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Lesson one: HRM functions

Human Resource Management is a management function concerned with hiring, motivating, and maintaining the workforce in an organization. HRM deals with issues related to employees such as hiring, training, development, compensation, motivation, communication, and administration. HRM ensures the satisfaction of employees and a maximum contribution of employees to the achievement of organizational objectives.

According to Armstrong (1997), HRM can be defined as “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organisation’s key resource – the people who work in and for it.”

HRM functions can be classified into the following three categories: Managerial Functions, Operative Functions, and Advisory Functions

The Managerial Functions of HRM are as follows:

1. HR Planning - In this function of HRM, the number and type of employees needed to accomplish organizational goals is determined. Research is an important part of this function, information is collected and analysed to identify current and future human resource needs and to forecast changing values, attitude, and behaviour of employees and their impact on the company.

2. Organizing - In organization tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective.

Relationships are established among the employees so that they can collectively contribute to the attainment of the organization's goal.

3. Directing - Activating employees at different levels and making them contribute maximum to the organization is possible through proper direction and motivation. Taping the maximum potentialities of the employees is possible through motivation and command.

4. Controlling After planning, organizing, and directing, employees' actual performance is checked, verified, and compared with the plans. If the actual prfrc is found deviated from the plan, control measures are required to be taken.

The Operative Functions of HRM are as follows:

1. Recruitment and Selection - Recruitment of candidates is the function preceding the selection, which brings the pool of prospective candidates for the company so that the management can select the right candidate from this pool.

2. Job Analysis and Design - Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification, skills, and work experience to perform that job. Job design aims at outlining and organizing tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.

3. Performance Appraisal - HR professionals are required to perform this function to ensure that the performance of employees is at an acceptable level.

4. Training and Development - This function of HRM helps employees acquire skills and knowledge to perform their jobs effectively. Training and development programs are organized for both new and existing employees. Employees are prepared for higher-level responsibilities through training and development.

5. Wage and Salary Administration - HRM determines what is to be paid for different types of jobs. HRM decides employee's compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits,

6. Employee Welfare - This function refers to various services, benefits, and facilities that are provided to employees for their well-being.

7. Maintenance - HR is considered an asset for the organization. Employee turnover is not considered good for the organization. HRM always tries to keep their best performing employees.

8. Labour Relations - This function refers to HRM interaction with employees represented by a trade union. Employees come together and form a union to obtain more voice in decisions affecting wage, benefits, working conditions, etc,

9. Personnel Research - Personnel researches are done by HRM to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc, such researches help in understanding employee satisfaction, employee turnover, employee termination,

10. Personnel Record - This function involves recording, maintaining, and retrieving employee-related information like - application forms, employment history, working hours, earnings, employee absents and presents, employee turnover, and other data related to employees.

Read the text carefully and be ready to answer

1. Answer these questions:

- a) What does HRM ensure?
- b) How many function categories of HRM?
- c) In which function employee's performance will be checked?
- d) Who comes first recruiting or selection?
- e) In which function Employees are prepared for higher-level responsibilities?

f) How can employees defend their rights and working conditions?

2. Match the terms with their definitions or expressions:

1. a strategic approach	a) controlling
2. Managerial, operative, advisory	b) Job analysis
3. Planning, organising, directing, controlling	c) Recruitment, job analysis, salaries wages, performance appraisal
4. actual performance is checked	d) Human resource M
5. Describing a nature of a job	e) Managerial HRM functions
6. Operative HRM functions	f) HRM functions categories

3. Fill in the gaps with the following words:

beginning - measure - improvement - effectiveness - influence - administrative

How can.....happen without the right tools to measure HR.....? As with many other areas of business, this profession also needs to be able to results in terms of transaction management, as well as in terms of the positiveon business. “Utilizing metrics to determine effectiveness is the of a shift from perceiving HR’s role as purely anfunction to viewing the HR team as a true strategic partner within the organization.

4. Match the antonyms of the words in the left

Disinterested	Penalty
Hiring	Irresponsibility
motivating	Liberate
Development	Failure
Compensation	Concerned
Satisfaction	Misguide
Commitment	Decline
Directing	Disappointment
Command	Dismiss
Performance	Discourage

5. Are these statements true or false?

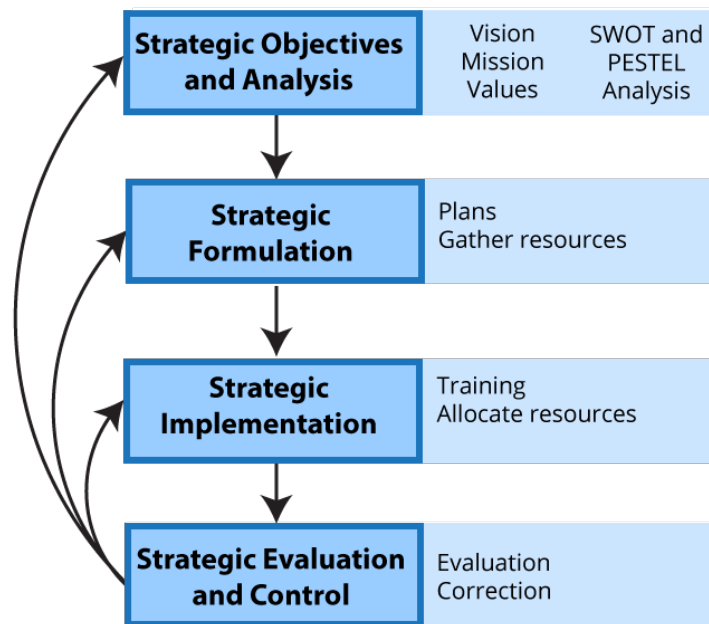
- Trade union ensures the satisfaction of employees and a maximum contribution of employees to the achievement of organizational objectives.
- planning can be classified into the following three categories: Managerial Functions, Operative Functions, and Advisory Functions.
- Controlling is activating employees at different levels and making them contribute maximum to the organization.
- Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification.
- Training and development programs are organized just for new employees.
- Employee Welfare - This function refers to various services, benefits, and facilities.

6. Give synonyms from the text to these words:

- Persuade =
- Kipping =
- negotiate =
- indemnity =
- coaching =
- evolution =
- contentment =
- Achieve =
- Anticipate =
- Attitude =

Lesson two: strategic management

1. definition: Strategic management is the concept of identification, implementation, and management of the strategies that managers carry out to achieve the goals and objectives of their organization. It can also be defined as a bundle of decisions that a manager has to undertake which directly contributes to the firm's performance. The manager responsible for Strategic management must have a thorough knowledge of the internal and external organizational environment to make the right decisions.



2. Components of Strategic Management

Strategic Intent of an organization clarifies the purpose of its existence and why it will continue to exist. It helps paint a picture of what an organization should immediately do to achieve the company's vision.

Mission: component of strategy management states the role by which an organization intends to serve its stakeholders. It describes why an organization

is operating that helps provide a framework within which the strategies to achieve its goals are formulated.

Vision The visual component of strategy management helps identify where the organization intends to be in the future. It describes the stakeholder dreams and aspirations for the organization.

Goals and Objectives Goals help specify in particular what must be done in order to attain an organization's mission or vision. Goals make the mission component of strategy management more prominent.

3. The strategic management process includes 7 steps:

Setting the Goal – The first and foremost stage in the process of strategic management requires the organization to set the short term and long-term goals it wants to achieve.

Initial Assessment – The second stage says to gathers as much data and information as possible to help state the mission and vision of the organization.

Situation Analysis – It refers to the process of collecting, scrutinizing and providing information for strategic purposes. It helps in analysing the internal and external environment that is influencing an organisation like SWOT Analysis – It helps in determining the Strengths, Weaknesses, Opportunities and Threats (SWOT) of an organization and taking remedial/corrective courses of actions to fight these weaknesses and threats.

Strategy Formulation –is the process of deciding the best course of action to be taken in order to achieve the goals and objectives of the organization.

Strategy Implementation – Executing the formulated strategy in such a way that it successfully creates a competitive advantage for the company. In simple words, putting the chosen plan into action.

Strategy Monitoring – Strategy Monitoring involves the key evaluation strategies like taking into account the internal and external factors that are the root of the present strategies and measuring the team performance.

Read the text carefully and be ready to answer

7. Answer these questions:

- g) What is the concept of strategic management?
- h) What is the manager responsible for?
- i) What are the strategic management components?
- j) What is the first and foremost stage in the process of strategic management?
- k) What is the last step for strategic management?
- l) What does SWAT help in strategic management?

8. Match the terms with their definitions or expressions:

7. External environment	g) Objectives, formulation, implementation, control
8. Internal environment	h) Mission
9. Strategic management steps	i) Vision
10. management states the role by which an organization intends to serve its	j) Human R, cash flow, organisational culture

stakeholders	
11. where the organization intends to be in the future	k) process of collecting, scrutinizing and providing information for strategic purposes
12. situation analysis	l) Markets, competitors ,,,,,,

9. Fill in the gaps with the following words:

advantage - achieve - adapting - capabilities – competitive-strategies

Normally, a firm can sustain a advantage for only a certain period due to rival firms imitating and undermining that Thus, it is not adequate to simply obtain competitive advantage. A firm must strive to sustained competitive advantage by continuallyto changes in external trends and events and internal, competencies, and resources; and by effectively formulating, implementing, and evaluating that capitalize upon those factors.

10. Match the antonyms of the words in the left

Achieve	Complicate
Performance	nonconformity
Knowledge	Inefficiency
Clarify	Following
Describe	Unhappy
Specify	Fail
Foremost	Harmful
Remedial	Generalise
Satisfied	Ignorance
Accordance	Obscure

11. Are these statements true or false?

- The worker responsible for Strategic M must have a thorough knowledge
- the strategic management starts with the implementation.
- Initial Assessment is one of the strategic M process steps.
- Strategy formulation is one of the strategic M components
- Strategy Monitoring is the process of deciding the best course of action to be taken
- Situation Analysis It refers to the process of collecting, scrutinizing and providing information.

12. Give synonyms from the text to these words:

- Survival =
- Instantly =
- Element =
- Ambition =
- Introductory =
- Investigating =
- Surroundings =
- Impact =
- Program =
- Examination =

Lesson three: Labour Market

The labour market is the place where the supply and the demand for jobs meet, with the workers or labour providing the services that employers demand. The worker may be anyone who wishes to offer his services for compensation, while the employer may be a single entity or an organization that is in need of an individual to do a specific job or to complete a task. The worker is then comparable to a seller while the employer is the buyer.

A common factor that connects the two entities is the salary or wage that is agreed to be received by the worker from the employer. In short, this is where workers can find work that suits their skills and qualifications and where both agree on the wages, benefits, and other forms of compensation for the worker.

In the labour market, it is assumed that workers move to where there is a demand for their skills, whether this is in their local region or abroad. Moreover, they are also replaceable, which means that a person who can do the job better can be tapped to take over the other worker's job. Furthermore, salaries are not fixed, meaning they can go up or down, depending on the worker's performance. Wages or compensation is the highest motivating factor in the labour market.

Understanding Labour Market Analysis

Labour market analysis is an integral part of an organization's recruitment process because it not only helps it find the most qualified workers for the jobs that it offers but also ensures that it provides a competitive compensation package to its workers. This is important in order for an organization to be able to keep its competent workers and, thus, continue its productivity.

Generally speaking, labour market analysis involves the following processes:

1. Identifying the various labour markets for a given type of position. It involves looking at the appropriate labour market based on a specific position.
2. Checking the market for salaries for a common position. The process involves checking similar positions in the labour market in order to determine if an organization's salary rates are at about the same level.
3. Determining market trends. This step answers questions as to how other organizations are compensating their workers, including their pay practices.
4. Adjusting salary packages or structure of positions. After checking the salary rates of other organizations and finding out if there is any need for adjustments, the department then makes recommendations for such adjustments and restructuring of positions in the company.
5. Making consultations with management. This process involves sitting down with management to determine their workforce needs.

Read the text carefully and be ready to answer

13. Answer these questions:

- m) Who is the worker?
- n) What is the common factor that connects the employer and the employee?
- o) Where do workers move in the labour market?
- p) Why the salaries are not fixed?
- q) Why should the company check the market for salaries for a common position?
- r) What comes after checking the salary rates of other organizations?

14. Match the terms with their definitions or expressions:

13. supply and the demand for jobs	m) salaries
14. received by the worker from the employer	n) Labour market analysis
15. part of an organization's recruitment process	o) stop turnover
16. to keep its competent workers	p) Determining market trends
17. how other organizations are compensating their workers,	q) After checking the salary rates
18.4. Adjusting salary packages	r) Labour market

15. Fill in the gaps with the following words:

increased - challenges - improved - unemployment - impacted - crisis

The labour market in Algeria hasin the last decade. Compared to the 2000s, therate declined significantly and the number of economically active people in the countryin recent years.

Nevertheless, there are still severalrelated to the high levels of labour market segmentation. Moreover, in 2020, the local economy was hit by the coronavirus (COVID-19), political instability, and the drop in oil prices. This negatively the Algerian job market.

16. Match the antonyms of the words in the left

Achieve	Complicate
Performance	nonconformity
Knowledge	Inefficiency
Clarify	Following
Describe	Unhappy
Specify	Fail
Foremost	Harmful
Remedial	Generalise
Satisfied	Ignorance
Accordance	Obscure

17. Are these statements true or false?

- the labour market is the place where the supply and the demand for goods meet.
- The worker may be anyone who wishes to offer his services for compensation.
- In the labour market, it is assumed that workers move to where there is a supply for their skills.
- salaries are not fixed, meaning they can go up or down, depending on the worker's inability.
- Labour market analysis involves looking at the appropriate labour market based on a specific position.
- Determining market trends. This step answers questions as to how other organizations are compensating their workers, including their pay practices.

18. Give synonyms from the text to these words:

- Remuneration =
- Boss =
- Existence =
- Income =
- Profession =
- Employee =
- Competence =
- Out of the country =
- Encouraging =
- Hiring =

Lesson four: financial management functions

Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise.

Objectives of Financial Management

The financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be-

1. To ensure regular and adequate supply of funds to the concern.
2. To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
3. To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.
4. To ensure safety on investment, or funds should be invested in safe ventures so that adequate rate of return can be achieved.
5. To plan a sound capital structure-There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

Functions of Financial Management

1. **Estimation of capital requirements:** A finance manager has to make estimation with regards to capital requirements of the company. This will depend upon expected costs and profits and future programmes and policies of a concern. Estimations have to be made in an adequate manner which increases earning capacity of enterprise.
2. **Determination of capital composition:** Once the estimation has been made, the capital structure has to be decided. This involves short- term and long- term debt equity analysis. This will depend upon the proportion of equity capital a company is possessing and additional funds which have to be raised from outside parties.

3. **Choice of sources of funds:** For additional funds to be procured, a company has many choices like-
- a) Issue of shares and debentures
 - b) Loans to be taken from banks and financial institutions
 - c) Public deposits to be drawn like in form of bonds.
- Choice of factor will depend on relative merits and demerits of each source and period of financing.
4. **Investment of funds:** The finance manager has to decide to allocate funds into profitable ventures so that there is safety on investment and regular returns is possible.
5. **Disposal of surplus:** The net profits decision has to be made by the finance manager. This can be done in two ways:
- a) Dividend declaration - It includes identifying the rate of dividends and other benefits like bonus.
 - b) Retained profits - The volume has to be decided which will depend upon expansional, innovation, diversification plans of the company.
6. **Management of cash:** Finance manager has to make decisions with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, maintenance of enough stock, purchase of raw materials, etc.
7. **Financial controls:** The finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc.

Read the text carefully and be ready to answer

19. Answer these questions:

- s) What the financial management is concerned with?
- t) How can the financial manager make estimation of capital requirements?

- u) When the capital structure has to be decided?
- v) How many ways can the finance manager make a net profits decision?
- w) What are the purposes that cash is required for?
- x) How can the financial controls be made?

20. Match the terms with their definitions or expressions:

19. applying general management principles	s) capital composition
20. rate of return can be achieved	t) sources of funds
21. the capital structure	u) payment of wages and salaries
22. Issue of shares, loans, public deposits	v) planning, organizing, directing and controlling
23. Dividend declaration, Retained profits	w) Safe investment
24. Cash purposes	x) Disposal of surplus

21. Fill in the gaps with the following words:

similar - profit - company - Investment - reports - cost

Return on Investment / Return on Capital Employed (ROI / ROCE):

Return on and Return on Capital Employed (ROI & ROCE) are very..... They are calculations showing how muchis being made

by a company in comparison to the of the investment. If you pay a lot of money for a....., then you want it to make a lot of profit. You see this calculation used a lot inabout the Stock Market.

22. Match the antonyms of the words in the left

Advantage	unskilful
Improvement	inaccessible
Available	output
Effective	disadvantage
Advancement	deterioration
Input	unavailable
Accessible	recession
Skilful	ineffective
Compliant	Loss
Profit	Recalcitrant

23. Are these statements true or false?

- Financial Management means planning, organizing, directing and controlling the human resource activities.
- The financial management is generally concerned with procurement, allocation and control of financial resources of a concern.
- Financial MNG aim to ensure irregular and inadequate supply of funds to the concern.
- Determination of capital composition: a finance manager has to make estimation with regards to capital requirements.
- Disposal of surplus: The net profits decision has to be made by the finance manager. This can be done in one way.

- Financial controls: The finance manager has to plan, procure and utilize the funds.

24. Give synonyms from the text to these words:

- Acquisition =
- Capitals =
- Appropriation =
- Target =
- Confirm =
- Sufficient =
- Shareowner =
- Perfect =
- Projects =
- Liability =

Lesson five: introduction to social security

1. Purpose

The social security law defines the principles, rules and provisions for the organisation, implementation, management, monitoring and inspection of social security affairs with a view to make it systematic, strengthened and effective for better protecting rights and interests of employers and employees who contribute to the Social Security Fund, and receive social security benefits, as well as to assure livelihood improvement, social solidarity and national socio-economic development.

Social Security

Social Security is a set of assistance-based arrangements guaranteed by the National Social Security Fund in case of health care, child-birth or abortion, working capacity losses, human organ losses, sick-leave, old age, death, family allowances and unemployment.

Interpretation of terms

- 1. National Social Security Fund:** means the pooled funds provided by the Government, employers and employees to jointly finance various social security benefits;
- 2. Employer:** means organizations and companies, social organizations and labour units employing people as employees by paying them a wage or salary;
- 3. Labour Units:** means an establishment running a business, including manufacturing and/or services;

4. Employee: means a state employee, civil servant, soldier, police officer, old-age and invalid pensioner, or employee working in a labour unit and being paid by his/her employer;

5. Self-employed: means a person, who engages in agricultural, industrial and service sector without having an employer;

6. Voluntary insured person: means a person, who voluntarily joins the social security fund;

7. Insured Person: means a person, who pays contributions to National Social Security Fund;

8. Family members: means depending spouse, child and/or parent of insured person;

9. Insurable Earnings: means total salary of insured civil servant, soldier, police or the wage of an employee or self-employed person to be used as basis for monthly calculating contribution to National Social Security Fund.

10. Total salary: means firstly salary or wage, which is based on class and step and also includes seniority and position allowance and another.

11. Contribution: means monthly cash payment by the Government, employer, employee, self-employed and voluntary insured person to the Social Security Fund, according to the contribution rate, as determined for the respective party.

12. Working capacity loss: means loss of working capacity or mental health, caused by any work accident or occupational diseases;

13. Human-organ loss: means loss of any human body limb (not work-related) ;

14. Pension points: gained by dividing the average monthly contribution in the last twelve months by the average contribution of all insured persons.

Read the text carefully and be ready to answer

25. Answer these questions:

- y) What is the main purpose of social security?
- z) What are the services provided by the social security?
- aa) By whom the national S S fund is financed?
- bb) Who are the family members of an insured person?
- cc) Who can be insured by the national S S fund?

26. Match the terms with their definitions or expressions:

25. the principles, rules and provisions of social security affairs	y) employer
26. assure livelihood improvement, social solidarity	z) social security benefits
27. of health care, child-birth or abortion, working capacity losses	aa) insured person
28. Government, employers and employees	bb) Social security law
29. organizations and companies	cc) Social security financers
30. who pays contributions	dd) protecting rights and interests of employers and employees

27. Fill in the gaps with the following words:

employing - affiliation - physical - own behalf - jurisdiction - Agency

Any employer, whether they areor legal persons (including individuals..... people on their own behalf, as well as non-salaried workers exercising on their.....) are required to submit anapplication with the Social Security of the wilaya with territorial....., within ten (10) days after beginning operations.

28. Match the antonyms of the words in the left

Security	Sickness
Protect	Obligatory
Contribute	Unprotected
Improvement	Uncertainty
Solidarity	Hurt
Health	Chaotic
Capacity	Decline
Voluntary	Inability
Insured	Subtract
Systematic	Antagonism

29. Are these statements true or false?

- The social security affairs aim to protect rights and interests of employers.
- National Social Security Fund: means the pooled funds provided by the Government, employers and employees.
- Employer: means a state employee, civil servant, soldier, police officer, old-age and invalid pensioner.

- Self-employed means a person, who voluntarily joins the social security fund.
- Family members: means depending spouse, child and/or parent or brothers of insured person.
- Working capacity loss: means loss of working capacity or mental health, caused by any work accident or occupational diseases.

30. Give synonyms from the text to these words:

- Legislation =
- Decree =
- Supervise =
- Defend =
- Favours =
- Health protection =
- Excused absence =
- Retired =
- Covered =
- Partner =

Lesson six: career management

1. **DEFINITIONS** Career management consists of the process of career planning & career succession. Career planning shapes the progression of individuals within an organization in accordance with assessments of organizational needs & the performance, potential and preferences of individual members of the enterprise. According to Sonnenfeld, Peiperl and Kotter (1992), It is the set of policies & practices an organization uses to provide for its human resource requirements. Management succession planning takes place to ensure that, as far as possible, the organization has the managers it requires to meet future business needs.

2. OVERALL AIMS

1. To ensure that the organization's needs for management succession are satisfied.
2. To provide men and women of promise with a sequence of training and experience that will equip them for whatever level of responsibility they have the ability to reach.
3. To give individuals with potential the guidance and encouragement they need if they are to fulfil their potential & achieve a successful career with the organization in tune with their talents & aspirations.

3. PROCESS OF CAREER MANAGEMENT

- 1 Career dynamics
 - 2 Career management policies
 - 3 Demand/ supply forecasts
 - 4 Succession planning
 - 5 Performance & potential assessment
 - 6 Recruitment Self-assessment
 - 7 Career planning
 - 8 Induction training & initial experience
 - 9 Career counselling
 - 10 Mentoring
 - 11 training Management
 - 12 Career progression
-

4. OBJECTIVES OF CAREER PLANNING

1. Identifying and making clear opportunities available.
2. To reduce employee turnover.
3. To Increase productivity.
4. To identify the career stages and enhance the motivational level.
5. To achieve the organization's goal by providing the employees paths to reach higher order needs.

5. SCOPE OF CAREER PLANNING • Human Resource forecasting and planning

- Career Information • Career Counselling • Career Pathing • Skill Assessment training
- Succession Planning

Read the text carefully and be ready to answer

31. Answer these questions:

- dd) What is the relation between career management and career planning?
- ee) What are the overall aims of the CM?
- ff) What is the employee turnover?
- gg) What is the scope of career planning?
- hh) Which department is responsible on the CM?

32. Match the terms with their definitions or expressions:

31. career planning & career succession.	ee) Succession
32. future business needs	ff) professional orientation
33. Reach other level or responsibility	gg) Career management
34. the progression of individuals	hh) career progression
35. career counselling	ii) Demand/ supply forecasts
36. Succession planning	jj) identifying and developing future leaders

33. Fill in the gaps with the following words:

people - careers - important - productivity - aspirations - employees

Why career management isin the organization?

Career management helps moveinto roles where their skills are most suited and theirare best met. By helping employees manage theirand providing opportunities for career development, the organisation can ensure higher engagement &..... Attracting and retaining good.....

34. Match the antonyms of the words in the left

accordance	Interruption
potential	Rejection
Satisfied	Final
Sequence	Misguide
Ability	Decline
Induction	nonconformity
Initial	Incompetence
Counselling	Incapacity
Progression	Threat
Opportunity	Unhappy

35. Are these statements true or false?

- CM aims to ensure that the organization’s needs for management succession are unsatisfied
- Career management consists of the process of career planning & career succession.
- objectives of career planning: to reduce employee recruitment.
- objectives of career planning: to decrease productivity.

36. Give synonyms from the text to these words:

- Demand =
- Furnish =
- Conditions =
- Assure =
- Coaching =
- Instruction =

- Effectuate =
- genius=
- anticipate =
- guidance =

Lesson seven: Subjection and affiliation in the Algerian social security

Any employer, whether they are physical or legal persons (including individuals employing people on their own behalf, as well as non-salaried workers exercising on their own behalf) are required to submit an affiliation application with the Social Security Agency of the wilaya with territorial jurisdiction, within ten (10) days after beginning operations.

In addition to the forms printed by the social security funds, this affiliation application must be accompanied by certain documents such as the Articles of incorporation of the firm, the trade register, the registration with the tax authorities, etc.

The employer is also required to submit an affiliation application for any salaried worker, within ten (10) days following his hiring, to the Social Security Agency of the district where the workplace is located.

The file must contain the following documents:

- An application for an affiliation declaration for the socially insured (printed),
- A birth certificate issued by the commune where the insured was born,
- A file of the family civil status, if the insured is married.

If the worker fails to affiliate within the required deadlines, the employer may face sanctions and the salaried worker could be affiliated automatically at his request or that of his legal representatives. The employer faces sanctions for failing to submit a declaration of subjection as well as for failing to declare a salaried worker.

Within thirty (30) days following the end of the calendar year, the employer is required to submit to the Social Security Agency a nominal declaration of the salaries

and the salaried workers showing the compensations collected from the first day to the last day of the year, as well as due contributions.

In the case of failure to submit the declaration mentioned above, the Social Security Agency may set, on a temporary basis, the amount of the said contributions, on the basis of the contributions paid during the previous month, quarter or year, calculated presumptively according to any element of assessment available. The amount of the contribution temporarily fixed is then increased by 5%; in addition to this, a 10% penalty on due contributions must be paid. Failure of a salaried worker to affiliate may lead to the employer being condemned to pay a fine ranging between 10,000 to 20,000 AD per non-affiliated salaried worker and a prison sentence ranging between 2 to 6 months.

All persons of all nationalities exercising a salaried activity or a similar activity in Algeria must register with social security.

Read the text carefully and be ready to answer

37. Answer these questions:

- ii) Who are the legal persons that are required to submit an affiliation application to the social security agency?
- jj) In which agency should the employer submit the application?
- kk) The affiliation application should be accompanied by some documents of the company what are they?
- ll) What are the documents that must be contained in the employee file?
- mm) What will be happened If the worker fails to affiliate within the required deadlines?
- nn) Within thirty (30) days following the end of the calendar year what should the employer do?

38. Match the terms with their definitions or expressions:

37. Firm owner or company manager	kk) Employee
38. non-salaried workers	ll) 10 days following the hiring
39. salaried worker	mm) Employer
40. Agency of the district where the workplace is located	nn) sanctions for failing to submit a declaration
41. required deadlines	oo) Self employed
42. prison sentence ranging between 2 to 6 months.	pp) Agency of the wilaya with territorial jurisdiction

39. Fill in the gaps with the following words:

child - Loss - Injury - care - pension – members

Types of social security benefits comprise the following:

1. Health benefit;
2. Benefit for birth and abortion;
3. Employmentand occupational diseases and not work-related benefit;
4. Sickness benefit;
5. Benefit forof Working capacity;
6. Old-age.....;

7. Death grant benefit;

8. Benefit for family of insured person;

9. Unemployment benefit.

40. Match the antonyms of the words in the left

Physical	Voluntary
Submit	Discharge
Affiliation	Immaterial
accompanied	Denial
Incorporation	Success
Required	Below
Hiring	Dissolution
Declaration	Contradict
Failure	Without
Above	Separation

41. Are these statements true or false?

- Persons with other nationalities must not be registered in SS .
- Failure of a salaried worker to affiliate may lead to the employer being condemned to pay a fine ranging between 10,000 to 20,000 AD.
- Within 10 days following the end of the calendar year, the employer is required to submit to the Social Security Agency a nominal declaration.
- If the worker fails to affiliate within the required deadlines he will be sanctioned.
- The employer is also required to submit an affiliation to the Social Security Agency of the district where he was born.

42. Give synonyms from the text to these words:

- Penalty =
- Naturally =
- Demand =
- Lawer =
- Indemnity =
- Momentary =
- Bulk =
- Preceding =
- Appraisal =
- Convicted =

Lesson eight : E COMMERCE

What is ecommerce?

"Ecommerce" or "electronic commerce" is the trading of goods and services on the internet. It is your bustling city center or brick-and-mortar shop translated into zeroes and ones on the internet superhighway. An estimated [2.14 billion people worldwide](#) buy goods and services online, and the number of Prime members shopping Amazon stores globally now tops [200 million](#).

Ecommerce is one way people buy and sell things in retail. Some companies [sell products online](#) only, while other sellers use ecommerce as a part of a broader strategy that includes physical stores and other distribution channels. Either way, ecommerce allows startups, small businesses, and large companies to sell products at scale and reach customers across the world.

What is an ecommerce website?

An ecommerce website is your digital storefront on the internet. It facilitates the transaction between a buyer and seller. It is the virtual space where you showcase products, and online customers make selections. Your website acts as the product shelves, sales staff, and cash register of your online business channel.

Businesses might create a branded store experience on a store like Amazon, build their own commerce site on a dedicated domain, or do it all for a multi-channel approach.

What is an ecommerce business?

An ecommerce business is a company that generates revenue from selling products or services online. For example, an ecommerce company might sell software, apparel, housewares, or web design services. You can run an ecommerce business from a single website or through multiple online channels like social media and email.

How does ecommerce work?

Ecommerce works by connecting buyers and sellers using various electronic channels. For example, you need a channel, such as a website or social media, so customers can find products and services to purchase. Then a payment processor enables the exchange of the goods or services. Once the transaction succeeds, the customer receives a confirmation email or SMS, and a printable receipt.

If the transaction is for goods, then the seller ships the items and sends the customer a tracking number via email or SMS. If the transaction is for a service, then the service provider can reach out to schedule and complete the service.

Steps to starting an ecommerce business

The steps to starting an ecommerce business can vary depending on factors like what you want to sell. For example, if you're selling services, then there's no need to [manage inventory](#) or [fulfillment](#). However, if you want to [sell products online](#), then inventory and fulfillment will likely play a critical part in your operations.

Here are some steps you can follow to get started:

1. Research business ideas
2. Make sure there's demand for the products you want to sell
3. Determine how you'll sell and ship products to customers
4. Find suppliers and manufacturers
5. Choose which online channels you'll sell through (e.g., an Amazon store)
6. Create a website or [online storefront](#) and upload products
7. Create a plan for your fulfillment strategy
8. Begin attracting customers with promotions

.

Read the text carefully and be ready to answer

43. Answer these questions:

- oo) What is the E commerce ?
- pp) For what the E-COMMERCE is used?
- qq) Why Quantitative Techniques with support of qualitative factors is necessary?
- rr) What is the storefront of an E-COMMERCE ?

44. Match the terms with their definitions or expressions:

43. Ecommerce	qq) physical stores
44. commerce	rr) a confirmation email or SMS
45. virtual space	ss) social media and email
46. branded store	tt) Trading on the internet
47. Electronic channels	uu) Amazon
48. the transaction succeeds	vv) online

45. Fill in the gaps with the following words:

computers - ecommerce - pages - shopping - overview - virtual

Onlineevolves and shifts daily. People shop from their....., phones, tablets, and other devices. They patronize websites, visit social media....., and participate in thrivingchannels. Here's anof three distinct methods of conductingtoday.

46. Match the antonyms of the words in the left

accordance	Interruption
potential	Rejection
Satisfied	Final
Sequence	Misguide
Ability	Decline
Induction	nonconformity
Initial	Incompetence
Counselling	Incapacity
Progression	Threat
Opportunity	Unhappy

47. Are these statements true or false?

- Ecommerce" or "electronic commerce" is the trading of goods and services.
- An estimated [2.14 Million people worldwide](#) buy goods and services online.
- Ecommerce is one way people buy and sell things in retail.
- Ecommerce facilitates the transaction between a buyer and the bank .
- usinesses might create a branded store experience on a store like Amazon.

48. Give synonyms from the text to these words:

- Dealings =
- The web =
- Alive =
- Predicted =
- Large =

- Materialistic =
- Client =
- Buy =

Lesson nine: Retirement in Algeria

There is a single retirement system based on the standardisation of rules relative to the appraisal of the rights, advantages and financing. The retirement pension constitutes a monetary right, personal and life-long. Retirement benefits include a direct pension awarded to the worker, a pension for the surviving spouse, the orphan or the parent or grandparent. In order to benefit from a retirement pension, the worker must:

- Be at least 60 years old for men, and 55 years old, for women, (2011)
- Have worked for at least 15 years.

However, the worker may enjoy retirement benefits immediately before the age mentioned above, when:

- The worker has at least 32 years of actual work, without any age requirement.
- The worker is at least 50 and has 20 years of actual work, at the worker's request (proportional).

There are exemptions to the age condition with regard to the harmfulness of the position occupied, total and permanent work disability, being a former mujahid, or the son or daughter of a shaheed (martyr of the national liberation war), etc.

When the worker reaches retirement age without having fulfilled the requirements with regard to work and contributions, he may benefit from a validation of up to 5 extra years of insurance, provided that his employer funds the repurchase with twelve monthly contributions for each year that was bought back and a lump sum contribution equal to 3 times the monthly salary subject to contribution for each repurchased year.

The amount of the pension is set at 2.5% of the monthly salary of the last five years multiplied by the number of years of contribution. These pensions are paid monthly at the end of the prescribed period.

The basic salary used for calculating the pension is equal:

- to the monthly salary during the five (05) years prior to retirement;
- Or, if more favourable, to the average monthly wage determined on the basis of five years which resulted in the highest remuneration during the professional career of the person concerned.

The annual amount cannot be less than 75% of the national guaranteed minimum wage

(SNMG), or more than 80% of salary subject to contributions which were deducted from social security contributions and taxes. “Mujahideen “have a minimum rate provided by law, which is 100%, depending on the number of years of participation in the national liberation struggle validated.

The effective date of entry of the retirement pension shall be the first day of the month when the person reaches retirement age and when the conditions are met. In any event the pension is paid from the actual cessation of work.

Read the text carefully and be ready to answer

49. Answer these questions:

ss) How many retirement systems are there in Algeria?

tt) Who will get the retirement pension?

uu) What are the minimum years worked to benefit a retirement pension?

vv) What are exemptions to the age condition to benefit a retirement pension?

ww) If the worker reaches retirement age without having fulfilled the requirements with regard to work and contributions, what should he do?

xx) How is the retirement pension calculated?

50. Match the terms with their definitions or expressions:

49. at least 60 years old and at least 15 years worked	ww) exemptions to the age
50. Proportional retirement	xx) Average pensionable earnings
51. harmfulness of the position occupied	yy) retirement pension
52. the monthly salary during the five (05) years	zz) Retirement requirements
53. monetary right, personal and life-long	aaa) 5 extra years of insurance
54. repurchased years	bbb) 50 old and has 20 years worked

51. Fill in the gaps with the following words:

work - insured - interruption - occupational - disability - rights

Periods assimilated to periods of activity:

-Any period during which thehas received compensation for social insurance, maternity, work accident and diseases.

-Any period ofof work due to illness, when the insured has exhausted histo compensation.

-Any period during which the insured received a pension or an accident at pension, corresponding to a disability rate equal to or greater than 50%.

52. Match the antonyms of the words in the left

Standardisation	Temporary
rights	Incomplete
Life-long	Disapproval
Include	Difference
Occupied	Extreme
fulfilled	Dissimilarity
Validation	Multiplied
Equal	Exclude
Divided	Injustice
Average	Vacant

53. Are these statements true or false?

- There are many retirement systems based on the standardisation of rules relative to the appraisal of the rights.
- The retirement pension constitutes a monetary right, personal and life-long.
- the worker cannot have the R pension if he reaches retirement age without having fulfilled the requirements with regard to work and contributions.
- The amount of the pension is set at 2.5% of the monthly salary of the last five years multiplied by the number of years of age.
- The annual amount cannot be less than 75% of the national guaranteed minimum wage.

54. Give synonyms from the text to these words:

- cash=
- Allocated =
- Rapidly =
- Condition =
- Dispensation =
- Durable =
- Inability =
- Bonus =
- Guarantee =
- Recommended =

55. Multiple Choice Questions

Chose the correct answer.

: Patrick Reilly has come to the local Social Welfare office to get some information. :Clerk: Hello. How can I help you? :Reilly: I'd like some information about unemployment benefit. :Clerk: Right. Have you been employed in the last year? :Reilly: Yes. I've had 3 or 4 jobs in the last 2 years but the last company I worked for closed down a couple of weeks ago and now I'm out of work. :Clerk: Did you pay social insurance contributions? :Reilly: Only for the last two months, in my last job. :Clerk: Well, I'm afraid that if you haven't paid contributions for 39 weeks I can't help you.

At the moment Patrick is:

- a. Employed.
- b. Out of work.

c. On holiday.

What has Patrick done for the past two years?

a. He has been working.

b. He has been out of work.

c. He has been travelling.

How long did he work in his last job?

a. 39 weeks.

b. Two months.

c. 2 years

Did he pay social insurance contributions in the last job?

a. Yes.

b. No.

c. We don't know.

Did he pay social insurance contributions in the previous jobs?

a. Yes.

b. No.

c. We don't know.

What has Patrick come to find out about?

- a. Social insurance contributions

- b. Unemployment benefits

- c. Social Welfare

Lesson ten: retirement dossier (profile)

Social security organizations manage retirement benefits. The documents required for the retirement dossier are:

- A completed request form for retirement, signed and dated by the contributor;
- Two recent photos;
- birth certificate issued by the town hall of the applicant's place of birth;
- Certificate of family status and an individual certificate for the spouse;
- Certificate of attesting to the cessation of salaried or commercial activity of the insured;
- All proof of salaried activity (original certificates of employment, employment certificate, pay slip or insurance card, etc.).
- Shaheed registry records, authenticated; certificate of attestation for the sons of Shaheed, a certified copy of the original, for salaried workers still working;
- CCP (bank or postal) check (cancelled);
- Photocopy of identity card;
- handwritten request for retirement under the employer legalized by the APC or district authorities;
- Certificate of employment and pay supplemented by the employer;
- Certificate of pay established by the employer to certify pay subject to social security

contribution, (during the 60 months preceding the request or if it is more favourable, the average monthly wage determined on the basis of five (05) years);

- Certificate of contributor status (career record) on the self-employment;
- Certificate of daily allowances for the period of illness justified by the CNAS (with reference salary).

This dossier is sent to the CNR (State Insurance Fund) branch in the place of residence of the retired employee with a standard form issued by branch.

Deadlines: Applications for retirement are in a period of at least three months before the actual retirement date. The duration of the review of the dossier varies between 10 and 15 days from the date of submission.

Costs: An allowance for retirement is often provided for by the collective agreements to which companies adhere, for employees who worked for a certain period within the same company are given an allowance which in practice is often calculated on the basis of one month's salary per year.

Read the text carefully and be ready to answer

56. Answer these questions:

- a) Why a certificate of attestation for the sons of Shaheed is needed in retirement dossier?
- b) Where should the retirement dossier be sent?
- c) When the application for retirement should be done?
- d) Who gives the retired worker the retirement allowance?

57. Match the terms with their definitions or expressions:

55. retirement benefits	ccc) insured
56. request form for retirement	ddd) the period of illness
57. contributor	eee) All proof of salaried activity
58. employment certificate, pay slip or insurance card	fff) Application for retirement
59. three months before the actual retirement date.	ggg) Pension
60. Sick-leave	hhh) Deadlines

58. Fill in the gaps with the following words:

equilibrium - taxes - fund - financed - income - Council

For the first time, Algeria is to set up a national reserveintended to preserve the financialof pensions system and guarantee a replacementfor future generations. This fund will beby an annual levy of 2% on income from oil..... Its resources will be invested only in State securities and the of Ministers will decide how it will to be used.

59. Match the antonyms of the words in the left

Recent	Inactivity
Cessation	Disprove
Employment	Wellness
Original	Contradict
Certify	Uncertain
Daily	Old
Illness	Stay
Justify	Infrequent
Actual	Beginning
Vary	Duplicate

60. Are these statements true or false?

- The retirement dossier must be sent to the CNR (State Insurance Fund) branch in the place of work of the retired employee.
- Applications for retirement are in a period varies between 10 and 15 days from the date of submission.
- An allowance for retirement is often provided for by the collective agreements to which companies adhere.

61. Give synonyms from the text to these words:

- Concluded =
- Attestation =
- Trade =

- Municipal government =
- Argument =
- Territory =
- Delivered =
- Legitimated =
- In the time of =
- situation=

Lesson eleven: E-Marketing

What is E-Marketing?

E-Marketing (Electronic Marketing), also known as Internet Marketing, Web Marketing, Digital Marketing, or Online Marketing, is marketing done through the internet on online channels. E-marketing is the process of marketing a product or service offering using the Internet to reach the target audience on smartphones, devices, social media etc. E-marketing not only includes marketing on the Internet, but also includes marketing done via e-mail and wireless media. It uses a range of technologies to help connect businesses to their customers.

Like many other media channels, e-marketing is also a part of integrated marketing communications (IMC), which helps a brand grow across different channels. E-marketing has become a pivotal tactic in the marketing strategy adopted by companies using several digital media channels.

Importance of E-marketing

In modern times where most of the work and transactions are happening through online channels, it becomes very important for marketers to reach out to customers through right channels. Smartphones, tablets, smart TVs, laptops are being used globally to run businesses and buy and sell goods. E-marketing helps in reaching out to your audience on these channels along with traditional offline channels as well.

Sometimes for some offerings, e-marketing is the only viable option.

E-marketing is very transparent in terms of its effectiveness as compared to offline marketing. One thing which makes e-marketing stand out is the ability to measure the impact in real time. Marketers can see the performance and tweak the messaging accordingly which can be very effective when compared to offline marketing.

Advantages of E-marketing

Certain advantages of e-marketing are discussed as below

1. Much better return on investment from than that of traditional marketing as it helps increasing sales revenue.
2. E-marketing means reduced marketing campaign cost as the marketing is done through the internet
3. Fast result of the campaign as it helps to target the right customers.
4. Easy monitoring through the web tracking capabilities help make e-marketing highly efficient
5. Using e-marketing, viral content can be made, which helps in viral marketing.

Types of e-marketing

There are several ways in which companies can use internet for marketing.

Some ways of e-marketing are:

1. Article marketing
2. Affiliate marketing
3. Video marketing
4. Email marketing/Newsletters
5. Blogging
6. Content marketing
7. Podcasts
8. Webinars

E-Marketing Examples

A good example would be a 360-degree campaign run by companies which include direct and indirect marketing channels for putting across the message. e-Marketing is used in form of newsletters, videos, podcasts and webinars which are directly positioned to the potential customers. Along with that customers also get to know about the company and products through social media connects, content marketing, thought leadership which are indirect marketing channels. All these channels are completely online.

These campaigns might also have offline counterparts which also deliver the same message or may be the entire campaign can be driven by e-marketing. Many companies are now using online channels extensively for marketing their products.

Apple, Samsung and other major phone manufacturers stream their new product launches across the globe showing the new features and pricing of the upcoming phones and other devices. Even gaming industry have many online events where upcoming games are presented to the audience.

Hence, this concludes the definition of E-Marketing along with its overview.

Read the text carefully and be ready to answer

62. Answer these questions:

yy) What are the tools used in E-marketing ?

zz) What is the different between E-marketing and offline-marketing ?

aaa) Which is the best marketing (electronic or offline) in return on investment?

63. Match the terms with their definitions or expressions:

61. through the internet	iii) smartphones devices
62. range of technologies	jjj) traditional
63. audience	kkk)
64. Offline	lll) Digital
65.	mmm)
66.	nnn) Customers

64. Fill in the gaps with the following words:

marketing - data - preferred - investment - - marketer

The return on(ROI) from E-Marketing can far exceed that of traditionalstrategies. Also, the transparency of the internet allows the marketer to have access to analytics andin a near real-time fashion which will allow theto make changes to align with the market's reaction thus making E-Marketing asolution for Marketing Professionals.

65. Match the antonyms of the words in the left

Disinterested	Penalty
Hiring	Irresponsibility
motivating	Liberate
Development	Failure
Compensation	Concerned
Satisfaction	Misguide
Commitment	Decline
Directing	Disappointment
Command	Dismiss
Performance	Discourage

66. Are these statements true or false?

- marketing is the process of marketing a product or service offering using the Internet.
- E-marketing has become a pivotal tactic in the marketing strategy adopted by companies using several digital media channels.
- . E-marketing means decreased marketing campaign cost as the marketing is done through the internet.
- Fast result of the campaign as it helps to target the right customers.
- .
- .

67. Give synonyms from the text to these words:

- Computerized =
- Mechanism =
- Goal =
- Attach =
- Consumer =
- Expand =

Lesson twelve: verification and litigation

Verification: any employer may be subject to verification performed by duly sworn agents of the social security agencies accredited by the Minister in Charge of Social Security. The agents are sworn in by a tribunal. Employers and workers are required to submit all the documents and information needed by the agents to perform the verification. The agents are bound by professional secrecy.

Litigation: a law dated 23 February, 2008 was published, which set regulations for: - Disputes concerning social security and its rules of procedures;

- Procedures for enforcing payment of contributions and other claims by social security;
- Recourse against ss fund and employers.

This act distinguishes between three types of litigation: general litigation, which pertains to all disputes other than those pertaining to the medical state of the Social Security beneficiaries and those pertaining to technical disputes, medical litigation, which pertains to disputes relative to the health situation of the insured and their beneficiaries, technical litigation, which pertains to all medical activities with regard to social security.

General litigation: - Failure to affiliate, as it is compulsory,

- Failure to declare the affiliation of one or more salaried workers to the fund with jurisdiction,
- Failure to pay contributions that may lead to criminal proceedings,

- Failure to pay contributions within the periods and deadlines provided for in the law and which leads to increases and late-payment penalties,
- Dispute pertaining to the amount of the declared salary used as the assessment basis for calculating the contribution,
- Failure to declare a work accident or a professional illness.

The principle established by the law requires that all disputes pertaining to general litigation be presented to review commissions before the judiciary authorities with jurisdiction (the tribunal in charge of social matters in this case)

Read the text carefully and be ready to answer

68. Answer these questions:

- bbb) Who can verify the employers about social security affairs?
- ccc) to perform the verification what should employers and workers give to agents?
- ddd) The SS agents are bound by what?
- eee) When is the SS regulations law dated?
- fff) How many types of litigation are there?

69. Match the terms with their definitions or expressions:

67. sworn agents	ooo) out the periods and deadlines
68. general litigation	ppp) law sets regulations
69. late-payment penalties	qqq) bound by professional secrecy
70. the tribunal in charge	rrr) Failure to affiliate or to declare
71. the law requires	sss) give all the documents and information
72. subject to verification	ttt) the judiciary authority

70. Fill in the gaps with the following words:

cover - hospitalization - allowance - pregnancy - reimbursement - costs -

Maternity care: mothers are entitled to maternitywhile on maternity leave. The benefits the medical careand pharmaceutical incurred toand childbirth. They also include theexpenses of mother and infant. They also cover theof both sick and maternity leave.

71. Match the antonyms of the words in the left

Duly	Lawlessness
Bound	Disconnect
Published	Inaction
Regulation	Free
Dispute	Forgiveness

Pertain	improperly
Compulsory	Refuse
Proceeding	Unannounced
Penalty	Voluntary
Submit	Agreement

72. Are these statements true or false?

- any employee may be subject to verification performed by duly sworn agents.
- Employers and workers are required to submit all the documents and information needed by the agents to perform the verification.
- general litigation, which pertains to all disputes and those pertaining to the medical state.
- Failure to pay contributions within the periods and deadlines is a general litigation.
- The principle established by the law requires that all disputes pertaining to general litigation be presented directly to the tribunal in charge of social matters.

73. Give synonyms from the text to these words:

- Executed =
- Certified =
- Responsible =
- Confidentiality =
- Legislation =
- In opposition to =
- Differentiate =

- Revision =
- Called upon =
- Bureau =

Lesson thirteen: Quantitative techniques in Management

Quantitative techniques are needed to process the information needed for effective planning, leading organizing and controlling. Qualitative and quantitative methods are productive tools in solving organizational problems. They are behavioural and mathematical techniques respectively that can provide a diversity of knowledge. Quantitative analysis concentrates on facts, data and numerical aspects associated with the problem.

The emphasis is on the development of mathematical expression to describe the objectives and constraints connected with the problem. Thus, the administrator's quantitative knowledge can help enhance the decision-making process. In this approach, past data is used in determining decisions that would prove most valuable in the future. The use of past data in a systematic manner and constructing it into a suitable model for future use comprises a major part of scientific management.

For example, consider a person investing in fixed deposit in a bank, or in shares of a company, or mutual funds, or in Life Insurance Corporation. The expected return on investments will vary depending upon the interest and time period. We can use the scientific management analysis to find out how much the investments made will be worth in the future. There are many scientific method software packages that have been developed to determine and analyse the problems.

In case of non-availability of past data where quantitative data is limited, qualitative factors play a major role in making decisions. Qualitative factors are important in situations like the introduction of breakthrough technologies.

In today's complex and competitive global market, use of quantitative techniques with support of qualitative factors is paramount.

Application of scientific management and Analysis is more appropriate when there is not much of variation in problems due to external factors, and where input values are steady. In such cases, a model can be developed to suit the problem which helps us to take decisions faster. In today's complex and competitive global marketplace, use of Quantitative Techniques with support of qualitative factors is necessary.

Today, several quantitative techniques are available to solve managerial problems and use of these techniques helps managers to become explicit about their objectives and provides additional information to select on optimal decision. This approach starts with data like raw material for a factory which is manipulated or processed into information that is valuable to people making decision. This processing and manipulating of raw data into meaningful information is the heart of scientific management analysis.

Read the text carefully and be ready to answer

74. Answer these questions:

ggg) What do quantitative techniques produce?

hhh) For what the quantitative techniques is used?

iii) Why Quantitative Techniques with support of qualitative factors is necessary?

jjj)?

kkk) ?

lll)?

75. Match the terms with their definitions or expressions:

73. Decision making	uuu) planning, leading organizing and controlling
74. scientific method software packages	vvv) solving organizational problems
75. processing and manipulating of raw data	www) mathemati cal techniques
76. external factors	xxx) suitable model for future
77. Management	yyy) heart of scientific management analysis
78. Quantitative techniques	zzz) complex and competitive global market

76. Fill in the gaps with the following words:

minimising - time - resources - analysis - solutions - buy

The major roles of quantitative technique are as follows:

- a. It provides a tool for scientific
- b. It offersfor various business problems.
- c. It enables proper deployment of.....
- d. It supports inwaiting and servicing costs.
- e. It helps the management to decide when toand what is the procedure of buying.
- f. It helps in reducing the total processingnecessary for performing a set of jobs.

77. Match the antonyms of the words in the left

Quantitative	Similarity
Solving	Local
Diversity	Ambiguous
Knowledge	Unmeasurable
Fixed	Unimportant
Limited	Simple
Complex	Complicate
Global	Limitless
paramount	Ignorance
Explicit	Unstable

78. Are these statements true or false?

- Qualitative and quantitative methods are productive tools in solving organizational problems.
- The use of future data in a systematic manner and constructing it into a suitable model for future

- The expected return on investments will vary depending upon the interest and time period.
- We can use the scientific management analysis to find out how much the investments made will be worth in the past
- There are many scientific method software packages that have been developed to determine and analyse the solutions.
- Qualitative factors are important in situations like the introduction of breakthrough technologies.

79. Give synonyms from the text to these words:

- Supervising =
- Manner =
- Profitable =
- Intensity =
- Boost =
- Reasonable =
- Dominant =
- Collective =
- Guarantee =
- Discovery =

Lesson fourteen: review commissions

- **Review commission of the wilaya:** this commission rules without appeal with regard to requests for remission of penalties and increases. the petition must meet the following conditions, as failure to do so will result in inadmissibility:

- Within the two (02) months that follow the disputed notification, if the notification pertains to social security benefits,

- Within one (01) month for anything that pertains to disputes having to do with affiliation, the collection of contributions, increases and late-payment penalties.

seisin is done:

- Either by registered mail with acknowledgment of receipt,

- Or by application to the Secretariat of the Commission in exchange for a receipt.

- **National Prior Review Commission:** The National Prior Review Commission may be petitioned as part of an appeal of all the rulings issued by the Wilaya Commission with regard to all disputes other than those pertaining to late payment penalties and increases.

The terms and forms for seisin are similar to those of the Wilaya Commission.

It must rule within thirty (30) days from the day of seisin.

The reports of these commissions are transmitted to the relevant authorities within the next fifteen (15) days. If the dispute persists and all previously mentioned possible review proceedings have been exhausted, the matter is then put to the tribunal with jurisdiction over social matters.

The matter must be referred to the tribunal within the month following notification of the decision to the employer or within three months following a review petition left unanswered.

These procedures despite, the Social Security Agency remains a preferred creditor and acts against the duly notified employer:

- Either through the tax roll,
- Or by using forcible measures,
- Or by other procedures, such as garnishment, foreclosure, etc.

Collection through the tax roll is launched by the director of the Social Security Agency who signs the amount claimed. That document is certified and made enforceable by the Wali before being transmitted to the direct tax collector, who carries out the order as if he were collecting taxes.

The procedure involving forcible measures is also initiated by the director of the Social Security Agency, before being certified and signed by the president of the tribunal with jurisdiction over social matters. Notice of the measures is given by the sworn verification agent. It is enforced like a court judgment.

Read the text carefully and be ready to answer

80. Answer these questions:

mmm) With which regard does the review commission wilaya rule?

nnn) Why the petition for the RCW may be inadmissible?

ooo) How can the legal possession or seisin be done?

ppp) What is the difference between the national RC and wilaya RC?

qqq) When should the dispute be put to the tribunal?

rrr) Who will certify document collection through the tax roll?

81. Match the terms with their definitions or expressions:

79. Review commission of the wilaya	aaaa) Seisin
80. Legal possession	bbbb) The first appeal
81. put to the tribunal	cccc)
82.	dddd) without appeal
83. National Prior Review Commission	eeee)
84.	ffff) If the dispute persists

82.Fill in the gaps with the following words:

benefits - Security - happen - you - income - eligible -

Is the SocialAdministration ("SSA") charging with an overpayment? If so, they believe you received when you should not have. This can if you failed to reportto SSA, or if SSA didn't take your income into account in determining if you werefor benefits.

83.Match the antonyms of the words in the left

Review	Separation
Remission	Unlawful
Affiliation	Unrelated
Legal	Animated
transmitted	Undesirable
Relevant	Approve
Persist	Voluntary
exhausted	Increase
Preferred	Cease
Forcible	Maintained

84.Are these statements true or false?

- if the notification pertains to social security benefits, the petition to wilaya RC must be Within one (01) month
- Seisin is done: Either by registered mail or by application to the secretariat.

- The National Prior Review Commission may be petitioned without an appeal
- The national RC must rule within thirty (30) days from the day of seisin.
- the Social Security Agency remains a preferred creditor and acts against the duly notified employer: Either through the tax roll
- The procedure involving forcible measures is also initiated by the director of the Social Security Agency.

85. Give synonyms from the text to these words:

- Warning =
- Affirmation =
- Voucher =
- Statement =
- Cited =
- Not explained =
- Persist =
- Coercive =
- Begun =
- Required =

Lesson fifteen: the Algerian labour law

The Labour Law in Algeria is administered by the Ministry of Labour, Employment and Social Security, the labour Law covers holidays, leave, hours of work, minimum wage, overtime, termination pay and wage payments.

The Normal working week in Algeria is a five-days 40-hours week which runs from Sunday – Thursday as Algeria has observed a Friday and Saturday as a weekend, any hours worked beyond the 40 hours is paid as overtime. Payment can be no less than an additional 50 percent of the standard daily wage for overtime worked during a workday.

Employers must not require female workers to work during the night period, from the hours of 9pm to 5am, but there are exceptions.

Non-residents are taxed on Algerian sourced income. Generally, non-residents are subject to both income taxes and social insurance taxes at the same rates as residents.

Working Hours

A legal working week consists of 40 working hours. Overtime remains exceptional. Employees are entitled to two days off per week, in general, Friday is deemed to be a rest day. Therefore, many companies close on Thursday so as to enjoy a two days' weekend.

The employment contract includes a six months trial period. However, in the case of responsibility and high-profile jobs, it can be extended up to 12 months. The fixed-term contract, on the other hand, has a maximum of 36 consecutive months.

In case of dismissal, the employer must inform you orally and talk with you before sending you an official letter. The notice period is equal to the trial period duration, plus five days per year for the number of years you have been working in the company.

Payslip

According to the Algerian labour legislation in force, the employer shall issue a payslip to each of his or her employees at the time of their salary payments.

This document shall include: the name or corporate name and address of the employer, the number under which the employer pays its contributions to the social security fund, the name of the employee, the period and number of work hours or days to which the paid remuneration corresponds, the payment date, the gross and net salaries and the withheld amounts.

Read the text carefully and be ready to answer

86. Answer these questions:

sss) By who the labour law is administered?

ttt) What does the labour law cover?

uuu) How many hours should the Algerian employee to work per a week?

vvv) What is the rate of ss and taxes for non-residents?

www) How long the trial period is?

xxx) In case of dismissal what must the employer do?

87. Match the terms with their definitions or expressions:

85. 50 percent of the standard daily wage	gggg) legal working week
86. from the hours of 9pm to 5am	hhhh) the employment contract
87. 40 working hours	iiii) Overtime worked
88. six months trial period	jjjj) Not allowed for female workers
89. Twelve months trial period	kkkk) The fixed term contract
90. maximum of 36 consecutive months.	llll) high-profile jobs

88. Fill in the gaps with the following words:

restriction - non-resident - financial - employers - authorization - accounts

Most use the bank transfer process in order to remit salaries to their employees. In this regard, there is no for employers to transfer salary to resident or onshore However, payment to accounts or to foreign accounts might be subject to special from the Central Bank or any other institution.

89. Match the antonyms of the words in the left

administered	Debt
Employment	Expenses
Payment	Movable
Standard	Discontinuous
Income	Separate
Extended	Autonomous
Fixed	Extraordinary
Consecutive	Inoperative
In force	Termination
Corporate	Reduced

90. Are these statements true or false?

- The labour Law covers holidays, leave, hours of work, minimum wage, overtime.....
- Algeria has observed a Sunday and Saturday as a weekend,
- any hours worked beyond the 48 hours is paid as overtime.
- The Normal working week in Algeria is eight 8-hours a day.
- Employers must not require female workers to work during the night period, from the hours of 9am to 5pm, but there are exceptions
- Payment can be no less than an additional 50 percent of the standard daily wage.

91. Give synonyms from the text to these words:

- Supplementary =
- Percentage =
- Examination =
- Discharge =
- Notify =
- Equivalent =
- Conform =
- Restrained =
- Ordinary =
- Spoken =

Lesson sixteen: Assessment basis of contributions

The assessment basis of social security contributions is made up of all salary components or revenues proportional to work performance, with the exception of:

- Family related benefits (schooling benefits, single salary indemnity),
- Indemnities linked to expenses (meal allowances, vehicle allowance etc.),
- Exceptional allowances and indemnities (lay-off pay, retirement pay etc.),
- Indemnities linked to special housing and remote conditions (mobile home housing,
- The salary subject to contributions may never be, under any circumstance, inferior to the national guaranteed minimum wage,
- For pensions or annuities equal or inferior to the national guaranteed minimum wage, the people concerned are exempt from payment of those contributions.

The rate of the social security contribution is 35%, divided as follows: 26% to be paid by the employer and 9% to be paid by the worker.

Sectors	Share of the employer	Share of the employee	Total
Social security	12,5%	1,5%	14%
Industrial accidents and illnesses	1,25%	-	1,25%
Retirement	10,5%	6,75%	17,25%
Unemployment insurance	1%	0,5%	1,5%
Early retirement	0,25%	0,25%	0,5%
Funding for social housing (FNPOS)	0,5%	-	0,5%
Total	26%	9%	35%

Payment: The payment of social contributions is the employer's responsibility. The employer is required to collect the share owed by the worker each time a payment is made as compensation. The worker may not oppose it. Social security contributions are subject to a single payment by the employer to the social security organization with jurisdiction over the territory where the employer is active:

- Within thirty (30) days following the end of each calendar quarter, if the employer employs less than ten (10) workers,
- Within the first thirty (30) days following each month's deadline, if the employer employs more than nine (09) workers.

Failure to pay the social security contributions will result in a 5% increase applied to the amount of due contributions.

Read the text carefully and be ready to answer

92. Answer these questions:

yyy) What are the allowances and indemnities exempted from contributions?

zzz) What is the rate of ss contribution and how is it divided?

aaa) Who is required to pay the SS contributions?

bbb) What are the deadlines for the SS payments?

ccc) What will happen when the employer fails to pay contributions?

ddd) What are the sectors financed by the SS contributions?

93. Match the terms with their definitions or expressions:

91. The assessment basis of ss contribution	mmmm) Trimester
92. Retirement pay	nnnn) Failure to pay penalty
93. employer's responsibility	oooo) Contributable earning
94. Calendar quarter	pppp) Early retirement
95. 5% increase applied to contribution	qqqq) allowance for retirement
96. proportional retirement	rrrr) Contribution's payment

94. Fill in the gaps with the following words:

Revenues - source - including - Rate - pay - companies - -

In Algeria, the Social Securityis a tax related with labour income charged to bothand employees.from the Social Security Rate are an importantof income for the government of Algeria because they help to for many social programswelfare, health care and many other benefits.

95. Match the antonyms of the words in the left

Exception	Higher
Lay off	Liabe
Remote	Late
Under	Accept
Inferior	Inclusion
Exempt	Disperse
Accident	Employ
Early	Near
Collect	Plan
Oppose	Superior

96. Are these statements true or false?

- Retirement pay is exempted from the SS contribution.
- For pensions or annuities equal to the national guaranteed minimum wage are exempted from SS contributions.
- The rate of the social security contribution is 35%, divided as follows: 26% to be paid by the employer and 9% to be paid by the worker.

- The payment of social contributions is the employee's responsibility.
- The worker can oppose the social security contributions.
- Failure to pay the social security contributions will result in a 5% increase applied to the amount of due contributions.

97. Give synonyms from the text to these words:

- Estimate =
- Income =
- Individual =
- Related =
- Obligation =
- In period =
- Expansion =
- Learning =
- Lunch =
- Enforced =

98. Multiple Choice Questions

Chose the correct answer.

Annie is 73 and in excellent health. Since Annie's husband died, her daughter Carol has been living with her, but Carol has accepted a new job in a different part of the country and will no longer be able to care for her mother. Annie wanted to stay in her own house and perhaps receive visits from a professional carer, but Carol will be happier if her mother is in a residential home providing care, comfort, counselling and an active social life. They haven't chosen a home yet and have been trying to find somewhere which will be covered by her widow's pension and the money they can get from selling Annie's house.

Since her husband died Annie has been:

- a. Living alone.

- b. Living with her daughter.
- c. Living in a residential home.

Carol will no longer be able to care for her mother because :

- a. She will be better cared for in a home.
- b. She has to sell the house.
- c. She has accepted a new job in a different part of the country.

Payment for the home will be covered by:

- a. Her widow's pension.
- b. The money they can get from selling Annie's house.
- c. Annie's pension and the money from the sale of the house

Lesson seventeen : communication skills and conditional

The format of a formal email in English:

- Introduction
- Body of the text
- Conclusion

Introduction :

Depending on the type of relationship you have with the person you're writing to, there are different ways of starting an email, but any email should always start with a greeting. In our specific case being formal, the most appropriate options are:

- Dear Mr/Mrs/Ms (surname of the recipient, e.g. Mr Black)
- Dear Sir/Madam (if you don't know the name of the recipient) or more generally 'To whom it may concern'

After the initial greeting you need an introductory sentence that indicates clearly the reason for writing and is consistent with the subject of the email.

Introduce yourself briefly (long texts often discourage people from reading them), then follow on with:

- I am writing with regard to... (email subject)
- I am writing in connection with... (email subject)
- I am writing in reference to...

If you're writing an email to send information, you can start with one of the following sentences:

- I am writing to let you know...
- I am delighted to tell you... (if you're communicating good news)
- I regret to inform you that... (if you're communicating bad news)

If instead you're replying to an email you received, you can say:

- I am writing in response to...

- I am writing in reply to...
- I am writing to thank you for... (if you need to thank the recipient)

Body of the text:

There are no conventional formulas for writing the body of the text because this varies according to the function of what you need to communicate. It's useful to prepare an initial draft and then proceed with any corrections.

The general rules are that the text should be divided into short paragraphs that avoid abbreviations and acronyms, both of which you can use, on the contrary, when you write an informal email to family and friends.

Based on the type of message you're sending, there are various ways to write a final invitation before ending the email, such as:

- I look forward to hearing from you soon
- Thank you in advance
- For further information, please do not hesitate to contact me
- Please let me know if you have any questions
- Thanks for your attention

Conclusion :

The most common way to end an email are:

- Best regards
- Kind regards
- Yours faithfully (if you began the email with 'Dear Sir/Madam' because you don't know the name of the recipient)
- Yours sincerely (if you began the email with 'Dear Mr/Mrs/Ms + surname)
- Regards

Example of a formal email in English

Replying to a job advertisement

Subject: Web Content Editor position

Dear Sir/Madam,

With reference to your job ad in xxx, I would like to submit my application for the position of Web Content Editor in your company.

I graduated in Communication Sciences at the University of xxx and worked for several years in a Digital Agency as Content Specialist. I believe my skills and experience are in line with the requirements for the job position. I will be glad to introduce myself in an interview, that will allow you to better evaluate my possible recruitment.

Please find attached a copy of my resume. I look forward to hearing from you.

Yours faithfully,

Conditional:

A conditional sentence is based on the word 'if'. There are always two parts to a conditional sentence – one part beginning with 'if' to describe a possible situation, and the second part which describes the consequence. For example:

If it rains, we'll get wet.

We can also invert the two parts of a conditional sentence so that the 'if' part comes second, and this is especially common in questions. For example:

What will you do if you miss the train?

How can you finish the project if you don't have a computer?

What happens if the students don't pass an exam?

There are four types of conditional sentences:

The Zero Conditional:

We use the zero conditional to talk about permanent truths, such as scientific facts, and general habits. The structure is simple:

If + present simple = present simple

Here are some examples:

If you heat water to 100°, it boils.

If you eat a lot, you put on weight.

If it doesn't rain for a long time, the earth gets very dry.

The First Conditional:

We use the first conditional to talk about a realistic situation in the present or future. The structure of the first conditional is as follows:

If + present simple = will + verb (infinitive)

= can + verb (infinitive)

= must + verb (infinitive)

= imperative form

Here are some examples:

If you're free later, we can go for a walk.
some sandwiches.

If they're hungry, I'll make

If you're not back by 5pm, give me a ring.
in the exam.

If he studies hard, he'll do well

If we arrive late, we must get a taxi.

He'll call if he needs help.

The Second Conditional:

We use the second conditional to talk about improbable or impossible situations in the present or future. Here is the structure:

If + past simple = would + verb (infinitive)
= could + verb (infinitive)

For example:

If I had more time, I'd exercise more. (But I don't have more time so I don't.)

If I were rich, I'd spend all my time travelling. (But I'm not rich so I can't.)

If she saw a snake, she'd be terrified.

If he didn't have to work late, he could go out with his girlfriend.

What would you do if you were offered a job in Canada?

You wouldn't have to walk everywhere if you bought a bike.

A common expression used to give advice has the second conditional structure.

The expression is 'If I were you, I'd..', meaning 'in your situation, this is what I would do'. For example:

A: I've got a headache.

B: If I were you, I'd take an aspirin.

A: I don't understand this.

B: If I were you, I'd ask your teacher

for help.

A: This order won't be delivered on time.

B: If I were you, I'd

phone the customer to let them know.

The Third Conditional:

We use the third conditional to talk about impossible situations, as in the second conditional, in the past. We often use the third conditional to describe regrets. The structure is:

If + past perfect = would have + past participle
= could have + past participle

Here are some examples:

If we had left earlier, we would have arrived on time.

If you hadn't forgotten her birthday, she wouldn't have been upset.

If I hadn't learnt English, I wouldn't have got this job.

What would you have studied if you hadn't done engineering?

They wouldn't have hired you if you hadn't had some experience abroad.

Conditional exercise (first / second / third conditionals)

1. (First conditional) If we _____ (not / work) harder, we _____ (not pass) the exam.
2. (Third conditional) If the students _____ (not be) late for the exam, they _____ (pass).
3. (Third conditional) If the weather _____ (not be) so cold, we _____ (go) to the beach.
4. (Second conditional) If she _____ (have) her laptop with her, she _____ (email) me.
5. (First conditional) If she _____ (not go) to the meeting, I _____ (not go) either.
6. (Third conditional) If the baby _____ (sleep) better last night, I _____ (not be) so tired.
7. (First conditional) If the teacher _____ (give) us lots of homework this weekend, I _____ (not be) happy.

8. (Second conditional) If Lucy _____ (have) enough time, she _____ (travel) more.
9. (First conditional) If the children _____ (not eat) soon, they _____ (be) grumpy.
10. (First conditional) If I _____ (not go) to bed soon, I _____ (be) tired in the morning.
11. (Second conditional) If I _____ (want) a new car, I _____ (buy) one.
12. (Second conditional) If José _____ (not speak) good French, he _____ (not move) to Paris.
13. (First conditional) If John _____ (drink) too much coffee, he _____ (get) ill.
14. (Third conditional) If we _____ (tidy) our flat, we _____ (not lose) our keys.
15. (Third conditional) If Luke _____ (not send) flowers to his mother, she _____ (not be) happy.
16. (Second conditional) If the children _____ (be) in bed, I _____ (be able to) have a bath.
17. (Second conditional) If you _____ (not be) so stubborn, we _____ (not have) so many arguments!
18. (Third conditional) If Julie _____ (not go) to Sweden, she _____ (go) to Germany.
19. (First conditional) If she _____ (go) to the library, she _____ (study) more.
20. (Third conditional) If we _____ (not have) an argument, we _____ (not be) late.

Work and motivation

Discussion: Attitudes to work:

Which of the following statements do you agree with?. Explain your answer:

- 1) People dislike work and avoid it if they can.
- 2) Work is necessary to people's psychological well-being.
- 3) People avoid responsibility and would rather be told what to do.
- 4) People are motivated mainly by money.
- 5) Most people are far more creative than their employers realize.
- 6) People are motivated by fear of losing their job.
- 7) People want to be interested in their work and, given the right conditions, they will enjoy it.
- 8) Under the right conditions, most people will accept responsibility and will want to realize their own potential.

Reading: Theory X and Theory Y

The statements above can be separated into two groups reflecting two very different ways in which employers can treat their employees. Douglas McGregor, an American expert on the psychology of work, summarized these two approaches and named them Theory X and Theory Y. Read the text below and classify the statements according to which theory they support.

Statement	1	2	3	4	5	6	7	8
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Theory

In *The Human Side of Enterprise*, Douglas McGregor outlined two opposing theories of work and motivation. What he calls Theory X is the rather pessimistic approach to workers and working which assumes that people are

lazy and will avoid work and responsibility if they can. Consequently, workers have to be closely supervised and controlled, and told what to do. They have to be both threatened, for example with losing their job, and rewarded with incentives, probably monetary ones such as a pay rise or bonuses. Theory X assumes that most people are incapable of taking responsibility for themselves and have to be looked after. It has traditionally been applied, for example, by managers of factory workers in large-scale manufacturing.

Theory Y, on the contrary, assumes that most people have a psychological need to work, and given the right conditions - job security, financial rewards - they will be creative, ambitious and self-motivated by the satisfaction of doing a good job. Theory Y is probably more applicable to skilled professionals and what Peter Drucker called 'knowledge workers' - managers, specialists, programmers, scientists, engineers - than people in unskilled jobs.

McGregor's two theories are based on Abraham Maslow's famous hierarchy of needs'. Theory X relates to the basic, 'lower order needs at the bottom of the hierarchy, such as financial security, while Theory Y relates to 'higher order needs such as esteem (achievement, status and responsibility) and self-actualization (personal growth and fulfilment) that can be pursued if basic needs are satisfied.

McGregor is widely considered to have laid the foundations for the modern people-centred view of management. However, Maslow spent a year studying a Californian company that used Theory Y, and concluded that there are many people who are not looking for responsibility and achievement at work. There will always be people with little self-discipline, who need security and certainty and protection against the burden of responsibility, so it is impossible to simply replace the authoritarian' Theory X with the progressive' Theory Y.

Comprehension:

Read the text again and answer the questions:

- 1) According to theory X, why do employees have to be closely controlled?
- 2) According to theory Y, why should employers give their workers responsibilities ?
- 3) Why did Maslow criticize theory Y ?.

Writing:

Now write a summary of Theories X and Y, using no more than 50 words.

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