

الأكاديمية العربية الدولية



الأكاديمية العربية الدولية
Arab International Academy

الأكاديمية العربية الدولية المقررات الجامعية

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إدارة الموارد البشرية

رؤية استراتيجية



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د. عادل محمد زايد

إدارة الموارد البشرية

رؤية استراتيجية

د. عادل محمد زايد

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طبقا لقوانين الملكية الفكرية

**جميع حقوق النشر و التوزيع الالكتروني
لهذا المصنف محفوظة لكتب عربية. يحظر
نقل أو إعادة نسخ أو إعادة بيع أى جزء من
هذا المصنف و بثه الكترونيا (عبر الانترنت أو
للمكتبات الالكترونية أو الأقراص المدمجة أو أى
وسيلة أخرى) دون الحصول على إذن كتابي من
كتب عربية. حقوق الطبع الورقى محفوظة
للمؤلف أو ناشره طبقا للاتفاقيات السارية.**

فهرس

- -

الفصل الأول

- -

الفصل الثاني

- ٥٦ -

الفصل الثالث

- ١٠٢ -

الفصل الرابع

- ١٥٢ -

الفصل الخامس

- ١٨٤ -

الفصل السادس

- ٢٣٨ -

الفصل السابع

- ٢٨٢ -

الفصل الثامن

- ٣٢٦ -

الفصل التاسع

- ٣٨٤ -

الفصل العاشر

- ٤٢٦ -

الفصل الحادي عشر

- ٤٩٤ -

- ٥٤٧ -الملاحق

- ٥٧٣ -المراجع

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الفصل الأول

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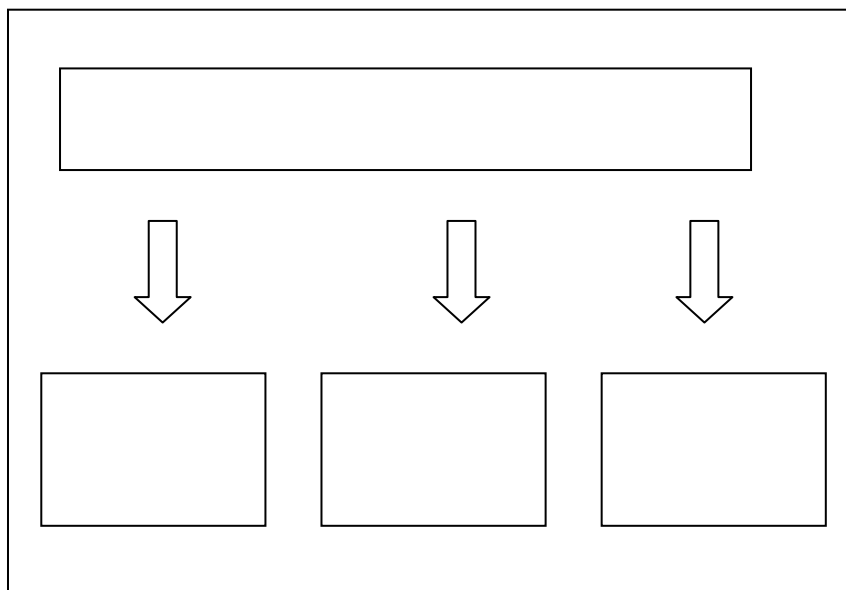
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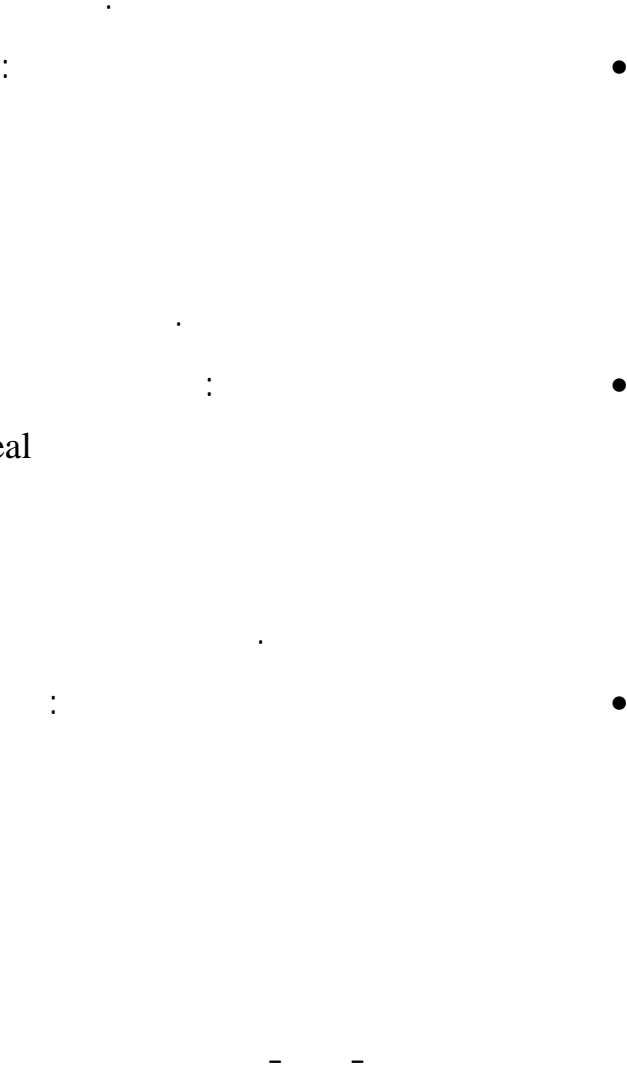
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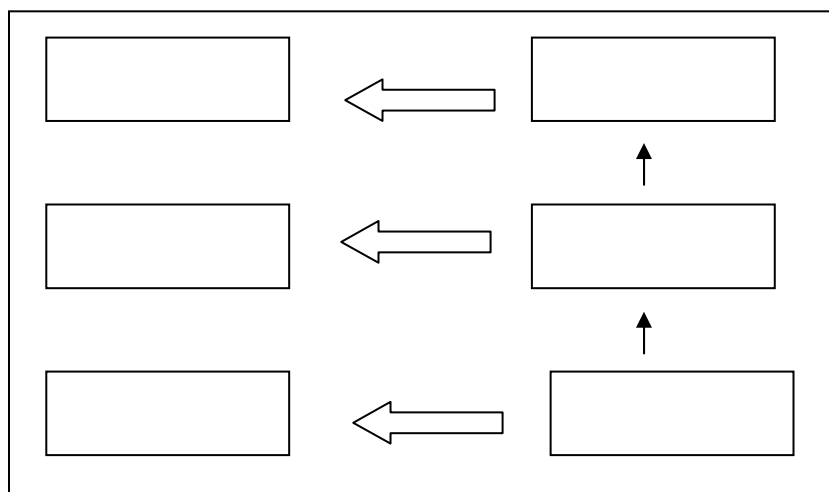
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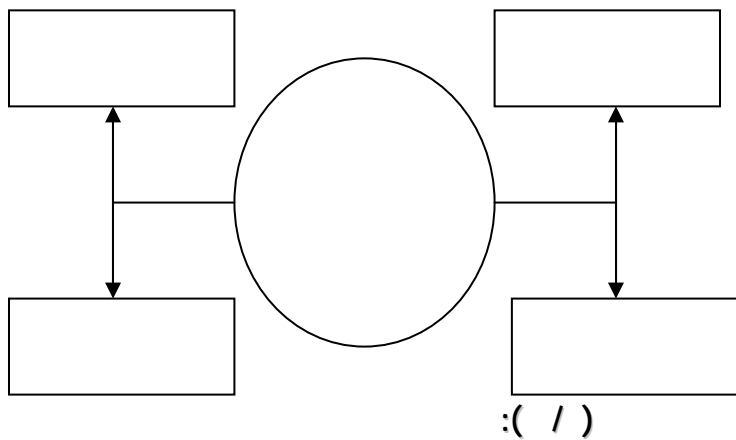
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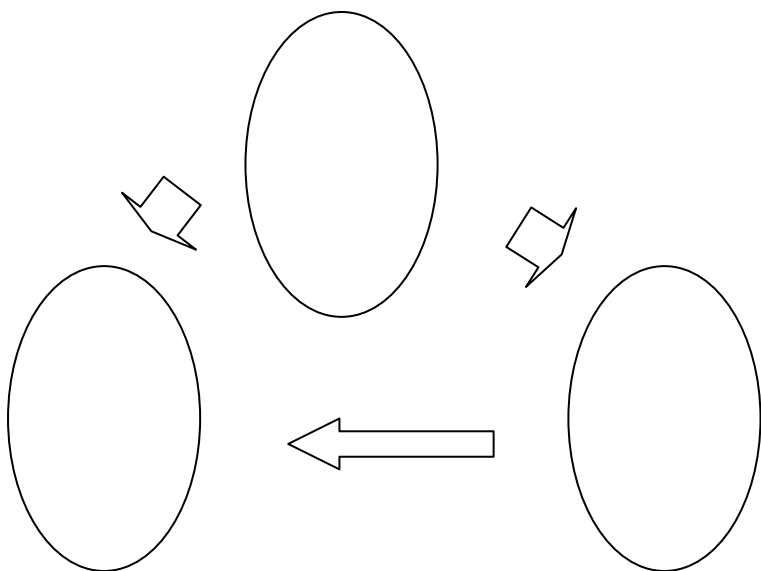
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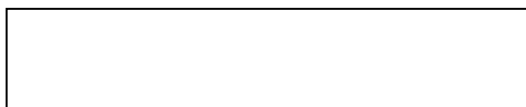
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* Human Resource Management	*
* Competitiveness	*
* Organizational effectiveness.	*
*Stakeholders	*
* Scientific management approach	*
* Motion and time study	*
* Administrative Principles Approach	*
* Bureaucracy	*
* Division of work and specialization.	*
* Human relation approach	*
* Total quality management	*
* Work values	*
* Global Challenges.	*

الفصل الثاني

الموارد البشرية في عصر المعرفة

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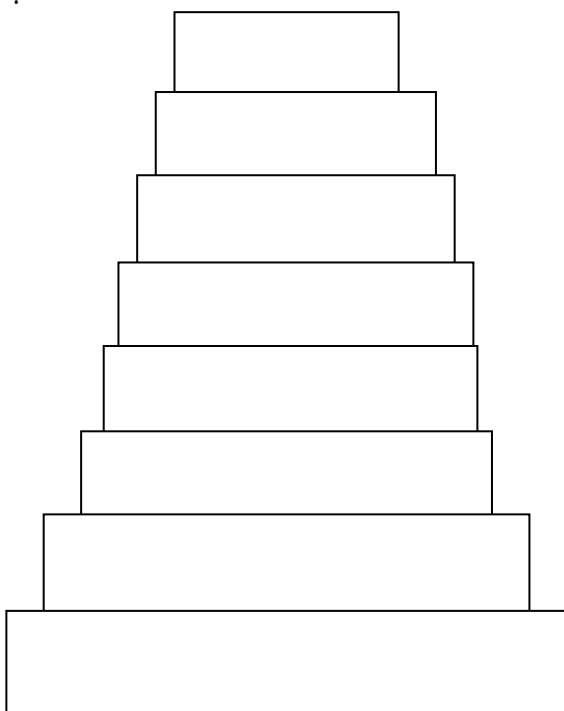
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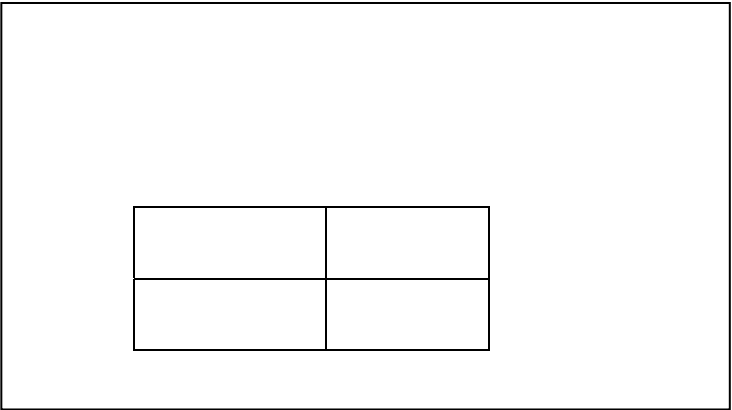
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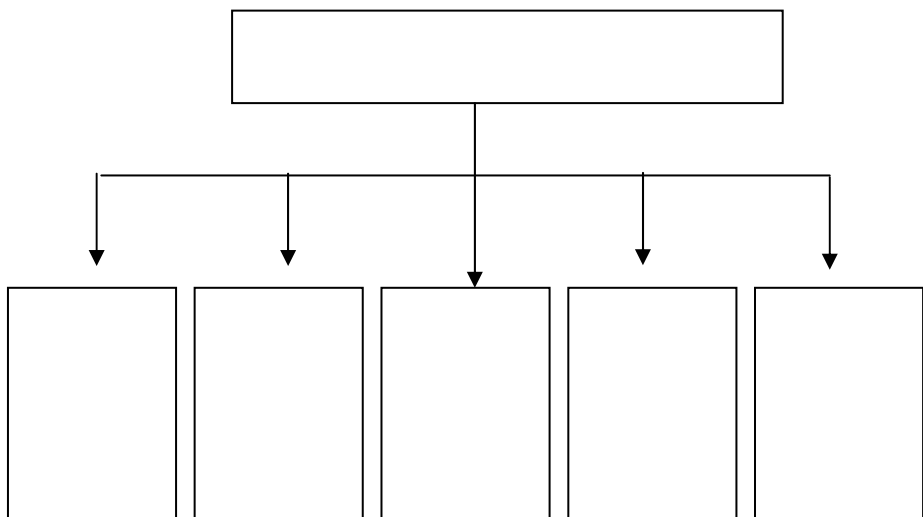
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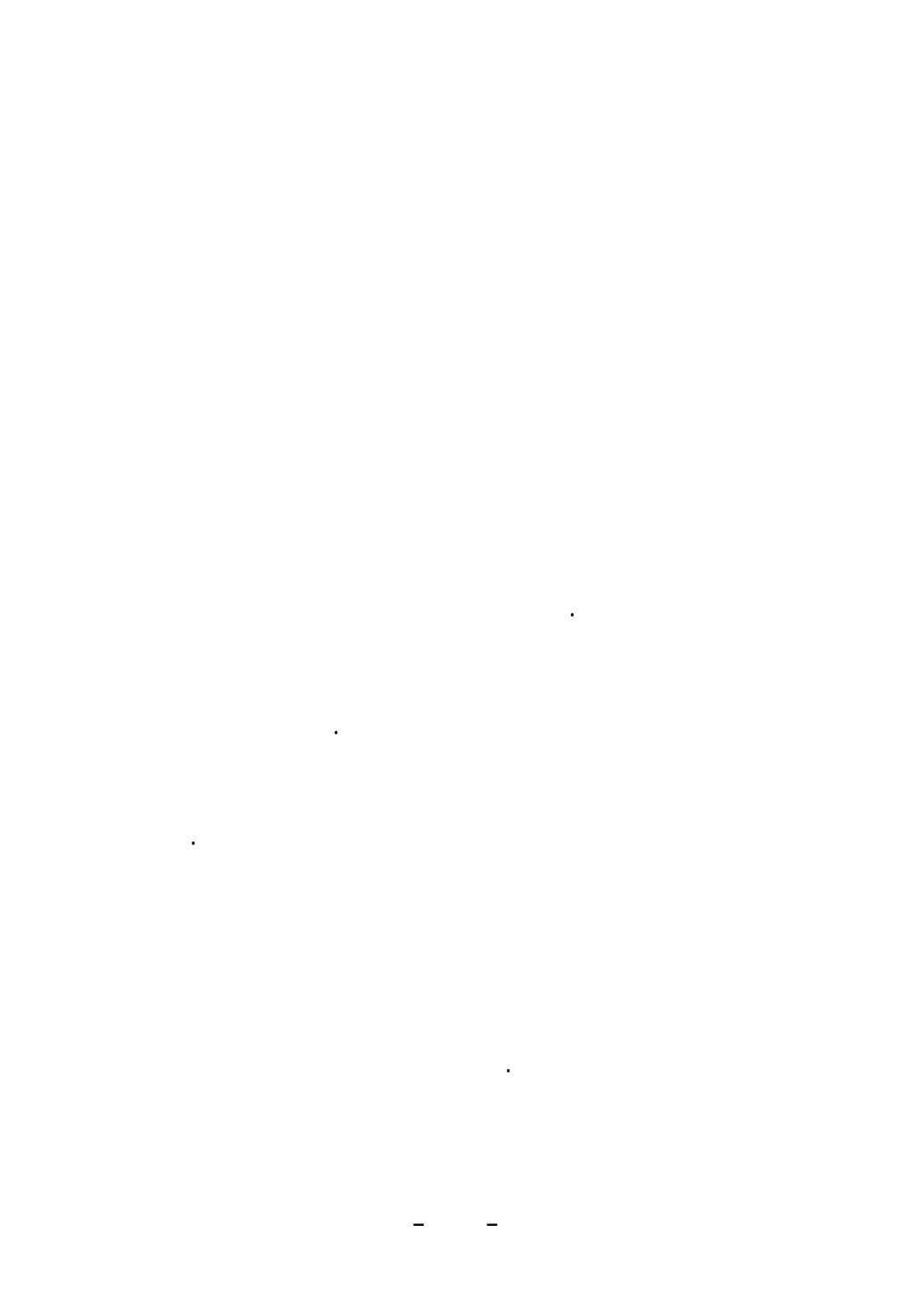
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* Knowledge era		*
Knowledge economy		*
* Competitive advantage		*
* Knowledge Power		*
* Knowledge management		*
* Know – how		*
* Mission	()	*
* Organizational learning		*
* Learning organizations		*
* Benchmarking		*
* Intellectual capital		*
* Competitive intelligence		*
* Information Technology		*
* Explicit Knowledge		*
* Tacit Knowledge		*

الفصل الثالث

الإدارة الاستراتيجية للموارد البشرية

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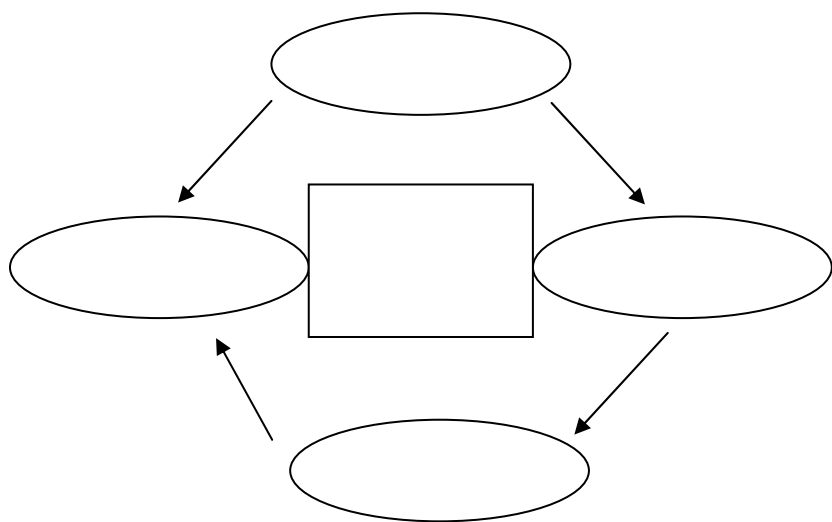
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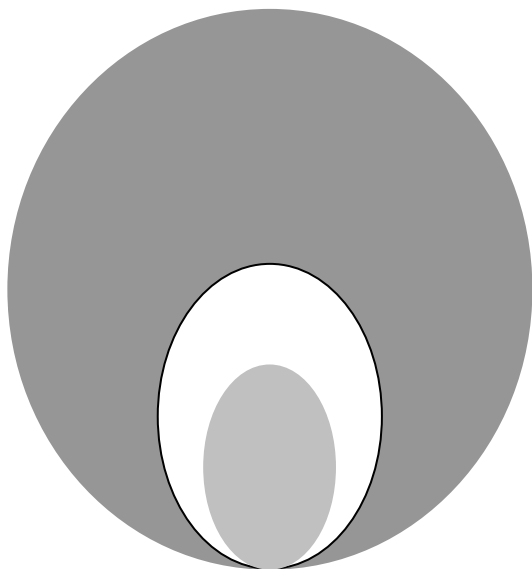
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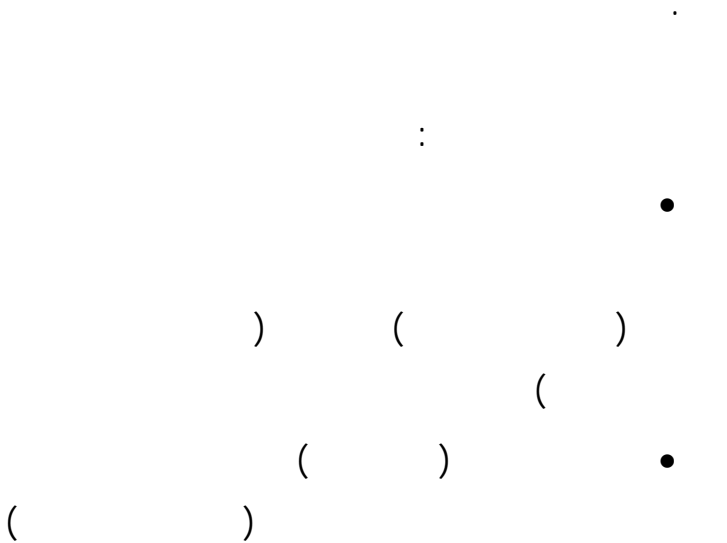
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Opportunities

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SWOT Analysis

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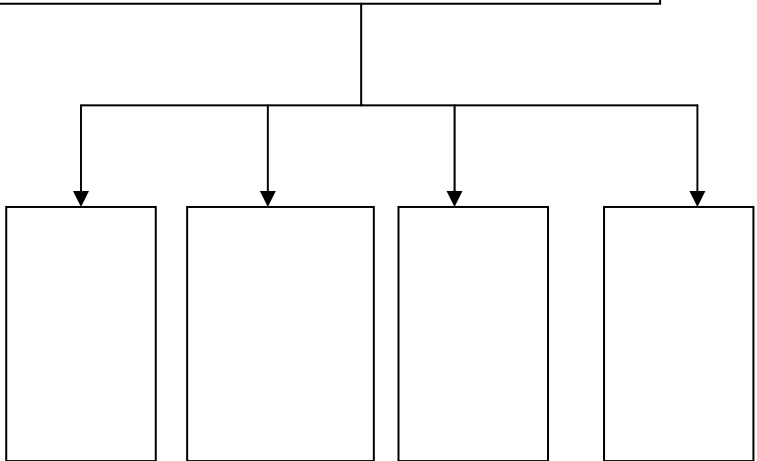
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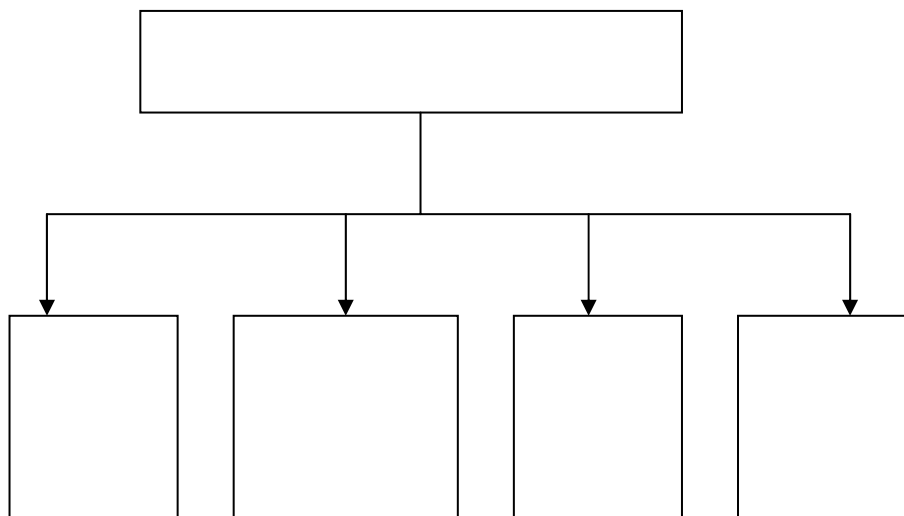
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The best way to " ."

"predict the future is to invent it

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:McDonald's :

to satisfy the world's appetite for good food,
well served, at a price people can afford.

:Lockheed :

Our mission is to meet the needs of our
united states and foreign customers with high –
quality products and services and, in so doing,
Produce superior returns for our shareholders
and foster growth and achievement for our
employees".

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Satisficing

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Sequential Attention

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Priority setting

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Grand strategies

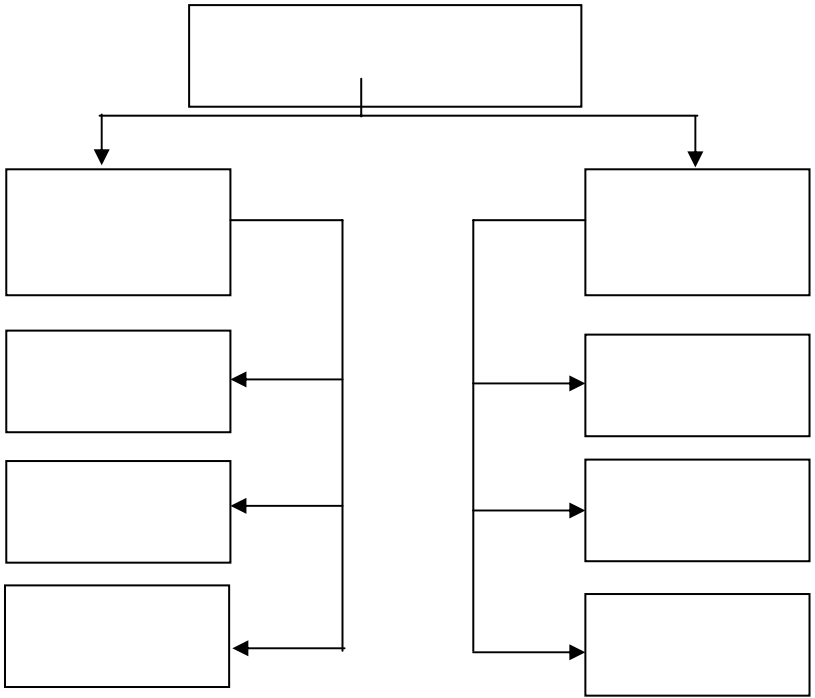
.Generic strategies

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:Growth Strategy :

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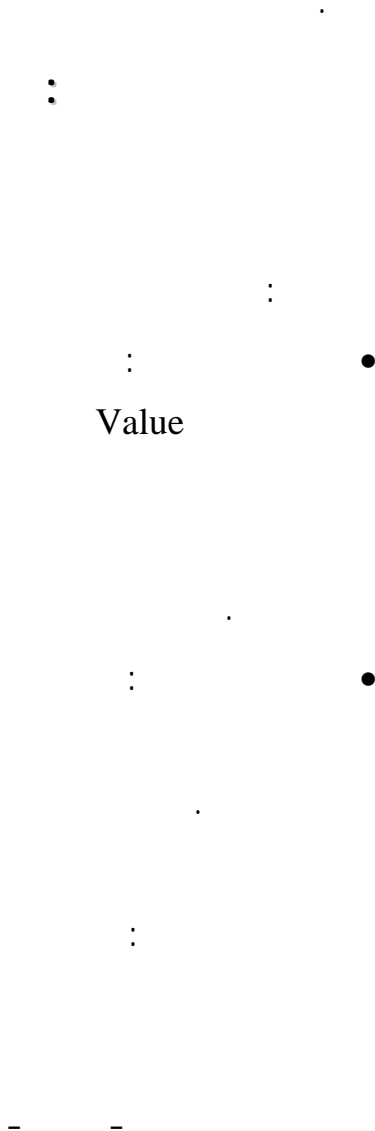
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:Cost Leadership

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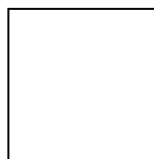
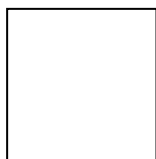
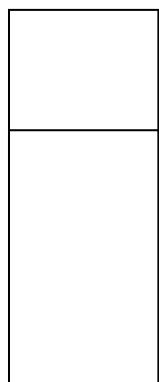
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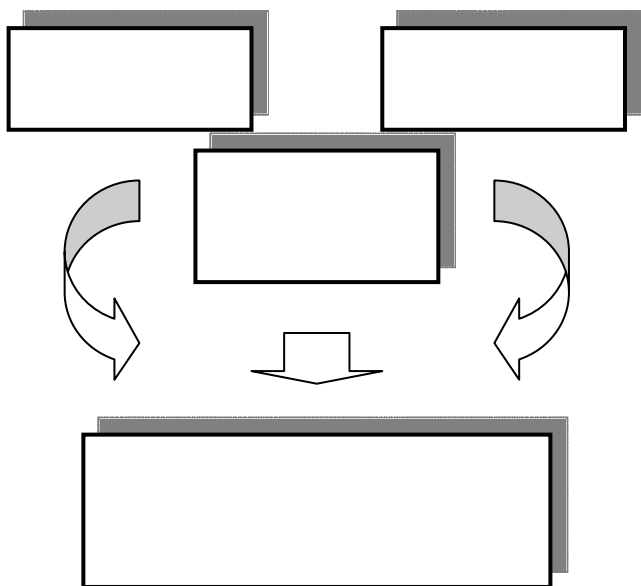
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* Strategic Human Resource Management	*
* Organizational Domain	*
* Competitive advantages	*
* Organizational Mission	() *
* Strategic vision	*
* External environment analysis	*
* Internal environment analysis	*
* Strategy formulation	*
* Strategy Implementation	*
* Strategy evaluation	*
* Focus Strategy	*
* Differentiation strategy	*
* Retrenchment strategy	*
* Stability Strategy	*
* Growth Strategy	*

الفصل الرابع

تخطيط الموارد البشرية

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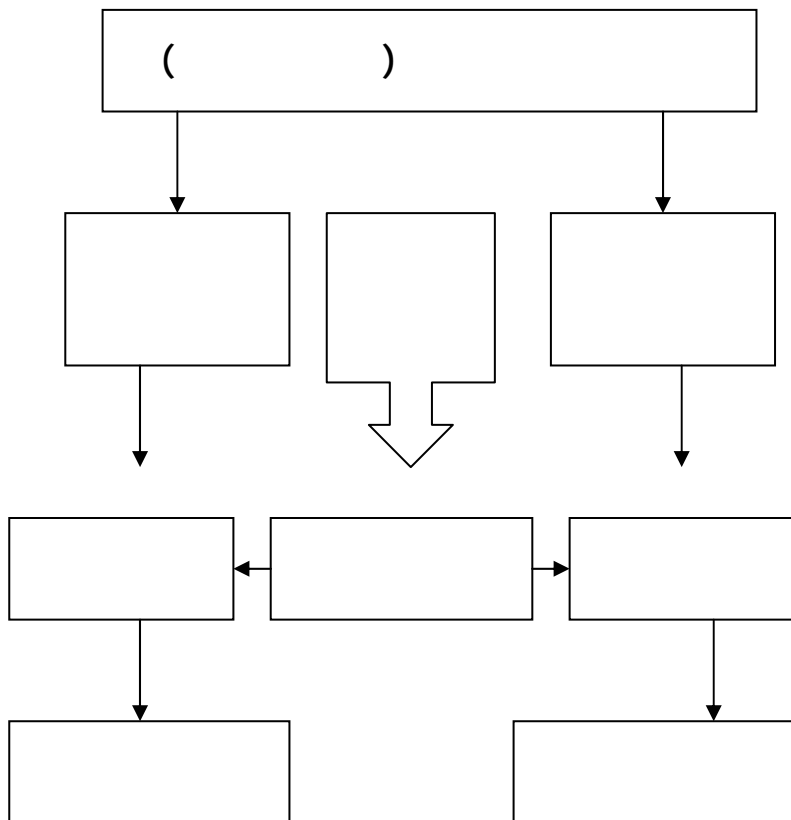
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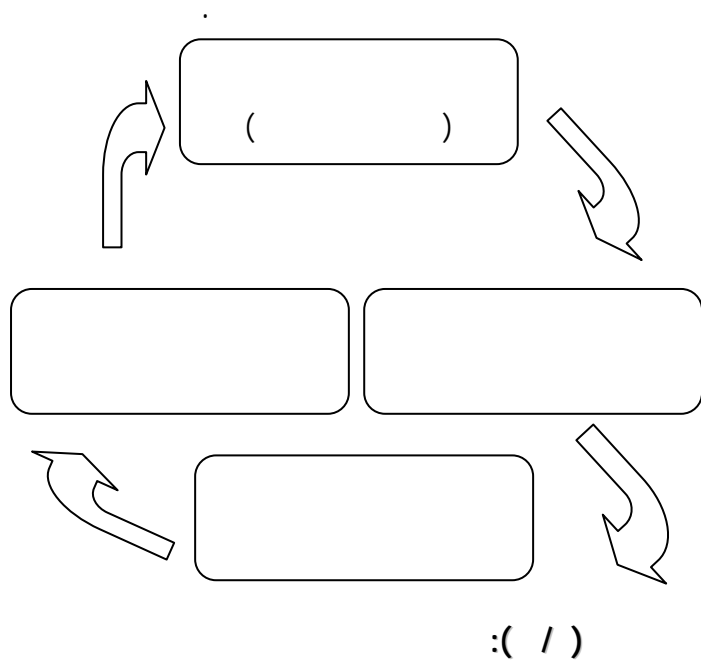
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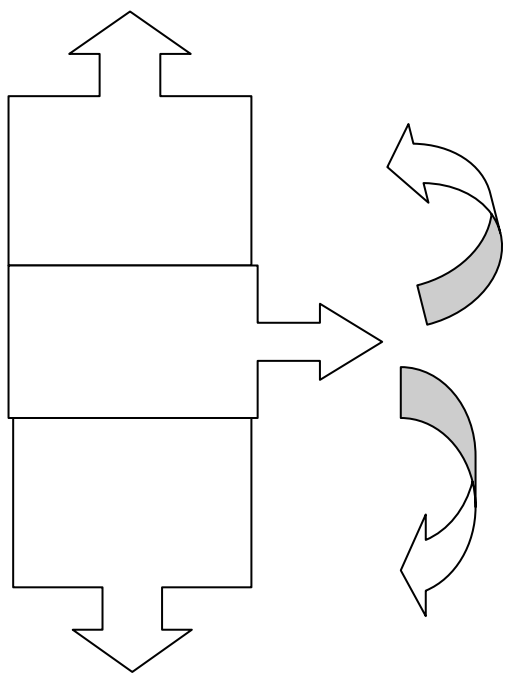
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* Human Resource Planning	*
* Stability strategy	*
* Growth strategy	*
* Retrenchment strategy	*
* Experts estimate	*
* General trend	*
* Mathematical models	*
* Brain storming	*
* Nominal groups	*
* Delphi technique	*
* the skill inventory	*
* The management skills	*
* Replacement charts	*
* Succession Planning	*
* Early retirement	*

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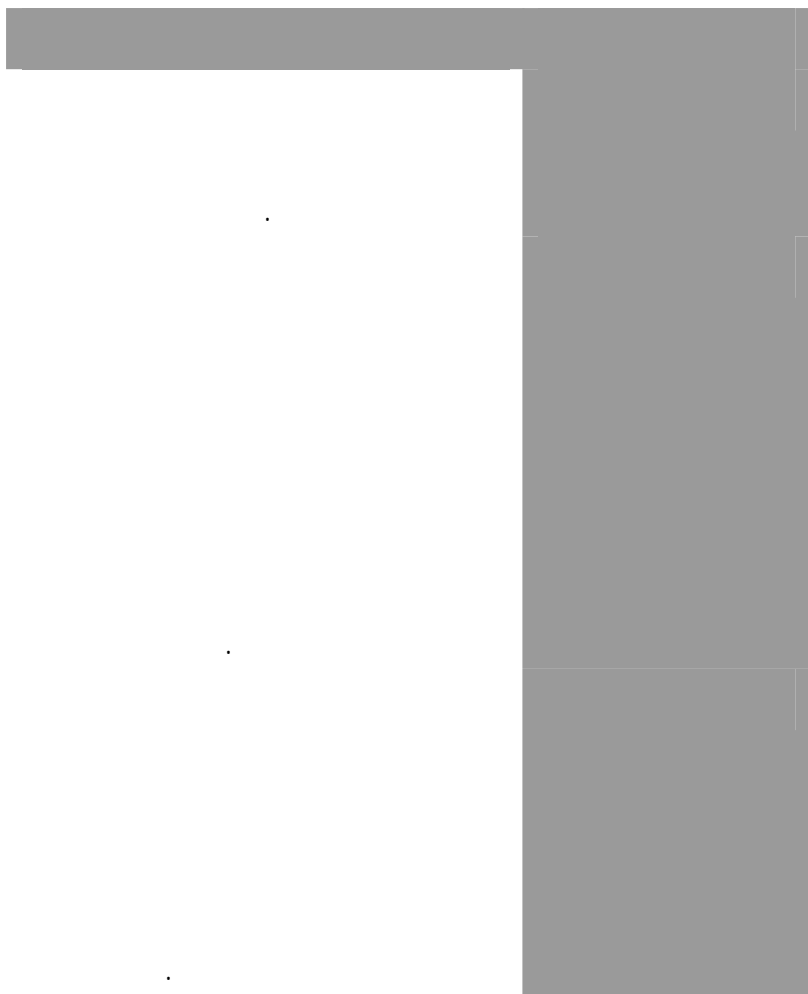
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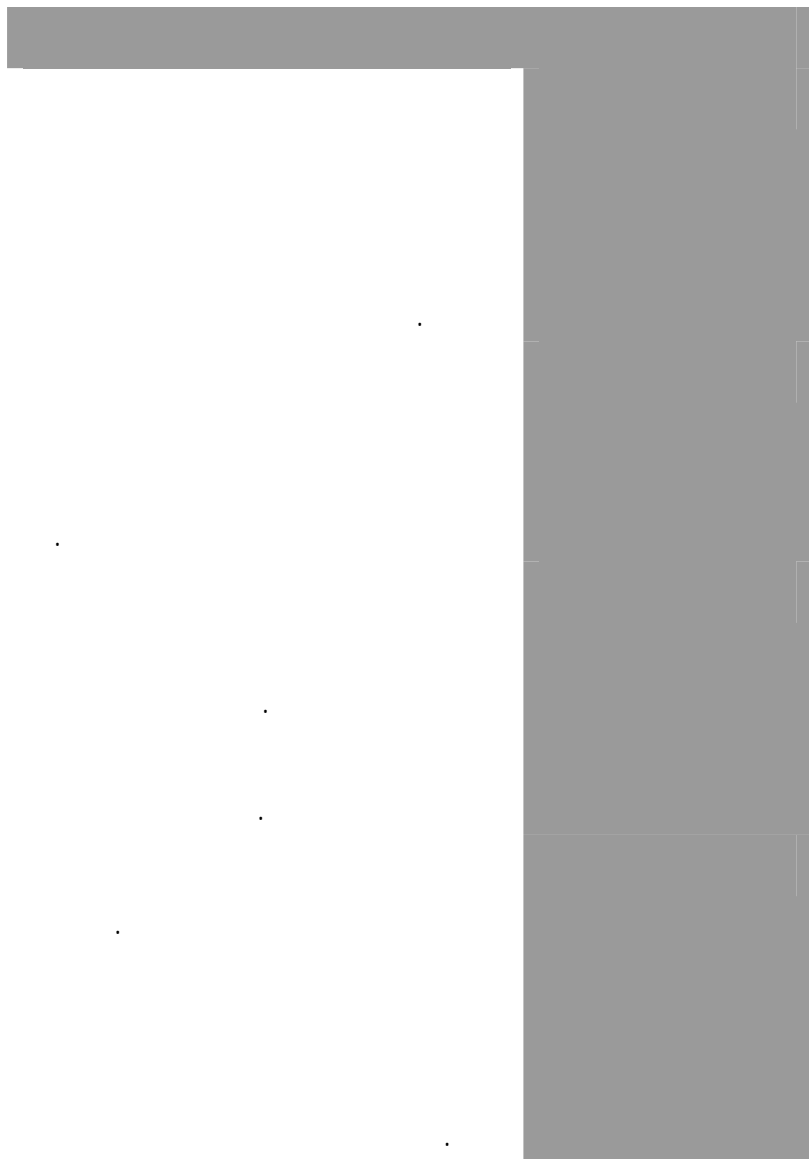
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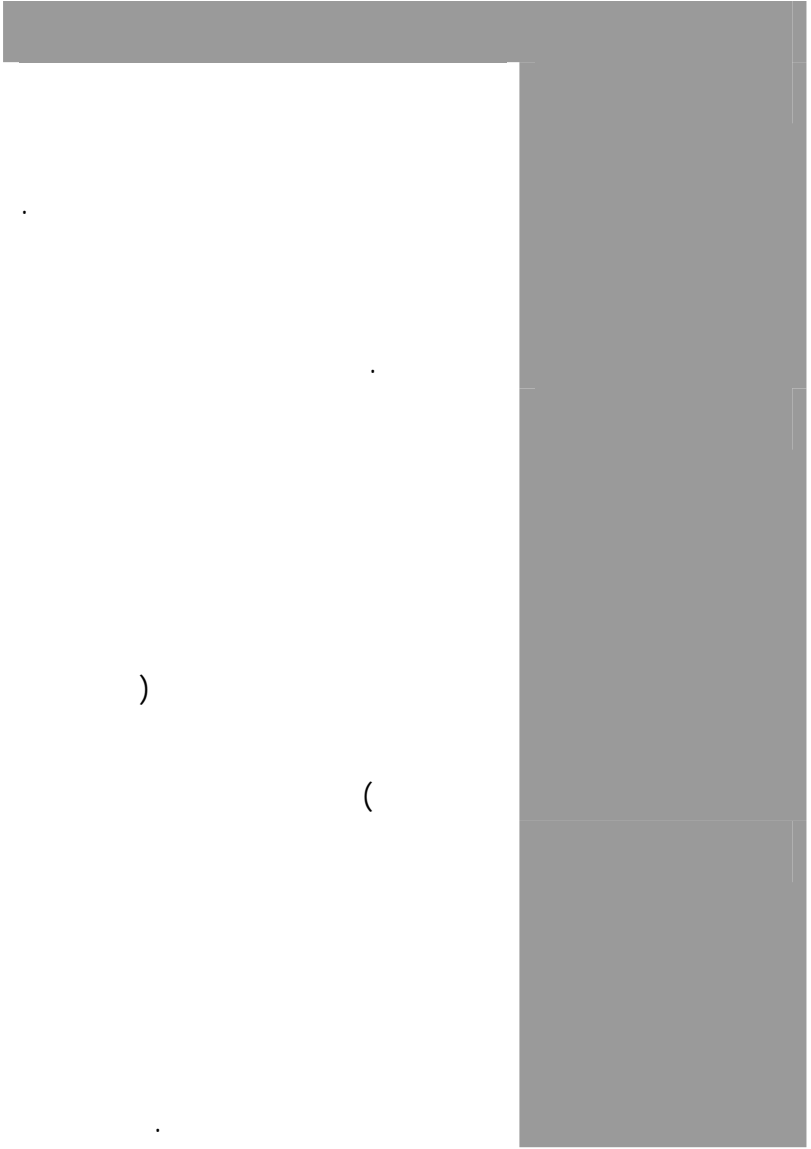
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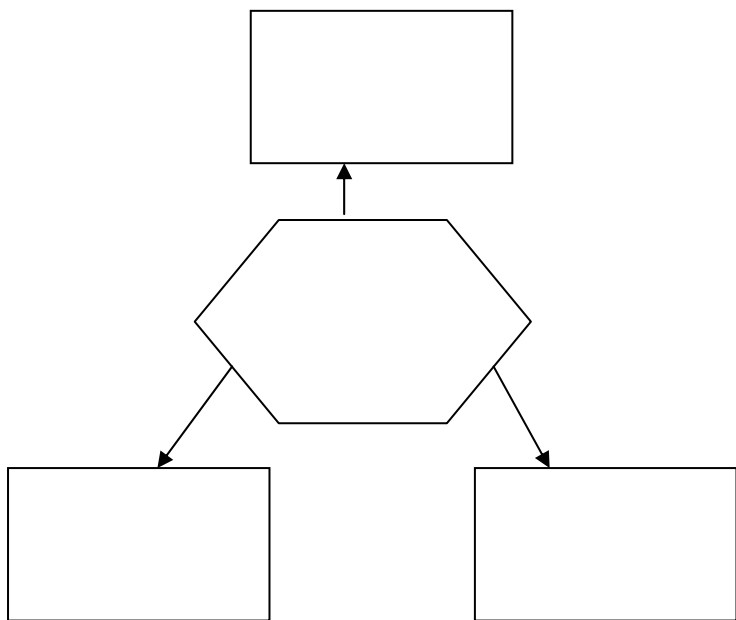
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Ivancevich, Human Resource Management: 1994; 156.

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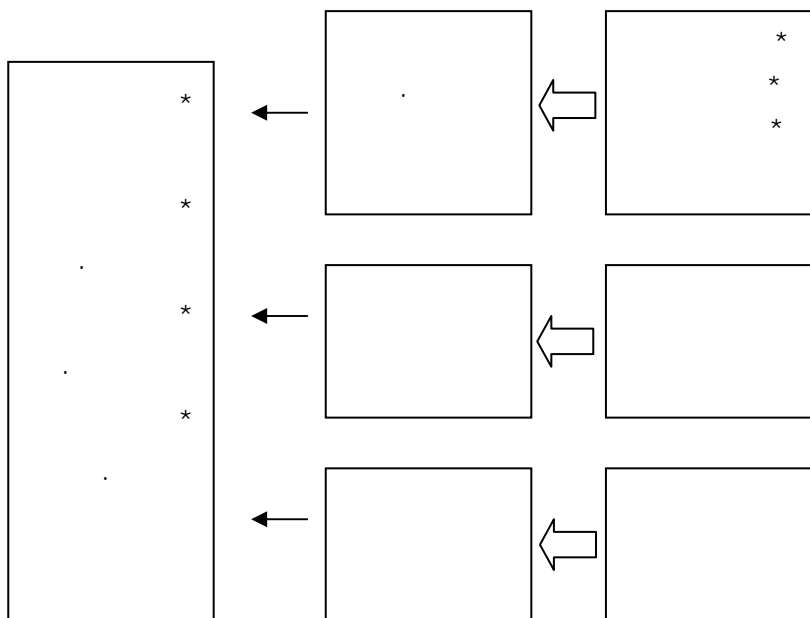
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Hackman and Oldham, 1996.

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Hackman and Oldham (1975)

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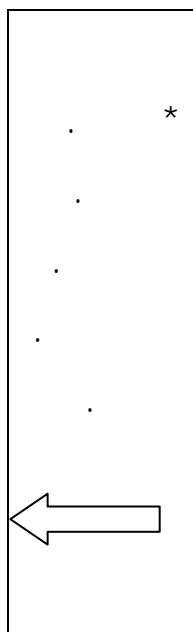
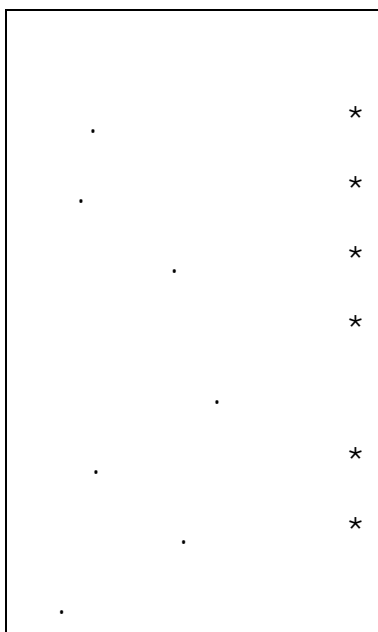
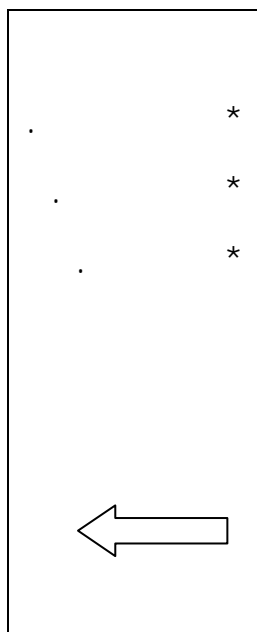
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* Job analysis	*
* Job description	*
* Job specifications	*
* Job standards	*
* Position analysis questionnaire	*
* Management position description questionnaire	*
* Functional job analysis	*
* Critical Incidents technique	*
* Job compatibility questionnaire	*
* Job characteristics Model	*
* Skill Variety	*
* Task Identity	*
* Task significance	*
* Strategic Job analysis	*
* Work Process mapping	*

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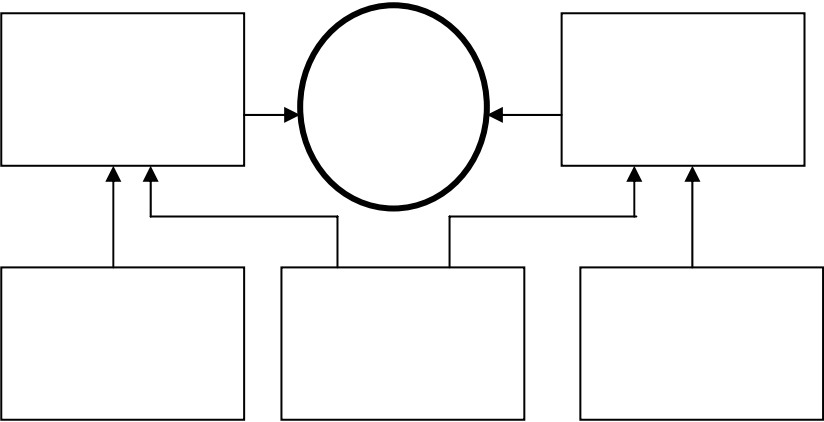
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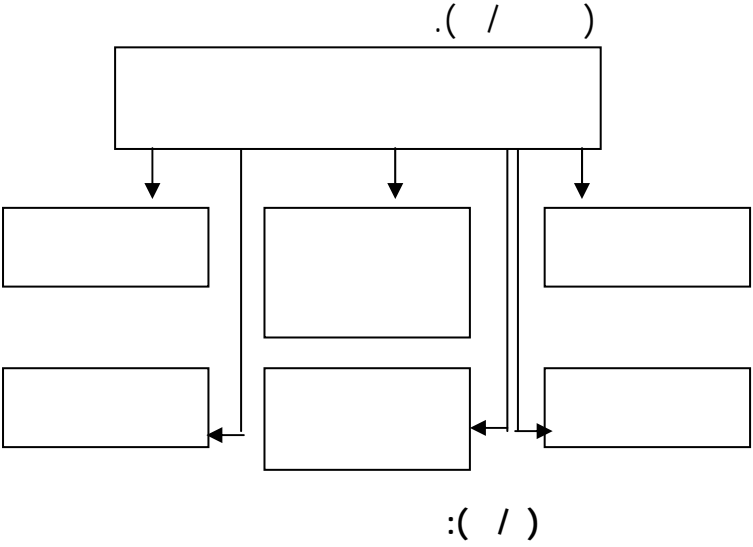
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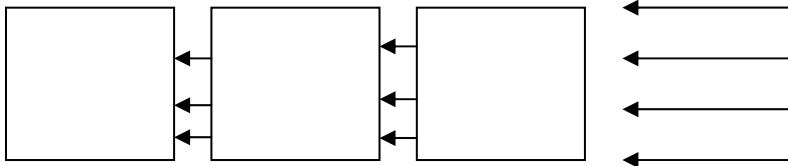
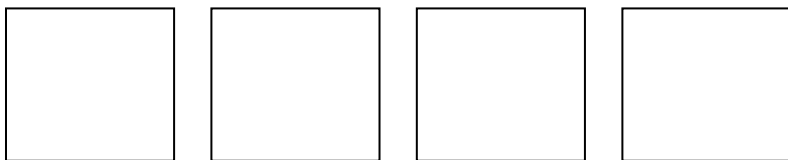
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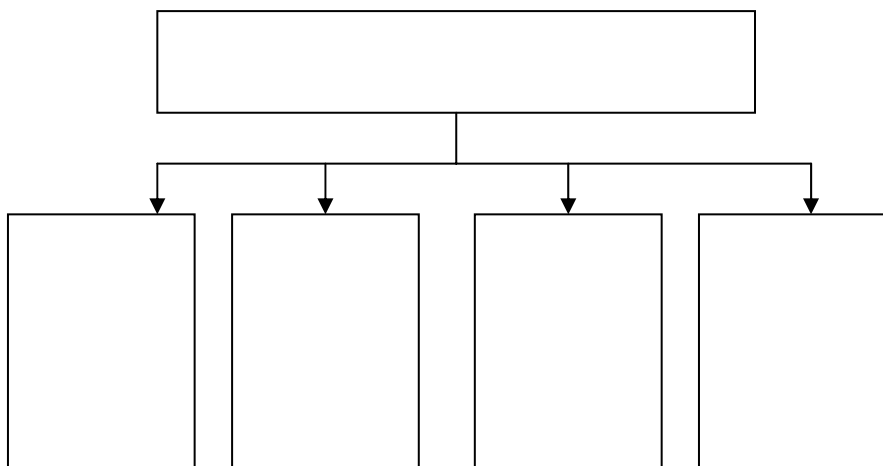
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Becker, 1995: 43 – 48.

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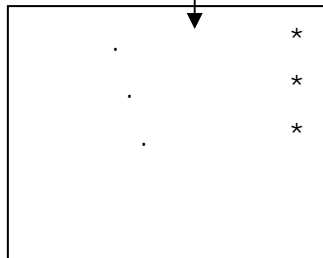
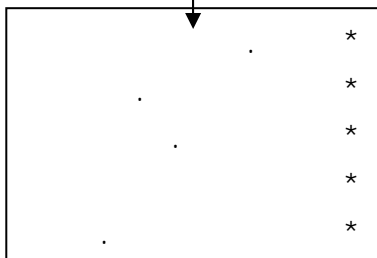
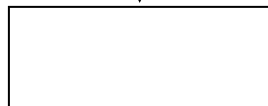
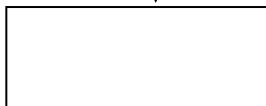
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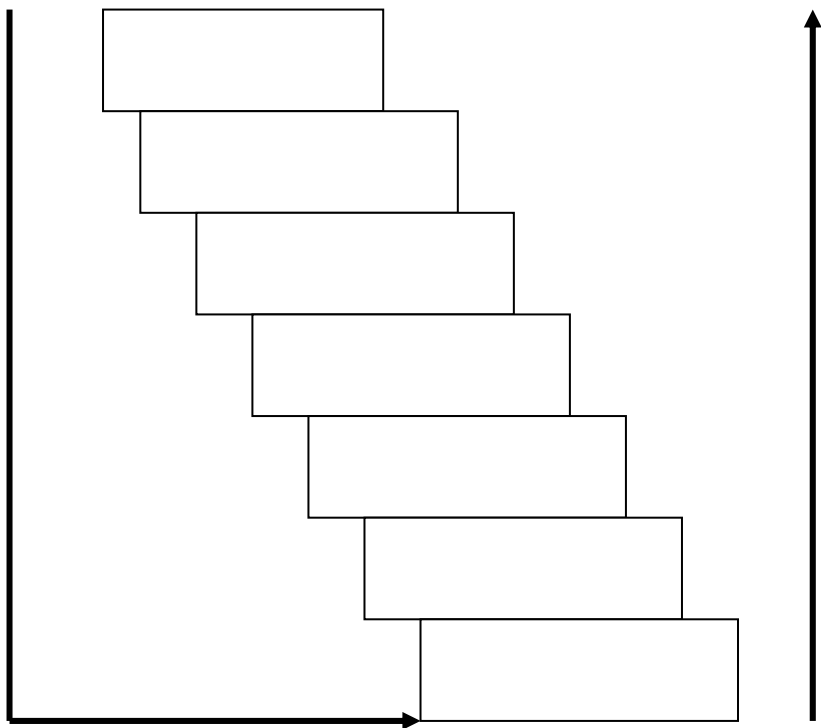
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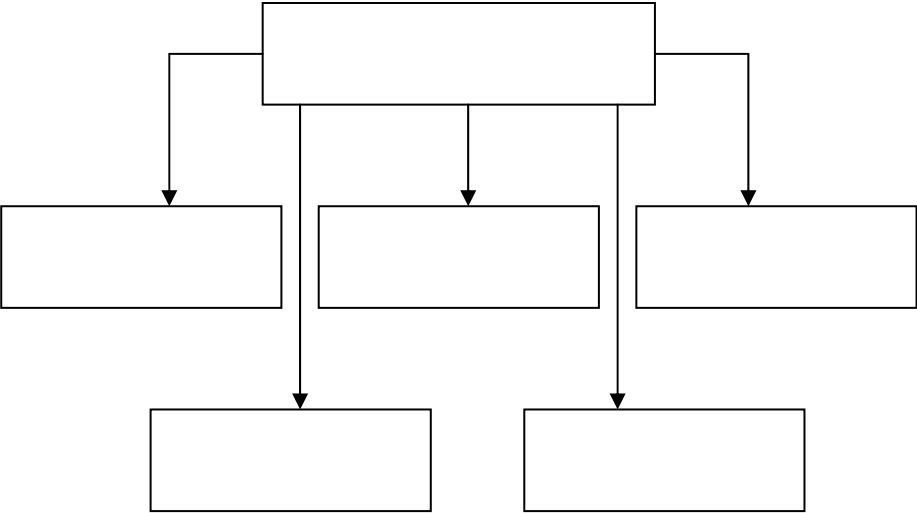
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Recruitment process	*
* Vacancy characteristics	*
* Job security	*
* Advancement opportunities	*
* Internal recruitment	*
* External recruitment	*
* Employment fair	*
* Pay level	*
* Non – compensatory factors	*
* Challenge and responsibility	*
* Employment – at – will	*
* Image advertising	*
* Blind advertising	*
* Head Hunters	*

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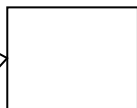
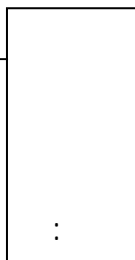
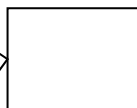
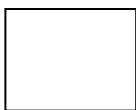
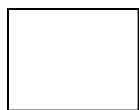
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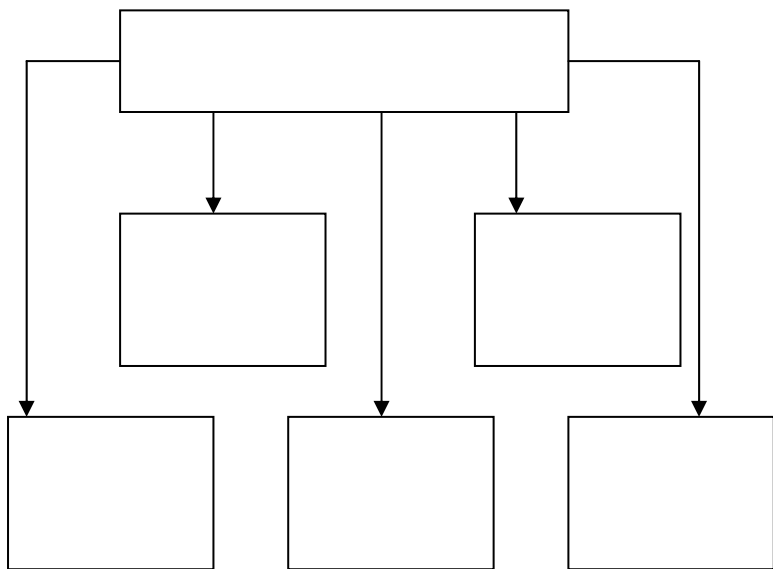


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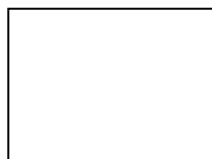
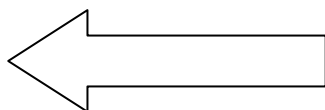
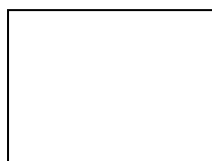
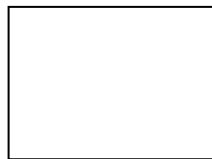
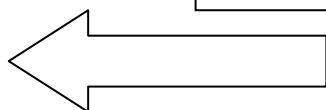
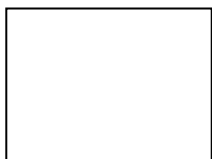
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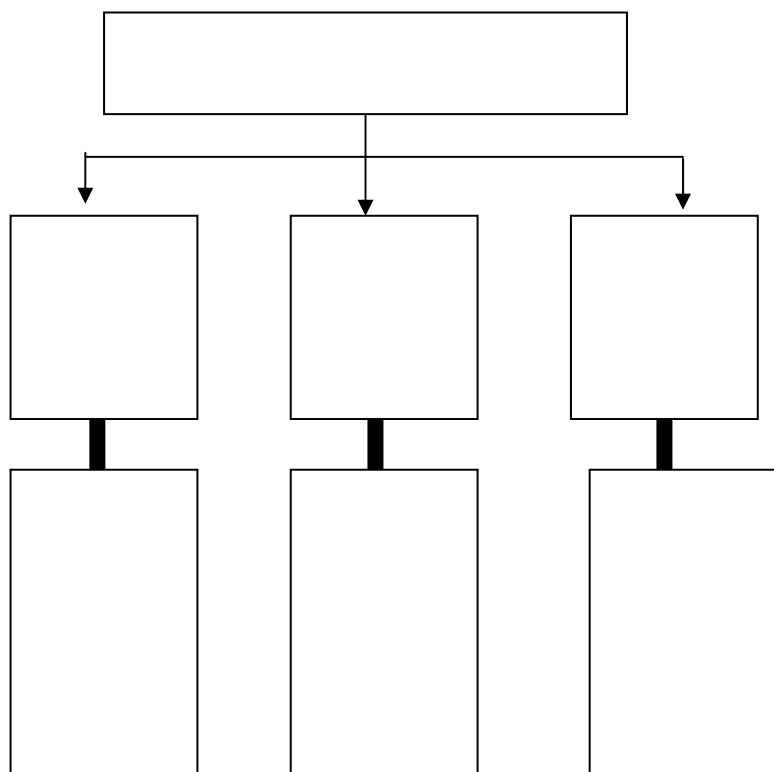
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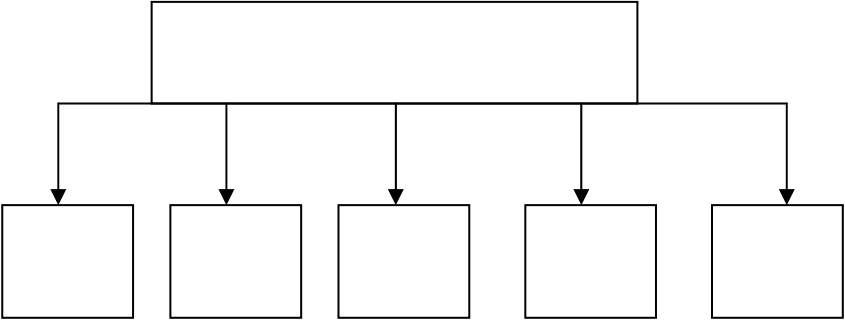
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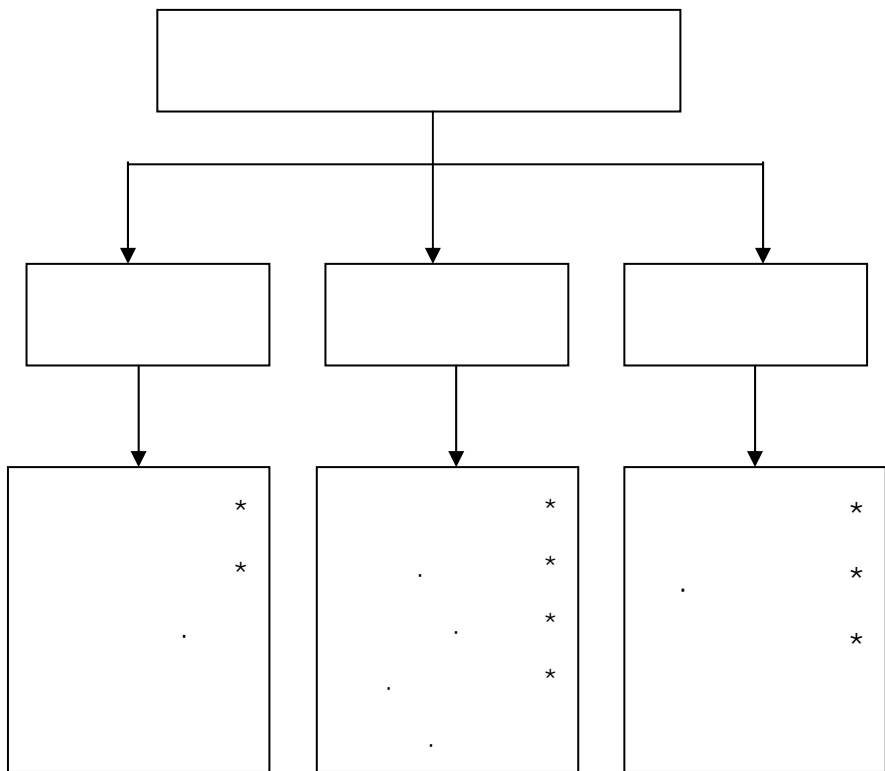
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Training process*	*
* Training Needs assessment	*
* Organizational analysis	*
* Person analysis	*
* Transfer of training	*
* Distance learning	*
* e. Training	*
* Case studies	*
* Business games	*
* Team training	*
* Virtual training	*
* Training evaluation.	*

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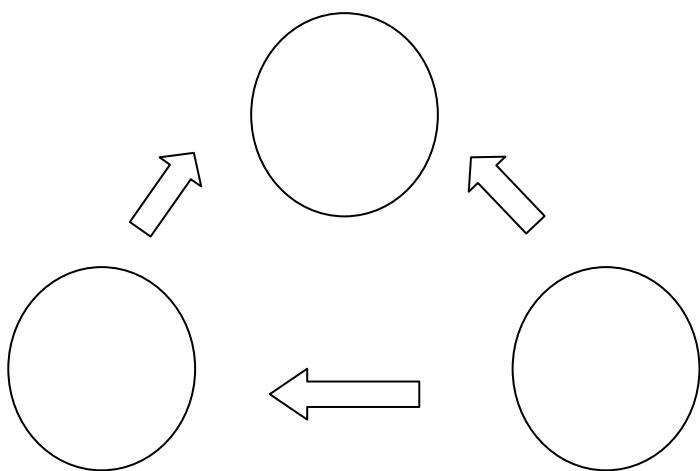
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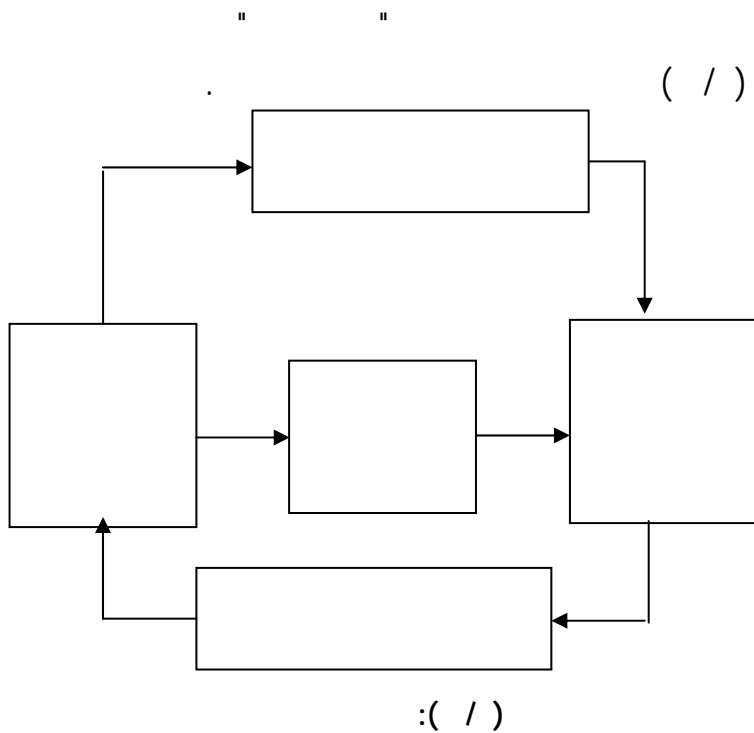
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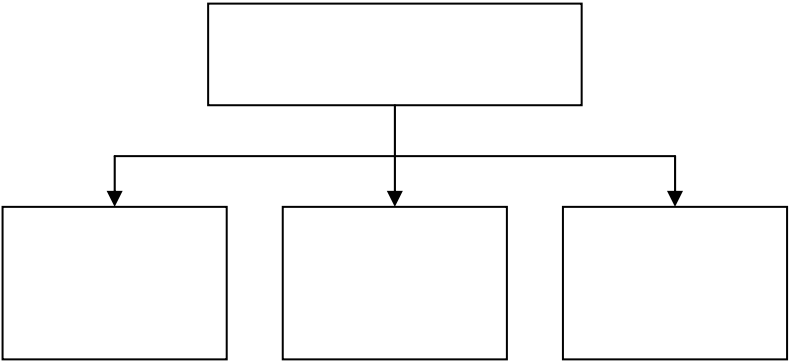
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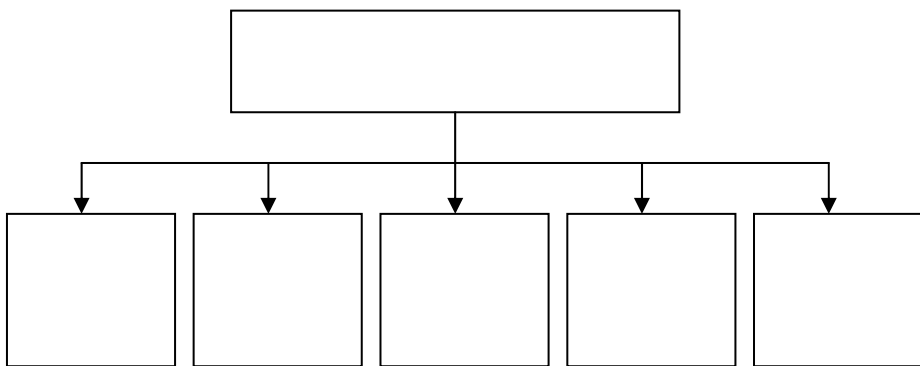
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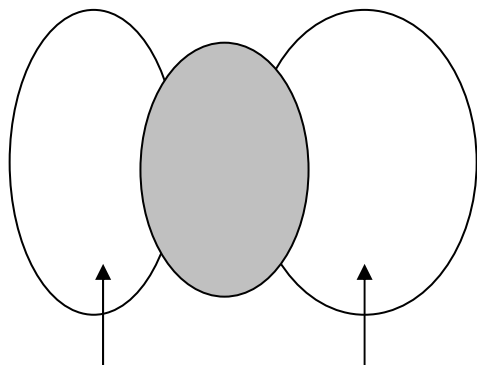
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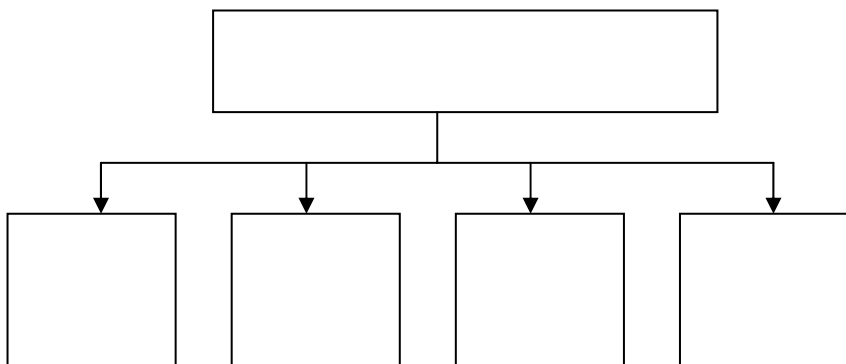
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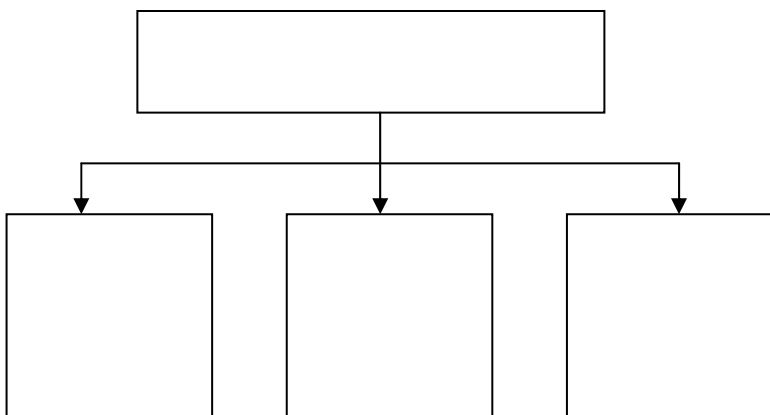
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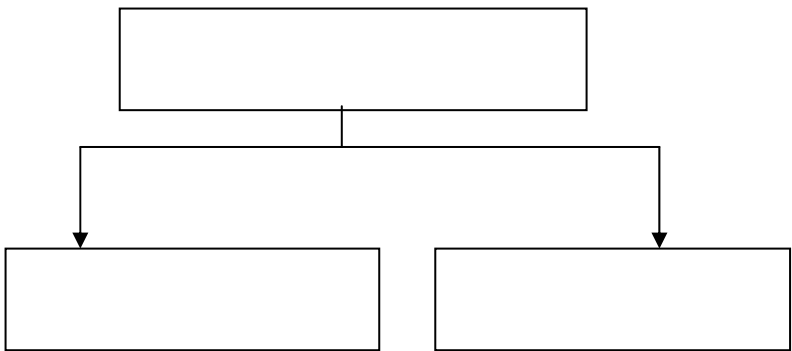
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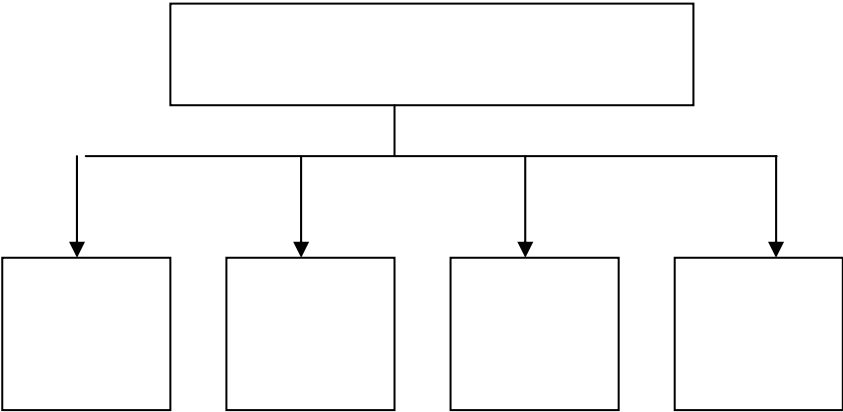
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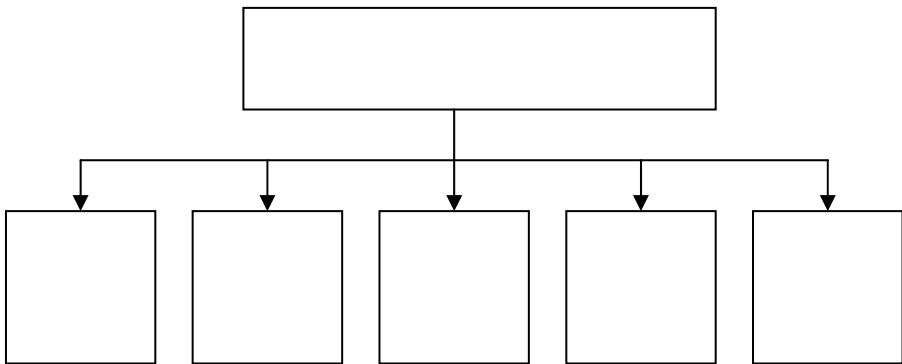
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* Performance appraisal	*
* Performance management	*
* Strategic congruence	*
* The comparative approach	*
* The attribute approach	*
* The results approach	*
* Critical incidents	*
* Behaviorally anchored rating scales (BARS)	*
* Behavior Observation scales	*
* Organizational behavior modification	*
* Assessment centers	*
* Management by objectives	*

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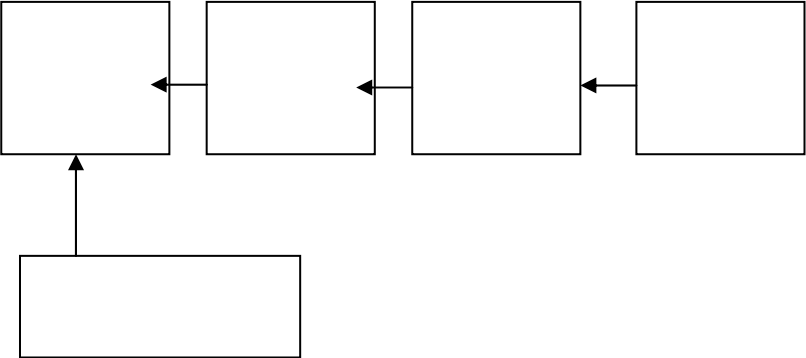
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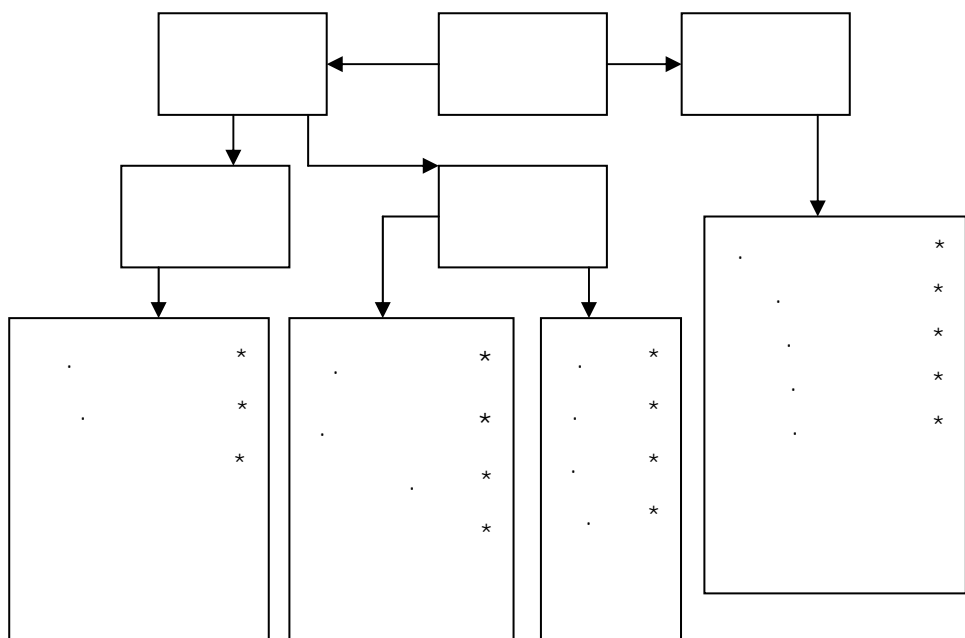
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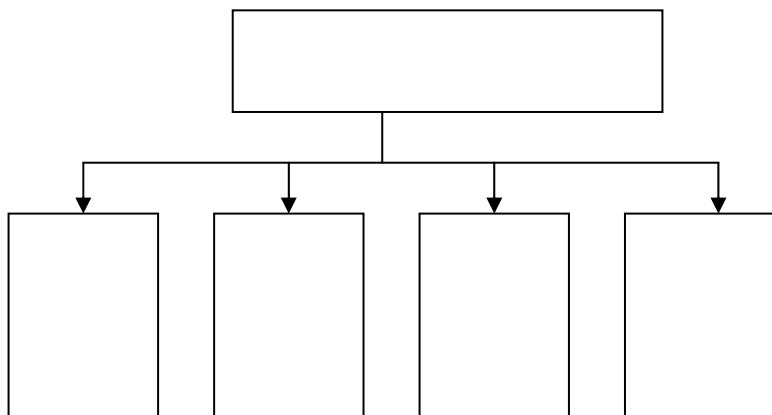
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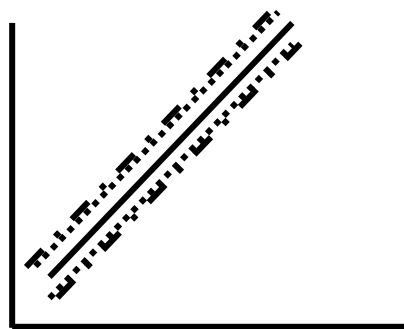
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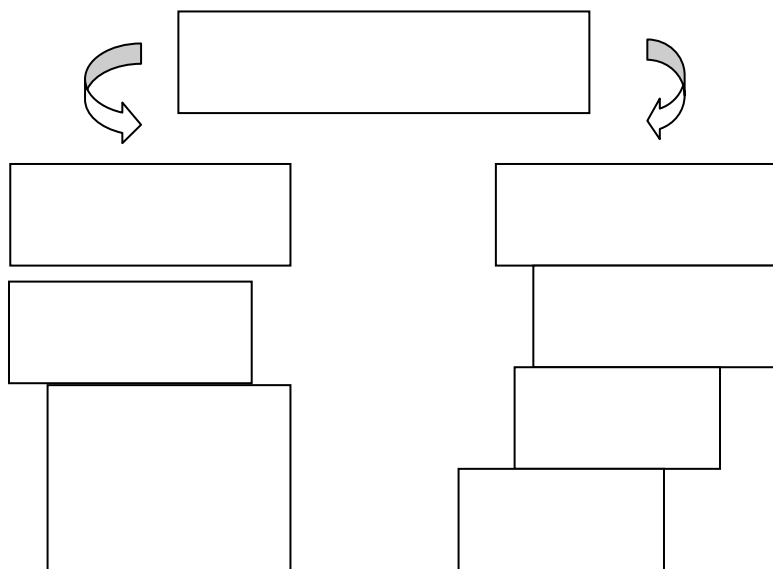
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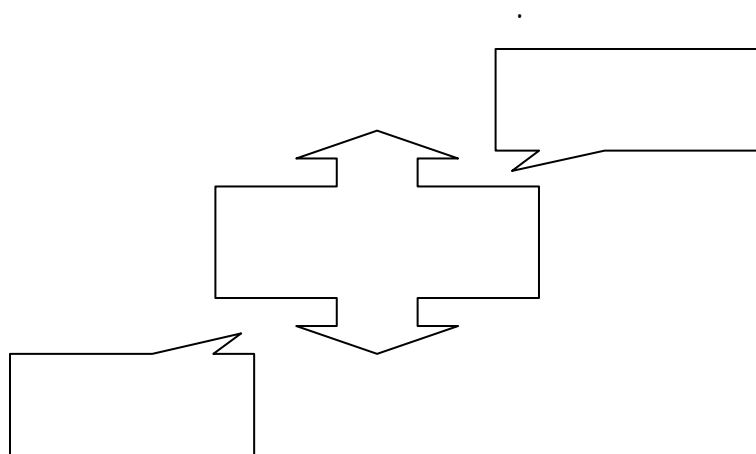
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* Intrinsic rewards	*
* Extrinsic rewards	*
* Job Evaluation	*
* Compensation administration	*
* Pay structure	*
* Ranking Method	*
* Classification Method	*
* Factor comparison method	*
* Point Method	*
* Wages curves	*
* Wage survey	*
* Merit pay	*
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Wright and Belcourt (1994)

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Le Bleu and)

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Groth, 1999;)

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Competent Manager
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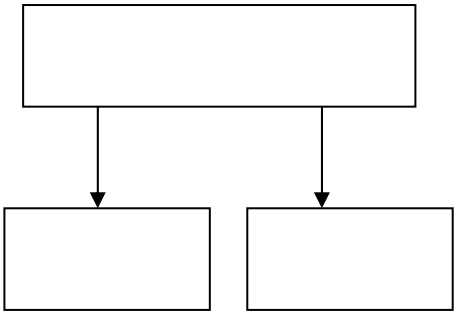
Dingle (1995)

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.(Lucia and Lepsinger, 1999)

.(Hydock, Connor, and Frank, 1995)

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Hydock, Connor, and Frank (1995)

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Heffernan and Flood

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(Lucia and Lepsinger 1999)

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"A Competency model is a descriptive tool that identifies the skills, Knowledge, Personal characteristics, and behaviors needed to perform a role effectively in the organization and help the business meet its strategic objectives" (Lucia & Lepsinger, 1999, P: 5).

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Patching(1999)

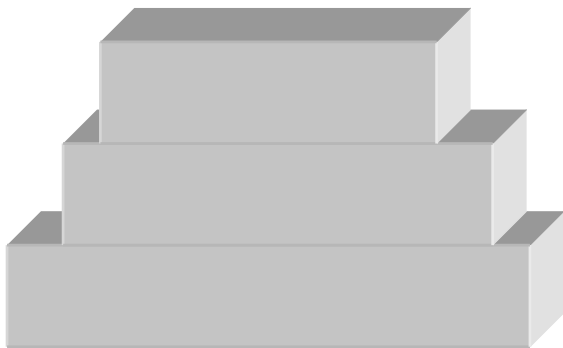
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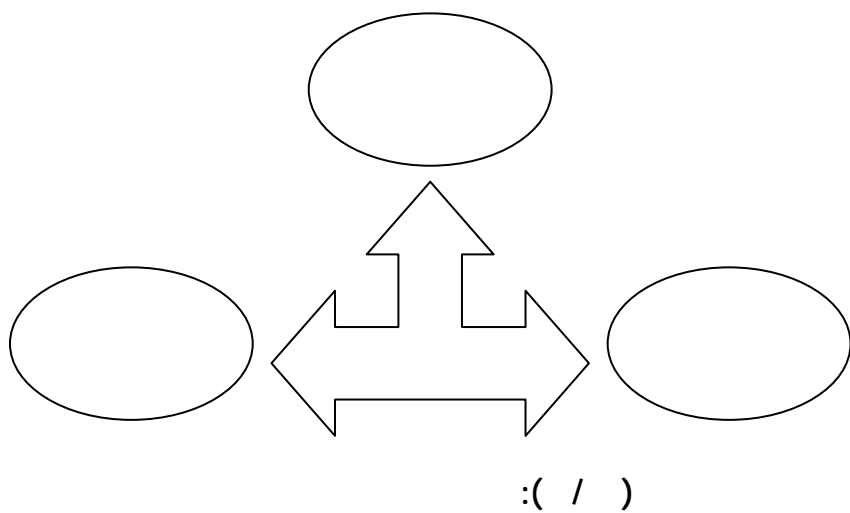
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Lucia and Lepsinger,)

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(Mclagan, 1996)

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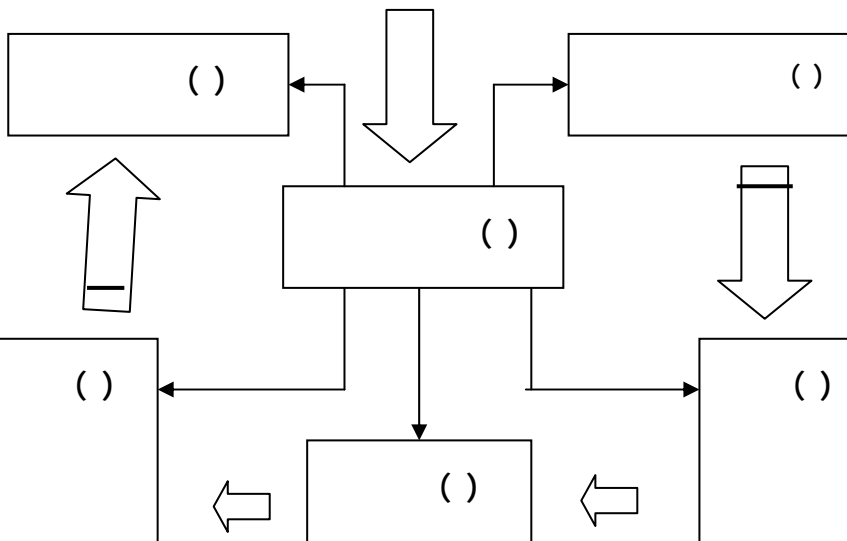
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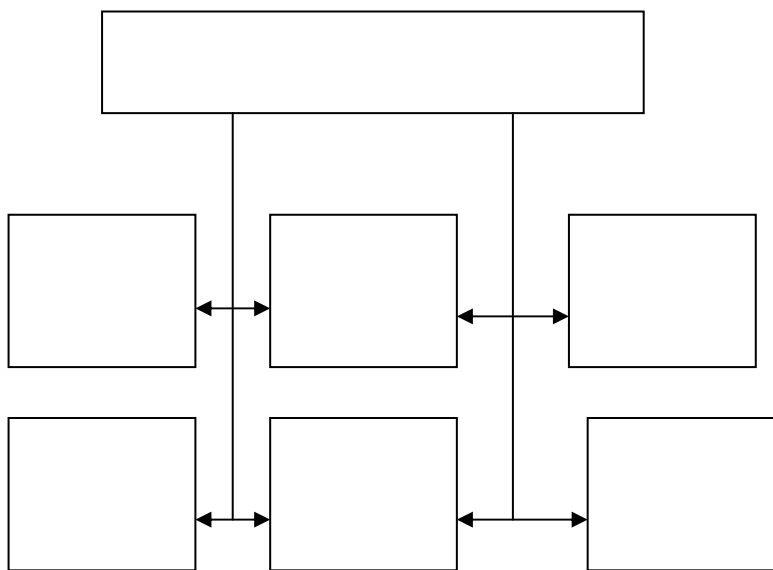
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Lucia and Lepsinger (1999)

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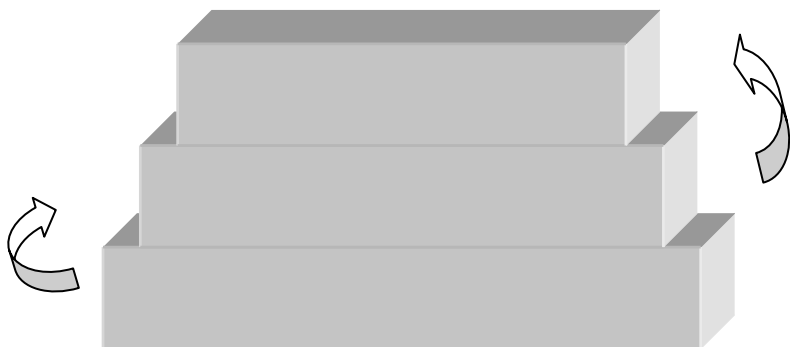
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Eubank, Marshal, and O'Driscoll (1990)

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Lucia and Lepsinger

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Morden (1977)

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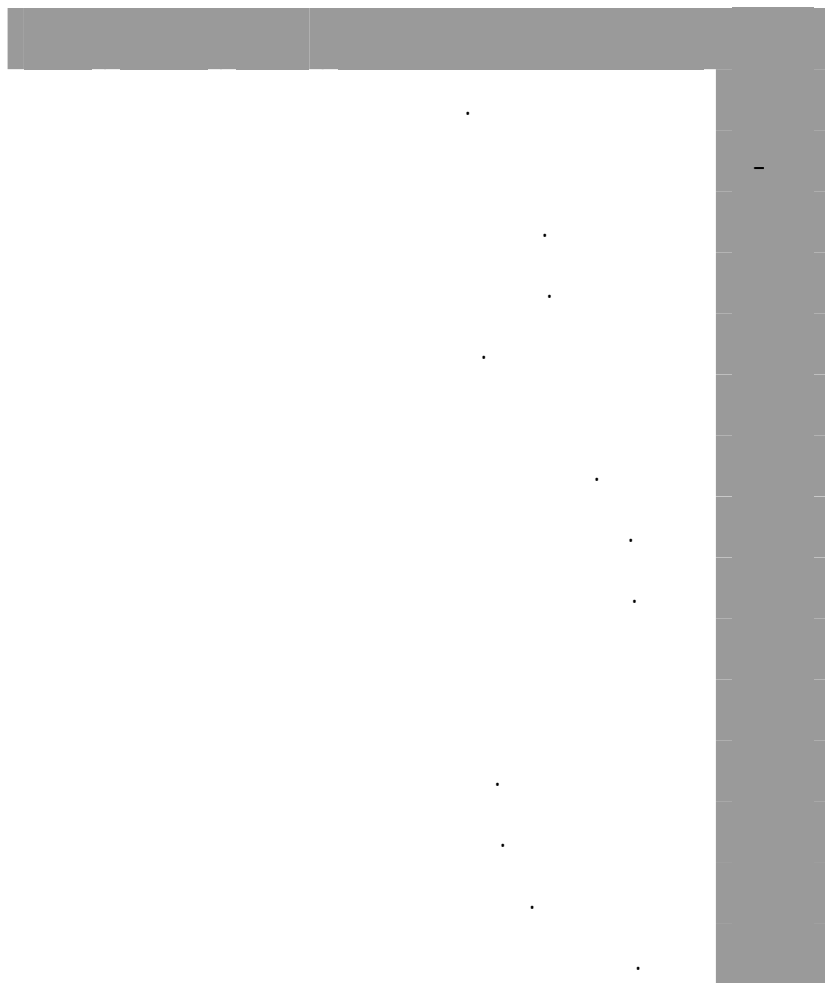
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Miner, 1980; Pierce and)

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(Heffernan and Flood, 2000)

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* Competency models	*
* Core competencies	*
* Competency – based management	*
* Functional competency	*
* Personal competency	*
* The Mississippi competency model	*
* Data skills	*
* Focus groups	*
* Worker's Approach	*
* Functional Approach	*
* Interpretative competency model	*
* Competency gap	*
* Self – learning competency model	*

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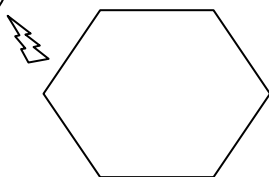
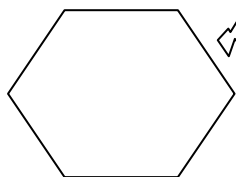
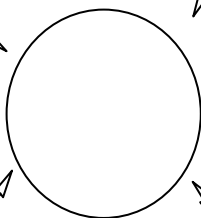
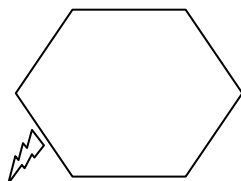
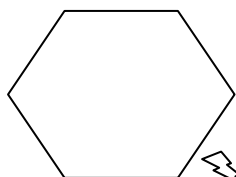
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The figure consists of two side-by-side scatter plots. Both plots have a shaded gray header area at the top. The left plot shows a positive correlation between 'GATT' (x-axis) and 'IT' (y-axis). The right plot shows a negative correlation between 'GATT' (x-axis) and 'IT' (y-axis). Both plots include a regression line and several data points. The axes are labeled 'GATT' and 'IT'.

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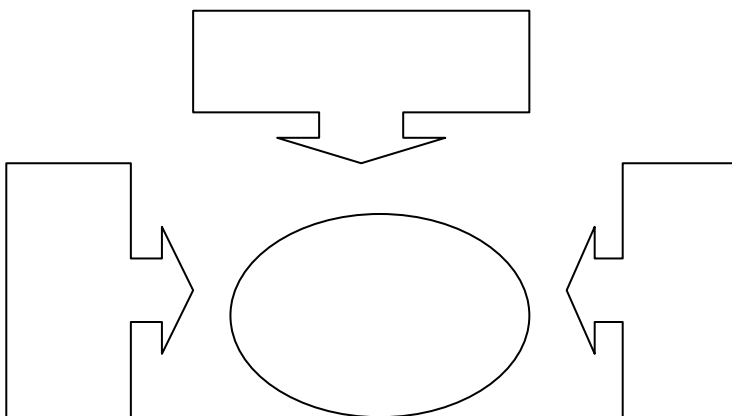
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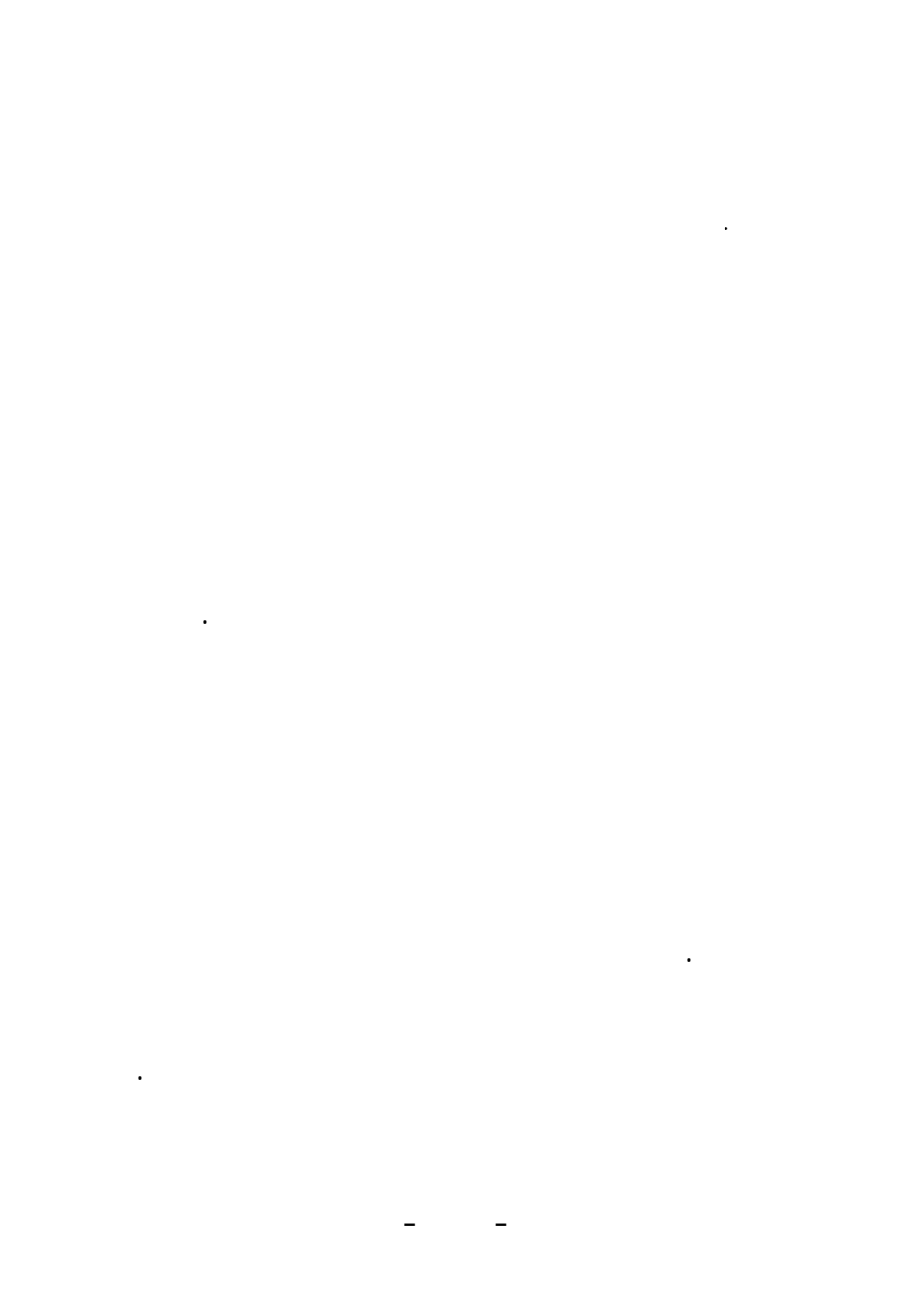
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* Economic Variables	*
* Cultural variables	*
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* Technological variables	*
* Service economy	*
* Glass ceiling	*
* Women movement	*
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