yolande. (2019). La rédaction administrative en pratique. 6ème édition. eyrolles, France.
- Garnett, J. (Ed.). (1997). Handbook of administrative communication (Vol. 63). CRC Press.
- Kadyss Roselyne, Nishimata Aline. (2020). Rédiger avec succès lettres, e-mails et documents administratifs 11ème édition. Gualino, Lextenso.
- Libaert Thierry, Westphalen Marie-Hélène. (2012). Communicator : toute la communication d'entreprise, 6ème édition, Dunod.

First semester

Unit name: Expeditionary

Subject name: Statistical Modeling

Credit: 2

Coefficient: 2

Education type: Attendance

Educational objectives:

Identify the various basic concepts of the scale, and the ability to employ appropriate statistical methods to predict various economic and financial phenomena, through the acquisition of skills that allow:

- Standard modeling according to the simple regression model (the effect of one independent variable on a dependent variable)
- Standard modeling according to the multiple linear regression model (the effect of several independent variables on a dependent variable)
- Identify the most important methods of estimating standard models (especially the ordinary least squares method)
- Understanding the concepts related to the time series and methods of estimating and detecting its compounds.
- Understanding the basic concepts necessary for the subject of time series, such as stability, with its complete and weak types, the functions of self-correlation and partial self and methods of estimating them and the most important mathematical transformations to make the series stable.
- Knowledge of the most important exponential bootstrap models for predicting time series.

Required prior knowledge :

Control of mathematics, especially linear algebra and matrices, micro and macroeconomics; statistics in all its branches.

Subject content:

- The first axis: introduction to statistical modeling (model concept, model types, model allocation)
- The second axis: simple linear regression analysis (determining the value of model parameters, reliability testing, forecasting)
- The third axis: multiple linear regression analysis (steps of formulating a multiple model, estimating the model parameters, studying the validity of the model)
- The fourth axis: partial correlation, linear duplication and methods for choosing explanatory variables
- The fifth axis: standard problems: self-correlation of errors, instability of error variance, abnormal distribution of errors.
- The Sixth Axis: generalities about time series and the estimation of their compounds.
- the Seventh axis: stability, self-and partial correlation.
- The eighth axis: exponential bootstrap models for predicting time series.

Evaluation method:

continuous evaluation + final exam, the subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- جوجارات. د. (2015)، الاقتصاد القياسي، الجزء الأول، ترجمة هند عبد الغفار عودة وعفاف علي حسين الدش، دارالمريخ للنشر والتوزيع، المملكة العربية السعودية.
- سمير مصطفى شعراوي، (2005)، مقدمة في التحليل الحديث للسلاسل الزمنية، كلية العلوم، جامعة الملك عبد العزيز، المملكة العربية السعودية، الطبعة الأولى.
- غزال عبد العزيز عامر، (2015)، الاقتصاد القياسي وتحليل السلاسل الزمنية (النظرية، الطرق، التطبيقات)، مطابع الشرطة، مصر.
- محمد عبد القادر عطية، (2004)، الحديث في الاقتصاد القياسي بين النظرية والتطبيق، الدار الجامعية للطباعة والنشر.
- محمد فروخي جمال، (1992)، نظرية الاقتصاد القياسي، ديوان المطبوعات الجامعية، الجزائر.
- مولود حشمان، (1998)، نماذج وتقيات التنبؤ على المدى القصير، ديوان المطبوعات الجامعية، الجزائر.
- Bourbonnais, R. (2022). Analyse des séries temporelles-5e éd.: Cours et exercices corrigés- Applications à l'économie et à la gestion. Dunod.
- Christian Gourieroux. (2012). Econometrics of qualitative dependent variables. Cambridge University
- Daudin, JJ, Duby. C, Robin.S et P. Trécourt. (1996). Analyse des Séries Chronologiques. INAPG, Mathématiques.
- Delignieres, D. (2001). L'analyse des processus stochastiques. EA 2991 "Sport performance, santé", Université de Montpellier 1.
- Dimitrios Asteriou & Stephen G. Hall. (2002). Applied Econometrics. Macmillan Education, UK
- Hamilton, J-D. (2016). Time Series Analysis. Princeton University Press.
- Johnston, J. & Dinardo, J. (1996). Econometric methods. 4th Edition, McGraw-Hill. US.
- Maddala.G.S. (1988). Introduction to econometrics. Mac Millan publishing company. New York, USA.
- Thomas A . (2002). Économétrie des variables qualitatives. Dunod
- William H. Greene .(2012). Econometric analysis, 7th Edition. Pearson, New York, US.

First semester

Unit name: Horizontal

Subject name: Specialized english language 1

Credit: 1

Coefficient: 1

Education type: Attendance

Educational objectives:

The program is designed for students majoring in Economics, Commerce, Management, Accounting and Finance who wish to improve their language skills in specific contexts. It focuses on providing students with a good mastery of the English language along developing solid competencies in the above-mentioned fields of expertise. The lessons cover a wide range of topics in each specialty.

Required prior knowledge:

Students must have successfully completed the lessons of S1, S2, S3, S4, S5 and S6. They should have developed a strong understanding of the basic concepts related to their fields of expertise, namely, Economics, Trade, Accounting, Management, and Finance as well as improved their verbal communication skills.

Subject content:

- Business Correspondence
- Strategic management and competitiveness
- Business Organizational Behavior
- Organization culture
- Organization structure
- Knowledge management
- Fundamentals of International Business Management
- The Japanese, German and American Model of management
- Logistics and supply-chain management
- E-business Management

Evaluation method: continuous evaluation (100%)

Resources:

- Burns, P. (2016). *Entrepreneurship and small business: start-up, growth and maturity*.

Bloomsbury Publishing.

- Collins, K. (2012). *An introduction to business*. Creative Commons by-nc-sa, 3.
- Cotton, D., Falvey, D., & Kent, S. (2011). *Upper-Intermediate Market Leader. Business English Course Book*. (third edition). Harlow, England: Pearson Longman.
- D. Baker and R. Clark (2011). *Oxford English for Careers: Finance*. Oxford University Press.
- Helm, S., Cotton, D., Falvey, D., & Kent, S. (2010). *Market leader. Accounting and finance: business English*. Pearson Longman.
- MacKenzie, I. (2010). *English for Business Studies Student's Book: A Course for Business Studies and Economics Students*. Cambridge University Press.
- Marks, J. (2007). *Banking and Finance*. A & C Black Publishers. Second Edition.
- McLaney, E. (2005). *Business finance: theory and practice*. Pearson education.
- Simon Sweeney. (2019). *English for Business Communication*. Cambridge University Press.
- Simon Sweeney. (2002). *Professional English: Management*. Pearson Longman.

Second semester

Unit name: basic

Subject name: Organization theory

Credit:5

Coefficient: 2

Education type: Attendance

Educational objectives

Understand the philosophy of the organization's work through a set of theories linked to economic approaches by controlling its most important fundamentals and contributions, as well as the most important criticisms directed at it or what are known as the ends of theory.

Prior knowledge required

Sociology of Organizations, Introduction to Business Administration, Enterprise Economy, Enterprise Management, Strategic Management, Commercial Law, Organizational Conduct.

Subject content:

First theme: Composition and transformation of organizations

- **What are organizations' theories and reasons for their study**
- **Concept, nature and entry points of organizations' study**
- **Phases of contemporary organizations**

Theme II: The evolution of organizations' theory: schools of administrative thought

- **Rational theories of the organization (classical school)**
- **The organization's social and human approaches (School of Human Relations)**
- **Contributions of schools and modern theories**
- **Comprehensive perception of organizations' theory (position theory)**

Theme III: The organization's economic theories

- **Organization in Neoclassical Economic Theory**
- **Contractual Theories**
- **Evolutionary Theories**
- **Settlement Theory and Convention Economics Regulation School**

Theme IV: Strategic theory and prospects for a holistic perception of organizations' theory

- **Industrial Economics Theory**
- **School of Strategic Analysis**
- **Approach resources and competencies**
- **Stakeholders' theory**

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- حريم، ح. (2010). إدارة المنظمات (منظور كلي). دار الحامد للنشر والتوزيع: الأردن.
- حيرش، ع. (2015). نظرية المنظمات. جامعة الملك فيصل.
- سويسي، ع. (2009). المنظمة المتغيرات – الأبعاد - التصميم. دار النجاح للكتاب: الجزائر.
- الشماغ، خ. م. ح. وحمود، خ. ك. (2009). نظرية المنظمة. دار المسيرة للنشر والتوزيع: الأردن.
- Baudry, B. (2003). *Economie de la firme*. Paris: La découverte.
- Daft, R. L., Murphy, J., & Willmott, H. (2010). *Organization theory and design* (Vol. 10). Mason, OH: South-Western Cengage Learning.
- Hatch, M. J. (2018). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford university press.
- KENEDY Carol. (2003). « Toutes les théories du management », Edition Maxima
- Lægaard, J. & Bindlev, M. (2006). *Organizational-theory*. Ventus Publishing ApS.
- McAuley, J., Duberley, J., & Johnson, P. (2007). *Organization theory: Challenges and perspectives*. Pearson Education.
- Miles, J. A. (2012). *Management and organization theory: A Jossey-Bass reader* (Vol. 9). John Wiley & Sons.
- Rostan G., (2005-2006). *Histoire du management - Théorie des organisations*. Conservatoire national des arts et métiers de lyon.
- Williamson, O. (2000). *The Economic Institutions of Capitalism*. Collier Macmillan: london.

Second semester

Unit name: basic

Subject name: knowledge management

Credit:5

Coefficient: 2

Education type: Attendance

Educational objectives :

- Students' acquisition of basic knowledge terms;
- Students' awareness of the importance of knowledge management in organizations and companies;
- Students' understanding that the success and creation of innovative knowledge in organizations depends on their interest in knowledge management processes and models. Students acquire basic knowledge terminology;
- Students' awareness of the importance of knowledge management in organizations and companies;
- Students recognize that the success and creation of innovative knowledge in organizations depends on their interest in knowledge management processes and models.

Prior knowledge required :

Human resources management scale, business portal, information systems

Subject content:

- The first axis: the conceptual framework of knowledge management
- The second axis: knowledge management processes
- The third axis: principles of knowledge management
- The fourth axis: knowledge management models
- The fifth axis: knowledge management systems
- The Sixth Axis: the stages of applying knowledge management and methods of measuring it
- The seventh axis: the effects of applying knowledge management
- The eighth axis: knowledge management strategies
- The tenth axis: the role of technology in the transformation of types of knowledge.
- The eleventh axis: intellectual capital.

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- محمد توكي وزياد محمد المشاقبة، (2010)، إدارة المعرفة بين النظرية والتطبيق، دار جليس الزمان للنشر، عمان.
- نجم عبود نجم، (2005)، إدارة المعرفة – المفاهيم والاستراتيجيات والعمليات -، مؤسسة الوراق للنشر والتوزيع، عمان.
- سعد غالب ياسين، (2007)، إدارة المعرفة: المفاهيم، النظم، التطبيقات، دار المناهج للنشر والتوزيع، عمان.
- Becerra-Fernandez, I., & Sabherwal, R. (2014). Knowledge management: Systems and processes. Routledge.

Routledge.

- Collins, H. (2019). Tacit and explicit knowledge. University of Chicago press.
- Dalkir, K. (2017). Knowledge management in theory and practice. MIT press.
- JAY Liebowitz, Michael S. Frank. (2011). " Knowledge Management and E-Learning", Taylor & Francis Group, Auerbach Publications.
- Liebowitz, J., & Frank, M. S. (2011). Knowledge management and e-learning. Knowledge Management and E-learning, Taylor & Francis Group.
- Prax, J. Y., & Sérieyx, H. (2000). Le Guide du Knowledge Management: Concepts et pratiques du management de la connaissance. Dunod.

Second semester

Unit name: basic

Subject name: Enterprise resource planning ERP

Credit: 4

Coefficient: 2

Education type: Attendance

Educational objectives

- **Recognize basic concepts of circulation**
- **Knowledge of ERP concept**
- **Recognize the technical features of ERP software**
- **Knowledge of the historical evolution of ERP software (before and after 2009)**
- **Identify key suppliers of enterprise resource planning software (SAP, SAGE, Oracle, Microsoft)**
- **Recognize the functional parts of ERP software (customer relationship management, supply chain management, etc.)**
- **Understanding the link between ERP and business intelligence tools**
- **Knowledge of ERP as a strategic lever for enterprise development**
- **Recognize the most important constraints of ERP**
- **Knowledge of ERP software types (proprietary software and open source software)**
- **Learn about the generations of ERP software (non-cloud software and cloud software)**
- **Familiarity with the steps needed to deliver a successful ERP project**
- **Study and analyse the status of ERP system development**
- **Learn about the most prominent ERP software**

Prior knowledge required

In order to accommodate the content of the subject, the student must be familiar with the following educational materials: e-business, information systems management, database management system, entrance to automated media networks and management material.

Subject content:

Axis I: Basic concepts of circulation

- **The first axis: ERP concept and characteristics**
- **The second axis: The historical evolution of ERP software**
- **The third axis: Key ERP software suppliers**
- **Fourth axis: Functional parts of ERP software**
- **The fifth axis: ERP and Business Intelligence Tools**
- **the Sixth axis: ERP contributions and constraints**
- **the Seventh axis: Types and generations of ERP software**
- **The eighth axis: Steps needed to deliver a successful ERP project with a case study**
- **The ninth axis: Presentation of ERP's most prominent software**

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- Ciril Group, (2019), Guide pour la mise en œuvre d'un ERP.
- Harwood, S. (2003). ERP: The implementation cycle. Butterworth-Heinemann.
- Jean-François Bourdeau, (2011), Processus et ERP - Les processus : principaux concepts, Université Paris Dauphine.
- Jean-Louis Lequeux, (2008), Manager avec les ERP : Architecture Orientée Services, Eyrolles.
- O'Leary, D. E. (2000). Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.
- Philippe Jouffroy, (2010), ERP : Méthode pratique de mise en œuvre pour PME et PMI avec 24 modèles livrables prêts à l'emploi, Eyrolles.
- Ptak, C. A., & Schragenheim, E. (2003). ERP: tools, techniques, and applications for integrating the supply chain. Crc Press.
- Wagner, B., & Monk, E. (2008). Enterprise resource planning. Course Technology Press.

Second semester

Unit name: basic

Subject name: Wages and incentives management 2

Credit: 4

Coefficient: 2

Education type: Attendance

Educational objectives

Enabling students to:

- Recognize the incentive system and its inputs
- Distinction between types of incentives
- Access to various modern incentives

Prior knowledge required

- Management of wages and incentives 1
- Management Control
- Business Administration

Subject content:

- Theme 1: What are the incentives and associated terminology
- Theme 2: Administrative and economic entry points for incentives
- Theme 3: Material incentives, types and methods of payment
- Theme 4: Moral incentives and their forms
- Theme 5: Individual or collective incentives: causes and conditions

- Theme 6: Financial and management participation
- Theme 7: Analysis of the pay voucher (example of a voucher)

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- أحمد ماهر، (2010)، نظم الأجور والتعويضات: دليلك إلى الرواتب والحوافز ومزايا وخدمات العاملين، الدار الجامعية، الإسكندرية.
- صفوان المبيضين - عائض الاكلي، (2012)، تحليل الوظائف وتصميمها في الموارد البشرية، دار اليازوري.
- محمد بن علي ظافر الشهري، (2018)، إدارة الرواتب والأجور مركز البحوث، معهد الادارة العامة، الرياض.
- Bernardin, H. J., & Russell, J. E. (2006). Human resource management (p. 736). New York: Tata McGraw-Hill.
- Büchel R et Wachter TH. (2022). Gestion des salaires, Weka business media, suisse.
- Guillaume campistron. (2016). L'essentiel de la paie, Eyrolles, paris.
- Laroche P et Guery L et autres. (2019). GRH : Théories et nouvelles pratiques de la fonction RH ; Ed° de Boeck.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2016). Fundamentals of human resource management (p. 608). New York, NY: McGraw-Hill Education.
- Ralph Büchel, Thomas Wachter. (2022). Gestion des salaires, weka business media, Suisse.
- Thévenet M et Dejeux C et autre. (2012). Fonction RH, politiques, métiers et outils des ressources humaines ; Ed° Pearson Education.

Second semester

Unit name: basic

Subject name: Quantitative methods in management

Credit: 5

Coefficient: 2

Education type: Attendance

Educational objectives

The course allows the student to get acquainted with the various quantitative methods used by managers in making important administrative decisions, because administrative decisions, especially strategic decisions, are related to environmental developments, and therefore it was important for managers to base their decisions on quantitative analysis in order for the results of applying these decisions to be sound and contribute to the development of the added value of the organization..

This course is designed to give a broad knowledge about various quantitative methods, focusing heavily on the most important statistical and non-statistical tools and models, such as linear programming, decision tree and Game Theory .

At the end of the course, the student will be able to :

- Knowledge of the main role that quantitative methods play in making optimal decisions in various conditions, in particular those decisions that are associated with achieving the competitiveness of the enterprise:
- Know how important decisions are in the successful implementation of the enterprise strategy;
- Developing mathematical analyses that enhance the organizational decision-making process.

Prior knowledge required

One of the important gains in teaching the program is that the student should be familiar with mathematical methods (linear equations), statistical methods (statistical variable) and operations research.

Subject content:

- The first axis: introduction to quantitative methods in management and the methodology of quantitative analysis in decision-making
- The second axis: linear programming (decision tree, allocation problems, queues)
- The third axis: cost analysis for the purpose of decision-making
- The fourth axis: breakeven point
- The fifth axis: game theory
- The Sixth Axis: simulation Modeling (Simulation Modeling)
- The seventh axis: statistical methods in quality control
- The eighth axis: Dynamic Programming

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- أسماء محمد باهرمز، (2015)، مقدمة في بحوث العمليات، دارسيبويه للنشر والتوزيع، السعودية
- حامد سعد نورالشمطري، (2007)، مدخل إلى بحوث العمليات، دارمجدلاوي، الأردن
- محمد الفاتح محمود بشير المغربي، (2017)، الأساليب الكمية في إدارة الأعمال، ط1، درا الجنان، الأردن
- محمد راتول، (2006)، بحوث العمليات، ط2، ديوان المطبوعات الجامعة، الجزائر
- مؤيد عبد الحسين الفضل، (2019)، المنهج الكمي في اتخاذ القرارات الإدارية المثلى، داراليازوري، الأردن
- Badri, T.N.; Hale, Trevor S.; Hanna, Michael.; Render, Barry; Stair, Ralph M. (2016). Quantitative analysis for management, Pearson India Education Services.
- Brandimarte, P. (2012). Quantitative methods: An introduction for business management. John Wiley & Sons.
- Render, B., & Stair Jr, R. M. (2016). Quantitative Analysis for Management, 12e. Pearson Education India.

Second semester

Unit name: methodology

Subject name: The methodology of preparing the master's thesis

Credit: 4

Coefficient: 2

Education type: Attendance

Full priority is given to teaching Formula One

Formula One (graduation project in accordance with Ministerial Decision No. 1275)

Educational objectives:

This course aims to introduce the student entrepreneur with a project idea to the steps to be followed in order to prepare a project memo, by making him think practically and logically in the direction of the various elements of building a graduation memo research for an institution, starting with identifying the problem, and reaching the proper scientific documentation of the research results. As well as the steps to be followed in the business plan and the study of the project.

Prior knowledge required

In order for the student to study the content of this subject, he must be in control of the acquisitions of the subject of methodology and entrepreneurship (the second year of The Bachelor), and the subject of the graduation project of The Bachelor (the third year of The Bachelor).

Subject content:

- The first axis: the problematic of the project: identifying the problem - the need - to be met in the market by using conceptual design tools.
- The second axis: determining the target group – who is the customer-
- The third axis: determining the proposed value for a customer. What the customer is looking for.

- The fourth axis: defining the structure of the processes, i.e. mentioning what are the steps of product production
- The fifth axis: the financial study of the project-the institution-the structure of costs and profits
- the Sixth axis: defining the environment of the PESTEL ET 6 FORCES DE PORTER Foundation
- the Seventh axis: prototype design-SCRATCH TO PROTOTYPING
- The eighth axis: detrming MVP

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- أوما سيكاران، (2006)، طرق البحث في الإدارة، مدخل لبناء المهارات البحثية، تعريب: اسماعيل علي بسيوني، دار المريخ للنشر، المملكة العربية السعودية
- إبراهيم بختي. (2015). الدليل المنهجي لاعداد البحوث العلمية (المذكورة، الأطروحة، التقرير، المقال) وفق طريقة IMRAD، كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير، جامعة قاصدي مرباح ورقلة
- أحمد بدر. (1998). أصول البحث العلمي ومناهجه. وكالة المطبوعات. الطبعة الرابعة، الكويت
- حسن ملحم. (1993). التفكير العلمي والمنهجية. مطبعة دحلب، الجزائر
- زرواتي رشيد. (2007). مناهج وأدوات البحث العلمي في العلوم الاجتماعية. ط1. دارالهدى، عين مليلة، الجزائر،
- محسن أحمد الخضيرى. (1996). الأسس العلمية لكتابة رسائل الماجستير والدكتوراه. مكتبة الأنجلو المصرية، مصر
- Bougie, R., & Sekaran, U. (2019). Research methods for business: A skill building approach. John Wiley & Sons.
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Sage Publications.
- Field, A. (2013). Discovering statistics using IBM SPSS statistics (4th ed.). Sage Publications.
- Frenay, M., & Romainville, M. (2013). L'accompagnement des mémoires et des thèses : Presses universitaires de Louvain.

Formula Two (classical master thesis)

Educational objectives:

This course aims to introduce the student the steps to be followed in order to prepare the graduation memorandum, by making him think scientifically and logically in the direction of the various elements of building the graduation memorandum research, starting with identifying the problem and building hypotheses to solve it, and reaching the proper scientific documentation of the research results.

Prior knowledge required

In order for the student to be able to study the content of this subject, he must be in control of the acquisitions of a methodological subject (the second year of The Bachelor), and the graduation project of

The Bachelor (the third year of The Bachelor).

Subject content:

- Scientific research methodology: a review of the basic assets (meaning of Research, definitions of research, research objectives, motivation in research, general characteristics of research, criteria for good research, types of research, specificity of research in finance and accounting):
- The problem of scientific research: scientific thinking, What is the problem of research, the choice of the problem, the sources of the problem, the identification of the problem, the assessment of the problem:
- Literature review: the meaning of literature review, the need for literature review, the goals of literature review, literature sources, literature functions, how to conduct a literature review:
- Construction of research hypotheses: the meaning of the hypothesis, the definitions of the hypothesis, the nature of the hypothesis, the functions of the hypothesis, the significance of the hypothesis, the types of hypothesis, the characteristics of a good hypothesis, the variables in the hypothesis, the definition of the study model, the formulation of the hypothesis, hypothesis testing:
- Methods of data collection: How to conduct surveys and questionnaires, interviews, observation and analysis of documents, archival research
- Selection of samples: meaning and definition of the sample, sampling methods, good sample characteristics, sample size; citation and documentation in scientific research:
- Data analysis techniques: quantitative data analysis (descriptive statistics, heuristic statistics, regression analysis...); Qualitative analysis of data (objective analysis, content analysis , ...); Mixed road approaches
- Structure and organization of the research introduction: view the study background, identify the research gap, view the importance and objectives of the study ...
- Citation, marginalization and use of references
- Structure and organization of the methodological framework of research: description of research design procedures, sample and data collection, presentation of the data analysis plan...
- Structure and organization of presentation and discussion of research results
- Structure and organization of the research conclusion
- Editing and documentation in the APA way: editing the search, references, table, figures ,appendices,...
- Presentation techniques

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- إبراهيم بختي. (2015). الدليل المنهجي لاعداد البحوث العلمية (المذكورة، الأطروحة، التقرير، المقال) وفق طريقة IMRAD. كلية العلوم الاقتصادية والعلوم التجارية وعلوم التسيير، جامعة جامعة قاصدي مرباح ورقلة
- أحمد بدر. (1998). أصول البحث العلمي ومناهجه. وكالة المطبوعات. الطبعة الرابعة، الكويت

- حسن ملحم. (1993). التفكير العلمي والمنهجية. مطبعة دحلب، الجزائر
- زرواتي رشيد. (2007). مناهج وأدوات البحث العلمي في العلوم الاجتماعية. ط1. دارالهدى، عين مليلة، الجزائر،
- محسن أحمد الخضيرى. (1996). الأسس العلمية لكتابة رسائل الماجستير والدكتوراه. مكتبة الأنجلو المصرية، مصر.
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Sage Publications.
- Field, A. (2013). Discovering statistics using IBM SPSS statistics (4th ed.). Sage Publications.
- Frenay, M., & Romainville, M. (2013). L'accompagnement des mémoires et des thèses : Presses universitaires de Louvain.
- Gavard-Perret, M.-L., Gotteland, D., Haon, C., Aubert, B., & Jolibert, A. (2012). Méthodologie de la recherche en sciences de gestion : Réussir son mémoire ou sa thèse : Pearson.
- Neuman, W. L. (2013). Social research methods: Qualitative and quantitative approaches (7th ed.). Pearson.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (8th ed.). Pearson.
- Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach (7th ed.). Wiley.
- Silverman, D. (2016). Doing qualitative research: A practical handbook (4th ed.). Sage Publications.

second semester

Unit name: Expeditionary

Subject name: Social audit

Credit: 2

Coefficient: 2

Education type: Attendance

Educational objectives:

The course are aimed at providing the student in the management of human resources with terminology with the goals, significance and stages of the audit of social activities in the enterprise

Prior knowledge required

Fundamentals of human resource management, change management, functional engineering Subject content:

- The first axis: social audit: definitions, approaches, and tools
- The second axis: human resources management audits

- The third axis: corporate social responsibility audits
- The fourth axis: social auditors (social auditors)

Evaluation method: continuous evaluation + final exam, The subject average is measured by the Weighting of the lessons (60%) and the directed work (40%).

Resources:

- Bernard Martory, (2018), *Contrôle de gestion sociale - Collection Référence Management (9eme édition)*.
- Candau, P. (1985). *Audit social méthodes et pratiques pour un management efficace*, Vuibert.
- de Neufville, J. I. (1979). *The Social Audit for Management*.
- Guerrero S., (2008). *Les outils de l'audit social : optimiser la gestion des ressources humaines*, Dunod
- Igalens. J. (1984). *Audit des Ressources Humaines*, Edition Liaison.
- Jacques IGALENS, Jean-Marie PERETTI. (2008). *Audit social: meilleures pratiques, méthodes et outils*, Eyrolles ,Editions d'Organisation.
- Landier H., (2008). *Évaluer le climat social de votre entreprise*, Ed. D'Organisation
- Rahim, M. M., & Idowu, S. O. (Eds.). (2015). *Social audit regulation: Development, challenges and opportunities*. Springer.
- Taieb J.P. (2004). *Les tableaux de bord de la gestion sociale*, Dunod.

First semester

Unit name: Horizontal

Subject name: Specialized English language 2

Credit: 1

Coefficient: 1

Education type: Attendance/ online

Educational objectives:

The program is designed for students majoring in Economics, Commerce, Management, Accounting and Finance who wish to improve their language skills in specific contexts. It focuses on providing students with a good mastery of the English language along developing solid competencies in the above-mentioned fields of expertise. The lessons cover a wide range of topics in each specialty.

Prior knowledge required

Students must have successfully completed the lessons of S1, S2, S3, S4, S5 and S6. They should have developed a strong understanding of the basic concepts related to their fields of expertise, namely, Economics, Trade, Accounting, Management, and Finance as well as improved their verbal communication skills.

Subject content:

- Enterprise resource planning (ERP)
- Organizational theory
- Creativity and innovation management
- Business Intelligence (BI)
- Strategic Marketing
- Performance management and excellence
- Strategic Human Resource Management
- Job interviews
- Leadership
- Entrepreneurship
- Risk and crisis management
- Evaluation method: continuous evaluation (100%)
- Resources:
- Burns, P. (2016). *Entrepreneurship and small business: start-up, growth and maturity*.

Bloomsbury Publishing.

- Collins, K. (2012). *An introduction to business*. Creative Commons by-nc-sa, 3.
- Cotton, D., Falvey, D., & Kent, S. (2011). *Upper-Intermediate Market Leader. Business English Course Book*. (third edition). Harlow, England: Pearson Longman.
- D. Baker and R. Clark (2011). *Oxford English for Careers: Finance*. Oxford University Press.
- Helm, S., Cotton, D., Falvey, D., & Kent, S. (2010). *Market leader. Accounting and finance: business English*. Pearson Longman.
- MacKenzie, I. (2010). *English for Business Studies Student's Book: A Course for Business Studies and Economics Students*. Cambridge University Press.
- Marks, J. (2007). *Banking and Finance*. A & C Black Publishers. Second Edition.
- McLaney, E. (2005). *Business finance: theory and practice*. Pearson education.
- Simon Sweeney. (2019). *English for Business Communication*. Cambridge University Press.
- Simon Sweeny. (2002). *Professional English: Management*. Pearson Longman.