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2DžƿƧ ƾơDždž

ⅠƑƬƍǂDžⅡℇ

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الفصل المنهجي

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[illegible] تحليلها، وتخزينها، ونشرها وفق الطرق والسبل الميسرة للوصول إليها.

[illegible] كل كانت فإذا إذن

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[illegible]

Ǒƙǃƒ ƘƓƠǗƬǗƒ ƴƋž ƘLjdžƒƨƙ ăƧƤƊ ƚnjƞ LJdžĂ Üƚnjƞ LJdž ƖƥŏƥƞƚŏƶdžƓƞ ý‡ƓŏNj ýƓƞdž ƠƙƼ Ɠnjǃ Ơdžƪ ƚŏƠ ÜƘƓƕƙ‡džǃƒ DžǁƵ ƪ ƬƤƙ ǑƼ ƘƒƇƓƼ‡ǃƒ LJŏĂ‡ƙ Ƙƪdž ǑƼ ƖƥŏƥƞǃƒDžŏNjƓƽdžǃƒĂ ƘƓdžĂǁƶdžǃƒ ƓŏƞĂǃĂLj‡ƙƕ ƚƶƕƬƙdžǃƒ ƘƒƇƓƼ‡ǃƒ ǇƦnjǃ ƻŏƱĂƙǃƒ

ƖƧƒƥǫ ǑƼ ƚǁƛdžƙdžǃƒĂ Üƚŏǃăƥǃƒ ƧŏŏƓƶdžǃƒĂ ƘƓƼƬƒĂdžǁǃ ƔŏƞƙƪƙǑƙǃƒ ƧŏŏƪƙǃƒƚŏǁdžƵ ƖƥƓƽƙƪǗƒĂ ƻŏƱĂƙǃƒ ǁǃǇƕ ƚǃĂƓƠdžÜƘƓdžƨǕƒ ƖƧƒƥǫÜƻƧƓƶdžǃƒ ƖƧƒƥǫÜ ƚǁdžƓƬǃƒ ƖƥĂƞǃƒ

.ƘƓŏƧƱLjǃƒĂ DžŏNjƓƽdžǃƒ ǇƦNj LJdž

:1 ƕƳƴƥƨǁƐ ƕƳƬƥƨǁƐ

LJdž ÜƘƓƕƙ‡džǃƒ DžǁƵ ǑƼ ƚƬƬƤƙdžǃƒ ƘƒƇƓƼ‡ǃƒ ƧŏƜƠƙ ƩƓƪƊ ĂNj LJŏĂ‡ƙǃƒ

ǑƼ ƖƥŏƥƞǃƒƘƓŏƧƱLjǃƒĂ DžŏNjƓƽdžǃƒĂ ƘƓƠǁƱƬdžǃƒ ƜƧƒƥǫĂ ÜƟǗƬǗƒ ƚŏǁdžƵ ýǗƤ ƚŏƪƒƧƥǃƒ ƘƒƧƖdžǃƒĂ ƝNjƓLjdžǃƒĂ ƝdžƒƧƕǃƒ LJdžƜ ÜƚǁdžƓƬǃƒ ƖƥĂƞǃƒ ƖƧƒƥƋ‡ ƧŏŏƪƙǃƒƚŏǁdžƵ ǇƦNj LJdž ƓƥǗƱLjƒ ƚŏƶdžƓƞǃƒ ƘƓƕƙ‡džǃƒ ƖƧƒƥǫ ăĂƙƪdžĂ ƘƓƶǁƱƙ ƴƋž ĬƬƓdžƙƙ Ǒƙǃƒ ĬǃǫýĂƬĂǁǃ ÜƘƓdžĂǁƶdžǃƒ ƓŏƞĂǃĂLj‡ƙǃ ǁǃǇ ǑƼ ƚdžƥƤƙƪdžĂ ƘƓŏƧƱLjǃƒĂ DžŏNjƓƽdžǃƒ

.ƚŏƪƓǁǃƒ ƘƓƼƬƒĂdžǃƒ ăĂƙƪdž

:2 ƕƳƴƥƨǁƐ ƕƳƬƥƨǁƐ

LJdž DžƓdžƙNjƓƕ ƘƓƕƙ‡džǃƒ DžǁƵ ƪ ƬƤƙ ǑƼ ǑƶdžƓƞǃƒ ƧƓƱǗƒ ǑƼ LJŏĂ‡ƙǃƒ ǑƱƠ

ǑƼ ƚLjƪ ý‡ ƠƙƼƙ Ǒƙǃƒ ƔƬƓLjdžǃƒ ýƜƽƕ ƚƶƪƒĂ ýƺƬ ƸĂƪ ƧƼĂƙǃ ǁǃǇĂ ÜƚƕƵƱǃƒ ýƕƤ ƠƙƼ ĬǃǫƚŏLjŏĂ‡ƙǃƒ ƝdžƒƧƕǃƒ ǑƼ ƖƧƬƓƕdž ƚƼƬƕ ƧƱLjǃƒ ƖƓƶǫ ăƥƊ ƥƤĂ Ü ƪ ƓƬƙƤǗƒ ƥƥƶ ƥƼƒĂƙƕ Ơdžƪ ĬƦǃƒ ƇǑƬǃƒ Ü(ƥ .Dž .á) ƟǗƬǗƒ DžƓƱLj ƧƕƶƚnjƞĂdž ƘƓƬƬƤƙ ƪ ƬƤǃƒ ĬǁƵ ƧŏƕƇ ƥƶƓƪĂ

.ýƺƬ ƴƬƓLjdžƕ ƸƓƠƙǗƒ DžnjLjdž Ƨŏƛ‡ǃƒ ƥƶƓƪĂ ƪ ƬƤǃƒ ĬǁƵ ƧŏƕƇ

:3 ƕƳƴƥƨǁƐ ƕƳƬƥƨǁƐ

ƖƧƬƓƕdž ƧŏƩ ĂƊ ƖƧƬƓƕdž ƚƼƬƕ DžNjƓƪ LJŏƞƧƤƙdžǁǃ ýdžƶǃƒ ƪ ƧƼ ƠƙƼĂ LJŏĂ‡ƙǃƒ

ýǗƺƙƪƒĂ ÜƚŏƶdžƓƞǃƒ ƘƓƕƙ‡džǃƒ ƖƧƒƥǫĂ ƧŏŏƪƙƻĂƧƱ ĬǃǫƩŏƪƠƙǃƒĂ ƚŏƵĂǃƒ ǑƼ ƓŏƞĂǃĂLj‡ƙ ƻŏƱĂƙĂ Üƚnjƞ LJdž LJŏĂ‡ƙǃƒ ƚdžĂƱLjdž ƟǗƬǫ LJƵ ƚƞƙƓLjǃƒ ƘƒƇƓƼ‡ǃƒ ǑƼ ƖƥŏƥƞǃƒƘƓnjƞĂǃĂ DžŏNjƓƽdžǃƒĂ ƘƓƶƠƙƼǁǃ ƔŏƞƙƪƙǁǃÜƧƤƊ ƚnjƞ LJdž ƘƓdžĂǁƶdžǃƒ ƘƓƶdžƓƞǃƒ ǑLjƕƙ ƓdžĂ ÜƚǁdžƓƬǃƒ ƖƥĂƞǃƒ ƖƧƒƥǫ ƪ ĂƬƤǃƒ NJƞĂ ĬǁƵĂ ƚƧŏŏƪƙǃƒ ƚŏǁdžƶǃƒ

- ǂ ơǤǃǻ! ƧǒǩǕɳǤǆǆ ǂ!ǤǕƧ :ƥǪƬDŽǁɛ
- ǂǜǆǤƶ!ƒ ƘǤǜǃǩǂǆ!ƒ ǎǍǩǕǆ Ǐǻƶ ǂǕƒƧƥ!ƒ Ƙǆǩ : ǏǆƑǁDŽǁɛNj ǏǆƑDŽƦǁɛ ƥƑƯǙɛ
  2005-2004 ǂǒƶǆǤɳ!ƒ ǂǉǕ!ƒ ǉǛƤ ǂǉǒƱǉǕƥ ǂǒǕǍǃ
- ǂǆǤƶ!ƒ ƘǤǃǩǂǆ!ƒ ƪǒǃƱǩ ǎƥǆ Ǐǻƶ ƨǁǩǍ ǂ!ǤǕƧ!ƒ Ɲ!Ǥƶǩ: ǃƨɛƥǪǁɛ ƱNjƮNjDŽ
  ǙƘǤǃǩǂǆ!ƒ LJǆ Ʊǆǉ!ƒ ƒƦNj DŽǒƲǉǩ! ǂƶǍɯǍǆ!ƒ ǂǒǆǻƶ!ƒ ƘǤ5ƮƒǍǆ!ƒǍ ƧǒǒǤƶǆǻ!
  Ǒ5 ǂǒǉƱǍ!ƒ ƘǤǕǤǒǕǻ! ǤƶǃǩǁƥǍɳǍǆ!ƒ ƘƒƇǤ5ǂ!ƒǍ ƘƒƧƥǁǻ! ǤǌǃǚǳǩǕƒ ǎƥǆǍ
  ƘǤơǍǆƱ ǂǒNjǤǆ ƒƦǂǍ Ǚǂ Ʈ ƮƤǩǆ!ƒ ƘƒƧǤƱǗǤǃ ƘǤǃǩǂǆ!ƒ ǷǒǆɳDŽǒƶƥǩ ǷǤɳǆ
  ƘƒƧǒǳǩǍ ƨǍƧƲ ǤǌǃǻƱǩǩ ǙǂƛǒƥơǂǒǻǃǁǩǕǆ ǂǆƥƤ! ƘǤǃǩǂǆ!ƒ ǉƦNj ƘǤƶǻƱǩǍ
  ǂǒǃǩǂǆ!ƒ ƘǤǆƥƤ!ƒ ǁƥǍɳ! LJǍǂǒ LJǒǅ ǙǂǆƥƤ!ƒ ǷǤɳǆ Ǒ5 ǂǆƥǤǁ!ƒ ǂǻơƧǆ!ƒ
  LJǆ DŽɳƧǩǩ Ǒǩ!ƒ ǂǒǃǁǩǕǆ!ƒ ǂǳǻ!ƒ ǤNjƧǤǃǩƶǤǃ Ǚǂǒǆƒƨ!Ǘƒ ǁƧǍƧɯ!ƒ ǤǌǩǒǤƶ5Ǎ
  .LJǒǻǆƶǩǕǆ!ƒ ƨǻǩƤǆ! ǂǆƥǁǆ!ƒ ƘƒƧƥǁ!ƒǍ ƥǍǌɳ!ƒ ǤǌǚƤ
- ǂǜǆǤƶ!ƒ ƘǤǃǩǂǆ!ƒ LJǅ ǤǌǒǪ ǷƮǍǩǆ!ƒ ƝƑǤǩǉ!ƒ ǷǛƤ LJǆ LJǒǃǩ: ǃƨɛƥǪǁɛ ƛǝƑǂǆ
  ƒƧǜƲǉ ǁǁǜ!ƦǍ ǤǌǻɳǅLJǆ ƘǁǻƤ Ǒǩ!ƒ ǁǁǻǩ Ƨǒƺ ƧƒǍƥǅ ƇƒƥǅǏǻƶ ƘƧǃɳǅ ƥƥ
  LJǜǆ ƥǒ5ǩǜǕǆ!ƒ LJǅ Ǐǜǻƶ ǂǕƒƧƥ!ƒ ƘƧ5ǕǅǤǆǂ Ǚǂǒ5ǤǁƛǍ ǂǒƶǤǆǩɳƒ ƔǤǃǕǙ
  ƧǃǩƶǒNJǉǅ DŽƺƧ ǙǂǃǩǂǆǇƒ ǉƦNj Ǒ5 ƘǤƱǒƱƤǩ!ƒ NJ! ƠɯǍǩ LJǆ ƧƤƇ ǍNj ǂǃǩǂǆ!ƒ
  ƘǤǒɳǒǩƒƧǩǕǙƒ ǷǂLJǅǍ ƘǤƱǤƬǉ!ƒ ƨǻǩƤǆ! ǑǁǒǁơǇƒ Ƿ5ƒƥ!ƒ ǁƥǍɳ!ƒ DŽ!Ǥƶ Ǒ5
  .NJǩǤɳǤǒǩơƒǍ NJǩǤǃǻƱǩǆ Ǐǻƶ ǏǉǃǩǍ

ƘǤǜǕǕƌǆ!ƒ ǉƦNj ƧǒǒǕǩ! ǂǻNjƌǆ!ƒ ƘƒƧǤƱǗƒ ƭ ǁǉǃ Ɲɳơǩ!ƒ ƭ Ƥǒ Ǥǆǒ5 ǤǆǅLJƱǍǜ!ƒ ƘǤǃǩǂǆ ƨǻǩƤǆ LJǆ ǂǉǒƶ ǷƛǆǩǑǩ!ƒǍ ǙǂǕǍƧƥǆ!ƒ Ƙǉǒƶ!ƒ Ƿǂ LJǄ5

Ǒ5 ƨǒǆǩ!ƒǍ ǁƥǍɳ!ƒ LJǆ ƳǍǉ ƇǤ5ɯǪ Ǐǻƶ ǁƧƥǤƥ ƭ ƮƤǩ!ƒ Ǒ5 ǁƇǤ5ǂǃ ǁƥǍƨǆ ǤǜǆƑƒƥ DŽƥƱǜƮǒ ǷǆǤǂ ǷǂƬǃ ǁƥǍɳ!ƒ ǑǉǤƶǆ! LJǒ5ƲǍǆ!ƒ DŽɳǌ5ǩ LJǅ Ǥǆǂ ǙƇƒƥǙƒ

ƘǤǒǉǤǂǆǪǍ ǂǆƤɯ ǂǒƥǤǆ ƘƒƧƥƥ Ǒɯǩǁǩ DŽɳǌǃǕơ ǁƥǍɳ!Ǥ5 ǙƘǤǒǉǤǂǆǗƒ ƭ ǁǉǃ

. ǁƧǤǃɳ

: [illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible] .2005 [illegible] 2004 [illegible]
- [illegible]

[illegible]

- [illegible]

[illegible]

[illegible] .% 91[illegible]

ƘƠdžƥùƤ!ƒ ƠŏùƙƘ Ŏùƙ!ƒ ƘƠùƕƙǂdž!ƒ Ǐùľƶ ƧŏƦƠơdž!ƒ LJdž ƚƵĂdžƞdž ƘơƧƱ ƖƧƒƥƍ ƾùŏƕƱƙ ƥǉƶ ƘƠƕƙǂdž!ƒ ǉƦNj ƠnjǃƠƕơ Ŏ5 ƴƖƙ LJƒ LJǂdžŏ Ŏƙ!ƒ ƚŏǉĂƧƙǂ!Űƒ .ƚľdžƠƬ!ƒ ƖƥĂƞ!ƒ

:ƕƙllƑƙllɛ ƕƨɛƥqllɛ

- ƚŏƖŏƕƱƙ ƚƪƒƧƥ: ƚŏƶdžƠƞ!ƒ ƘƠƕƙǂdž!ƒ ƘƠdžƥƤ ƖƥĂƞ ƩƠŏp : ƕƨɛƥqllɛ DžɛNjďƳ
.Ɩƥƞƕ ƨŏƨƶ!ƒƥƕƶ llľdž!ƒ ƚƶdžƠƞ ƘƠƕƙǂdž ƘƠdžƥƤ Ǐľƶ
- ƩƠƕƶ Ÿƒƥƕƶ DžƠƬNj : ƘƟƑƠllɛ !ƨɛ
- DžƧùơdž!ƒ Ü1Y Ü 11ƝùdŽ ƚùŏǉƱĂ!ƒ ƥnj5 llľdž!ƒ ƚƕƙǂdž ƚľƞdž :ƥqƬDŽllɛ - .Dž2005 Ăŏ!Ăŏ - Ƨŏƒƪƕ5 / ùNj1426 ƖƧƤŰƒ ăƥƠdžƞ
- ƚùŏƨǂƧdž!ƒ ƚùƕƙǂdž!ƒ Ǐùľƶ ƚƪƒƧƥ!ƒ ǉƦNj ƘdžŏƥD :ǏďƑIDŽllɛNj ǏďƑDŽƦllɛ ƥƑƲŰƒ .2005 ƚǉƪ ƚŏƥĂƶƪ!ƒ ƚǂľdžďž!Ɛƕ ƨŏƨƶ!ƒ ƥƕƶ llľdž!ƒ ƚƶdžƠƞƕ
- Ŏƙ!ƒ ƘƠdžƥƤ!ƒ ƖƥĂƞ Ǐ!ƍ ƻƧƶƙ!ƒ ƚƪƒƧƥ!ƒ ǉƦNj Ƙ!ĂƠơ : ƕƨɛƥqllɛ ƱNjƮNjDŽ Ŏù5 ƖƥdžƙƶdŽ ƇŰdžƶ!ƒ ƘƠƕƸƧĂ ƘƠƞƠơ ƇƒƧƖƙƪƒ ƴŰƤ LJdž ƘƠƕƙǂdž!ƒ ƠnjďžƥƖƙ ÜllƒƧƥŰƒĂ ƖĂùƞɜ!ƒ ƴƤƥùdž : ƠdžNjĂ ƖƥĂƞ!ƒ ƩƠŏp ƴƞŰ LJŏľƤƥdž Ǐľƶ ll!Ʀ ƱƠùƖǉ ƚ5ƧƶdŽ ƴŰƤ LJdž ƘƠƕƙǂdž!ƒ ƖƧƒƥŰ ƘƠdžĂľƶdž ƖƥƵƠp Ƨŏ5Ăƙ ƴƞŰ ll!ƦĂ DžŏdžùƮƙ ƥǉƶ ƘƠƕƙǂdž!ƒ ƖƠƵƒƧdž ăƥdž ƻƠƬƙǂƒ Ŏ!Ơƙ!ƠƕĂ ÜƠnjŏ5 ƻƶƜ!ƒĂ ƖĂl!ƒ ƧŏŏƠƶdž!ƒ ƻŭƙƤƒ ăƥdž ƠdžĂ ÜDžnjƙƠƶpĂƙĂ LJŏƥŏ5ƙƪdžľ! ƚŏľƶɜ!ƒ ƘƠƞƠơľ! ƠnjƙƠdžƥƤ ƧùƤƇ ǏǉƶdžƕĂ ÜƥŏɜƙƪdŽ!ƒ ƠnjƕDžƙnjŏ Ŏƙ!ƒ ƧŏŏƠƶdž!ƒ LJƵ ƘƠƕƙǂdž!ƒ ƠNjƥdžƙƶƙ Ŏƙ!ƒ Ŏù5 servqual ƘƠùƶpĂƙ!ƒ/ƘƠǂƒƧƥŰƒ ƩƠŏƖdž ŎǉƕƘ Ǐ!ƍ ƘƶƪƚƪƒƧƥ!ƒ LJƷ5 .ƘƠdžĂľƶdž!ƒ ƨǂƒƧdžĂ ƘƠƕƙǂdž!ƒ Ŏ5 ƚdžƥƤ!ƒ ƖƥĂƞ DžŏŏƖƙĂ ƩƠŏp
- : ƕƨɛƥqllɛ ƛəƑƚdž

ƠnjďžƥùƖƙ Ŏƙ!ƒ ƚdžƥƤ!ƒ ƖƥĂƞ ăĂƙƪdž LJD Ǐ!ƍ ƚƪƒƧƥ!ƒ ǉƦNj ƝƑƠƙǉ ƘƥǂD ƒƦNjĂ ÜƇƒƥŰƒ ăĂƙƪdž ƱƠ5ƤǉƒǏľƶ ƴƥŏ ƠdždžÜƱ5ƤǉdžƚƪƒƧƥ!ƒ ƴɯĂdž ƚƕƙǂdž!ƒ LJùdž ƠùnjŏľƶǏĂƙơƙƠdžĂÜƥƠƶƕŰƒ ǉƦNj ƴŏdžƞ Ŏ5 ƧƲǉ!ƒ ƖƥƠƵƍ Ǐ!ƍ ƚƞƠơ!ƒ ƥǂđŏ ƇƠùƖƙƧŰƒ ƴùƞD LJdž ll!ƦĂ ÜNJŏ5 ƔĂƸƧdž!ƒ ǉƠƞƙŰƒ Ŏ5 ƠNjƧŏŏƺƙ ƻƥnjƕ ƘƒƧŏƺƙdž [illegible] (22) [illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible] 2007-2006
- [illegible] $(\alpha \leq 0.05)$ [illegible]

ǎƨùƶk ɫǒǉþƨŪƒ ɫƶdžǴƞ!Ǵȴ Ưǒƨdžk!ƒ ƘǴǒǐǂ Ǒ5 ɫǐdžǴƬ!ƒ ǀþĂƞ!ƒ ǀƨƒþǫ ƾǒȴƱk
Ǳùk ǁ!Ʀ Ĭǐƶ ƻƨƶkǐ!Ă Üɫƶdžǵƞ!ƒ Ĭǐƶ ɫ5ƨƬdž!ƒ ɫƱǐƪ!ƒĂ ÜƩǉƞ!ƒ ĬƨǒʓkǆǄ!
.ɫƮǴƤĂ ɫǒdžĂǂơ ƘǴƶdžǴƞ ǇdžǴǒƑƒĂƬƶ ƘǴǒǐǂ Ʃdž Ƥ ƨǴǒkƤƒ

- ǀþĂùƞ!ƒ ǀƨƒþǫ ƾùǒȴƱk ɫùƞƨþ ǇD Ĭ!ǫ ɫƪƒƨþ!ƒ ƘǐƮĂk : **ƕƨƐþƍllɛ ƛəƑɫdž**
Ƈƒþ Ūƒ ɫƱùƪĂkdž Ƙùǉǵǂ ɫǒǉþƨŪƒ ɫƶdžǴƞ!ƒ Ǒ5 Ưǒƨdžk!ƒ ƘǴǒǐǂ Ǒ5 ɫǐdžǴƬ!ƒ
ǗǴùƞdž Ǒù55 Üɫ Ʊùƪ Ăkdž!ƒĂ ɫƶ5kƨdž!ƒ Ǉǒȴ ƾǒȴƱk!ƒ ɫƞƨþ ƘơĂƒƨkĂ Üǘǂǂ
Ǵdžǉǒȴ Üɫƶ5kƨdž ƾǒȴƱk!ƒ ɫƞƨþ Ƙǉǵǂ ǴǊƨǒĂƱkĂ Ǳǐƶk!ƒĂ Ǳǒǐƶk!ƒ ɫǒǐdžƵĂ ǀþǴǒǀ!ƒ
ɫùƶȴǴkdž!ƒĂ ɫùǒdžǒƱǉk!ƒ ɫùƑǒȴ!ƒ Ǒ!Ǵùƞdž Ǒ5 ɫƱƪĂkdž ƾǒȴƱk!ƒ ɫƞƨþ ƘƇǴƞ
. ǱǒĂǀk!ƒĂ

þùǉƵ ɫǒƑǴƮơǫ ɫ!Ǘþ Ƙƒʀ ƾĂƨ5 þƞĂk ǋǉþ Ĭ!ǫ ɫƪƒƨþ!ƒ ƘǐƮĂk Ǵdžǂ
ƘǴùǒǐǂ Ǒù5 ɫǐdžǴùƬ!ƒ ǀþĂƞ!ƒ ǀƨƒþǫ ƾǒȴƱk ɫƞƨþ Ǒ5 ($\alpha \leq 0.05$) ǎĂkƪdž
ǱǴùƪþŪƒ ƇǴùƪƌƨĂ ǇǒǒƨƒþŪƒ ƨƱǉ ɫǌƞĂ Ǉdž Üɫǒǉþƨ Ūƒ ɫƶdžǴƞ!Ǵȴ Ưǒƨdžk!ƒ
Ǒ!Ǵùƞdž ĂÜ ǘǂǂ ǀƒþŪƒ Ĭǐƶ Ʃǉƞ!ƒ ĬƨǒʓkǆǄ! ǎƨƶk ƩǒƨþK!ƒ ɫƑǒǊ ƇǴưƵDĂ
Ƙƒʀ ƾĂƨ5 þƞĂk Ǘ Ǉǂ!Ă Ü ɫ ǴǉŰƒ Ơ!ǴƮ! ɫǒdžǒƱǉk!ƒ ɫƑǒȴ!ƒĂ ɫǒƨƒþŰƒ ǀþǴǒǀ!ƒ
ÜǱǒĂùǀk!ƒĂ ɫùƶȴǴkdž!ƒ Ǒ!Ǵùƞdž Ǒù5 ($\alpha \leq 0.05$) ǎĂkƪdž þǉƵ ɫǒƑǴƮơǫ ɫ!Ǘþ
.ǴǊƨǒĂƱkĂ Ǳǐƶk!ƒĂ Ǳǒǐƶk!ƒ ƘǴǒǐdžƵĂ

Ǒù5 ($\alpha \leq 0.05$) ǎĂkùƪdž þǉƵ ɫǒƑǴƮơǫ ɫ!Ǘþ Ƙƒʀ ƾĂƨ5 þƞĂkǗ
ɫùǒǉþƨŪƒ ɫƶdžǴƞ!Ǵȴ Ưǒƨdžk!ƒ ƘǴǒǐǂ Ǒ5 ɫǐdžǴƬ!ƒ ǀþĂƞ!ƒ ǀƨƒþǫ ƾǒȴƱk ɫƞƨþ
ǎƨùƶk ÜƩǒƨþk!ƒ ɫƑǒǊ ƇǴưƵDĂ ǱǴƪþŪƒ ƇǴƪƌƨĂ ǇǒǒƨƒþŪƒ ƨƱǉ ɫǌƞĂ Ǉdž
Ǉdž ǗǴƞdž Ǘǂ ĬǐƵĂ Üǘǂǂ ǀƒþŪƒ Ĭǐƶ ɫƶdžǴƞ!ƒ Ĭǐƶ ɫ5ƨƬdž!ƒ ɫƱǐƪ!ƒ ƨǒʓkdž!
.ǀƒþŪƒ ƘŪǴƞdž

:**ƕƨDžƑƍllɛ ƕƨƐþƍllɛ**

- ǀĂƨƵ þdžơƊ ƨĂkǂþ!ƒ ɫȴkǂdž ƘǴdžþƤ ǀþĂƞ ƩǴǒþ : **ƕƨƐþƍllɛ DžƐǊdžƳ**
ƩǴǒǀdž ƾǒȴƱk ɫǒdžǕƪŰƒ ǱĂǐƶǐ! ƨþǴǀ!ƒ þȴƵ ƨǒdžŪƒ ɫƶdžǴƞȴ
ƘǴƶþĂk!ƒĂ ƘǴǂƒƨþŰƒ

- þőƶ˥ ƚőƽǤƵĂƞ : **ĸϴƑǤllɛ !ƨɛ**
- . ƚ ơǤƞǰ! Ƨőƙ˥ɳǤǆ ƚ!Ǥ˥Ƨ **:þɋͲĎŽllɛ**
- þǆőơĎ ƧĂƙǂþ!ƒ ƚƞƙǂǆ ăĂƙ˥ǆ Ĭ ǰƵ ƚ˥ƒƧþ!ƒ ĸǆőþĐ: **ĬǆƑIĎŽllɛNj ĬǆƑĎŽƦllɛ þƑƲŪɛ**
.2006 ƚǉ˥ ƚǉőƱǉ˥lƞ ƧþǤl!ƒ þƞƵ ƧőǆŪƒ ƚƶǆǤɳƞ lĂƧƵ
- ƚùƞƙǂǆ ÿþƒĂ ǇƵ ƧǤƙ˥!ƒ ÿƽƧ! ǉƦNj ƚ˥ƒƧþ!ƒ ǉƦNj ĸƇǤɳ : **ƞƨɛþɋllɛ ƱNjͳNjĎŽ**
Ǆùƛ ǇǆĂ Üƚőǆǚ˥Ǘƒ ǅĂǰƶǰ! ƧþǤl!ƒ þƞƵ ƧőǆŪƒ ƚƶǆǤɳƞ lĂƧƵ þǆőơĎ ƧĂƙǂþ!ƒ
ǇőƞlĂɳƽ!ƒ ƩǤőlǆ ǅƒþƤƙ˥Ǥƞ ll!ƦĂ Ǉőþőƽƙ˥ǆǰ! ƚǆþlǆ!ƒ ǤNjƙǤǆþƤ lþĂɳ ƩǤőþ
ƚùǂƧþǆ!ƒ ƚőƞƙǂǆ!ƒ ƚǆþƤ!ƒ lþĂɳ ăĂƙ˥ǆ ƚǉƧǤlǆ Ĭ Đ ÜĸǤƶþĂƙ!ƒĂ ĸǤǂƒƧþŬƒ
ƚùőƞƙǂǆ!ƒ ƚǆþƤ!ƒ lþĂɳ ăĂƙ˥ǆƞ ÜǤőǰƶƽ ǄNj! ƚǆþlǆ!ƒĂ Ǉőþőƽƙ˥ǆ!ƒ ƸƧƱ Ǉǆ
ƻőƞƱƙƞ ƚ ơǤƞ!ƒ ǅǤþ ƚ˥ƒƧþ!ƒ ƚƶőƞƱ! ƚƞǤɳƙ˥ƒĂ ÜĸǤǆþƤ!ƒ ǉƦNj ǉǤɳƙƒ ƚƶþĂƙǆ!ƒ
ƚùƵƨǉ!ƒ ƩǤùőlǆǂ Őƽͳ Ă!ƒ ƇǤͳ ơŰƒ ɣő!Ǥ˥ĐĂ Őƽͳ Ă!ƒĂ Őǰőǰơƙ!ƒ ƝNjǉǆ!ƒ
. ƚőƨǂƧǆ!ƒ

- **: ƞƨɛþɋllɛ ƛϑƑƚǆ**

ǇĂǂ! ƒƧƲǉ ƚƞƙǂǆ!Ǥƞ ĸǤǆþƤ!ƒ lþĂɳ ăĂƙ˥ǆ ƱǤƽƤǉƒ Ĭ!ǫ ƚ˥ƒƧþ!ƒ ĸͳǰƤ
Ő!ǤùƙǤƞĂ ÜǤNj! ǄNjƙǤǂƒƧþƒ ǇƵ ƚƶƽƙƧǆ ĸǉǤǂ ƚǆþƤ!ƒ lþĂɳ! Ǉőþőƽƙ˥ǆ!ƒ ĸǤƶþĂƙ
lĂƧƵ þǆőơĎ ƧĂƙǂþ!ƒ ƚƞƙǂǆ Ĭǰƶ ƱƧƽő ĬƦ!ƒ ƇŐͲ!ƒ ÜƇƒþŬƒ ăĂƙ˥ǆ ƱǤƽƤǉƒ
ĂùNjĂ ƚǰǆǤùͲ!ƒ lþĂɳ!ƒ ƧͳƵ Őƽ ɯǤǆþǉŬǤƞ ll!ƦĂ Üƚǰǆ Ǥ Ͳ Ƨőőʓƙ ƚ˥Ǥő˥ Őǉƞƙ
.ƚǆþǤl!ƒ þĂlƶ!ƒ Őƽ ĸǤƞƙǂǆ!ƒĂ ĸǤǆĂǰƶǆ!ƒ ĸǤ˥˥ƌǆ ÿőǆɳ ǊɳƒĂő Ĭ Ʀ!ƒ Ĭ þơƙ!ƒ

:ƞƨɋƑƨllɛ ƞƨɛþɋllɛ

- :Ǉőǰǆƶƙù˥ǆ!ƒ ĸǤùɳǤơ ƚőƞǰƙĂ ĸǤǆĂǰƶǆ!ƒ ĸǤǆþƤ lþĂɳ **: ƞƨɛþɋllɛ ĎŽɛNjǆϒ**
Ƨǂ˥ƶǆƞ ŐƶǆǤɳ!ƒ ƨǂƧǆ!Ǥƞ ƚőƨǂƧǆ!ƒ ƚƞƙǂǆ!ƒ ƚ!Ǥơ ƚ˥ƒƧþ
- ƚǉőǆő ƚőĂǤơ Ǉƞ **: ƞƙϴƑǤllɛ !ƨɛ**
- .ƚƛơǤƞǰ! Ƨőƙ˥ɳǤǆ ƚ!Ǥ˥Ƨ **:þɋͲĎŽllɛ**

- ƚùŏƨǂƧďž!ƒ ƚŀƙǂďž!ƒ ăĂƙʅďž Ĭ͘ďƵ ƚʅƒƧƥ!ƒ Ƙďžƙ : ĬďƑĪĐŽllɛNj ĬďƑĐŽŖllɛ ƥƑƲŨɛ ƚùŏƶďžǤŋ!ƒ ƚǉùʅ!ƒ ýŭùƤ Ƨǂʅƶďžŀ Ŏ!ĂŀǉƱʅƒ ĬϧƱƬďž ŎƶďžǤŋ!ƒ ƨǂƧďž!Ǥŀ .2007-2006
- ƘǤďžƥƤ͘ď! ƚŋƙǉďž ƚďžƲǉďžǂ ƚŀƙǂďž!ƒ ƘƧŀƙƵƒ ƚʅƒƧƥ!ƒ ǉŖNj : ŀƨƐƥqllɛ ƱNjƬNjĐž LJùďž ƪŏĂʅƙ!ƒ ƘƒĂƥĐĂ Ƨŏŏʅƙ!ƒ ƘƒĂƥĐ ĎžƒƥƤƙʅƒ ǤNj! LJǂďžŏ ƪ͘ďƱǉďž!ƒ ƒŖNj LJďžĂ ăƧùƤĐ ƚùnjŋ LJďžĂ Ŭƚnjŋ LJďž ƚďžƲǉďž͘ď! ĎžǤƶ!ƒ Ƨŏŏʅƙ!ƒ Ŏϧ Ɩƥŏƥŋ ƖƧƲǉ ýŋĐ ƘŏƥĂ! ƪŏŀƱƙŀ ƘďžǤƥĂ ƚʎơǤŀ!ƒ Ƙ͘ďžƶƙʅƒ ƥƖϧ ŬƚŏƖƑǤʎĂ!ƒ ǤnjƙǤďžƥƤ ƖƥĂŋ LJŏʅơƙ ƚùŏŀ͘ďƙ ăƥùďž ƚùϧƧƶďž! Ƨǂʅƶďžŀ ƚŏƨǂƧďž!ƒ ƚŀƙǂďž!ƒ Ĭ͘ďƵ LIBQUAL ƖƥĂŋ!ƒ .ǤnjƙǤďžƥƤ LJďž LJŏƥŏϧƙʅďž!ƒ ƘǤŀƸƧ
- Ƨùŀƙƶŏ LIBQUAL ƘŏƥĂ! LJĐ Ĭ͘ďƵ ƚʅƒƧƥ!ƒ ƝƑǤƙǉ ƘƧϧʅĐ : ŀƨƐƥqllɛ ƛəƑƚďž ƒ ŏ͘ďƖƙ ƪŏƧƱ LJƵ Ǥnjŏ͘ďžƶƙʅďž ƘǤŏŋǤơ ƚŏŀ͘ďƙ Ĭ͘ďƵ ƚ ơŀƙ ƚŀƙǂďž ýǂ! ƖƧĂƧư .Ǥnjŏ͘ďžƶƙʅďž ƘǤŋǤơĂ ƘǤďžƥƤ!ƒ ƖƥĂŋ LJŏŀ ƪƧǤϧ͘ď! Ĭ Ƭƥ Đ

:ŀƴǤƑƨllɛ ŀƨƐƥqllɛ

- ƚŏùʅϧǤǉƙ!ƒ ƖƧƥùƖ!ƒ ƴϧƧ Ŏϧ ƚ͘ďžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƧƒƥǫ ƚŏ!Ǥƶϧ : ŀƨƐƥqllɛ ĎžƐNj͘ďƳ ƵƙǤùnj͘ď! Ƨùƒƒƨŋ!ƒ ƘŬǤùƬƙƒ ƚʅʅƌďž ƚ!Ǥơ ƚʅƒƧƥ: ƘŬǤƬƙŬƒ ƚʅʅƌďž! .ýǤƖǉ!ƒ
- Ďž!Ǥʅ LJŀ ƧďžǤƵ : ƘϴƑǤllɛ !ƨɛ
- . ƚ ơǤŀ͘ď! ƧŏƙʅŋǤďž ƚ!Ǥʅ Ƨ :ƥqƬĐžllɛ
- ƘŬǤùƬƙƒ ƚʅʅƌďž ăĂƙʅďž Ĭ͘ďƵ ƚʅƒƧƥ!ƒ Ƙďžƙ : ĬďƑĪĐŽllɛNj ĬďƑĐŽŖllɛ ƥƑƲŨɛ . 2007-2006 LJƒƧNjĂŀ ýǤƖǉ!ƒ ƵƙǤnj͘ď! Ƨƒƒƨŋ!ƒ
- ƚù!ĂǤơďž Ĭù!ǫ Ǥnj!ŭƤ LJďž ƚ ơǤŀ!ƒ Ĭƶʅ ƚʅƒƧƥ!ƒ ǉŖNj : ŀƨƐƥqllɛ ƱNjƬNjĐž ǤùnjƙŏďžNjĐ ɣùǉǤŋ Ĭ!ǫ Ǥnj͘ďƑǤʅĂĂ ǤnjƙƒĂƥĐĂ ƚ͘ďžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƧƒƥǫ ĎžĂnjϧďž! LJǤŏŀƙ ƚ͘ďžǤùƬ!ƒ ƖƥĂŋ!ƒ ƖƧƒƥǫ ƚŏ!Ǥƶϧ ƱǤƖʅǫĂ ǤnjƖŏŀƱƙ ýĂǤơĂ ŬƘǤʅʅƌďž͘ď! ƚŀʅǉ!Ǥŀ LJǤùǂ ƳǤƱƥ Ĭ!ǫ Ŏďžƙǉƙ Ŏƙ!ƒ ŬýǤƖǉ!ƒ ƵƙǤnj͘ď! Ƨƒƒƨŋ!ƒ ƘŬǤƬƙƒ ƚʅʅƌďž Ĭ͘ďƵ

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[illegible]

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- [illegible]
- [illegible] -2008 [illegible] .2009
- [illegible]

ƘǴùŏƱƶǆǅ! Ǵùƶȟƙ ƚŏù˥Ǵ˥Ɒ ƘƒƧŏŏʓƙ ƇƒƧɳȝƕ ƚƕ!ǴƱǆ ƚŏƶǆǴɳ!ƒ ƘǴƕƙǂǆ!ƒ ǇƉ

ƇƒƥǆƵ ɣǅƸƉ ǇƉ ƝƑǴƙǈ!ƒ ƘơɯĂƉ Ǵǆǂ ÜǴnjǈǆ Ǉŏƥŏƽƙᥣǆǆǉƒ ƘǴɳǴŏƙơǕ! ǀƥŏƥɳ!ƒ

ǀƥĂùɳ!ƒ ǀƧƒƥǫ Ƅùŏƕ Ʊƙ ǇĂƥùŏƌŏ ƚ˥ƒƧƥ!ƒ Ŏƽ Ǉŏǂ ƧǴƬǆ!ƒ ƘǴƕƙǂǆ!ƒ ǇĂƌƬ

.ƝǆƒƧƕ!ƒ ǁǅƙ! ǅnjƙŏƥƌƙ Ŏƽ ƒĂƙĂǴƽƙ ǅnjǈƉ Ǘǫ ÜƘǴƕƙǂǆ!ƒ Ŏƽ ƚǅǆǴƬ!ƒ

ǅù! ǇùǂǀĂ ÜƚǄƒƧƥ!ƒ Ŏƽ ǇĂǂƧǴƬǆ!ƒ Ǵnjŏ!ǫ ƧǴƬƉ Ŏƙ!ƒ ǀƥĂɳ!ƒ ƘƒƧƧƕǆ ƥƥƶƙ

.Ǵnjƽƒ ƥƝƉ ƄǀơƙƚƕƙǂƝǆ!ƒ ǇƉ ǇǆƥǂƌƙǀĂNjĂ ƥơƒĂ ƧƧƕǆ Ĭ ǅƵ Ǘǫ ƒĂǀƽƙŏ

Ǵùnjƙơ ƧƙƥƒŎùƙ!ƒ ǀƥĂɳ!ƒ ǇǴǆɯ ýƑǴ˥Ă ƴŏǆɳ ƚ˥ƒƧƥ!ƒ Ŏƽ ǇĂǂƧǴƬǆ!ƒ ƥŏƉ

ǇƌùƬ!ƒ ĂNj Ǵǆǂ ÜăƧƤƉ Ĭ!ǫ ƚƕƙǂǆ Ǉǆ ƘĂǴƽƙŏ ƥŏŏƌƙ!ƒ ƒƦNj ǇƉ Ǘǫ Ü ƚ˥ƒƧƥ!ƒ

ƝǆƒƧùƕ Ǵnjŏƥù! %86.9 ƚƕù˥ǈ Ǉƽ ǀƥĂɳ!Ǵƕ ƚƮǴƤ Ɲǆƒ Ƨƕ ǁǖƙǆǕ ƚƕ˥ǈ!Ǵƕ

ƚƮǴƤ ƝǆƒƧƕ ǅnj! Ƙ˥ŏ! ƚ˥ƒƧƥ!ƒ ƚǈŏƵ Ǉǆ ƚŏǀƕƙǆ!ƒ ƚƕ˥ǈ!ƒĂ ǀƥĂɳ!Ǵƕ ƚƮǴƤ

.ǀƥĂɳ!Ǵƕ

ƧùƲǈ ƚnjɳĂ ɣ˥ơ ǀƥĂɳǅ! ƝǆƒƧƕ ƄŏƕƱƙ ƘǴƥĂƶǆ ǇƉ ƚ˥ƒƧƥ!ƒ ƘƽƬǂ Ǵǆǂ

Ŏùƽ ǇŏǅǆǴùƶ!ƒ ƵƑǴùƲĂ! Ƅŏƥƥ ƵŏƮĂƙ ƥĂɳĂ ǅƥƵ Ŏƽ ƨǂƧƙƙ Ǉŏǂ ƧǴƬǆ!ƒ

Ŏùƽ ǅNjƧĂƥ ƚŏǆNjƕ ƚƕƙǂǆ!ƒ Ŏƽ ǇŏǅǆǴƶ!ƒ ƧĂƶƬ ǅƥƵ ƒƦǂĂ ÜƘǴƕƙǂǆ!ƒ ýǴɳǆ

.ƚƶǆǴɳ!ƒ

:ƕǏǆƐǫǏǅǁǀ ƕƨƐƥǬǁǀ ǀƐƅƐƥǕǻ.2

ƚŏƶǆǴɳ!ƒ ƘǴƕƙǂǆ!ƒ ƵǅƙƤǆ Ǉǆ ƚǈŏƶ! ƚŏơ˥ǆ ƚ˥ƒƧƥ ƚƕǴƛǆƕ ƥƶƙ ƚ˥ƒƧƥ!ƒ ǉƦNj

ƘǴƕƙǂǆ!ƒ ǉƦNj ǀƧƒƥǫĂ Ƨŏŏ˥ƙ ƚŏƽŏǂ Ŏƽ ƥŏƥɳ Ʊǆǈ ǁǴǈNj ǴǆŏŏƱǕ ÜǏƧƒƒƨɳ!ƒ ɣƧʓ!Ǵƕ

ǀƧƒƥǫ ƄŏƕƱƙ ƩǴŏǀƕ Ǵǈǈǂǆŏ NJǈǆǅĂ ƘǴǆƥƤ!ƒ ǅŏƥǀƙ Ŏƽ ƚŏ˥ƽǴǈƙ!ƒ Ǉǆ ƳĂǈ ƥĂɳĂĂ

Ǉǆ ǁ!ƦĂ ÜƘǴƕƙǂǆ!ƒ ǉƦnj! ǀƧŏ˥ǆ!ƒ ƘƒƧǴƱǕƒ ǇŏĂǂƙƕ ǴnjƙƥǕƵĂ ÜǂǆǅǴƬ!ƒ ǀƥĂɳ!ƒ

:ƚŏ!Ǵƙ!ƒ ƚŏǈƒƥŏǆ!ƒ ƚ˥ƒƧƥ!ƒ ƘƒƇƒƧɳǫ ýǕƤ

:ƘƟǴǁǀ ƛNJǻĐŽ.1.2

ýɳƉ Ǉǆ ŎǅŏǅơƙƒƎƮĂƒ ƝnjǈǆƒǅƤƙ˥ŏ Ǵǆ ǀƥǴƵ ƘǴ˥ƒƧƥ!ƒ ǉƦNj ýƛǆ Ŏƽ

ƒƦNj Ŏƽ ƘǆŏƥƉ Ŏƙ!ƒ ƚĂơƕ!ƒĂ ƚŏƧƲǈ!ƒ ƘǴ˥ƒƧƥ!ƒ Ĭ ǅƵ ƳǕƱǕƒĂ ÜǀƧNjǴƲ!ƒ ƵƮĂ

ƘǕƌǤƪƙ ĬĲƵ ƗƕǤȠǗƒ Ɨ!ĂǤơdžĂ Ɨő!ǤǂƬǗƒ ƗdžƥƤ! ƖƧǤdžƙƪǕƒ DžődžƬƙƕ ǤLjdžƥ

Ư ƶƕ ƥȠLj LJőơ Ǒ5 ǗǤőƪǤƪƊ ǕƒƋƪ 64 ĬĲƵ ƖƧǤdžƙƪǕƒ ƘĂƙơƒ Ɨőơ ƗƪƒƧƥ!ƒ

ƗơĂƙƽdž!ƒ ǤnjLjdž ƗĲƑƪǕƒ LJdž LJőƵĂLj ǤLj!ĂǤLjƙ ƥƥĂ ǕƗőƵƧ5 ƗĲƑƪƊ ĬĲƵ ǟĂƙơƙ ƗĲƑƪǕƒ

Ǒ5 ǤLjƪƽLjƊ DžơƖLj Ǖ Ĭƙơ ƧőƕǂƗ ýǂƬƕ ǑLjǤƛ!ƒ ƳĂLj!ƒ ĬĲƵ ǤLjƨǂƧ ǤLjLjƊ Ǖǫ ƗƖĲƺdž!ƒĂ

Ɨ5ǤƲƷƕ LJőƛơǤƕĲ! ýǤȠdž!ƒ ƖƖƧƙ DžƥƵĂ ǕƗơƕ!ƒ Ɨő!ǤǂƬǫ DžƥƤƙ Ǖ ƘǤƕǤȠǫĂ ƘǤNjǤƙdž

ƥƵǤƪƙ ƗƖĲƺdž!ƒ ƗĲƑƪǕƒ LJƊ DžĂĲƶdž ĂNj Ǥdžǂ Ă ǕƗơƕ!ƒ ƳĂƲĂdž Ǒ5 ǤLjdžnjƙǕ ƘǤdžĂĲƶdž

Ǥdždž LJőƛĂơƕdž!Ǥƕ ƗƬǤƤ!ƒ ƘǤƕǤȠǗƒ ƧƬơĂ ǕƘǤőƑǤƬơǗƒ Ɨƥƥ ĬĲƵ Ƨőƕǂ ýǂƬƕ

.ƘǤLjǤőƕ!ƒ ƸőƧƽƙ! spss DžǤƱLjƕ ƗLjǤƶƙƪǕƒ Džƙ ƒƦǫ ƗƬǤƤ ýőĲơƙ!ƒ ƗőĲdžƵ ýnjƪő

ƘǤLjǤőƕ!Ǥƕ ƭ ǤƤ ƇƨȠĂ ƧĂǤơdž Ɨƙƪ Ĭ!ǫ LJǤőƕƙƪǕƒ ƖƧǤdžƙƪƒ Džőƪƙ Džƙ

ýǤdž ƼƼ5ƒĂƙő ýǂƬƕ ýƕ ǤőƱǤƕƙƵƒ ýǂƬƕ ƖƖ!Ʀ LJǂő Dž!Ă ƗĂơƕdžĲ! ƗdžǤƶ!ƒ ƘǤdžĂĲƶdž!ƒĂ

ýǂƬ!Ǥƕ ƧĂǤơdž!ƒ ĬĲƵ 64 ƗĲƑƪǕƒ Ƙdžƪƥ Ɨőơ ǕƗƪƒƧƥ!ƒ ýĂƬ5Ă ƗdžǤƶ!ƒ Ɨő!ǤǂƬǗƒ

: ǑƙǕƒ

ƗőĂnjƕ ƻőƧƶƙ!Ǥƕ ƼĲƶƙƙ (06)ƗĲƑƪƊ Ɨƙƪ ƇƨȠ!ƒ ƒƦNj LJdžƲƙĂ :ƕDžǰƴIIƐ ƖƑDžNjǂƴDžIIƐ -

LJƪ!ƒ ǕǑdžĲƶ!ƒ ýNjƌdž!ƒ ǕƩLjȠ!ƒ Ĭ!ǫ ƗĲƑƪǕƒ LjƦNj ƘƥƧƱƙ Ɨőơ ǕƗĂơƕdž!ƒ

.ýdžƶ!ƒ LJǤǂdžĂ ƗdžƥƤƙƪdž!ƒ Ɨƪƪƌdž!ƒ ǕƗƕƙƧ!ƒ

ƖƑǤƗƖDžIIƐ !ǂƳ Ĭƺ DžĬNjƖƗIIƐ :üNjǕƐ ƥNjƟDžIIƐ -

ƗĲƑƪǕƒ Ư ƶƕ Ĭ!ǫ Ɨ5ǤƲǗǤƕ ǤőƪǤƪƊ ǕƒƋƪ ƧƬƵ ǤLjƛǫ (12) ƧĂơdž!ƒ ƒƦNj LJdžƲƙ

LJőĂǂƙ!Ǥƕ ƗƱőơdž!ƒ ƻĂƧƱ!ƒ Ɨ5ƧƶdžĂNj ƧĂơdž!ƒ ƒƦNj LJdž ƻƥnj!ƒ LJǤǂĂ ǕƗőƵƧƽ!ƒ

Ǒ5 ǤLjőĂǂƙ ƘƖĲƙ ǤnjĲǂ ƗƪƒƧƥ!ƒ ǤnjőĲƵ Džƙƙ Ǒƙ!ƒ ƗƑ5!ƒ ǤƬĂƬƤ ƘǤƕƙǂdž!ƒ DžĲƵ Ǒ5

ƘǤƬƕƧƙ!ƒĂ ǑƪǤƪǕƒ LJőĂǂƙ!ƒ LJőƕ ƗƥǕƵ ƗƒƥơǫLJǂdžő ƻőǂĂ Ǖ ƭ ƬƤƙ!ƒ

.ǑLjnjdž!ƒ LjƧǤƪdž Ǒ5 ƻƱĂdž!ƒ ǤNjǤƖĲƙő LJƊ LJǂdžő Ǒƙ!ƒ ƗƽĲƙƤdž!ƒ ƘǤLjőĂǂƙ!ƒĂ

ƕĬNjdžƴDžIIƐNj ƕĬơƑDžIIƐ ƦƺƐNjƟIIƐNj ƸĬƲNjƗIIƐ : Ĭdžƒƙ IIƐ ƥNjƟDžIIƐ -

LJdž ƗƵĂdžȠdž Ĭ!ǫ Ɨ5ǤƲǫ ǤőƪǤőƪƊ ǕƒƋƪ (12) ƧƬƵ ǤLjƛǫ ƧĂơdž!ƒ ƒƦNj ýdžƬ

ǤdžĂ ǑLjnjdž!ƒ ƧǤƪdž!ƒ ĬĲƵ ƻƧƶ!ƒ ĂNj NJLjdž ƻƥnj!ƒ LJǤǂ Ɨőơ ǕƗőƵƧƽ!ƒ ƗĲƑƪǕƒ

LJĂƥ ǤnjőĲƵ ǤLjƨǂƧ ǤLjLjƊĂ ǤƬĂƬƤ ƗőƶdžǤȠ!ƒ ƘǤƕƙǂdž!ƒ ýƤƒƥ ƻĂƧƱ LJdž NJƕ Ʊőơő

Ưžhu ƚ5ƧžǆžĂNj ll!Ʀ LJǆž ƻþnj!ƒ LJǴǂĂ ǴhuöƧlk Ǘƌʅ (27) Ŏ5 ƾöpþ ýǂƬhu Ŏ5 ǴnjöƧɳLj Džž!Ă ƚʅƒƧþ!Ǵhu lþĂƮlǆž!ƒ ƚöžǆžǴɳ!ƒ ƘǴhukǂǆž!ƒ ýĂơ ƚölöpþ!ƒ ƘǴöFǴƮơŰƒ LJö!Ăƌʅǆž!ƒ Ưžhu ăþ! lƨNjǴɳ Ƨöƹ ƘǴǆžĂǆžžǆž! Ưžhu LJŪ ƘǘhuǴlǆž ĬĐ ƧƒĂơ ýǂƬ ýǂ þöĂƨk Džk þpĂ ÜƘǴöƱžǆž!ƒ ljƦNj ƨönjɳk Džkö Ĭkơ ƚƮƧ5!ƒ ljƇǴƱƻǫ ŎưklöǴǆžǆž ƚöǴnjLj Ŏ5 ǴLjöƧƱưƒ ǴLjLjĐ Ůǫ ÜlƧǴǆžkʅŰƒ ljƦnjhu ƚʅƒƧþ!Ǵhu ƚöLjžǆž!ƒ ƘǴhukǂǆžǆž! LJö!Ăƌʅǆž!ƒ Džnj5ĂƤĂ LJö!Ăƌʅǆž!ƒ ƚöhu!Ǵƹ ƔĂǴɳk Džþž! ƒƧƲLj ÜǴöǆžǂ ǴnjLjƵ ƇǴLjʓkʅŰƒ Ĭ!ǫ ƻǴƱǆž!ƒ Ŏ!Ǵk!ǴhuĂ DžnjLjǆž ýöǆž!l!ƒ Ůǫ ÜDžnjkʅʅƌǆžhu ƾǆžžkk Ŏk!ƒ ƘǴǆžĂǆžžǆž!ƒ Ưžhuhu ƘǴơöƧƮk!ƒ LJǆž .LJǴhuʅơ!ƒ Ŏ5 ƦƤƌk Dž! ƘƒƧǴǆžkʅŰƒ ljƦNj ýǘƤ LJǆž ƚžɳƧkʅǆž!ƒ ƘǴǆžĂǆžžǆž!ƒ

:huưƟŰĐŽlllƐ.3.2.2

ƳǴʅkŬǴhu ƨǴkǆžö NJLjĐĂ ƚƮǴƤĂ ΣĂƧþǆž!ƒ DžǴž!ƒ Ʊöơǆž!ƒ ƚLjöǴžǆž DžǴƵ ýǂƬhu ŎNj ăƧƤŰƒ ŎNj ɯǴkơkĂ ÜĬƧFƒƨɳ!ƒ ƔƧʓ!ƒ ƘǴžǆžǴɳ! ƚöžǆžǴɳ!ƒ ƘǴhukǂǆž!ƒ Ŏ5 ýƛǆžkǆž!ƒĂ ƴǆžkɳǆž!ƒ ǴNjƧǴhukƵǴhu ÜƘǴhukǂǆž!ƒ ljƦNj ƴþƒĂ ƚLjöǴžǆž! Ƨ5ʅ ƚlƬǆžĂ ƚǆžöĂƱ ƚöLjǆžƨ lþǆž Ĭ!ǫ ƚǆžǆžǂǆž lƒþĐ LJǆž þhuŬ ýhu ÜlþơƒĂ ƚơhu ƚǆžöʅĂ ýǴǆžžkʅƒ Ŏ5ǂö Ů ĬƦ!ƒ ŎǆžƮŰƒ ƚLjöž! ƚöLjǴǂǆž!ƒ ƚƲơǘǆž!ƒ ƚƱʅƒĂhu lƧǴǆžkʅŰƒ ƾþƮ þöǂƌk LJǂǆžö ƚöơhu ÜlƧǴǆžkʅǘ! .ƚʅƒƧþ!ƒ

:huĬǆžƐqĬĐŽlllƐ huƨƐþqlllƐ qNjqƟ.3.2

:huĬʓƐþƩɯlllƐ qNjqƟlllƐ.1.3.2

NJö5 ƘöƧɳĐ ĬƦ!ƒ ŎLjǴǂǆž!ƒ ƧǴƱŰƒ Ŏ5 ƚʅƒƧþ!ƒ ljƦnj! ƚö5ƒƧʓɳ!ƒ þĂþơ!ƒ ýƛǆžkk ƚǆžƛǆžkǆž!ƒĂ ÜĬƧFƒƨɳ!ƒ ƔƧʓ!ƒ Ĭ!ǫ ŎǆžkLjk Ŏk!ƒ ƘǴžǆžǴɳ!ƒ ýǂ ýǆžƬk Ŏk!ƒĂ ƚʅƒƧþ!ƒ LJököžǆžǴɳ LJöklơǆžǆž ÜƚöƧöươk ΣƧƒþǆž 4 ÜƚöžǆžǴɳ ƨǂƒƧǆž 6 ÜƘǴžǆžǴɳ10 Ŏ5 10 ýƮĐ LJǆž ƘǴžǆžǴɳ (08)LJǴǆžĂ ƧǴökƤƒ Džk ljƦNj ǴLjkʅƒƧþ Ŏ5Ă ÜƚöLjƱĂ ƚʅƧþǆžĂ ƚžǆžǴɳ ÜǴöɳĂ!ĂLjǂk!ƒĂ DžĂǆžž! ƻǴöưĂhu þǆžơǆž ƚžǆžǴɳ ÜǴöLjǴʅ!ƒ LJƒƧNjĂ ƚžǆžǴɳ) ŎNjĂ ĂhuĐ ƚžǆžǴɳ ÜΣǴhužǆžhu Ĭþöʅhu ΣhuǴö!ƒ Ŏ!ǘöɳ ƚžǆžǴɳ ÜDžLjǴʓkʅǆžhu ΣöþǴhu LJhuƒ þöǆžơ!ƒ þhuƵ ĬŰĂǆž ƚžǆžǴɳĂ ƘƧǴökhu LJĂþǆžƤ LJhuƒ ƚžǆžǴɳ ÜƧǂʅžǆž ƚžǆžǴɳ ÜLJǴʅǆžǆžk þöǴlǆžhu Ƨǂhu LJƒƨöǆžöƹ ŎžǆžǴɳ!ƒ ƨǂƧǆž!ƒĂ LJököƧöươk LJökʅƧþǆž Ĭ!ǫ ƚ5ǴưŰǴhu (lþöžʅhu ƧNjǴƱ!ƒ

[illegible]

: [illegible] .3

[illegible].1.3

[illegible] [1]

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[1] 2006 [illegible]
.97. [illegible]

[illegible] .2.3

[illegible] (kaizen) [illegible] [1]

[illegible] .3.3

[illegible] [2]

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[1] [illegible] .99 f

[2] [illegible] .2002 [illegible] f 12

[illegible] Larousse [illegible] [1]

[illegible].4.3 Knowledge Management:

[illegible]

[illegible] [2]

[illegible]

[illegible]

-21 [illegible]

[illegible]

-1 [illegible]

-2 [illegible]

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[1] Le petit Larousse .paris : Larousse,1995.p.223.

[2] [illegible] .2004 .96 f

[illegible] [1]

[illegible] [2]

[illegible] 3.7.

[illegible]

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[1] [illegible] .129 [illegible] . 2002 [illegible]

[2] [illegible] .15 [illegible] .2002 [illegible]

ƚǒǉĂƨƘǂ!Ǘƒ ƘǴŀƪǴơ!ƒ ĎžƒƥƤƘƪƒ Ǒ5 ƨǂƨƘǒ ƘǴďžĂǰžďž!ƒ ǴǒƞĂ!Ăǉǂƙ ƨŊǰĂƞĂ

ŊǰǒƼƨƘ!ƒĂ ƨǒĂǉƘ!ƒ ƴǒƨĂƘĂ ƴǒǂƬƙ ǗƪƌǯƤ! (ƚǒǂǰƪǘ!ƒĂ ƚǒǂǰƪ!ƒ) ƥžƕ ǈƷ ƘǗǴƬƘǗƒĂ

Ɲ!ǴžƘĂ ǗďžƱǉǰž ƴǂƬƕ ƴďžƞƙ Ǒǂ! ƚƽƱĂďž!ƒ ƴƑǴƪĂ!ƒ ƥǴƬơ ǑŊǰ ƚǒǉƖƙ ƨǁǂǯ ƴǂƬƕĂ

.[1]ǈǴƪǉǘ! ƚǒƨǂƽ!ƒ ƚƱƬǉǖ! ǴďžƷƥ ƘǴďžĂǰžďž!ƒ ƴƥǴƕƘĂ Ʊ'ƨžƘĂ ǈƨƤƘĂ

ƻƨžƙ ƘǴďžĂǰžďž!ƒĂ ƘǴƕƘǂďž!ƒ ƘǴơǰƱƬďž! ǑƷĂƪĂďž!ƒ ďžƞžďž!ƒ ɤƪơ

ǁ!ƦĂ ǴŋǰǁƕĂ ǴŋǰǉƒƨƘƤƒĂ ƘǴďžĂǰžďž!ƒ Ǐǰž ƴĂƬơ!ƒ " ǴŋǰǉǰƕƘǴďžĂǰžďž!ƒ ǴǒƞĂ!Ăǉǂƙ

[2]"ƥžƕ ǈƷ ƚǒ!ǴƬƘǗƒĂ ƚƕƪǴơ!ƒ ƚǒǉĂƨƘǂ!ǫĂƨǂǒďž!ƒ Ƙƒƥžďž!ƒ ǈǰž ƚƽǒ!ĂƘ ĎžƒƥƤƘƪǴƕ

ǑƘ!ƒ ƴƑǴƪĂ!ƒĂ ƘƒĂƥǗƒĂ Ƙƒƥžďž!ƒĂ ǀƨŋǰƞǕƒ ǁǰƙ ǑŊǰ ƨƤƈ ƴǂƬƕ Ăǯ

ƚ ǒơ ǈǰž ǗƘǴďžĂǰžďž!ƒ ƚƞ!Ǵžďž Ǒ5 ǘƕƖƙƪďž ǴŋǰďžƥƤƘƪǒ ǈǯ ǈǂďžǒĂǗ ǈǴƪǉǗƒ ǴŋǰďžƥƤƘƪƒ

ǴŋǰǁƕĂ ǴŋǰƤǴƪǉƙƪƒĂ Ǵŋǰ Ʊ'ƨƻĂ ǴŋǰƷǴƞƨƘƪƒĂ ǴŋǰƘƨǴǒơĂ ǴŋǰǉƨƤĂ ǴŋǰďžǒƱǉƘĂ Ǵŋǰǒƞƪƙ

ǈǒƨƤƘ!ƒ ǴǒƞĂ!Ăǉǂƙ ǈǰž ƴǂ ƴďžƬƘĂ ǗǴŋǰǒƕ!ǴƱ! ɤƪǴǉǰž!ƒ ƘƥĂ!ƒ Ǒ5 ǴŋǰǒƬĂƘĂ

[3].ƘǗǴƬƘǗƒ ǴǒƞĂ!Ăǉǂƙ ƳǴƞƨƘƪǗƒĂ

:ƕƳƴďžƑɶŀŀ ǀƑǴǂǀďžŀŀ.8.3

Ǒ!Ǵž!ƒ ďžǒǰžƘ!ƒ ƘǴƪƪǭďž ǎƥơǫ " ǴŋǰǉǯǏǰž ƚǒžďžǴƞ!ƒ ƚƕƘǂďž!ƒ ƻǒƨžƙ ǈǂďžǒ

Ǒ5 ƚƽǰƘƤďž!ƒ ƘƒƨƥǗƒĂ ɤǘƱ!ƒĂ ǀƦƘǴƪǗƒ ƴďžƙƞďž Ǐ!ǫ ǴŋǰƘǴďžƥƤ ďžƥǀƙ ǑƘ!ƒ

ǴŋǰǰžƕƤ ǈǰž ƴĂďžǒĂ ƨƒƥǒĂ ƚžďžǴƞ!ƒ ƴƤƒƥ ǭƬǉǒ ƘǴďžĂǰžďž ƌƼƨďž " ǑŊǰ ĂǯǗ"ƘǴžďžǴƞ!ƒ

ƘǴďžƥƤ ǴŋǰďžǒƥǀƘ! ǴŊǰƨǒŋǰƞƘĂ ǴŋǰďžǒƱǉƘĂ ƘǴďžĂǰžďž!ƒ ƚǒƻĂǯ ƚơǴƘǫĂ ƴďžƞ ƚǒƺƕ

ǁ!Ʀ ǑŊǰ " Ăǯ Ǘ[4]ǑžďžǴƞ!ƒ ƴďžƙƞďž!ƒ ǈǰž ǈǒƥǒƼƙƪďž!ƒ ƴďžƙƞďž! ƚƽǰƘƤďž!ƒ ƘǴďžĂǰžďž!ƒ

Ǒ5 ƚƽǰƘƤďž!ƒ ƘƒĂƥǗƒĂ ƚǒǰǂ!ƒĂ ǀƦƘǴƪǗƒ ƴďžƙƞďž ďžƥƤƙ ǑƘ!ƒ ƘǴƕƘǂďž!ƒ ǈǰž ƳĂǉ!ƒ

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[1] ǗǑƼƨǒƬ!ǃ .ƥďžǒơďž .ƴƥƐǫƾ.ƑɶǰŊǰǰǁǂŀŀ :ǀƨŊǰǴǀ!ƒ ƨƒ ƨǂƽ!ƒ ǗǑžďžǴƞ!ƒ 2009. ƒ 19.

[2] ǗǑďžǴƬ!ƒ ƥďžǒơ ƴƥďžǒơďž ɤƪơ ǗƳƒ ƥǒƪ. ƕƳƴǀƙƳɶŀŀ ƕƳŊǰƨŊǰďžŀŀ ƑƟǂƱ'ƬďžŀŀǏ ǂǁƒŊǰǂƳ ǀƑǂǀďžŀŀ ŊǰǀƑďžŊǰǂƴďžŀŀ ŊǰǀƑǂ

Arabic Encyclopedia of library, information, and = (ǏǴƥƳ - ǎƦǏǂɶǰ) ǀƑǴƨƑƟŀŀ

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[3] ďžƪǴƞ ǗǑƑǴƱ!ƒ ƨƽžƞ ǈǰơ. ǈǴďžƻ.ǀƑďžŊǰǂƴďžŀŀ ƑɶǰŊǰǰǁǂǀƕ ƕƳƴƑďžǂɶǗŀŀ ǀƑƽǏǴƱ'ǂŀŀ: ƨƒ ɤǰǴǉǰž ƨƬǉ!

ǗƴƒƨĂƘ!ƒĂ .2006 ƒ .57

[4] ǗďžǒŊǰƒƨƕǫ ƥǒƻƪ!ƒ ǁĂƨƕďž. ƴƥƐǫƾ ǀƑǂǀďžŀŀ ƕƳƴďžƑɶŀŀ ǏƷ ƬŊǰƬ ƕǀǰƑɶǂƑ ƴƥƐǫǗŀ ƴƥƬƑƴďžŀŀ. ǀƑƨŊǰǴǀ!ƒ:

ǀƒďžƞďž!ƒ ƚǒƨž!ƒ ƚǒƨƥƘǰ! ɤǒƨƥƘ! ƒǉƬƨ Ǘ2012 .ƒ .41.

الجــزء الأول

الفصل الأول

التكوين في علم المكتبات وإدارة الجودة الشاملة في التعليم العالي

[illegible]

[illegible] .1.1

[illegible] formation [illegible] forma [illegible] formare [illegible]

[illegible]

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[1] [illegible] .2011 [illegible] .123 [illegible]

[2] [illegible] .2002 [illegible] .12 [illegible]

[3] [illegible] .2005 [illegible] .139 [illegible]

[illegible]

[illegible] [1]

[illegible] .4.1

[illegible]

[illegible] .1.4.1

[illegible] [2]

[illegible] .2.4.1

[illegible]

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[1] [illegible] .128 [illegible]

[2] [illegible] .130 [illegible]

- ǑƥƒƧ ǐƥǦdžǍ ǑƵǦdžƙƞƒ ǎǍƙƪdž ƾǒƖơƙ.

- ǂǒLjnjdž!ƒ ƖƇǦ5‡!ƒ ƾǒƖơƙǍ ǂǦdžǦƶ!ƒ ƥǒ!ƒ ƴǒNjǞƙ.

- ƴdžǦƶ!ƒ ǍƊ LJǍ‡ƙdž!ƒ Σ5Ljƕ ǂƖƛ!ƒ ƾǒƖơƙ.[1]

LJǒǍ‡ƙ!ƒ ǂǒǦnjLj ƖƥǦnjƬ ƠLjdžƕ ƱƕƙƧdž!ƒ Ǒdžƪ ƧǦ!ƒ LJǒǍ‡ƙǦ! ǂǒƪǦƪǕƒ ƻƒƥNjǕƒ LJǒƕ LJdžǍ ƘƒƧǦnjdž!ƒǍ ƘǦdžǍǦƶdž!ƒ ǏǦƵ ƴǍƮơ!Ǧƕ ǗǑdžƪƧ!ƒ ƧƒƧƿǕƒ ǂƕǦƛdžƕ ƧƕƙƶƙƑ Ǒƙ!ƒǍ ƥƥơdž ƔƮLjdž Ǒ5Ǎ LJǒƶdž ǑLjƖƙ ǍƊ ǑdžǦƵ ƴǦƞdž Ǒ5 ƠƜƒǍ ƱǦƬLj! ǂǒƧǍƧƜ!ƒ.[2]

ƘƒǍƱƤ ǉǍƱƤǍ LJǒǍ‡ƙ!ƒ ǎǍƙƪdž ǏǦƵ ƘǦƕƙ‡dž!ƒ ǅǦƵ ƧǍƱƙ LJdž ǅƸƧ!ƒ ǏǦƵ Ǒ5 ǎƧƤǕƒ LJnjdž!ƒ ǑƥǦƕ‡ NJƙǒLjnjdž LJƵ ǂơƕǒ ƴƒƨǕ NJLjƊ Ǖƹ ǗǦǒǦƵ ƘǦǒǍƙƪdžǍ ǂdžǦNj LJǒƵƊ Ǒ5 ƧƕƙƶƙƑ Ǒƙ!ƒ ƧƮǦLjƶ!ƒ LJdž ǂƵǍdžƞdž ƾǒƧƱ LJƵ ƖƖ!Ʀ ΣǦǒƥ LJ‡džǒǍ ƴǦdžƙƞdž!ƒ ƧǒƛǂƙƤdž!ƒ LJdž ƧǒƛǂƮǦLjƵ LJǒƮƙƤdž!ƒ ƔƞǒƕǦƪǦƊ ƧƮǦLjƵ ǂǒƪǦƪƊ ƔNjƧ5Ǎƙ ǐƊ Ǒ5 ǂLjnjdž:[3]

1. ǂLjnjdž!ƒ ƔƞǒLJƊ ƨǦƙdžƙ ƘƒƧǦnjdžƕ.
2. ǂLjnjdž!ƒ ƔƞǒLJƊ ƴǦLjƙ ǂƖƛ ǦnjǒLjnjƙdždž.
3. ƖƧǍƧƜ ƻƒƧƙƵƒ ƴǦdžƙƞdž!ƒ ǗǦnjƕ ƧǍƥǍ ƘǦǒƶdžƞ!ƒ ǂǒLjnjdž!ƒ Ǒ5 ƾǒƖơƙ ƒƦNj ƻƒƧƙƵǕƒ.
4. ƖƧǍƧƜ ƥǍƞǍ ƥƵƒǍƥ ǍƶƑƙ LJǒƕ ǑLjnjƙdždž ǂLjnjdž!ƒǍ ƧǍnjdžƞ!ƒ ǏƦ!ƒ ǅƥƖƙ NJ! ǉƦNj ƘǦdžƥƤ!ƒ.

:ǅǻƞNjƖǂƖƐ ƦʒƐNjƟ.6.1

ƨǦƞLjǕ LJǒǍ‡ƙǦ! ǂƪǍƧƥdž ǅdžƒƧƕ ƧƧǍƙ ǏƧƬƕ!ƒ ǅǒǦƶƙ!ƒ ƭ ƒǦƮƤ ǂ5ƧƶdžLJƹ ǂǒǦdžƶ!ƒ Ǒ5 ƧƮLjƵ ǅNjƊ LJƊ Ʀƹ ǂǒLjǒǍ‡ƙ!ƒ ƖƧƙ5!ƒ ƨǦƞLjǕ ƻǦ‡ƕ Σǒ! ǅdžƒƧƕ!ƒ ǉƦNj NJƙ‡ƧǦƬdž LJǍƥ ǂƥơǒ LJƊ ǅǦƶƙdž ǏǕ LJ‡džǒ Ǖ ǏƦ!ƒǍ NJƪ5Lj LJǍ‡ƙdž!ƒ ǍNj ǂǒLjǒǍ‡ƙ!ƒ ǏǦƵ ƻƧƶƙ!ƒǍ ǂƕƪǦLjdž!ƒ ƻǍƧƱ!ƒ Ƨ5ǍƙLJdž ƥƕǕ ƖƖ!ƦǗ ǅǦƶƙ!ƒ Ǒ5 NJƙƕƸƧǍ ǂǒƕǦƞǒǕƒ ƔƞǒǦdž‡ǕǅǦƶƙ!ƒ ǂǒǦdžƵ Ǒ5 ǦNj!ǕƺƙƪƒƻƥNj! LJǒLjǍ‡ƙdžǦ! LJǒǍ‡ƙǦ! ǂǒǦƤƒƥ!ƒ ƴ5ƒǍƥ!ƒ

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[1] !ƒǗdžǒƨdžƖLjǒƧ ǍƤƧƤǍLJ.ƧƞdžƴƪǦƕ ƾ. ƭ 126.

[2] ƧƥƕǗ LJƕ ƬƕLjNjǍ.ƙƧ.ƵǦǒƥƖ ǦƕǦƶƕǂ.**ƉǻƞNjƖǂƖƐ ƕƱƒƶƖƐ ƕƒƥƐƦƖƖƐ ƕǻƊǂ:ƕǗǍƖ ǗNjƟ ƠƠƋƉǻ ƟǻƐƔ**.!ƒƞƨƒƧ: ǥǒǍƒLJ ƒ!ƘǦƱǍƙ [ƥ.ƙ] .ƭ 11.

[3] ƙƥƙǗƤLjƠ ǦǍƥǍƒƥ ƒ!ƬǦ!ơ.**ƉǻƞNjƖǂƖƐ !‡Y Ǐʒ ƉǻƖƉǂƖƐ ƕƚǍƙǑƥƒƒƙƘǍ ǅƐǅǃƕ ƖǂƉǻƖƐ**.5Ǒ ƞdžǂƙ ǁ ƘǦƵƛǦƶƙǍƒ ƘǦƕǍ‡ƙ!ƒ.ǅdžƖ3.Y1. 2006. ƭ 62.

[illegible] :[1][illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible] .[2][illegible]

[illegible] :[3][illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

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[1] [illegible] .75-74 [illegible] .2007

[2] [illegible] .2 [illegible] .2002 [illegible] .52-51

[3] [illegible] .1[illegible] .2002 [illegible] .79

[illegible] -

: [illegible] .8.1

[illegible]

[illegible]

[illegible] ¡1886 [illegible]

[illegible] 1887 [illegible]

ECOLE DES CHARTES [illegible] 1821 [illegible] [1] [illegible]

.283-281. [illegible] 1985 [illegible] [1]

[illegible]

.[1][illegible] 1919 [illegible]

[illegible]

[illegible] 1966 [illegible] 1951 [illegible]

[illegible] 1986 [illegible] 1982 [illegible] 1972 [illegible] 1977

[illegible] 1977 [illegible] 1976 [illegible] 1974 [illegible] 1972 [illegible]

[illegible] 1983[2] [illegible] 1981 [illegible]

[illegible] [3] [illegible]

[illegible] 9.1.

[illegible]

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[1] [illegible] .284. [illegible]

[2] [illegible] .1997 .2[illegible].18 [illegible] .87-84 [illegible]

[3] [illegible] .2008 [illegible] .2008 .16.[illegible]

http://www.Cybrarians .info/journa1/n°16/open.htm

ýdžƓƬ!fĂ Ŏ5Ɠǂ!f DžŭƵŰf.8

.ǂdžƨŭ!f ǂŏƘơƘ!f ĬLjƕ!f Ă ƥƵfĂl!f ƥŏƥơƘ .9

.ǂdžƨŭ!f ǂŏƦʒƘ!f.10

. ϴƓȠLj!f ăƥdž ǂ5ƧƶdžƵ! ƧŏĂƱƘ!fĂ Džŏŏlk!f.11

.lƧdžƘʅdž!f ǂƶȠfƧdž!f 12

ǂȠƓơ!f ŎƵfĂƥ! ƔŏȠƘʅƘ LJD ƔȠŏ ǂŏƧƱLj!f ǂŏʅfƧƥ!f ƝdžfƧƕ!f ǂƶŏƕƱ LJǫ

ƘƓȠƓơ!f ƥLjƵ ŎnjƘLjƘĂ ǂŏLjƱĂ!f ǂŏƵơdž!f ǂȠƓơ!Ɠƕ ƓNjƥĂƥơ Dƥƕk ŎƘ!f ǂŏƵƽ!f ǂŏlŏƕƱƘ!f

ƔŏȠƘʅƘ LJD Ŭǫ ǂdžFƓl!f ƝdžfƧƕ!f Ưƶƕ DžƓdžD ƥȠLj Ŭ ƓLjLj35 Ŭǂŏ!Ăƥ!fĂ ǂŏdžŏƵpŰf

Ɠnjŏ!ǫ ШƓƘơƘ ŎƘ!f ŬƧƥfĂǂ!f ƥfƥƵǫ ljƓȠƘ ƓnjƘƓŏ!Ăƌʅdž ƧƵƬƘʅƘ LJDĂ ƧƮƵ!f ƘƓƕƵƱƘdž!

.[1]ƘƓdžĂƵƶdž!f ĂD ƘƓƕƘǂdž!f LJŏƥƓŏdž Ŏ5 ƇfĂʅ ýƶƽ!Ɠƕ ƓLjLjfƥƵƕ

:ƥĬNjƯǂllƐ ŭƓƨNj DŽĬNjǀǂllƐ ƧƨƇ.11.1

LJdž ǂƛŏƥơ!f ƘƓNjƓȠƘŰf Ɠl5Ă ƘƓdžĂƵƶdž!fĂ ƘƓƕƘǂdž!f DžĂƵƶ Ŏ5 LJŏĂǂƘ!f ƾƵƱLjŏ

ƘƓƕƘǂdž!f ƘƓȠƓơ ƥŏƥơƘ!Ɠƕ ƓnjLjdžĂ ǂŏLjƱĂ!f ǂŏdžLjƘ!f ƝdžfƧƕ ƓnjƕƵƱƘƘ ŎƘ!f ƘƓȠƓơ!f

ýƥfĂ!f Ʃǂƶŏ LJD ƥƕŬ ljƓȠƘŰf fƦNj Ŏ5 ƧŏĂƱƘ ĬD LJ35 ŬƘƓdžĂƵƶdž!fĂ ƾŏƛĂƘ!f ƨǂfƧdžĂ

ǂ5ƓƯǫĂ ŬƘƓdžĂƵƶdž!f ǂŏƵĂLj Ŏ5 ƘfƧŏʒƘ ǂfƥơŰ Ŏƶʅ!f ýƥdž ýƕlƘʅdž!f ƾƓ5ƈĂ

.[2]ƓƯŏD lƥŏƥȠ ýdžƵ f Ƨ5 ƾƵƤ Ŏ5Ă lƥŏƥȠ ƻƧƓƶdž

ƘƓdžĂƵƶdž!f ǂƛfƥơ ĬƵƵ ǂƱ5ƓơdžƵ!f ĬƧĂƧƯ!f LJdž Ơƕ ƮD fƦNj ĬƵƵ ƇƓLjƕĂ

ƘƓʅfƧƥ DžƓʅpD ƘDƥƕ ǂŏơ Ŭǂƽ ƵƘƤdž!f ƘƓdžĂƵƶdž!f ƨǂfƧdžĂ ƘƓƕƘǂdž!Ɠƕ LJŏƵdžƓƶƵ!

ƘfƧĂƱƘ!Ɠƕ LJŏƵdžƓƶ!f ǂƱƓơǫ Ĭ!ǫ ƻƥnjƘ ƝdžfƧƕ ƥfƥƵǫ ĬƵƵ ýdžƶ!f Ŏ5 ƘƓdžĂƵƶdž!f

.[3]ƧdžƘʅdž!f LJŏĂǂƘ!Ɠƕ Ĭdžʅŏ Ɠdžŏ5 ǂƛŏƥơ!f

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[1] 2Y.ƾŏƛĂƘ! ǂŏƕƧʒdž!f ǂƵȠdž!f Ŏ5.**5ĬƓƯǂllƐNj ƕĬƥƯllƐ DŽĬƓ ǀFƓǂDŽllƐ !Njǂ Y ƧĬƥqǂ** .ƠƓƮ ƩƓƕƵ ŬĬƥLjǂƬƓƱ .83. f .1984.

[2] **LjǂƗLjFШǂƐNj LjYƐNjƓƇŬLjʒƐqljƇ: ǀFDŽNjǂyDŽllƐNj ǀFƓǂDŽllƐ !Njǂ Y Ĭʒ ĬllFyllƐ DŽĬNjǀǂllƐ**. ƻŏƱƵ!f ƥƕƵ ŬŎ5ĂƮ .29 f .2002 ŬyŏƨĂƘ!fĂ ƧƬLj!fĂ ǂƵƓƕƱƵ! ăƥnj!f Ƨfƥ :ƧFfƨȠ!f.**ƕƘĬqϴllƐ**

[3] .ƘƓdžĂƵƶdž!fĂ ƘƓƕƘǂdž!f ǂƵȠdž Ŏ5.**ǀFDŽNjǂyDŽllƐNj ǀFƓǂDŽllƐ ƕdžNJDŽ ƥĬNjƯǂ 5Fʒǫ** .ll!Ɠdž!f ƥƕƵ ŬŎƘƕʅ!f LJƕ .33 f .2006. 1.Y.3Ɲdž

[illegible]

[illegible]

[illegible]

[illegible] 1975 [illegible]

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[1] [illegible] .93-92 [illegible]

ŎǉƓƶŏ ŎƘ!ƒ ƧĂƮ l!ƒĂ ƒ lǉ!ƒ ƔǉƒĂƞ DžNjƉ ýdžƞǉĂ Ǖłŏǉƒƥŏdž!ƒ ƘƓlŏhƱƘ!ƒĂ ýƑƓʅĂ!Ɠh

:[1] ŎǈŏƓdžŏ5 DžƓƵ ý‡Th ƘƓhƘ‡dž!ƒ DžƓʅƥƉ Ŏ5 ǇŏĂ‡Ƙ!ƒ ƓnjǉdžǏ

.lƥĂƬǉdž!ƒ łŏʅƓʅǕƒ ƘƓŏƓʒ!ƒ ĬǈƵ ƓNjƨŏ‡ƧƘ ƻƶƜĂ ǇŏĂ‡Ƙ!ƒ ƻƒƥNjƉ ƜĂdžƩ -

. Ɠƺŏ‡Ă Ɠdž‡ łŏʅƒƧƥ!ƒ ƝNjƓǉdž!ƒ ƻƶƜ -

ƽŏhƱƘ!ƒ ƘƓhƘ‡džĂ ǇŏĂ‡Ƙ!ƒ ƥNjƓƶdž ǇŏhƔĂǈƱdž!ƒ ƽŏʅǉƘ!ƒ ƔƓŏƩ -

.ƘƓdžĂǈƶdž!ƒ łŏǉlƘ DžƒƥƤƘʅƒ Ŏ5 lƦƘƓʅǕƒĂ ǇŏƧƱƋdž!ƒ lƧhƤ ƻƶƜ -

.ǇŏlhƱdž!ƒ lƦƘƓʅǕƒĂ ǇŏƧƲǉdž!ƒ lƦƘƓʅǕƒ ǇŏhýƮƒĂƘ!ƒĂ ƧĂƓƬƘ!ƒ ƻƶƜ -

. ǇŏĂ‡Ƙ!ƒ DžƵƥƘ ŎƘ!ƒ łƛŏƥơ!ƒ ƘƓdžĂǈƶdž!ƒ ƨ‡ƒƧdžĂ ăƧh‡!ƒ ƘƓhƘ‡dž!ƒ ƔƓŏƩ -

.ǇŏĂ‡Ƙ!ƒ ƒƦnjh ƽƓơƘ!ǚ! łhǈƱ!ƒ ýƞƬƘ Ǚ łŏhƘ‡dž!ƒ łǉnjdž!ƒ Ĭ!ǫ ýdžƘƞdž lƧƲǉ -

. łŏhƧƶ!ƒ ƘƓƶdžƓƞ!ƒ Ŏ5 ƘƓhƘ‡dž!ƒ DžƓʅƥƉ ƘƓŏdžʅƘ ƻǚƘƤƒ -

.ƓnjǉdžƘƓŏƧĂƥ!ƒ łƮƓƤ ǕƘƓdžĂǈƶdž!ƒĂ ƘƓhƘ‡dž!ƒ DžĂǈƵ Ŏ5 łŏhƧƶ!ƒ ýƞƒƧdž!ƒ łǈƥ -

ƘƓhƘ‡dž!ƒ DžǈƵ Džʅl! łhʅǉ!Ɠh ƘƓhƘ‡dž!ƒ ƒ ƓƮƘƤƒ Ŏ5 ǇŏĂ‡Ƙ!ƒ lƧŏʅdž ýĂƓǉƘǉʅ

ƘǙŏƥƶƘ!ƒ ƻǈƘƤdžĂ ýŏƮƺƘ!ƒ ǇdžƇŎƬh ƓlhƓʅ ƘƓhƘ‡dž!ƒ DžǈƵ ƥƶdž Ɠŏ!Ɠơ ǇƒƧNjĂh

.ƒƦNj ƓǉdžĂŏ Ĭ!ǫ ƥnjƶdž!ƒ Ʃŏʅƌ ƦǉdžǏ łơĂǉdžƶdž!ƒ ƘƒƥƓnjƬ!ƒĂ ƝdžƒƧh!ƒ ĬǈƵ ƘŏƧƞƉ ŎƘ!ƒ

:DžɛƥljNjƓ ł ƑƓłlDžllɛ !‡Y !ƨ5.13.1

:hĭƍlĭƥƑ‡ ƔƤƓdž. 1.13.1

łʅʅƋdž ĂNjĂ 1983 łǉʅ (ƓlhƓʅ ƘƓhƘ‡dž!ƒ DžǈƵ ƥnjƶdž) ƘƓhƘ‡dž!ƒ DžǈƵ Džʅƥ ƋTǉƉ

łƶdžƓƞ Ŏ5 Ĭ!ĂǕƒ lƧdž!ƒ Ŏ5 ǉƧldž ǇƓ‡ ǕŎdžǈƶ!ƒ ł ơh!ƒĂ Ŏ!Ɠƶ!ƒ DžŏǈƶƘ!ƒ lƧƒƨĂ! łƶhƓƘ

ǇƒƧNjĂh ƔƱ!ƒ łŏǈ‡ ƔǉƓƞhǕƧƥƓl!ƒ ƥhƵ ƧŏdžǕƒ Ŏơ Ĭ!ǫ ýĂơ Džƛ łŏƨ‡ƧdžƮ!ƒ ƓŏǉƓʅ!ƒ

łŏdžǚʅǕƒ lƧƓƜơ!ƒĂ łŏǉƓʅǉǕƒ DžĂǈƶ!ƒ łŏǈ‡! ƴnjƓƘ!ƒ ĂƱʅŏǫ ƴdžƞdž Ĭ!ǫ ýlƘǉƒ ƒƧƤƋdžĂ

.2007 łǉʅ

:hĭƽəƑƘNjllɛ !Nj‡yllɛNj ł ƑƓłlDžllɛ !‡Y !ƨƽƓ DžĭNjł‡llɛ ƺɛɑljƈ.2.13.1

ƘƒƧƓƱǕƒĂ łŏǉlƘ!ƒ ƘƒƧƓƱǕƒ ǇŏĂ‡Ƙh łŏlƑƓƛĂ!ƒ DžĂǈƶ!ƒĂ ƘƓhƘ‡dž!ƒ DžǈƵ Džʅƥ DžĂlŏ

ƘƓƞƓơ łŏhǈƘ! ƒƦNj Ă ƻŏƬƧǕƒ ƨ‡ƒƧdžĂ łŏlŏƛĂƘ!ƒ ƘƓʅʅƋdž!ƒĂ ƘƓhƘ‡džǈ! łŏdžǈƶ!ƒ

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[1] ƻŏƱǈ!ƒ ƥhƵ ǕŎ5ĂƮ ǇǉƑǉƑǉɯł‡ɛNj ǇǉƳɛNjǉdžǉƈǕǇʒɛɑljƈ: ł ƑDžNj‡yDžllɛNj ł ƑƓłlDžllɛ !Nj‡Y Ĭʒ Ĭ llFyllɛ DžĭNjł‡llɛ. ƻŏƱǈ!ƒ ƥhƵ ǕŎ5ĂƮ

.120-116 ƒ ƒ .ƽhƓʅ ƴƞƧdž :ƧƑƒƨƞ!ƒ.hǘĭɑɵllɛ

[illegible]

[illegible] 3.13.1.

[illegible] 15 [illegible] 1983 [illegible] 1990 [illegible][1] [illegible]

[illegible] 40 [illegible] 1989 [illegible] 2009 [illegible] 2004. [illegible]

[illegible] 1985 [illegible][2] [illegible] 2014-2013 [illegible] 22 [illegible]

[illegible] 2004

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[1] معطيات مجمعة ومهيكلة من طرف الباحث، أرشيف قسم علم المكتبات بوهران.

[2] [illegible] bibliothéconomie.

ǑƶdžƓƞ!ƒ Džǐ Ǎdž!ƒ ýǔƤ ǏD 2008 ǂLjǐ ǂǒdžǔǐǕƒ ǀƧƓƜơ!ƒǍ ǂǒLjƓǐLjǕƒ DžǍǁƶ!ƒ ǂƕǁƱ LJǒƕ LJdž ƭ ƬƤƙ!ƒ ƒǍƧƓƙƤƒ LJǒƦ!ƒ ǂƕǁƱ!ƒ ƥƥƵ ƨǍƓƞƙǒ Dž! Ʀǫ 2009-2008

ƘƞƧƤƙ ǂƶƼƥ ýǍD ǑNj ƘLjƓ‡ ƥƥǍ Ɣ!ƓƱ 12 ǎǍǐ 45 DžNjƥƥƵ Ƹ!Ɠƕ!ƒ ǁǁƧƙƬdž ƳƦƞ!ƒ DžǍ Ǘ2011 ǂLjǐ ƥdž! DžƓƲLj ƧƓƱǫ Ǒ5 ǂǐƒƧƥ!ƒ LJdž ýǍǕƒ ƧǍƱ!ƒ ǏD ƩLjƓǐǒǁ!ƒ ǀƥƓnjƬƕ

ƘƓdžǍǁƶdžǍ ƘƓƕƙ‡dž ƭ ƬƤƙ) Ǒ5 Ɠnjƕ Ʃǂƕ Ǖ ƥƒƥƵǂƕ ǁǁ!Ʀ ƥƶƕ ƘƓƶƼƥ!ƒ Ƙ!ƒǍƙ DžǁƵ ƭ ƬƤƙ Ǎ ǂǒLjƓǐLjǕƒ DžǍǁƶ!ƒ ǂƕƶƬ LJdž ư(ƘƓdžǍǁƶdž!ƒ ƓǒƞǍ!ǍLj‡ƙ ƭ ƬƤƙǍ .ƘƓƕƙ‡dž!ƒ

Ǒ5 2012 ǂLjǐ ƥ Dž ý DžƓƲLj Ǒ5 LJǒǍ‡ƙ!ƒ LJdž ǑLjƓǋ!ƒ ƧǍƱ!ƒ Ǒ5 LJǍ‡ƙ!ƒ Dƥƕ ƒƦNj Ǒ5 ƥǒơǍ!ƒ ƳǍƧƬdž!ƒ ǍNjǍ ƾFƓǋǍ!ƒǍ ƘƓdžǍǁƶdž!ƒ ǂǐƥLjNj ƧƙǐƓdž ƳǍƧƬdž ƧƓƱǫ Ǒ5 Ǘ‡Ljǐ!ƒ LjƦNj ƜƧƤƙ!ƒ ƵƧƓƬdž ǏǁƵ ǑNjǍǕƔƬLjdž20 ƔƬƓLjdž!ƒ LJdž ƥƥƶƕ ƧǍƱ!ƒ DžǁƵ Džǐp Ǒ5 ƥƶƕ ƾǁƱLjǒ Dž! ƥ Dž ý DžƓƲLj LJdž ǂ !Ɠǋ!ƒ ƧǍƱ!ƒ Ǒ5 LJǒǍ‡ƙ!ƒ ýƒƨǕ LJǒơ .LJƒƧNjǍƕ ƘƓƕƙ‡dž!ƒ

ƭ ƬƤƙ!ƒ Ǒ5 Ɠǒǁƶ!ƒ ƘƓǐƒƧƥ!Ɠƕ ƾǁƶƙǒ ƓdžǒƼǍ Ǒ‡ǒǐǔ‡!ƒ DžƓƲLjǁ! ƓLjƥƵ Ɠdž ƒƦǫ ǂLjǒƱLjǐǀ‡ ǎƧƤǕƒ DžƓǐpǕƒ LJdž LjƧǒǯ‡ ƓƲǍƲơdž LJ‡ǒ Dž! ƘƓƕƙ‡dž!ƒ DžǁƵ Džǐp LJƎ5 ơdžǐ ǏƦ!ƒ ƧǒƱǂƙ!ƒ LJdž Ɠnjƕ Ʃǂƕ Ǖ ǂLjƓǐƧƙƕ LJƓƶƙdžƙǒ ƓLjƓ‡ LJƒƦǁ!ƒ ǂdžƬƓƶ!ƒ ƧFƒƨƞ!ƒǍ ǂǁƬƒǍdž! ǀƧǒƕ‡ ƾƓ5ƈ ơƙƼǒ ƓdždžǍ ǗƧǒƙǐƞƓdž!ƒ LJdž ƘƓƶƼƥ!ƒ LJdž ƥǒƥƶ!ƒ ơƙƼƕ Ɠdžnj! ǂǒƓƸ Ǐ!ǫ1989 LJdž ǀƧƙƼ!ƒ LjƦNj ý‡ ýǔƤ5 ǗƜƧƥƙ!ƒ ƥƶƕ Ɠdž ǂƕǁƱ! ǂƕǐLj!Ɠƕ LjƒƧǍƙ‡ƥ!ƒ ǗƓǒǁƶ!ƒ ƘƓǐƒƧƥ!ƒ Ǒ5 LJǒǍ‡ƙǁ! ǂƕǁƱǁ! ýƓƞdž!ƒ ƘƒƧdž ƩdžƤ ǎǍǐ ơƙ5 Džƙ 2012 ǗƓǒǁƶ!ƒ ƘƓǐƒƧƥ!ƒ LjƦNj ýǋdž ơƙ5! Ǒ5Ɠ‡!ƒ Ǒdžǁƶ!ƒ ýNjƌdž!ƒǍ ƧǒƱǂƙ!ƒ ƭ ǀLj! ƒƧƲLj ǁǁ!ƦǍ ƥƥƶƕ 2000ǂLjǐ ǑNj LJƒƧNjǍƕ ƘƓƕƙ‡dž!ƒ DžǁƵ Džǐǀƕ ƧǒǐƞƓdž ǂƶƼƥ ýǍD ƘLjƓ‡ ǂ ǒơ Ɣ!ƓƱ 12Ɣ2005Ǎ Ɣ!ƓƱ 15Ɣ 2004 ǂLjǐ ƓNj ƥƶƕ Ɣ!ƓƱ 20ǏǍƓǐǒ ƔƬƓLjdž DžǁƵ Džǐǀƕ Ɠǒǁƶ!ƒ ƘƓǐƒƧƥ!ƒ Ǒ5 ƘƓƶƼƥ!ƒ ƧƤƈ ǑNjǍ Ɣ!ƓƱ 12 ƔƬƓLjdž ƥƥƶƕ 2012Ǎ .LJƒƧNjǍ ƘƓƕƙ‡dž!ƒ

:Ƨ ǏƥƍǂǁǁƐ ƛDžǅFdžƥƓNj !FƜdž.4.13.1

ǂ ǒơ ǗǂơǍLjdždž!ƒ ǀƥƓnjƬ!ƒ ƳǍLj Ɣǐơ ǂǒǐLjƧ5!ƒǍ ǂǒƕƧƶ!ƒ LJǒƙƸǁ!Ɠƕ ƩǒǒƓǀdž!ƒ ƩƧƥƙ :ǏǁƵ ƝdžƓLjƧƕ!ƒ ýdžƙƬǒ

* [illegible].

* [illegible].

* [illegible].

* [illegible][1].

1.13.5. [illegible] :

[illegible][2].

1.1.5.13. [illegible] 1983 [illegible] 1990 [illegible] 1990 [illegible] 2000:

[illegible] 25 [illegible] 1983 [illegible] 8 [illegible] 1990 [illegible] 1990 [illegible].

[illegible] 1975 [illegible][3] [illegible] 1985 [illegible] 10 [illegible]

---

[1] [illegible] 1991/06/05 [illegible].

[2] معطيات مجمعة ومهيكلة من طرف الباحث، أرشيف قسم علم المكتبات بوهران

[3] [illegible] 90-75 [illegible] 1975/06/26 [illegible].

ƧŏƱƌƙ!ƒ ăĂƙ˥dž Ĭ ǉƵ ǈǆǫ ǂdž˥ǦƵ!ƒ ƧƑƒƨƞ!Ǧƕ ǂǈƧǦǀdž ǈƒƧNjĂƕ ǈŏĂ‡ƙ!ƒ ǉƥnjƬŏ Ĭ Ʀ!ƒ

.Dž˥ǀ!Ǧƕ ǦŏǉƵ!ƒ ƘǦ˥ƒƧƥ!ƒ ĂƉ

ǂdž˥ǦƵ!ƒ ƧƑƒƨƞ!Ǧƕ ƀŏƛĂƙ!ƒĂ ƘǦƕƙ‡dž!ƒ ƥnjƶdž! ǈŏĂ‡ƙ!ƒ ƝdžƒƧƕ! ǂƕ˥ǈ!Ǧƕ ǦdžƉ

Ƙdž˥ƿ Ƙƒƨƙ5 Ĭ ǉƵ ƀŏdžƵ ý‡Ƭƕ Ǧnjƙƶƞƒƨdž Ƙdžƙ Ü1975 ǂǈ˥ ƥnjƶdž!ƒ Ʃŏ˥ƌƙ Ʀǈdž5

:ŎNjĂ ýơƒƨdž ƴƕƨƉ Ĭ !ǫ

- 1983 Ĭ !ǫ 1975 ǈǆdž ýĂŪƒ ƝdžǦǈƧƕ!ƒ
- 1990 Ĭ !ǫ 1984 ǈǆdž ŎǈǦƛ!ƒ ƝdžǦǈƧƕ!ƒ
- 2000 Ĭ !ǫ 1991 ǈǆdž ǂ !Ǧƛ!ƒ ƝdžǦǈƧƕ!ƒ
- [1].ƒƦNj ǦǈdžĂŏ ǂŏǦƸ Ĭ !ǫ 2001 ǈǆdž ƴƕƒƧ!ƒ ƝdžǦǈƧƕ!ƒ

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[1] ǈƥNjǕǂNj ǈƴƐNj ǈǂƉ˥dž:ƥƌƐƦɰǁƑǦ ǀ ƑDžNj‡ƴDžǁƐNj ǀ ƑǦǂDžǁǁ ǕƑɰDž Ĭ ǯ Ĭ ǁFyǁǁ DžǏNjǀǂǁǁ. Ĭ ƥŏƶ˥!ƒ ǂƕŏNjĂ ÜŎdžƧƒƧƸ .87. ƭ .2006 .1Y .3Ɲdž.ƘǦdžĂǉƶdž!ƒĂ ƘǦƕƙ‡dž!ƒ ǂǉƞdž Ŏ5.ɣǫǏǫɰǁǁ ǀ ƐƥǏƸǂǁǁ Ǖƿ Ĭ ǯ

:DžɛþljNjǴ ɪƑǴłlDžllĚ !‡Y !ƨ5- DžǐɯǐþɑllĚ ɑɛɑYǓ ƕǐllƑDžɯǡ ƕ‡ƬNjϴ

ƘƒĂǉǉ!ƒ	ΣǈǴǉǒ!ƒ	ŎdžǴǉ Ŏǉǉk	ƘǴǉƒƧþ!ƒ DžĂǚhþ ‡ŏlŏƲk!ƒ ‡ŏƵdžǴŋ!ƒ	DžĂǚhþ!ƒ Ŏ!ǴƵ!ƒ ǈJŏƕk‡džǚ!	Ƨŏkǉŋǵdž	ljƒƧĂk‡þ	Ƨkǉǵdž	YĂdžŋdž!ƒ
1984								
1985	/	10						10
1986	/	37						37
1987	/	27						27
1988	/	27						27
1989	09	12						21
1990	27	41						68
1991	15		35					50
1992	48		11					59
1993	48		44					92
1994	30		26					56
1995	92		0					92
1996	58		0					58
1997	41		0					41
1998	42		0					42
1999	101		0					101
2000	91		0	01	18			110
2001	120		46					166
2002	41		27					68
2003	43		27					70
2004	59		98		14			171
2005	55		57		11			123
2006	63		79					142
2007	72		72					144
2008	83		46					129
2009	69		66					135
2010	209		03					212
2011	244		0					244
2012	268 Ŏ‡ŏǉǚ‡		14		Ŏ512 ƧǴƲkǉ ƘǴƬpǴǉdž!ƒ			282
	þ Ď ý 11							11
2013	þ Ď ý 182							182
	Ŏ‡ŏǉǚ‡20					5		25
214	þ Ď ý 185						16	201
YĂdžŋdž!ƒ	2326	154	651		43	5	16	3195

2014-1984 ǈJdž ǈJƒƧNjĂƕ ƘǴƕ‡dž!ƒ ĎǚƵ Ďǉp ǈJdž ǈJŏŋƧƤkdž!ƒ þƒþƵD ýʎdžŏ 01 ĎƿƧ ýĂþŋ!ƒ

: ĂllNjŰƐ ƕdzƨǂll DǮȉNjlǂllƐ ǺDžƐþǴ

Ĭ ùùùùùùùùùù!ĂŨf tùùùùùùùùùƚ l!f							
Σ ƚG l ö!				tôlôhƱk!f tözdzGη!f KG l /Sþ!f DĂùùùùùùùùùhþ			
Σ ööGldz!f	ÕZG l!f Dισn!f		ýdzGzdz!f	Σ Gôldz!f	(G l) ÕZG l!f Dηo!f		ýdzGzdz!f
	IS u Godz	ýdzZ tôlôhƱk			S u Godz I	tôlôhƱk ýGdzZ	
tôσ tʒ!		G l 02	1	DŭZÚf ƝFGkl Ĭ!ọ ýPþdz	02		01
ýG Ʈ kÛfĂ DŭZÚf DĂz! ýPþdz	G l 02		02	tôσ!f KGʒ!f		02	01
LJöĂGƚƵ LJös!ƌdz - t l Snj5	G l 01	G l 02	03	tôlôĂk!f KGʒ!f		02	02
Õ!ÜD DŭZû! ýPþdz	G l 01	G l 1.30	02	t l Snj5	02	02	03
töʒ/SƸĂöhöh!f ƝNjGƚdz! ýPþdz	G l 1.30	G l 1.30	03	tdzGz!f Gö5/SƸĂöhöh!f	1.30	1.30	03
KGdzĂzdz!f tdzUƚD Söö l kĂ DöUƚk	G l 01	G l 02	03	tôlƑƒĂ!f KG l l ƌdz!f Söö l kĂ DöUƚk		02	03
DŭZÚf tdzUƚD tʒ!		G l 02	02	Õ!ÜD DŭZÚf Ĭ!ọ ýPþdz	02	02	01
Söhz!f KGöƚlk		G l 02	01	t σh!f KGöƚlkĂ ƝNjGƚdz	02		01
Göη Ă!Ădzk l hŪf	G l 1.30		01	ƨöTSŪf	02	02	03
DŭZÚf DĂz Õ5 ƾhƱdz!fCG Ʈ σƍ		G l 02	01	YĂdzηdz!f	11.30 G l	G l13.30	18
YĂdzηdz!f	G l 09	G l 15	19		G l 25		
	tZG l 23						

: ƕĬdzƑkllƐ ƕdzƨllƐ DǮȉNjlǂllƐ ǺDžƐþǴ

töùùùùùùùƚGĂ!f tùùùùùùùùùƚ l!f							
Σ ƚG l ö!				tôlôhƱk!f tözdzGη!f KG l /Sþ!f DĂùùùùùùùùùhþ			
Σ ööGldz!f	ÕZG l!f Dισn!f		ýdzGzdz!f	Σ Gôldz!f	(G l) ÕZG l!f Dηo!f		ýdzGzdz!f
	IS u Godz	tôlôhƱk ýdzZ			IS u Godz	tôlôhƱk ýGdzZ	
tôσ tʒ!		G l 02	1	tôσ!f KGʒ!f		02	01
LJöĂGƚƵ LJös!ƌdz - t l Snj5		G l 02	03	2t l Snj5		04	03
töʒ/SƸĂöhöh!f t Ʈ Ʈ Pkdz!f	G l 01	G l 02	03	t Ʈ Ʈ Pkdz!f Gö5/SƸĂöhöh!f		02	02
2DŭZÚf tdzUƚD tʒ!	G l .01	G l 1.30	02	tôlôĂk!f KGʒ!f	02	04	03
Õlô Ăk!f Õ!Ũf DŭZÚf		G l 02	02	ɣGk‡!f DĭZ	1.30	1.30	03
ƨöTSŪf	G l 01	G l 02	03	ƨöTSŪf KGöƚlk		02	02
ɣGk‡!f DĭZ	G l01.30	G l01.30	02	tô!Ũf		02	02
ƾöĂkĂ KGöƚG l!	G l01.30	G l 01.30	02	ƱöTƚk!f KGöƚlk		02	02
tödzĭZ K/SGös				CG Ʈ σŪf		02	01
				YĂdzηdz!f	01.30 G l	G l20.30	19
YĂdzηdz!f	G l 06.30	G l 14.30	18		tZG l 22		
	G l 21						

[illegible]

[illegible]							
[illegible]				[illegible]			
[illegible]	[illegible]		[illegible]	[illegible]	[illegible]		[illegible]
	[illegible]	[illegible]			[illegible]	[illegible]	
[illegible]		02	1	[illegible] 5			
[illegible]		02	02	[illegible]		08	
[illegible]		02	02	[illegible]			
[illegible]	1.30	1.30	02	[illegible]			
[illegible]		03	03	[illegible] :			
[illegible]		02	01	- [illegible]			
[illegible]	02		02	- [illegible]			
[illegible]	1.30	1.30	02	- [illegible]			
				- [illegible]			
				- [illegible]			
[illegible]	5	14	15				
	20						

[illegible]:

[illegible]			
[illegible]	[illegible]		[illegible]
	[illegible]	[illegible]	
[illegible]		02	02
[illegible]	01.30	01.30	02
[illegible]	01	02	02
[illegible]	2.30	05.30	06
	08		

[illegible].[1]

[illegible]:

[illegible]

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[1] قرار مؤرخ في 05 جوان 1991 يتضمن قائمة ومحتوى المواد المكونة لبرنامج ليسانس اقتصاد المكتبات

[illegible] 2000 [illegible] 2.5.13.1

[illegible]

[illegible] 85 [illegible] 19 [illegible] [1] [illegible] 1997 [illegible] 2000 [illegible] 2000 [illegible] 2000 [illegible] 10 [illegible] 396 [illegible] 14 [illegible] 645 [illegible] 2001 [illegible] [2] [illegible]

[illegible]: [illegible]

[illegible]			
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible] 1.30	[illegible] 1.30	3
[illegible]	[illegible] 1.30	[illegible] 1.30	3
[illegible]	[illegible] 1.30	[illegible] 1.30	3
[illegible]		[illegible] 1.30	2
[illegible]	[illegible] 04.30	[illegible] 06	11

[illegible].

[illegible]:

---

[1] [illegible] 85 [illegible] 19 [illegible] 1997 [illegible].

[2] [illegible].

[illegible]			
[illegible]	[illegible]		[illegible]
	[illegible]	[illegible]	
[illegible]	[illegible] 01.30	[illegible] 01.30	02
1[illegible]	/	[illegible] 02	02
2[illegible]	/	[illegible] 02	02
[illegible]	/	[illegible] 02	03
[illegible]	[illegible] 01.30	[illegible] 02	02
[illegible]	[illegible] 01.30	[illegible] 02	03
[illegible]	/	[illegible] 02	02
[illegible]	[illegible] 01.30	/	02
[illegible]	[illegible] 01.30	/	03
[illegible]	[illegible] 23		21

[illegible]			
[illegible]	[illegible]		[illegible]
	[illegible]	[illegible]	
[illegible]	[illegible] 01.30	[illegible] 01.30	04
[illegible]	/	[illegible] 02	04
[illegible]	[illegible] 01.30	[illegible] 01.30	03
[illegible]	[illegible] 01.30	[illegible] 02	03
[illegible]	[illegible] 01.30	[illegible] 01.30	03
[illegible]	[illegible] 01.30	/	04
[illegible]	[illegible] 01.30	[illegible] 01.30	04
[illegible]	/	[illegible] 02	02
[illegible]	/	[illegible] 02	02
[illegible]	[illegible] 26.30		29

ƨƥFƨǏǁ ǈƙǁFƙǁĉ			
ƨǏƑƀDžǁĉ	ǏYƑƨǁĉ !ƟƜǁĉ		ǜDžFyDžǁĉ
	ǮƥƬƑƟDž	ǈǏƽǏƓƲǂ ǜDžYc	
ƘƟƓǁĉ ǀƑǏƸǂNj ƛǁǀƑƥDž	ƒƨ01.30	ƒƨ 01.30	02
ǜFƬǂǕǁ ǏYFDžǂƜǕĉ ƨƨǁĉ !‡Y	ƒƨ01.30	ƒƨ 01.30	02
!ǕYǕĉ ǀFǏƥƲ	ƒƨ01.30	/	02
ǈǏƽǏƙNjǂǁĉ ǀFƸ‡ǁĉ	/	ƒƨ 03	04
ǏƽǏƙNjǂǁĉ ǏǁǑc !ǕYǕĉ	ƒƨ01.30	ƒƨ 02	03
ǈǏƨǏƖƥǕĉ ǀFƽǏƓƲǂǁĉ	/	ƒƨ 03	04
ǀFDžNj‡yDžǁĉ ƑǏƜNjǁǁNjƑǀ	ƒƨ01.30	ƒƨ 01.30	03
Ǐƽ ƟFƙNjǁǁĉ ǜǏ‡ƟǂǁĉƑ	/	ƒƨ 02	04
ǈǏƨƑƥƨǁĉ ǈƸ‡ǁĉ	/	ƒƨ 02	02
ǈǏƦǏ‡ƜƑǕĉ ǈƸ‡ǁĉ	/	ƒƨ 02	02
ƱNjDžƜDžǁĉ	ƒƨ 26.30		28

ƨƥFƨǏǁ ǈƴƓƥǁĉ			
ƨǏƑƀDžǁĉ	ǏYƑƨǁĉ !ƟƜǁĉ		ǜDžFyDžǁĉ
	ǮƥƬƑƟDž	ǈǏƽǏƓƲǂ ǜDžYc	
ǀFDžNj‡yDžǁĉ ǈDžƲƲǕc !ǏƽǂƑ	ƒƨ01.30	ƒƨ 01.30	03
ǀFDžNj‡yDžǁĉ ǈDžƲƲƑc ǀFǀƓƖ	ƒƨ01.30	ƒƨ 01.30	03
ǀFDžNj‡yDžǁĉ ƞǁFƬDž ƼǏNjƨǂ	/	ƒƨ 02	03

ǂǑdžǅƶ!ƒ ǂǉƞǅ!ƒ ǔǈƥ ǇDž ǂǉƖ ǔ‡ ƓNjƥǑƥơƙ DžƙǑ Üǂ ǑƨƓǑƙƤƒ Σ ǑǑƓǀDž ǂǍǕǍ -

YǍǈƖǕƒ Ǒ5 ƻ Ʈ ǉǍ ǇǑDžǍǑ ǔƥƶDžǈ ƔǑƨƥƙ -

ǜƨƤƙ ǀƨ‡ƦDž ƨǑƲơƙ -

ƻǑƬƨD ƨƓǑƤ ǑNj ǀƨƙ5!ƒ ǉƦNj ǂǅǑƱ ǂƞDžƨǈDž ƘǉƓ‡ ǑƙƗ!ƒ Σ ǑǑƓǀDž ǂ ǕǍ!ƒ ǇǑǈ ǇDž

ǀƥDž! ΣƨƥǑ ǏƦ!ƒ Üƻ ǑƬƨD ƨƓǑƙƤƒ ǂƶ5ƥ!ƒ ǂǈǅƱ ǇDž ǂƵǍDžƞDž ǏǅƵ ǇǑƶƙǑ ǏƦ!ƒ

DžƞơǈÜYǍǈƖǕƒ Ǒ5 ƾǑǈƱƙǍ ǀƨƲƓơDž ǔƥƶDžǈ ǂƶǈƒƨ!ƒ ǂǉƖ!ƒ ǔǕƤ ƥơƒǍ ǑƖƒƥƖ

.ǎƨƤǕƒ ǂǑƨƓǈƞǕƒ Σ ǑǑƓǀDž!ƒ Ǐ!ǫ ǂ5ƓƲǕƓǈ ÜƘƓƵƓƖ 3 ƨƥǀǑ ǑƵƓƖ

Ǒ5 ǎǍƖ ǉƥƞǉ Ǖ ƻǑƬƨǕƒ Σ ƓǑǀDž Ǉ35 ǇǑǍ‡ƙ!ƒ ǇDž ǀƨƙ5!ƒ ǉƦNj! ƓǉdžǑǑǀƙ ƥǉƵǍ

Ǒ5 %11.4 ǔƥƶDžǈ ǏD ǂǉƖ ǔ‡ Ǒ5 ƘƓƵƓƖ 03 ǑƵƓƖ Džơǈ ǂǍ!ƓǍ!ƒǍ ǂǑǉƓǍ!ƒ ǂǉƖ!ƒ

ƝDžƒƨǈǈ ǂǉƨƓǀDž ƘƲ5ƤǉƒǍ ǂǈƖǉ ǑNjǍ ǂǍ!ƓǍ!ƒ ǂǉƖ!ƒ Ǒ5 ǂǈƖǉ!ƒ Σ5ǉǍ ǂǑǉƓǍ!ƒ ǂǉƖ!ƒ

ƘǴͰƙŧdž!ſ ƭ ƮƤƙ Ŏ5 LJŏƞŏƧƤ!ſ ŧŏͰ!Ǵƺ ÜǴ5Ljͼ ǴLjƧŧƦ ǴdžŧĂ NJLJD DžƺƧ ŧIͰǴɿ!ſ ŧĭơƧdž!ſ

LJǴŧ ſƦ ǴdžŧĂ ŧ!ƌɿdž Ŏ5 ŎIŏIơ ýǴŧƬ ɵƧƱŏ Ǵdž ĂNjĂ ÜƻŏƬƧŰſ YǴƱp Ŏ5 LJĂ5ƲĂŏ

ŧLjnjdž!ſ ƘǴƻĭƱƙ ăĂƙɿdž Ŏ5 ýƻ5!ǴͰ ĂLjĂŧŏ! ÜŧͰĭƱ!ſ ƇŰƋnj! ƻǴŧ LJĂŧƙ!ſ ſƦNj

ƘǴŏƞĂ!ĂLjŧƙ!ſ LJdžƨ Ŏ5 Ŏ5ŏƬƧŰſ ŧLjnjdž ǴnjnjƞſĂƙ Ŏƙ!ſ ƘǴŏƥơƙ!ſ ƻĭƙƤdžĂ ŧŏ5ŏƬƧŰſ

LjƦNj LJŏdžǴɯdž ýNjĂ ÜŧŏLjĂƧƙŧ!Ũſ ŧ5ƬƧŰſ LJſƥŏdž Ŏ5 Iƥŏƥƞ!ſ ƘǴɿƧǴdždž!ſĂ ŧƛŏƥơ!ſ

.ŧ ŏƥơƙ!ſĂ ƧŏĂƱƙ!ſ Ĭ! Ĭƻɿƙ ăƧƤŰſ ŎNj ƝdžſƧͰ!ſ

ƘƧƧp ǴdžLjŏơ 2009 ŧLjɿ Ĭƙơ ƘǴͰƙŧdž!ſ Džĭƻ Ŏ5 ƝdžſƧͰ!ſ LjƦnjͰ LJŏĂŧƙ!ſ Ƨdžƙɿſ

ŧdžĂƲLjdž!ſ ăĂƙɿdž Ĭĭƻ LJŏĂŧƙ!ſ Ŏ5 Iƥŏƥƞ ƘǴơŭƬ ƇſƧƞ Džŏĭƻƙ!ſ IƧſƨĂ

ƘſĂLjɿ ŧŭƛ Ĭ! ƩLjǴɿŏĭ!ſ Ŏ5 LJŏĂŧƙ!ſ IƧƙ5 ƭ ŏĭIƙͰ II!ƦĂ Üýŧŧ ŧŏƻdžǴƞ!ſ

LJǴdžƛ ƥƻͰ LjſƧĂƙŧƥ!ſĂ LJŏĂŧƙ!ſ LJdž ƘſĂLjɿ Ʃdž Ƥ ƥƻͰ ƧƙɿǴdž!ſ IƥǴnjƬ ŧſƥơƙɿſĂ

NJIŏͰƱƙ Ŏ!Ǵƻ!ſ Džŏĭƻƙ!ſ IƧſƨĂ ƘƧƬǴͰ ĭƦ!ſ Ü(ƥ Dž ý) DžǴƲLjͰ Ĭdžɿŏ Ǵdž Ƅ5Ă ƘſĂLjɿ

ƘǴƻdžǴƞ ƻĭƙƤdž Ĭĭƻ ǴFŏƬ5 ǴFŏƬ NJŏdžŏdžƻƙ Džƙ Džƛ ÜƘǴƻdžǴƞ!ſ ƯƻͰ Ŏ5 2004 ŧLjɿ

.LJƱĂ!ſ

Ƙɿ ɣɿơ Ĭĭƻ LJŏĂŧƙ!ſ LJŏdžǴɯdž ƻŏŏŧƙ Ǵdžſƨ! LJǴŧ ƘǴơŭƬŨſ LjƦNj ɣdž

LJƻ ǴdžǴdžƙ ƻĭƙƤƙ LJŏĂŧƙĭ! Iƥŏƥƞ ŧ5ɿĭ5 Ƅ5Ă ÜƩLjǴɿŏĭ!ſ IƥǴnjƬ ýŏLj! ƘǴŏɿſƥɿ

Ŏ5 ƘǴƮƮƤƙ ŧƻĂdžƞdž Džɯŏ LJŏĂŧƙ!ſ ƠͰƮD ŧŏơ ÜŎŧŏɿŭŧ!ſ DžǴƲLj!ſ Ŏ5 LJŏĂŧƙ!ſ

ýĂŰſ LJŏŏɿſƥɿ!ſ ýŭƤ ÜŧLjŏƻdž ŧŏ5Ƨƻdž LJŏƥǴŏdž LJdžɯ ŧŧƧƙƬdž YĂƦƞĂ ɣƻƬ ýŧƬ

ǴNjƥƻͰ ÜLJŏĂŧƙĭ! ŧŏƥƻǴI!ſ ƘǴdžĂĭƻdž!ſ Ĭĭƻ ƻƧƻƙ!ſ LJdž Ǵnjŏ5 ɣ!ǴƱ!ſ LJŧdžƙŏ ŎLjǴƛ!ſĂ

LjƦNj LJD ŧŏơ ÜLJŏĂŧƙ!ſ LJdž ŧ!Ǵƛ!ſ Ŏɿſƥɿ!ſ ýŭƤ NJŏ5 ɣĂƺƧdž!ſ ƭ ƮƤƙ!ſ ƧǴƙƤŏ

ǴƮĂƮƤ ŎLjƱĂ!ſ ăĂƙɿdž!ſ Ĭĭƻ IƥơĂdž LJŧƙ Dž! ƧdžŰſ ƏƥǴͰ Ŏ5 ƝdžſƧͰ!ſ

LJƻ LJſƧͰƻŏ LJŏŏIͰƙdž!ſ LJŏŏɿſƥɿ!ſ LJŰ ÜɣͰſƧ!ſĂ ŧ!Ǵƛ!ſĂ ŎLjǴƛ!ſĂ ýĂŰſ ƘǴŏɿſƥɿ!ſ

IƧſƨĂ ƘƧƥƮD ǴdžƥLjƻ 2013 ŧLjɿ Ĭƙơ ǴNjƥŏơĂƙ Džƙŏ Dž!Ă ÜɣĂĭƱdž!ſ ƭ ƮƤƙ!ſ

Ĭĭƻ ĭƥƻǴI!ſ LJŏĂŧƙ!ſ ƥŏơĂƙ ÜŧŏdžŏƥǴŧŰſ ƘǴFŏnj!ſ LJdž ƥŏƥƻ!ſ ýŭƤ LJdž Džŏĭƻƙ!ſ

(ƥ Dž ý) ŧ5ɿĭ5! Ŏĭƻ5!ſ ƥŏɿƞƙ!ſ Džƙŏ Ŏŧ ŎLjƱĂ!ſ ăĂƙɿdž!ſ

Ǵdžŧ LJſƧNjĂͰ ƘǴͰƙŧdž!ſ Džĭƻ Džɿp Ŏ5 (ƥ Dž ý) DžǴƲLj! Iƥŏƥƞ!ſ ƝdžſƧͰ!ſ Ƙĭƛdžƙ

:Ŏĭŏ

:[illegible]

[illegible]	[illegible]	[illegible]		[illegible]	[illegible]
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:[illegible]					
1: [illegible]					
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[illegible] -10		01.30	1	1
[illegible]	[illegible]12	[illegible]12	30	24

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]		
:[illegible]				
1: [illegible]				
-2- [illegible] -1	01.30	01.30	4	3
[illegible] -2	01.30	01.30	4	3
2: [illegible]				
-2-.[illegible] -1	01.30	01.30	4	3
-2- [illegible] -2	01.30	01.30	4	3
3: [illegible]				
1914 [illegible] -1	01.30	01.30	4	3
-2-(20ـ-19ـ) [illegible] -2	01.30	01.30	4	3
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[illegible] -2		01.30	1	1
[illegible]	[illegible]12	[illegible]12	30	24

[illegible]

[illegible]	[illegible]		[illegible]	[illegible]
	[illegible]	[illegible]		
[illegible]				
[illegible] -1	01.30	01.30	4	3
[illegible] -2	01.30	01.30	3	3
[illegible] -3	01.30	01.30	4	3
[illegible] -4	01.30	01.30	4	3
[illegible] -5	01.30	01.30	3	3
[illegible] -6	01.30	01.30	3	3
[illegible]				
[illegible] -6	01.30		2	2
[illegible] -7	01.30		2	2
[illegible]				
[illegible] -8	01.30	01.30	2	2
[illegible]				
[illegible] -9	01.30	01.30	2	1
[illegible] -10		01.30	1	1
[illegible]	[illegible] 15	[illegible] 13.30	**30**	**26**

[illegible]	[illegible]		[illegible]	[illegible]
	[illegible]	[illegible]		
[illegible]				
[illegible] -1	01.30	01.30	3	3
[illegible] -2	01.30	01.30	3	3
[illegible] -3	01.30	01.30	5	3
[illegible] -4	01.30		3	3
[illegible] -5	01.30		4	3
[illegible] -6	01.30	01.30	3	3
[illegible]				
[illegible] -7	01.30		2	2
[illegible] -8	01.30	01.30	2	2
[illegible]				
[illegible] -9	01.30	01.30	2	2
[illegible]				
[illegible] -10	01.30	01.30	2	1
[illegible] -11		01.30	1	1
[illegible]	[illegible] 15	[illegible] 12	**30**	**26**

[illegible]

[illegible]	[illegible]		[illegible]	[illegible]
	[illegible]	[illegible]		
[illegible]: -1 [illegible] -2- -2 [illegible]. -3 [illegible]. -4 [illegible]	01.30 01.30 01.30 01.30	01.30 01.30 01.30 01.30	4 4 4 4	3 3 3 3
[illegible] : -5 [illegible] -2- -6 [illegible] -2- -7 [illegible]	01.30 01.30 01.30	01.30 01.30 01.30	3 3 3	2 2 2
[illegible] : [illegible]			3	2
[illegible]: [illegible] -2-	01.30	01.30	2	1
[illegible]	[illegible]12	[illegible] 12	30	21

[illegible]	[illegible]		[illegible]	[illegible]
	[illegible]	[illegible]		
[illegible]: -1 [illegible] -1- -2 [illegible] -3 [illegible] -4 [illegible] -5 [illegible] -6 [illegible]	01.30 01.30 01.30 01.30 01.30	01.30 01.30 01.30 01.30 01.30 01.30	3 3 3 3 3 3	3 3 3 3 3 3
[illegible] : -7 [illegible] -1- -8 [illegible] -1- -9 [illegible]	01.30 01.30 01.30	01.30 01.30 01.30	2 3 2	2 2 2
[illegible] : -10 [illegible]			2	2
[illegible]: -11 [illegible] -1- -12 [illegible]	01.30	01.30 01.30	2 1	1 1
[illegible]	[illegible] .15	[illegible] 16.30	30	28

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	6	6	12	16
[illegible]	1.30	1.30	3	4
[illegible]	1.30	1.30	3	4
2.0 [illegible]	1.30	1.30	3	4
[illegible]	1.30	1.30	3	4
[illegible]				
[illegible]	3	3	4	8
[illegible]	1.30	1.30	2	4
[illegible]	1.30	1.30	2	4
[illegible]				
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[illegible]		1.30	1	1
[illegible]			1	2
[illegible]				
[illegible]	3	1.30	2	3
[illegible]	1.30	1.30	1	2
[illegible]	1.30		1	1
5 [illegible]	12	12	20	30

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]				
[illegible]	6	6	12	16
[illegible]	1.30	1.30	3	4
[illegible]	1.30	1.30	3	4
[illegible]	1.30	1.30	3	4
[illegible]	1.30	1.30	3	4
[illegible]				
[illegible]	3	3	4	7
[illegible]	1.30	1.30	2	4
[illegible]	1.30	1.30	2	3
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[illegible]		1.30	2	3
[illegible]		1.30	1	1
[illegible]			1	2
[illegible]				
[illegible]	3	1.30	2	4
[illegible]	1.30		1	2
[illegible]	1.30	1.30	1	2
6 [illegible]	12	12	20	30

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6. [illegible]
7. [illegible]

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[1] [illegible] 2005. .156

[2] [illegible] 2008. .162-156

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3. [illegible]
4. [illegible] .[3][illegible]

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[1] [illegible] .04 f .2009 [illegible]

[2] [illegible] .61 f .2002 [illegible]

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[1] [illegible] .2001 [illegible] .578-577

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1. [illegible].

2. [illegible].

3. [illegible].

4. [illegible].

5. [illegible].

6. [illegible].

7 [illegible].

1.14.6. [illegible]:

[illegible]:[2]

1. [illegible].

2. [illegible].

3. [illegible].

4. [illegible].

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[1] [illegible] 143-147.

[2] [illegible] 2010 [illegible] 145.

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- [illegible]
- [illegible]
- [illegible][1].

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[illegible]

1. [illegible]
2. [illegible]
3. [illegible]

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[1] [illegible] 2010 [illegible] 117-115.

[2] [illegible] 2013 [illegible] 114.

¹.ǀɓĂɳ!ƒ ƨҬǴǈƵ ɓŏɓơƙ .4

:!ǐ‡yƚǁǁ Ĭ ʓ ƕ‡DŽƑ˥ǁǁ ɣɑNjɯǁǁ ɣɓɛɑǡ ƼǏǴƲƚ ǀ ɛNjƲɑ.8.14.1

ǁ!Ʀ ƪŏƕƱƙ ƚŏǐdžƵ Ŏ5 ƚdžnjdž ƚǐơƨdž ƚǐdžǴT!ƒ ǀɓĂɳ!ƒ ǀƨƒɓ̧ ƚŏǐdžƵ ýʎdžƙ ƘǴƕǀƶ!ƒ ý‡ ƚ!ƒƨ̧ ɣɳŏ ƚŏơ Ǖƚŏdžŏǐƶƙ!ƒ ƘǴ˥˥ƌdž!ƒ Ŏ5 ĭƨƒɓǕƒ ɣĂǐ˥Ǖƒ ƚƱƤ ƪŏƕƱƙƕ ƚҬǴƤ!ƒ Ƈƒƨɳǖƒ Ŏ5 ǀƨҬǴƕdž!ƒĂ ǕƨŏŏʓƙǃƑ ƚŏǐdžƵ DŽǴdžD LJdž ƘǴɓĂƶdž!ƒĂ Ĭ ǐƵ ƘƒƇƒƨɳǖƒ ǁǐƙ ýdžTƙ LJD LJ‡džƶdž!ƒ LJdžĂ ǕƚǐdžǴ T!ƒ ǀɓĂɳ!ƒ ǀƨƒɓ̧ ƚŏɳŏƙƒƨƙ˥̧Ă :ƚŏ˥ŏƑƨ ƘƒĂƱƤ yƕƨD

- .ýŏǐơƙ!ƒĂ ƚ˥ƒƨɓǐ! ǴŏǐdžƵ Ƈƒƨɳ̧ ĂD ƚƱƤ ɓŏɓơƙ ýdžTƙĂ : Ĭ!ĂǕƒ ǀĂƱƤ!ƒ
- LJ‡!Ă ƚƱƤ!ƒ ǁǐƙ ƘǴŏ!Ǵƶ5 yŏdžɳ ƦŏƽLjƙ DžƙŏLJD ɣɳŏ ƚŏơ: ƚŏLjǴʎ!ƒ ǀĂƱƤ!ƒ .ǕĂD ƪŏƲĂ ɓĂɓơdž ăĂƙ˥dž Ĭ ǐƵ ǴNjƦŏƽLjƙ DžƙŏLJD ýƲƽŏ
- ص ơ5Ă ƚƽǐƙƤdž!ƒ ǴnjǐơƒƨdžĂ ǴNjɓǴƶƕDĂ ƚƱƤ!ƒ ƚ˥ƒƨɓ Džƙƙ :ƚʎ!Ǵʎ!ƒ ĂƱƤ!ƒ .ǴnjLjƵ ƚdžɳǴLj!ƒ ƘǴLjŏ˥ơƙ!ƒĂ ƘƒƨĂƱƙ!ƒ ƨŏʎƌƙƕ ƚҬǴƤ!ƒ ƘǴLjǴŏƕ!ƒ
- ƘǴdžŏŏǀƙ!ƒ NJƙƨnjƲD Ǵdž Ĭ ǐƵ ƇǴLjƕ ƻƨҬƙ!ƒ Džƙŏ ƚŏơ : ƚƶƕƒƨ!ƒ ǀĂƱƤ!ƒ .²ƘǴŏǐdžƶ!ƒĂ NJƑǴƙLjǐ! ƚŏƑɓƕdž!ƒ

:ƘǴƶdžǴɳǐ! Ŏdžǐƶ!ƒ ăĂƙ˥dž!Ǵƕ ƻƒƨƙƵǕƒ

Ĭ ǐƵ ýĂҬơ!ƒ ĂƨŏǕƒ ƘƒɓǴnjT Ĭ ǐƵ ýĂҬơ!ƒ ƪŏƨƱ LJƵ ƘǴƶdžǴɳ!ƒ yŏƱƙ˥ƙ Ŏƶdž Ǵɳ!ƒ ƦǴƙ˥Ǖƒ ƚŏdž!Ǵƶƕ Ʊǀ5 Σŏ!Ă ǕƚƶdžǴɳ!ƒ ĂD Dž˥ǀ!ƒ ĂD ƚŏǐ‡!Ǵƕ Ŏdž!Ǵƶ!ƒ ƻƒƨƙƵǕƒ :Ŏǐŏ Ǵdž ǁ!Ʀ LJƵ ɣƙƨƙŏĂ

- LJĂɳŏƨƤ!ƒ ɣǕƱ!ƒ ǴƲƨ LJŏ˥ơƙ
- ƚŏƶdžǴɳ!ƒ ƚŏdžŏǐƶƙ!ƒ ƚdžɓƤ!ƒ ǀɓĂɳ ƘǴŏĂƙ˥dž LJŏ˥ơƙ
- ýdžƶ!ƒ ƪĂ˥ Ŏ5 LJŏɳŏƨƤǐ! Ŏ˥5ǴLjƙ!ƒ ƨ‡ƨdž!ƒ LJŏ˥ơƙ
- ƪǴƽLjǕƒĂ ɓɓǴ5!ƒĂ ƻŏ!Ǵ‡ƙ!ƒ ɓŏTƨƙ

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¹ ƦǀɛɓDŽNj ǀ FǴƚǀ DŽǁɛNj Ĭ ǁFyǁǁ !ǐ‡yƚǁǁ ǀ Fƨƨ DŽ Ĭ ʓ ƕ‡DŽƑ˥ǁǁ ɣɑNjɯǁǁ ɣɓɛɑǡ.LJĂƨƤƇĂ ƲĂƵ ɓdžơdž ǕĭƨĂƙƨƙ!ƒ .82 ص .2006 ǕyŏƨĂƙ!ƒĂ ƨTLjǐ! ǀƨŏ˥dž!ƒ ƨƒɓ :LJǴdžƵ .ǀ FDŽNj‡yDŽǁǁ

² ƚdžǕ˥ ǕLJŏ˥ơ ɓƕƵ ƚdžǕ˥ŏǗƶ!ƒ.DžŏƲƶ!ƒ ɓƕƵ ƚdžǕ˥ ǕLJŏ˥ơ.ƕǏDŽǁFY ǀ ɛɓǴɑNj ƕǏɓƲǁ !ǏǰƑƻDŽ: ĬǁNjɓƚǁǁǗ !ǐ‡yƚǁǁ Ĭ ʓ ɣɑNjɯǁǁ.Džŏ!ǀƨƒ :ƨƒɓ .355 ص .2008 Ǖǀɓŏɓɳ!ƒ ƚƶdžǴɳ!ƒ

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible][1]

9.14.1. [illegible]:

[illegible]

[illegible]:

1. [illegible].
2. [illegible]
3. [illegible]
4. [illegible]
5. [illegible]
6. [illegible]
7. [illegible]
8. [illegible]
9. [illegible]
10. [illegible][2].

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[1] [illegible] 82.

[2] [illegible] 2007. [illegible] 193-211.

:ĬyDžFШIIE !Ĭ‡yĦIE Ĭʒ ƴqNjШIIE DžFDžƮ.10.14.1

ýǴɳdž Ŏ5 ƘGŏLjGdžƛ!ƒ Ŏ5 Ƙɞƨƕ Ŏk!ƒ ƚƛŏƥơ!ƒ DžŏNjǴ5dž!ƒ LJdž DžĂnjƽdž!ƒ ƒȐNj ƥƻŏ IƥĂɳ!ƒ LJǴdž ư ƚŏǉdžƻ5 ÜШǴkLjǘ! ýdžǴ‡kdž!ƒ Ʊƕư!ƒĂ ƘGdžƥƤ!ƒĂ yǉʅǉ! IƥĂɳ!ƒ ƚƕǴpƨ ɞ‡kƨŏĂ ÜŎʅƒƨƥ ƨƨIdž ĂD DžǴƲLj ĂD ƝdžǴLjƨƕ ĬD ƟǴɳLj ƇƒƨĂ ƥƬƨdž!ƒ IĂI!ƒ ŎNj ƨƮǴLjƻ ƚǖƛ LJdž LJĂ‡kŏĂ Üƚdž ƲLjDĂ ƚŏȐŏ5Ljk ƘǴŏǉdžƻ Ĭǉƻ IƥĂɳ!ƒ LJǴdž ư DžĂnjƽdž

:ƚŏʅŏFƨ

1. ƚdžƥƤ!ƒ ĂD ƝkLjdžǉ! ƨŏŏǴƻdž ƴư Ă.
2. ǴIƕʅdž ƚƻĂư Ădž!ƒ ƨŏŏǴƻdž!ƒ ƾ5Ă ƚdžƥƤ!ƒ DžŏƥIk ĂD ШǴkLjǙƒ Ȑŏ5Ljk.
3. ƘGdžƥƤ!ƒĂ ƘǴɳkLjdž!ƒ ýdžƻkʅdž ĂD LJĂƕɞ!ƒ ăƥ! ƚIƛ LJŏĂ‡k.[1]

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[1] ƾƒƨĂ!ƒ ƚʅʅƌdž:LJǴdžƻ.ĬyDžFШIIE !Ĭ‡yĦIE Ĭʒ ɧ‡DžFʅIIE ƴqNjШIIE Iƨƒƥǫ.LJĂƨƤƈĂ ŎFǴƱ!ƒ Džŏơɳ ƻʅĂŏ ÜŎFǴƱ!ƒ .105 ƭ .2009¡

الفصل الثاني

إدارة الجودة الشاملة ومعايير الإيزو

Ʊŏơŏ ƓƌŽ ƴǂ Ŏ5 ǇƚơŰƒ ƾŏƖơƙ! ŎƶƚǃƒĂ ƨŏƌŽƙ!ƒĂ ǇƓƖƙŰƒ ƾŏƖơƙ! ƓǌƙƥĂƞ ƱƕƜ .ƓǌƙƑŏƕĂ ƚƚƚƌŽ!ƒ ƧƬƓǇƶƕ

Ŏ5 ŬƥŰŏŽ!ƒ ƴƕƥ ƧƬƵ ǇŽƓƛ!ƒ ǇƧƖ!ƒ Ĭ!ƍ ƖƥĂƞ!ƓƕƘƓŽƓŽƙǋŰƒ ŽƥƥƉ ăƨƶŏ

ƓǇĂǇƓƥ ƓǌǇŽƜ ŬƓǇĂǇƓƥ 282 ǊǇŏǇƒĂƥ ƘǇŽƜƙ Ʀƍ ŎƕƒƧĂŽơ ŽǂơƓƕƍ ǂŏƕƓƕ!ƒ ƖƧƓƜơ!ƒ ĂƉ ƔŏƵ ǊƕƓƞĂƙǇŽ ĂƉ ǂƶƚ ŽƥƖƙ ƒ ƤƬ ƴǂ ĬƶƵ ƔƞĂŏ ƖƧƓƞƙ!Ɠƕ ƾƶƙŽ ƥơƒĂ

15ƾ!ƒ Ŏ5 ǂŏƤŏƧƓƙ!ƒ ƴƑƓƥĂ!ƒ ƧŏƬƙĂ ŬǊƕŏƵ ƟŰƬƍ ƖƧĂƧƜƕ ƒ ƥƓǇ ĂƉ ƥŏƞ Ƨŏƹ

[1].ƘƓŽƒƧǋŰƒ ƇƓǇƕ Ŏ5 ƖƥĂƞ!ƒ ĬƶƵ ƒĂƥǂƉ ǇŏŏƧƬŽ!ƒ ƇƓŽƥƖ!ƒ ǇƉ Ĭ!ƍ ƥŰŏŽ!ƒ ƴƕƥ

ƓƛƥƠ ƖƥĂƞ!ƒ ƘơƕƬƉ ƥŰŏŽ!ƒ ƥƶƕ18 ǇƧƖ!ƒ Ĭ ǂŏƵƓǇƬ!ƒ ƖƧĂƛ!ƒ ƧĂǌƱ ƥƶƕ

ƴŽ ǂŏƕƓƞŏŰƒ ǊƞƑƓƙǇ ŎƱƶŏ ŽĂǌƽŽǂ ƓǌŏƶƵ ƥƓŽƙƵŰƒ ƠƕƬƉĂ ǂŏƧƬƕ!ƒ ƣŏƧƓƙ Ŏ5 ƓŽƞǌŽ

Ĭ!ƍ ƖƥĂƞ!ƒ ƧĂƱƙ ƴơƒƧŽ "feigenbaum" ƵǇƬ ƥƥĂ ŬƓǌƶŽ ƴŽƓƶƙ!ƒ ƹŏƬ ƥƥƶƙ

ƩŏŏƓƖŽ!ƒĂ ƘƓƽƬƒĂŽƶ! ǂŏƕƧƶ!ƒ ǂŽƱǇŽ!ƒ ƘƥŽƙƵƒ ǇƉ ƥƶƕ ŬǂŏƚƓƚƉ ƴơƒƧŽ ǂƚŽƤ

[2]:ŎƶŏƓŽǂ ƘƇƞ ŎƙƒĂ ƓǌƽŏǇƬƙƕ ŽƓƥ Ŏƙ!ƒ ƴơƒƧŽ!ƒ ƩƽǇ

ǇŏƧƬƶ!ƒ ǇƧƖ!ƒ ƴƕƥ ƓŽ ƖƧƙƽ!ƒ ŎǋĂ: ƖƥĂƞ!ƒ ƱƕƜ ǇƵ Ŏ5ƧƠ!ƒ ǂŏ!ĂƌƚŽ ǂƶơƧŽ .Ɖ

.ǂƵƓǇƬ!ƒ Ŏ5 Ŏ5ƧƠ!ƒ ƳƒƥƕƍĂ ƖƧƓǌŽ ĬƶƵ ƇŎƬ ƴǂ ƨǂƧƙŏ ƒƦƍ

ǂƶơƧŽ!ƒ ǇƦǋ ƥƙŽƙ Ʀƍ :ƖƥĂƞ!ƒ ƱƕƜ ǇƵ ƴƓŽƶ!ƒ ƩŏƑƧ ǂŏ!ĂƌƚŽ ǂƶơƧŽ.ƔƔ

.ǂŏƵƓǇƬ!ƒ ƖƧĂƛ!ƒ ƘƒƨƒƧƽƍ ǇŽ ǂƶơƧŽ!ƒ ǇƦǋ ƥƶƙ Ʀƍ (1918-1900)ǇŽ

ƴƓŽƶ!ƒ ƩŏƑƧ ƠƕƬƉ ƓŽ ƥƶƕĂ (1945-1919) : ƒ ơƽ!Ɠƕ ƖƥĂƞ!ƒ ƱƕƜ ǂƶơƧŽ .Ɯ

ƖƧƙƽ!ƒ ǇƦǋ Ŏ5 ƘƧǌƱŬǋƙǇŽ!ƒ ƴŽƶ!ƒ ƖƥĂƞ ƱƕƜĂ ƖƧƱŏƚ!ƒ ĬƶƵ ƧƥƓƥ Ƨŏƹ

ǂƶơƧŽ ĂƉ ǂŏƶŽƵ ĬƉ ƇƓǌƙǇƒ ƥƶƕ ƒ ơƽ!ƒ Ŏ5 ǊƙŽǌǇŽ ǇŽǂƙ ĬƦ!ƒ ƫƙƽŽ!ƒ ǂƽŏƱĂ

.ƜƓƙǇŰƒ ƴơƒƧŽ ǇŽ

ƔŏƓƚŰƒ ƵƶƙƤŽ ƘƶƤƥƉ Ʀƍ(1960-1945):ƖƥĂƞƶ! ŎƑƓƬơŰƒ ƱƕƜ!ƒ ǂƶơƧŽ .ƥ

[3].ǂŏǇƓƛ!ƒ ǂŏŽ!ƓƵ!ƒ ƔƧơ!ƒ ǇŽ ƇƥƕƖƖ!ƦĂ ƘƓǇŏƵ!ƒ ƾŏƧƱ ǇƵ ǂŏƑƓƬơŰƒ

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[1] ƵƱƒĂƵŬƥƒơ!ƒ ŽŏǋƒƧƕƒ.ƕǂƉŽƑƚƖƐ ƳƣŇǰƜƖƐ ƴƥƐƣƌ. ǇƓŽƵ: ƥƒƧ ƧǂƽƒƒƧ ǇĂƧƬƓǇ ŬǇĂƵƨĂŽĂ 2009. ƒ 55.

[2] ƩƽǇ ƴƞƧŽ!ƒ Ŭ ƒ 55.

[3] ƒƧƕ!ƒ ŬĬĂƒƨǇ ƧƒƖƥƵ.ƥŏƞŽ!ƒ ƥƕƵ Ÿƒƥƕ Ÿ ƓƕƬŏĂƖ !ơƚǇ.ƴƥƐƣƌ ƳƣŇǰƜƖƐ :ŽƗƐƣƐŬ ƖƖǂŽƉƐŘ ǰŇƖƥƒƑƳ ƵƑŽƉƚƖƐ ! ǰƘƨƧ Ƨ

ƖƑƧƓƜǂǰ .ǇƓŽƵ:ƚƚƚƌŽ ƒƧĂƾ ƚƚ!ƒ ƧƬǇƶ! ƵƒĂƽƴŬ2001. ƒ 44.

[illegible] (1980-1960) [illegible] [illegible][1] [illegible] [illegible][2] [illegible]

[illegible] [illegible] 9000 [illegible][3]

(2010-1985) [illegible] 2000 [illegible] (ISO 9001) [illegible][4]

[illegible]

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[1] [illegible] **9000** [illegible] 2011. [illegible] 34.

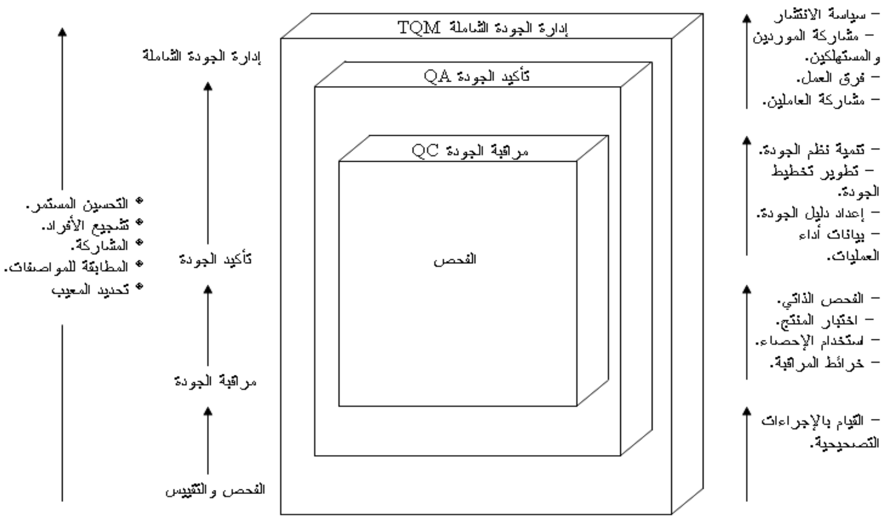
[2] Seddiki Abdallah ,**Management de la qualité de l'inspection a l'esprit kaizen**, Alger : OPU, 2004. p24.

[3] [illegible] **Iso9000&Iso14000** [illegible] 2002. [illegible] 35.

[4] [illegible] 60.

ƓǇǍ ƒƧƮƙǇ ýǂƮǇ ýƠƒƧǇ ƴƕƧƊ IƥǍƞ!ƒ LJǍ ƘƛƥơƘ ǑƘ!ƒ ƘƓǔƥǕƒ ƔǇƸƊ ƨǑǇƘǍ

[1]:ǑƘǓƒ ýǂƮ!ƒ Ǒ5 ƓƮƓƮƊ ǂǇƛǇƘǇ!ƒǍ ǂǇǇƓƮ!ƒ IƥǍƞ!ƒ ƧǍƱƘ! ǂǑƤǑƧƓƘ ljƧǂƦ ƾƕƮ



ǂǇǇƓƮ!ƒ IƥǍƞ!ƒ IƧƒƥƍ ƧǍƱƘ ýơƒƧǇ ýƛǇǑ 01 ǇƥƧ ýǂƮ!ƒ

-9001ǍƨǑǕƒ ƘƓǇǇƱƘǇǍ ǂǇǇƓƮ!ƒ IƥǍƞ!ƒ IƧƒƥƍ. LJƒǍǇǍǕ ƻǑƓlj ǇƮƓƥ :ǗIƮǀƸ ƥƠƮǇ

26. ƒ .2005. ýǑƨǍƘ!ƒǍ ƧƮljǇ! ǂ5ƓIƛ!ƒ Ƨƒƥ :ƘǍƧǑƕ.2000

: ƔƠǸǗǀǂƸ !ǸǸƻǇ.2.1.2

ƠǇƱƮǇ ƘǕƓǇǍƘƮƒ ƥƥǍƘǂ IƥǍƞ!ƒ IƧƒƥƍ LJǍ ƘƛƥơƘ ǑƘ!ƒ ƘƓǔƥǕƒ ƘƥƥǍƘ

IƥǍƞ!ƒ ƔǍƜǍǇ Ƙ!ǍƓljƘ ǑƘ!ƒ ƘƓǔƥǕƒ ƻǇƘƤǇ Ǒ5 ƾǑƥƥƘ!ƒǍ ƒ ơ5!ƒ ƥljǍ5 ǗIƥǍƞ!ƒ

Ǒ5 ǸǇǑƥIƘ ƔǍǇƱǇ!ƒ ǸƘljǇ!ƒ IƧƥ ǑǸ LJǑƛơƓƕ!ƒ ƧǕlj ǂǸƞǍ LJǇǇ IƥǍƞ!ƒ LJƊ ƥƞlj5

ƘƓƞƓǑƘơǗ! ǂIƕƓƱǇ!ƒ ǑǸǍƊ ǗǸƘƓǇƱƘǇǍ ýǑǇǍ!ƒ ýƓǇǍƘƮƒ ƔƓƕƮǕ ǑƑƓǸlj ǸƘljǇ ýǂƮ

. [2]ǂƕǍǇƱǇ!ƒ

ƘƓƕƸƧǍ ƘƓƞƓǑƘơǗ! ǸƘljǇ!ƒ ƠƓ5ǍƘ ǂƞƧƥ ƓǸljƊ ǏǇǍ Ɠǹ5ƧǍǑ LJǇǇ IIƓljǸǍ

ƘƓ5Ʈ! ýƥƓǍƘǇ ǍǍƘƮǇ Ǐ!ƍ IƥǍƞ!ƒ ƧǑƮƘ LJǑơ Ǒ5 ǗƊǇƒƥƤƘƮǕƒ ƥljǍ LJǑǂǇǸƘƮǇ!ƒ

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[1] ƮƟǕ ƩƓƕǍ ǗƟǕƮ .ƒƥƓǸ ƔƠǸǗǀǂƸ ƳƶƴƮǗǙƸ ǗƠǀƠǇ ǸƟǇ ƥǀƠǀ ƮǇǍǗǇ ƮǇǍǇǸǇǇǍ.ƒƥƘƒƥǇ ǂǇƥƘǇ ǂǇǇƓƛǇǇ! ƧǇƕǇǇ!ƒ ǑƘƥ!ƒ

9-8 ǇƓǑƊ ǂǇƥƧǍ ǂǍǇƓƞ. ƧǑǑƮƘ!ƒ ǇǍǇǍǍ ǂǑƧƓƞƘ!ƒǍ ǂǑƥƓƮƘƥǕƒ ǇǍǇǍ!ƒ ǂǑǇǂ.ƘƓǇǍǂơ!ƒǍ ƘƓǇǍǑljǇǇ! ƠƒƥǕƒ ýǍơ

.160 ƒ . ǑljƓƛ!ƒ ƥǇƞǇ!ƒ. 2005 ƩƧƓǇ

[2] Ǘ ƧIƮǕƒ ǂǇǂǇ :ƥƒƥƺƕ ¡9001:2000ǸƦǛǗ IƑǂƲǂǇǸ ƕǂǇƶƮǀƴǇ ƔƠǸǗǀǂƸ ƳƶƴƮǗǙƸǗǙLJǍƧƤƠǍ ǇǑǸƒƧƕƒ Ǘýǖ ǇƤ

.3 ƒ . 2002

[illegible] [1] [illegible] [2] [illegible] [3] [illegible] OXFORD [illegible]

- [illegible] [4]
- [illegible]
- [5] [illegible]
- [illegible] [6] [illegible]
- [illegible] [7] [illegible]

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[1] [illegible] 9001:2000 [illegible] .2005 [illegible] 20

[2] [illegible] .2006 [illegible] 28.

[3] [illegible] .2000 [illegible] 227.

[4] [illegible] 9000 [illegible] .1995 [illegible] 18.

[5] [illegible] .1977 [illegible] 397

[6] [illegible] .2001 [illegible] 19

[7] [illegible] .1997 [illegible] 70.

- [illegible] [1] [illegible]

[illegible] .[2]

[illegible] .[3]

[illegible] 3.1.2 :

[illegible] .[4]

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[1] [illegible] 358 [illegible] 2002 [illegible] 15

[2] Michel Bellaiche, **Manager vraiment par la Qualité :enjeux ,méthodes et études de cas**, paris : afnor Édition,2012.p51.

[3] [illegible] 2008 [illegible] 30.

[4] [illegible] 2010 [illegible] 92.

:ƚuy‡ƨllɛ ƔqNjШ.4.1.2

ƨǐǐkPk ƚƶǐƖ!ƒ LJD Ǐ!Ǫ ǑɳǵkLjǗƒ YǵƱl!ƒ Ǒ5 ƚƬǵP lþǍɳ!ǵu ƚƬǵP!ƒ ƘǵǒuþǕƒ ƧǒƬk lþþơdž!ƒ ŧ FǵƬP!ƒ LJdž ƴuLjk ǴnjdžǒdžƬk lþǍɳ (ƚƶǐƖ!ƒ) ƝkLjdž!ƒ LJD ŖǪ ƚdžþP!ƒ LJƵ LJƖơ ǎþdž! ƩǵǒIdž ǑNjǍ LJǒƶdž ǑpǍƖ YǵƱI!Ǎ ƚLjǒƶdž ƚ5ǐ‡u ƚǒǐdžƶ!ƒ ǍD ШǍkLjdžǐ! ƚƶǐƖ!ƒ DžǒdžƬk Ǒ5 ƔLjǵɳ DžNjD LJD ŖǪ ÜǵnjǒǐƵ Ƅ5kdž!ƒ ƘǵuǐƱkdžǐ! DžǒdžƬk!ƒ ƚdžFǕdž :LJǒƵǍLj Ǐǐƶ þɳǍk ƘǵɁƬƒǍdž!ƒǍ ƘǵɁƬƒǍdž!ƒ ǑNj NJkþǍɳ ǎǍkƖdž Ǐǐƶ ƧƛƋǒ ǏŖ!ƒǍ

- .NJkɁǒƲǍ Ǐ þƋǒǍ ƝkLjdž!ƒ Ǵnjǐu ƴdžƶǒ Ǒk!ƒ ƚǒɁǒ‡!ǵu Ƅǐƶkkǎ :ƚǒɁǒƲǍ!ƒ ƘǵɁƬƒǍdž!ƒ
- .[1]ƝkLjdž!ƒ NJLjƬ ƚǒɁǒ‡u Ƅǐƶkkǎ: ƝkLjdž!ƒ ƘǵɁƬƒǍdž

: ŀu‡DŽFƖllɛ ƔqNjШllɛ Ɣþɛq∂ ƔƉƖdž.5.1.2

ǏLjuk LJdž ƴǍD DžNj LJǵuǵǒ!ƒ LJD ƚƬƬPkdž!ƒ ƧþǵƬdž!ƒǍ ƘǵǒuþǕƒ ƴǒdžɳ ƧǒƬk ƴǕP ll!Ŗ LJǵ‡Ǎ ƚǒƵǵLjƬ!ƒ ƚƖƖƋdž!ƒ Ǒ5 ƴdžƶ!ƒǍ ШǵkLjǗƒ Ǒ5 lþǍɳ!ƒ DžǍnjɁdž ƔƧơ!ƒ ƇƒƧɳ ƚơþǵ5 ƧFǵƖP LJdž ǴnjIơ! ǴdžþƶuǑɯǴdž!ƒ LJƧI!ƒ LJdž ƘǵǒLjǒƖdžP!ƒ þpǍ DžǵƵ NJɳǍu ƚǒþǵƬkpǕƒǍ ƚǒƵǵLjƬ!ƒǍ ƚǒƧ‡Ɩƶ!ƒ ǴnjkLjǵƖƧk Ǒ5 ƚǒLjǵƛ!ƒ ƚǒdž!ǵƶ!ƒ ƚǒɳǵkLjǗƒǍ ƴdžƶ!ƒ Ǒ5 ƚǐdžǵƬ!ƒ lþǍɳ!ƒ lƧƒþǪ ƴPþdž ǑLjuk ƇƒƧɳ LJdž LJǵuǵǒ!ƒ Ƙllơ ƘǵǒǕǍ!ƒ Ǒ5 ǴdžǒƖǗ ƴǍþ!ƒ ƨǐǐkPdž Ǒ5 LJǒǒƵǵLjƬ!ƒǍ LJǒɳkLjdž!ƒ ƘƬNjþD ƚdžǒƲƵ ƝFǵkLj LJdž LJǍƧukƶǒ LJǒŖ!ƒǍ LJǒǒ‡ǒƧdžǕƒ LJǒƧ‡Ɂdž!ƒ Ʋƶu ƴƶɳ Ǵdždž Ü‡ǒ‡ǒƧdžǕƒ lþơkdž!ƒ LJƒƧǍɳǍ ƝLjdžǒþ ƴǵƛdžD ƚǒ‡ǒƧdžǕƒ lþơkdž!ƒ ƘǵǒǕǍ!ƒ Ǒ5 ƴPþdž!ƒ ƒŖnj! ƴFƒǍǕƒ þƒǍƧ!ƒ Ǒ5 NJƛǵơuD ƴǕP LJdž ÜƘƧƒǍǒƬƧk!Ǎ ǑFǵƬPǕƒ LJdž ǴdžNjƧǵ‡ƋD Ǵdžnjǐkƛƒ LJǒŖ!ƒ [2].ǑɯǴdž!ƒ þlƶ!ƒ LJdž ƘǵǒLjǒƛǕƛ!ƒ

DžǍnjɁdžǍ ƚƶǒuƱ Ǐǐƶ lǍlu ƧǍǐǒǵk llǒƧþǒƧɁ! ƚǒdžǐƶ!ƒ lƧƒþǕƒ DžǍnjɁdž ƧƛD Ǵdž‡ ƴdžƶ!ƒ llǒ‡ɁkǍ ШǵkLjǕƒ lƇɁ‡ Ǐǐƶ ƨǒ‡ƧkǐǵƵ ƚǒƵǵLjƬ!ƒ ƘǵdžƲLjdž!ƒ Ǒ5 ƚǐdžǵƬ!ƒ lþǍɳ!ƒ

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[1] ƧuǵƖ ƴɳƧdž.lþƒþÜ ǏƖǒƵÝǑFǵƱ!ƒ Ÿƒ þuƶ Üþ ƵƧ .33 ŧ .

[2] Ǐ þnjdž ÜǑƒƒƧdžǵƖ!ƒ .ǏDžqǪllɛNj ǏШFkǐÜɛ DžǐŤƔFƲ'llɛ Ǐʒ ŀu‡DŽFƖllɛ ƔqNjШllɛ Ɣþɛq∂:LJǵdžƵ ƧǒƧɳ Ƨƒþ ƧƬLjǐ! .23. ŧ .2007Ü ƴǒɁǍk!ƒǍ

[illegible] [1] [illegible]

[illegible] 1980 [illegible] 1962 [illegible]

[illegible]

[illegible] [2] [illegible] (1993-1900) [illegible] %85 [illegible] 1940 [illegible] %15 [illegible] [3] [illegible]

[illegible] 1950.

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[1] [illegible] 2009 [illegible] 27.

[2] [illegible] 29

[3] [illegible] 101.

ƔǤǨǂ ƧĂƥƬƕ 1961 ǂǉƮ ǂǆǆǄƬ!ƒ ƖƥĂƞ!ƒ ƖƧƒƥǫ ƖƧǂ5 ƖƧǆ ƴĂǕĂ ƘǆƵƥƙ

ǂǉƮ ŎƕƮĂƧǂ ƖƖ!Ʀ ƥƶƕ ǉǗƙĂǕǈƒƧŏƞ ƻŏƨĂƞ Ŏǂ ŏƧǆǕƒ Ǆ!ǤƶǄ! "ǂŏƵĂǉ!ƒ ƖƧƱŏƮ!ƒ"

Ŏ5Ă Ŏ!ƒĂƙ!ƒ ǏǄƵ (Zero Detects ,Quality Is Free) ǇŏƕǤƙǂ ƧƬǉƕ 1979Ă 1965

ƘǤƮƮƋǆ!ƒ ǇǆǇ ǤǋƙǗŏƛǆ ǄǤǆǄ ǂŏǂŏƧǆǕƒ ƘǤƮƮƋǆ!ƒ ƇƒƥƊ ăĂƙƮǆ ƴƞƒƧƙ ƘǤŏǉŏǉǤǆƛ!ƒ

ƴƮĂƙ ǤǋǉǆĂ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ƒ ƏƥǤƕǆ ƾŏƕƱƙ Ŏ5 ǤƜŏƊ ǄǋǊ ǇĂƧǂ5ŏ ǄǋǄƶƞ ǤǆǆǆǂŏǉǤƕǤŏ!ƒ

ƥǤǆƙƵǤƕ Ŏǂ ŏƧǆǕƒ ƩƧƞǉĂǂ!ƒ ǉƦƤƙƒ ǏƦ!ƒ ƧƒƧǀ!ƒ ǤǋǉǆǏ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ǤƕǄǤǆƙǊǕƒ

ƖƧƒƥǫ1988 ǂǉƮ ǂŏǂŏƧǆǕƒ ƳǤ5ƥ!ƒ ƖƧƒƨĂ ŎǉƕƙǤǋǉǆ Ǘǂŏ ƵĂǉǄ! ǊŏƧƥ!ǤƕǄĂǂ!ǤǆƖƨƑǤƞ

ǊǉǆŏƥƥƧƒĂƥǫ ƘŏƬ ƳƒƦ ƖƖ!ƦƕĂ ǗǤǋƶŏƧǤƬǆ ƻǄƙƤǆ Ŏ5 Ǥǋ5ŏƲĂƙĂ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ƒ

1993 ǂǉƮ Ŏ5Ăƙ ǇƊ Ǐ!ǫ Ǘǂŏǂŏ ƧǆǕƒĂ ǂŏǉǤƕǤŏ!ƒ ƘǤƶǆǤƞ!ƒ Ŏ5 ƘƒƧƜǤƍǆ!ƒ ǤǤǀ!ǫ Ŏ5

ƘƒƥǤǋƬ ƠǉǆƙĂ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ƒ ƖƧƒƥǫ ƳĂƜĂǆ ƩƧƥƙ ƘǤƶǆǤƞ!ƒ ƴƞ ƘƍƕƬƊ

.[1] ƖƖ!Ʀ Ŏ5 ǂŏǆǄƵ

: ƕǂƊƑƮǁǁ ƴǫǋǊǁǁ ƴƥƐǫǡ !ǋǈƻǄ.6.1.2

Ǥǆ ĂƊ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ƒ ƖƧƒƥǕ ǇŏƧǂ5ǆ!ƒ ǇǆǂƵĂǆƞǆ! ƻŏƧǤƶƙ ƖƥƵ ƖƖǤǉǋ

ŎƱƶŏ ƖƧƒƥǘ! ƔĂǄƮƊ ǤǋǉǆǊ ":ǇƥǉǄǊ ƖƧƒƥǕƒ ƥǋƶǆ Ǥǋ5ƧƶŏǂŏƠ (TQM)Ɣ ƻƧƶŏ

ƖƧƒƥǫ ƧƲǉƙĂ ǗŎƑǤǋǉ!ƒ ƴŏǆƶǄ! ƖƥĂƞ!ƒ ǄŏƥǀƙǇƵ ǂŏ!ĂƋƮǆ!ƒ ǂƮƮƋǆ!ƒ Ŏ5 ƒ ƤƬ ƴǂ

ƴƛǆƙ ǂŏǄǆƵ -ƩǤƮǕƒ Ŏ5– ǊǉƊ ǏǄƵ ǂƮƮƋǆ!ƒ Ŏ5 ƴǆƵ ƴǂ Ǐ!ǫ ǂǄǆǤƬ!ƒ ƖƥĂƞ!ƒ

ǂǄƠƧǆ ƴǂ Ŏ5 ƻƥǋ!ƒ ƴƛǆƙŏĂ Ǘǂŏ!Ǥƙ!ƒ ǂŏǄǆƶ!ƒ ƴǆ ƥƧĂǆ ĂƊ ƴŏǆƵ ǂƥǘƵ Ŏ5 Ǥ5ƧƱ

ǂ5Ǆǂƙ ƴƥǆǉ ŎƑǤǋǉ!ƒ ƴŏǆƶ!ƒ ǤƜƧ ƖƥǤŏƨ ƴƞƊ ǇǆǆƴŏǆƶǄƒ ƘǤǉǄƱƙǆ ǂŏǉǄƙĂ ƥŏƥƠƙ Ŏ5

.[2]"ǂǉǂǆǆ

ǏƧƒƥǫ ǄǤƲǉ ŎǊ ƴǉ ǊǆƒƧǉ!ƒ ǇǆǄ ǂǄƮǄƮ ƘƮŏ! ǤǋǉǆǊ [3]"ǇƒƧĂƞ" Ǥǋ5ƧƶŏĂ

ƖƥĂƞ!ƒ ƖƧƒƥǫ ǤǋǉǊ ƘǆǤƥ Ŏƙ!ƒ ƘƒĂƥǕƒ ǇǆǆƧŏǂ!ƒ ƾŏƕƱƙ ǇǂǆŏǊǉ!ǗƤ ǇǆǏƦ!ƒĂ

ǇĂƥ ǂǄǆǤǂ ƥƑƒ5!ƒ Ŏǉƞ ǇǂǆŏǗ ǇŏƠ Ŏ5 Ǘǂ ƮƮƋǆ!ƒ Ŏ5 ǂ!Ǥƶ5 ƖƧĂƬƕ ǤǋƧŏĂƱƙǊ

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[1] ƴŏƨĂƙ!ƒĂ ƧƬǉǄ! ƖƧƮŏǆ!ƒ ƧƒƥǕ : ǇǤǆƵ. **ƥǘǋƴǁǁ ƕǋǄǫǇǋ ƕǂƊƑƮǁǁ ƴǫǋǊǁǁ ƴƥƐǫǡ** .ƥĂǆƠ ǗǆƲǤǂ ƧŏƜƤ

.(ƻƧƬǉƕ)41-39 ƒ .2002Ǘ ǂƵǤǉƱ!ƒĂ

[2] ǗƬǂŏǆǂĂǉ ǗƮ !ǆǏ .ƴƞƧǆ ƮǤǉƾ. ƒ .64.

[3] ǗǂƥƒƧƥ!ƒ ǇĂǆƞǆ .ƴƞƧǆ ƮǤǉƾ. ƒ .20

[illegible]

[illegible][1] [illegible]

[illegible]

[illegible][2]

[illegible] kaizen [illegible]

[illegible][3]

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[1] .73 f . [illegible]

[2] [illegible] .5 f .2010 [illegible] -14-13

[3] [illegible] .98 f . 2006[illegible]

ǅǒϸǀƙĂ ƔǒƧϸƙ Ǒ5 ƒ ƮƤƙǆ!ƒ ǇƒƧĂƞ ϸǌƶǆ ƔƑǇǉ Ǒ!ƒƧ Ʃǆǒƞ ǅ!Ƕ!ƒ ǄǆǅǑǉƶƙ ǄǌǇǋǃ ƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ ǀƧƒϸǫ ƻƧƻ ϸǀ5 ǙƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ Ǒ5 ƘƒƧǴƬƙǃǕƒ

Ǐ ǆƻ ƚǆƱǇǆ!ƒ ƘǄǉǄƱ ƨǂƧƙƙ Ǒƙ!ƒĂ Ǚ[1]ƚǆƱǇǆ!ƒ ǄǌǃƧƒϸƙ Ǒƙ!ƒ ƚǀǒƧƱ!ƒ Ǒ5 ƴĂơƙ!ƒ ƚ5ǆƙƤǆ!ƒ ƴơƒƧǆ!ƒ ǄǑƬ ƴǂ ƴǃǉĂ ǙƻƑǄƱĂ!ƒĂ ƘǄǒǆǆƶ!ƒ ƴǂ! ǀƧǆƙǃǆ!ƒ ƘǄǇǒǃơƙ!ƒ

.ƴǒǆƶ!ƒ ƘǄǒƞǄơ ƽǒǀơƙ ǇǆƧƛǄ Ƙǃǒ! ǀϸĂƞ!ƒ ǇǕ Ǚ ƴǒǆƶǆ!

ϸǒ5ƙǃǆ!ƒ ǄǄƜƧǫ Ǉƻ ƚ ơǃ!ƒ Ǐ!ǫ ƚ5ǄƜǕǃ ƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ ǇǄ ƴĂǀ!ƒ ƚƮǕƤ

ƚ ǒϸơ ǋǌǇǆ ǄǋƧǄƙƻƒ ǇǂǆǑ ǙǏ ǇƶǆǇǆ ƚǆǆǂ!ƒ ǋǆǆǒơƙ Ǆǆ ƴǂǃ ƚǆϸƤ!ƒ ĂǄ ƚƶǆǃ!ƒ Ǉǆ

ƴǆǃ!ƒ ǅǒϸǀƙĂ ǑƻǄǆƞ!ƒ ǇĂǄƶƙ!ƒ ƩǄǃǄ Ǐ ǆƻ ǅĂǀƙ ƚǒǆǒƱǇƙ ƚ5ǃǆ5 ƩǄǃǄ Ǐ ǆƻ ǑǇǃǆ

Ǚƚǒ!Ƕƶ!ƒ ƚǒǇ5!ƒ ǀƧǄǌǆ!ƒĂ ǀƧǃƤ!ƒĂ ƚǒǆǆƶ!ƒ ƚ5ƧƶƘ!ƒ ƩǄǃǄ Ǐ ǆƻ ǀƨǒǆƙǆ!ƒ ƘǄǆϸƤ!ƒĂ

.ƚơǄƙǆ!ƒ ϸƧƒĂǆǆ! ƴƛǆǕƒ ƻǒƱĂƙ!ƒ ƽǒƧƱ Ǉƻ

ƦƤǝƙ ƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ ǇǄ Ǐ ǆƻ ƘƶǆƞǄ ƻǒƧǄƶƙ!ƒ ƴǂ ǇǄ ƽǃǃ Ǆǆǆ Ơ ƙǒ

ǅƙǊƒ ƚ ǒơ ǙƚǒǃǒƑƧ ƘǄǊǄƞƙƒ ƚ Ǖƛ Ǒ5 Ǆǌǆƞ ƘƧĂơǆƙ ƚ5ǆƙƤǆĂ ǀϸƶƙǆ ƔǇƒĂƞ

ƚǒƑǄǌǇ!ƒ ǋƑǄƙǇ!ƒ Ǐ ǆƻ ƨǂƧ ǑǇǄƛ!ƒ ǇǄƞƙǕƒ ǄǆǇǒǃ ǊǇƙǄǆǃƱƙǆĂ ƴǒǆƶ!ƒ ǀƧǂ5ǃ ƴĂǕƒ ǇǄƞƙǕƒ

ƨǂƧ ϸǀ5 ƧǒƤǕƒ ǇǄƞƙǕƒ ǄǆǅǑ ǙƧǆƙǃǆ!ƒ ǇǒǃơƙƒĂ ƻǒ!Ǆǂƙ!ƒĂ ǘǄƙǇǕƒ Ʊ ǒ5Ƥƙǂ

. ǅĂǌ5ǆ!ƒ ƽǒǃƱƙ! ƚǒƑƮơǕƒ ƘƒĂϸǕƒĂ ƚǒǆǆƶ!ƒ ƴƑǃĂ!ƒ ƴǄǆƶƙǃƒ

Ǐ ǆƻ ƴǒǆƶ!ƒ Ǐ ƲƧ ƴǕƤ Ǉǆ ƽǀơƙƙ ƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ ǇǄ ƴĂǀ!ƒ ǇǂǆǑ ǊǇǆĂ

ĂǋǋǊƙǇǆ!ƒ ĂǄ ƚǆϸƤ!ƒ ǇǆǆƧƬǃǆ ƴǂƬǃ ϸǒ5ƙǃǑ Ǉǆ Ǉǆ ǏǄ ƘǄƞƙǇǆ!ƒ ĂǄ ƘǄǆϸƤ!ƒ

ǊǒǆƻƑ ƴƮơ Ǆǆ ǇǒǃǃǀƧǄǀǆ!ƒ ƽǒƧƱ Ǉƻ ǄǌƙϸĂƞ ǎĂƙǃǆ Ǐ ǆƻ ǅǂơǒ Ǉǆ ǇǂǆǑ Ǐ Ř!ƒ

Ǒƙ!ƒ ƚǒǃǄǃǕƒ ǝϸǄǃǆ!ƒ Ǉǆ ƴĂǀ!ƒ ǇǂǆǑ ƒŘ! ǙƚǆϸƤ!ƒ ǀǀǆƙ ǇǆǆƦ ǊƶǆǄƙǒ ǇǄǂ ǄǆĂ

:ǑǊǋ ƚǆǆǴƬ!ƒ ǀϸĂƞ!ƒ ǀƧƒϸǫ ƚ5ǃǆ5 Ǆǋϸǆƙƶƙ

- ǇĂǃƨ!ƒ ǄƜƧ

- ƧǆƙǃǆƬ!ƒ ǇǒǃơƙƒĂ

- ƴƑǄĂ!ǄǄ ǀƧƒϸǕƒ

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[1] ƒϸƒƧƒǃǌ!ƒ ǙƚƱƒƧƧǆ ǈǇĂǆƙǆ ƽƧǄƱ ƚǆǃƬ!ƒ. **ƕǂǋǘǅǀǀ ǀƑǅƳƶǅǀǀ Ǐ ǆ ƳǕǊǋǘǀǀ**. ǇƻǄǆ: ǋǄƧ ǑǊǒǆǄǄ ǈǃǆƬǃƧ ǀƒƙǄƒǇƧƒ 2002.

.15 ƒ Ǚ

- [illegible]
- [illegible]
- [illegible] .[1]

7.1.2 [illegible] :

[illegible]

[illegible] .

[illegible] .[2]

8.1.2 [illegible] :

[illegible] :[3] [illegible]

1- [illegible]

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[1] [illegible] .21

[2] [illegible] six-sigma [illegible] : [illegible] .2007 .30

[3] [illegible] : [illegible] .2009 .77

[illegible] -2

.[1][illegible]

:[illegible].1.8.1.2

[illegible]

[2]:[illegible]

.[illegible] (performance):[illegible].

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.[illegible]

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.[illegible]

[illegible] (Aesthetics):[illegible].

.[illegible]

[illegible] (perceived quality): [illegible].

[illegible]

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[illegible]

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- .[illegible]
- .[illegible]
- [illegible]
- [illegible]
- .[illegible]
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[illegible]

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.[illegible]

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[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible][1]

[illegible].9.1.2

[illegible]

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- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible][2]

[illegible]

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[1] .38. f [illegible]

[2] .53 f . 2009 [illegible]

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[1]:[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
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[illegible]	[illegible]

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: [illegible]

- [illegible]
- .[illegible]

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[1] [illegible] :[illegible] 2008¡ .27 [illegible]

[1] [illegible] -

[illegible]

[illegible]

[illegible]

.[2] [illegible]

[3] [illegible] .11.1.2

[illegible]

[illegible]

: [illegible]

[illegible] .1

[illegible] .2

[illegible] .3

[illegible]

: [illegible]

: [illegible] .1.11.1.2

[illegible] (1923-1824 [illegible])

[illegible] %20 [illegible] %80 [illegible]

[illegible]

[illegible] [4] [illegible]

.[5] [illegible]

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[illegible] [1]

[illegible] 2.11.1.2

[illegible] [2] [illegible] [3] [illegible] [4]

[illegible] 3.11.1.2

[illegible]

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[illegible]

[illegible] :[3]

- [illegible].

- [illegible].

- [illegible].

- [illegible].

- [illegible] "je passe" [illegible].

: [illegible].5.11.1.2

[illegible] :

- [illegible] .

- [illegible].

- [illegible].

- [illegible].

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[illegible]

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- [illegible]
- [illegible]
- . [illegible]
- [illegible]

[1].[illegible]

:[illegible].13.1.2

[illegible]

:[illegible]

- . [illegible]
- .[illegible]
- .[illegible]

[2]. [illegible]

:[illegible].14.1.2

: [illegible]

[illegible] .1

. [illegible]

[illegible] .2

.[illegible]

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[1] .146. [illegible]

[2] .274 [illegible]

.3 [illegible]

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[illegible]

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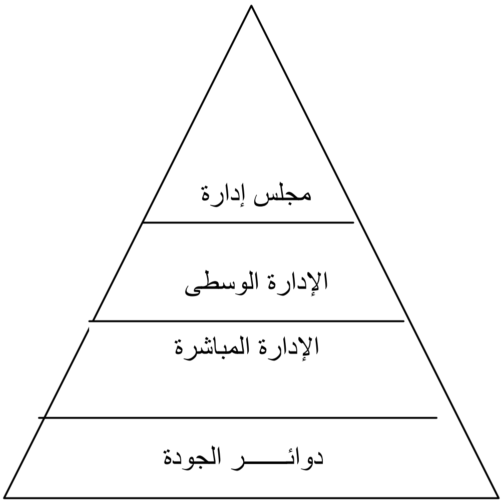

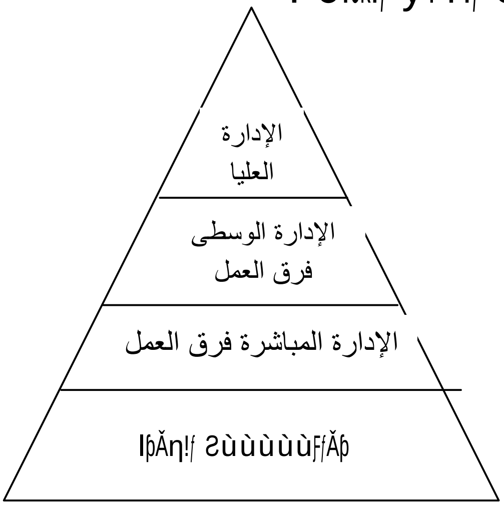

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02 [illegible]

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1. [illegible]
2. [illegible]
3. [illegible]
4. [illegible]
5. [illegible]

[illegible] [2]: [illegible]

1. [illegible]
2. [illegible]
3. [illegible]
4. [illegible]
5. [illegible]
6. [illegible]

2.2.2 [illegible]

[illegible]:

1. [illegible]
2. [illegible]

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[1] [illegible] .251 f .2009 [illegible]

[2] [illegible] .3 f .1993. 6

.3 [illegible]

.4 [illegible][1]

3.2.2. [illegible]

[illegible][2] [illegible]

- [illegible]
- [illegible][3]

4.2.2. [illegible]

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[illegible]

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.[3][illegible]

:[illegible].5.2.2

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LJŏʅơk!ƒĂ ƧŏĂƱk!ƒ ýǴƤƥǫ ǂŏƽŏǂ ƥŏƥơk ǂlŏƧƱĂ ǗýdžƵ ƝNjLjdžĂ Ƨŏǂƽk ƔĂǈʅD.1

.ƘǴdžĂǈƶdž!ƒ ƨǂƒƧdžĂ ƘǴħkǂdž!ƒ ýƤƒƥ DžǴƶ!ƒ ƇƒƥŪƒ ƧǴʅdž ǏǈƵ Ƨdžkʅdž!ƒ

ýƲƽDĂ lƥĂɳ ǏǈƵD ƫŏlơk! LJŏʅơk!ƒĂ ƧŏĂƱk!ƒĂ ƧŏŏʒK!Ǵħ DžƒƨK!ƒĂ llĂǈʅǈ! NJŏɳĂk .2

.ƘǴdžĂǈƶdž!ƒ ƨǂƒƧdžĂ ƘǴħkǂdžǈ! Ŏʅ5ǴLjk ƴƲĂ

lƥFǴʅ!ƒ ǂŏƧƒƥŰƒ ƘǴŏǂĂǈʅ!ƒĂ ƘƒƇƧɳŰƒ Ʋƶħ Ƨŏŏʒkħ Džknjk ǂŏɳŏkƒƧkʅǫ .3

ǂŏƮƤƬ ƠdžǕdž ƨƧħk Ŏk!ƒ Ǘlƥɳ!ƒ ƘǴŏǂĂǈʅĂ ƘǴƽǴlƛ ǴnjǈơdžýƠk! ƘǴħkǂdž!Ǵħ

.ǂŏdžŏƲLjk!ƒĂ ǂŏƮƤƬ!ƒ ǴnjdžŏƥĂ ǴnjkǴnjɳĂkĂ ǂŏǈħlkʅdž!ƒ ǴnjkŏƋƧĂ ǂħkǂdž!ƒ

ǗƧdžkʅdž!ƒ ƧŏĂƱk!ƒĂ LJŏʅơk!ƒ Ǐ!ǫ ǏƶʅŏƧŏʒkdž ƻƥNj ǴnjLjǫ ýħ ƒƥƥơdž Ǵ5ƥNj Ƙʅŏ! .4

ǂƽʅǈƽ!ƒ ljȐNj ɯǴdžƥLjƒ ǂŏdžNjD ǏǈƵ ƥǂƋk ǴdžǂǗlƥĂɳ!ƒ ƏƥǴħdžħ ƴŏdžɳ!ƒ DžƒƨK!ƒ ǏǈƵ ƥǂƋkĂ

lƥĂɳ ǏǈƵD ƫŏlơk ŎLjƶk ǴnjLjǂ!Ă ǂdžǴk!ƒ lƥĂɳ!ƒ ŎLjƶk Ű ŎNjĂ Ǘ ǂħkǂdž!ƒ ǂŏLjħ ƴdž

.lƥĂɳ!ƒ LJŏʅơk Ǐ!ǫ ƴŏdžɳ!ƒ Ǵnjŏ5 ǏƶʅŏýdžƵ ǂFŏħ ƥǴɳŏǫĂ ǂLjǂdžƶdž

: lƑDŽNjǂƴDŽllǫ Ɣƥɛɑƌ Ǐʒ ħǂDŽFʅllǫ ƔɑNjɯllǫ !NjNJƻDŽ.1.5.2.2

ƩʅŪƒ ǂƵĂdžɳdž ǏǈƵ ŎLjħdž ǗýdžǴƬ ŎdžŏƲLjkĂ ǏƧƒƥǫ ƝNjLjdžħ DžƒƨK!Űƒ ŎNj

ƫŏlơk! ǗǂơǴkdž!ƒ ǂŏLjlk!ƒĂ ǂŏƥǴdž!ƒĂ ǂŏƧƬħ!ƒ ƥƧƒĂdž!ƒ ƘǴƥǴƱ ƨǂƧk Ŏk!ƒ ǂŏʅŏFƧ!ƒ

Ŏ5 ƇǕdžƶ!ƒ ƘǴɳǴŏkơƒ ǂŏħǈk ƻƥnjħ ǗǂŏkǴdžĂǈƶdž!ƒ ǂdžƥƤ!ƒ Ŏ5 ǂǈdžǴƬ!ƒ lƥĂɳ!ƒ

.Ƨkʅdž!ƒ LJŏʅơk!ƒ ǏǈƵ ýdžƶ!ƒ ƴdž ǂƶƽkƧdž lƥĂɳħ ǂħĂǈƱdž!ƒ ƘǴdžĂǈƶdž!ƒ[1]

ƘǴdžĂǈƶdž!ƒĂ ƘǴħkǂdž!ƒ ýǴɳdž Ŏ5 ǂǈdžǴƬ!ƒ lƥĂɳ!ƒ lƧƒƥǫ ƻŏƧƶk LJǂdžŏ Ǵdžǂ

ǂdžFǕdž LJĂǂk ǂ ŏơħ ǂ ơǴħ!ƒ ĂD ƥŏƽkʅdžǈ! ǂdžĂǈƶdž!ƒ ĂD ǂdžƥƤ!ƒ DžŏƥlK Ŏ5 ǂƥƥ!ƒ " ǴnjLjƋħ

ǴƲƧ!Ǵħ Ǵnjƶdž ƧƶƬŏ ǗNJƛơħ ýǴɳdž! ǴnjƵĂƲĂdž Ŏ5 ǂlħǴƱǈdžĂ NJkƒƧǴʅƽkʅŰ ǴdžǴdžk

"lƥFǴƽ!ƒĂ[2]

: lƑǴǂlDŽllǫ Ǐʒ ħǂDŽFʅllǫ ƔɑNjɯllǫ Ɣƥɛɑƌ ƽǏǴƲǂ ɑƏɛNjʒ.2.5.2.2

ǂħkǂdžǈ! lƥĂɳ!ƒ lƧƒƥǫ ƥFƒĂ5" LJƒĂLjƶħ Ǵnj! ǂ!Ǵldž Ŏ5 ƩŏĂŰ LJŰƈ ǂƛơǴħ!ƒ ƘLjŏħ

ƘǴLjŏƶʅk!ƒ Ŏ5 ŎʅǴʅŪƒ ƻƥnj!ƒ LJǴLjĂǂŏʅ ǂŏơħƧ!ƒĂ ƇƒƥŪƒ LJD "ƘǴdžĂǈƶdž!ƒ ƘǴdžƥƤĂ

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[1] .19 ƒ .ƫħǴʅ ƴɳƧdž .Ơ!ǴƮ Ƙljħ ăƥNj Ǘƥŏdžŏơ ĂħD

[2] **!NjƲƥɑllǫ ħƴDŽFɯ: ħǏƴDŽFɯllǫ lƑǴǂlDŽllƑǴ ħǂDŽFʅllǫ ƔɑNjɯllǫ Ɣƥɛɑƌ ƥǏǏFƴDž ƽǏǴƲǂ**.LJŏʅơ LJŏƥ!ƒ ƨƵ ǗýƮŏ5 ƥdžŏơdž .148 ƒ Ǘ2010 ƧħĂkǂDǗ7Ɣ.**!ǂƔǫ ħǂɯDž Ǐʒ FɯƤNjDžǈ**

: I ƑDŽNj‡ƴDŽIIƐ ŖIƐƥDŽNj IƑǴƗIDŽIIƐ Ǐǯ ƙ‡DŽƑ٦IIƐ ƔƍNjƜIIƐ ƔƥƐƍƌ ǫƍƑǴDŽ.4.5.2.2

ƗƼǴIƛ ýǴƤƥŰ ƗőƧƒƥǪ ƗőǏdžƵ ǴnjLjƋƙ ŎƯIő ƗǏdžǴƬ!ƒ IƥĂƞ!ƒ IƧƒƥǪ DžĂnjƼdž LJǪ ƘǴLjő٦ơk!ƒ ljŖNj LJƎƼ ÜIƥĂƞ!Ǵƙ ŎLjƵdž!ƒ ƾƼƧdž!ƒ ĂƊ ƗdžƱLjdž!ƒ ŎƼ ƧdžƘ٦dž!ƒ LJő٦ơk!ƒ ýƬĂk!ƒ ƔĂǏƱdž!ƒ IƥĂƞ!ƒ ƧőőǴƵdžƙ ƗƱƙkƧdž!ƒ ƗőƞǴkLjŰƒ IƥǴőƨ ƴdž LJƨƒĂkk ƻĂ٦ ƾƼƒƧdž! ǴnjƙŖƤŪƒ Ɣƞő Ŏk!ƒ ƗǏdžǴƬ!ƒ IƥĂƞ!ƒ IƧƒƥǪ ƏƥǴƙdž ƴődžƞk LJ‡džőĂ ÜǴnjő!ǪƼ

[1]:ŎǏő ǴdžőƼ ƘǴdžĂǏƵdž!ƒ

- .ƗőkǴdžĂǏƵdž!ƒ ƘǴƞkLjdž!ƒ ĂƊ ƘǴdžƥƤ!ƒ LJő٦ơk! ƗƞǴơ!ǴƙƻƒƧkƵŰƒ
- ƇŰdžƵ!ƒ ĂƊ LJődžƥƤk٦dž!ƒ LJdž LJőƥőƼk٦dž!ƒ ǏǏƵ ƨő‡Ƨk!Ǵƙ ƘǴƙǏƱkdž!ƒ ƗőƙǏk . LJőƵpĂkdž!ƒĂ LJőő!Ǵơ!ƒ
- . IƧƒƥŰƒ ŎƼ ƧĂƬI!ƒ LJdž ƗőǴpĂ!ƒĂ ÜƘŭ‡Ƭdž!ƒĂ ƇǴƱƤŪƒ LJdž ýdžƵ!ƒ ƧőƧơk
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- IƧƒƥǪ ƾőƙƱkĂ ŎLjƙkĂÜƗőơőơƬk!ƒ ýǴƵƼŰƒĂ ƘŭƗƬdž!ƒ ýơ ƘǴőǏdžƵ ƾőƙƱk .ƘǴdžĂǏƵdž!ƒ ƾƼƧdž! ƧőőƺK!ƒ
- IƥĂƞ!ƒ IƧƒƥǪ ƝnjLjdžƙ ƘǴdžĂǏƵdž!ƒ ƾƼƧdž IƧƒƥǪ Džƒƨk!ƒĂ IƥLjǴ٦dž ǏǏƵ ýĂƬơ!ƒ .ƗǏdžǴƬ!ƒ

:ƙǏƴDŽƑƜIIƐ IƑǴƗIDŽIIƑǴ ƙ‡DŽƑ٦IIƐ ƔƍNjƜIIƐ ƔƥƐƍƌ ƼǏǴƯƗ üƟƐƥDŽ.5.5.2.2

ƇƒĂ٦ ƥőƞ!ƒ ƇƒƥŪƒĂ ƧdžƘ٦dž!ƒ LJő٦ơk!Ǵƙ ǴIőƛĂ ǴƱǴƙkƧƒ IƥĂƞ!ƒ DžĂnjƼdž ƱƙkƧƒ ƘIǏƱLjƒ Ŏk!ƒ ƘƒƨƗkƧdž!ƒ ƗIőIơ!ƒ ŎƼ ŎNjĂ ÜƗőkǴdžƥƤ!ƒ ĂƊ ƗőƞǴkLjŰƒ ƘǴ٦٦ƋDž!ƒ ŎƼ ÜII!Ŗ ýŭƤ LJdž IƧNjǴƙ ƘǴơǴƞLj ƒĂIIơ LJőŖ!ƒ LJőőLjǴƙǴő!ƒ ƥLjƵ IƥĂƞ!ƒ IƧƒƥǪ ƗƼ٦ǏƼ ǴnjLjdž ǏkơĂ ÜƗǏdžǴƬ!ƒ IƥĂƞ!ƒ IƧƒƥƎƙ NJőǏƵ ƻƧǴƵkdž ĂNj Ǵdž Ǐ!Ǫ DžĂnjƼdž!ƒ ƒŖnjƙ ƒĂǏƬĂ ǏkơƥƙŪ LJǴ‡ ÜƗőIƑǴƛĂ!ƒ ƘǴ٦٦ƋDž!Ǵ‡ ƗődžƥƤ!ƒ ƘǴ٦٦ƋDž!ƒ ŎƼ NJIőƙƱkĂ DžĂnjƼdž!ƒ ƒŖnjƙ ýƬLj .II!Ŗ! Ɨő٦Ǵ٦Űƒ ýơƒƧdž!ƒ ƗƼƧƵdž LJdž

ƗƙƵƬ!ƒ ƘǴLjǴNjƧ!ƒ LJdž ƧƙkƵk LJőƵdž DžǴƱLj ǏƊ ŎƼ ƧőőƺK!ƒ Ɨƒƥơǫ ƗǏdžǏƵ LJǪ ŎƼ IƥőƥƞƗƼ٦ǏƼ ŎLjƙkƙ ƧdžŪƒ ƾǏƵk Ǵdž ƒŖǪ ǴƬĂƬƤ DžǴƱLj!ƒ LJƵ LJő!ĂƋ٦džǏ! Ɨƙ٦Lj!Ǵƙ

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[1] .(ƻƧƬkƙ)214 f .2006. ƾƙǴ٦ ƴƞƧdž .ƯĂƵƥdžơdž ÜǏƧĂkƧk!ƒ

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[1] [illegible] .5 [illegible] 2010 [illegible] 14-13 . [illegible]

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[3] [illegible] .7 [illegible]

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[1] [illegible] 90014-9000 [illegible]

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[1] [illegible] .258 [illegible] .2008 [illegible]

[2] [illegible] .366 [illegible] .2009 [illegible]

ƅőƧƱ Ǉƻ ll!ŖĂ [1]" ýƕp ǇJdž ǂƻĂ ư Ădž!ƒ ǂőƞőkƒƧkƖŰƒĂ ƒ ƑƓƬƤ!ƒĂ ƘƓƽƬƒĂdž!ƒ lƥĂƞ!ƒ lƧƒƥǫ ƅőƧ5 ýƕp ǇJdž ǂƻĂ ư Ădž!ƒ ƘƓƱƱƤdž!ƒĂ ƻƒƥNjŪƓƕ ƝƑƓkǇ!ƒ ǂǇƧƓldž ǂőƑƓƬơŰƒĂ ǂődž ǂ!ƒ ƘƒĂƥŪƒĂ Ɣő!ƓƖŰƒĂ ýƑƓƖĂ!ƒ DžƒƥƤkƖƓƕ Ŭǂől ƑƓƛĂ!ƒ ǂƖƖƋdž!Ɠƕ .ǂőƻĂǇ ǂƕƓpƧ ǇƓdž ư!

Ǐ Džƻ ƥƒƧ5Ūƒ lƧƥp ăƥdžƕ ǂőlƑƓƛĂ!ƒ ƘƓƖƖƋdž!ƒ Ŏ5 DžƥƱƬǇ ǇƊ ǇǂdžŏNJǇƊŰǫ Ŏ5ƲĂdž ƔDžƸD ǇƊ Ŗǫ ŬǂőƑƓƬơŰƒ ǂődž ǂ!ƒ ƘƒĂƥŪƒĂ Ɣő!ƓƖŰƒ ǇŖNj ýƓdžƻkƖƒ ǇőƬ ƬƤkdž ƒĂƖő!Ă DžƓƻ ý ǂƬƕ ǂőǇƓƖǇŰƒ DžĂDžƶ!ƒ Ŏ5 ǇőĂǂk Džnj! ǂőlƑƓƛĂ!ƒ ƘƓƖƖƋdž!ƒ ŎƱƤk ǇǂdžŏNJǇƊŰǫ ǂőƑƓƬơŰƒ Ɣő!ƓƖŰƒ ǇŖNj ýƛdž ƇƒƧƞŰ Ŭǂől őƕƱk!ƒ DžĂDžƶ!ƒ Ŏ5 Ɣő!ƓƖŰƒ ǇŖNj DžőƖlk ǇǂdžőĂ Ŭll!Ŗ! ƓƬőƬƤ ǂőƕőƧƥk ƘƒƧĂƥ ƇƒƧƞǫ ƅőƧƱ Ǉƻ ll!Ŗ ƻĂƖ ŎƘ!ƒĂŬ ǇődžƖp Ǐ!ǫ lƥĂƞ!ƒ ŖőƽǇk ǂƕpƒƧdž Ŏ5 ǂdžƥƤkƖdž!ƒ ǂődž ǂ!ƒĂ ǂőƑƓƬơŰƒ :ŎDžő Ɠdž ƧƬơ!ƒ Ű Ƨǂ Ŗ!ƒ ýőƕƖ Ǐ Džƻ ƓnjǇdž Ƨǂ Ŗ Ǉ

Ƨőƹ Ɣő!ƓƖD ŎNjĂ lƥĂƞ!ƒ ǂƕpƒƧdž! ǂőƻĂǇ!ƒ ƅƧƱ!ƒĂ ƘƒĂƥŪƒĂ Ɣő!ƓƖŰƒ -

.ŎǇNjŖ!ƒ ƻ Ƭƶ!ƒĂ ƘƓǇƓőƕ!ƒ ƴdžƞ ƘƒĂƥDĂ ǂőkƒŖ!ƒ ǂƕpƒƧdž!ƒ Ŏ5 ǂDžƛdžkdž!ƒĂ ǂőƑƓƬơǫ

Ŏ5 ǂDžƛdžkdž!ƒĂ lƥĂƞ!ƒ Ŗő5Ǉk ǂƕpƒƧdž! ǂőƑƓƬơŰƒ ƘƒĂƥŪƒĂ ƅƧƱ!ƒĂ Ɣő!ƓƖŰƒ - ĂD ƧƛŪƒ ýƓǂƬD ĂD Pareto DiagrammesĂkőƧƓƕ DžĂƖƧǂ ƘƓǇƓőƕ!ƒ ƘƓdžĂƖƧ!ƒ ƱƑƒƧƤĂ ŬǂƕpƒƧdž!ƒ ƱƑƒƧƤĂ ll!Ŗ Ƨőƹ Ǐ!ǫ ǂǂdžƖ!ƒ ǂdžƲƻ ƘƓdžĂƖƧ ĂD ƔƕƖ!ƒ ĂD ƻƶư!ƒ ǇǂƓdžD Ǐ Džƻ ƻĂpĂ!ƒĂ ƻƧƶkDž! ǂdžnjdž ƅƧƱ!ƒ ǇŖNj ýǂ ǇƊ Ŗǫ [2]ƱƓƕkƧŬƒ Ƨőƕƒƥk!ƒ ŖƓƤkƒ Ǐ Džƻ ýdžƶ!ƒ Džk ǇdžĂ ŬǂDždžƓƬ!ƒ lƥĂƞ!ƒ lƧƒƥǫ ǂőƞőkƒƧkƖƒ Ŗő5Ǉk Ŏ5 ýDžƤ!ƒ ǂƖƖƋdž!Ɠƕ ƟƓƞǇ!ƒĂ ŎpƧ!ƒ ƧƓƱǫ Ŏ5 ƧdžkƖdž!ƒ ǇőƖơk!ƒĂ ƧőĂƱk!ƒ ǇƓdž ư! ǂdžƨŭ!ƒ ǇdžƇŎƬƕ ƘƒĂƥŪƒ ǇŖnj! ƓǇpƧƱk ƥpĂ ŬǂDždžƓƬ!ƒ lƥĂƞ!ƒ lƧƒƥǫ ǂ5ƖDž5 ƅőlơkĂ ǂőlƑƓƛĂ!ƒ .ƓlƕƓƖ ýőƬ5k!ƒ

Ǐ ơǇdž ǂőƞƓkǇŰƒĂ ǂőơƕƧ!ƒĂ ǂőƥƓƬkpŪƒ ƘƓƖƖƋdž!ƒ ý ǂ NJƞĂk ƇĂư Ǐ Džƻ ǂ5ƖDž5 ƅƓǇkƻƒ Ŏ5 ĂD ǂǇƓǇƧ DžőNjƓ5dž ƅőlơk Ŏ5 Ɠƕơ ƩőĂ! ǂDždžƓƬ!ƒ lƥĂƞ!ƒ lƧƒƥǫ

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[1] .103 ƒ .ƅƕƓƖ ƴƞƧdž .ǇĂƧƤƇĂ Džőƞơ ƻƖĂő ŬŎƑƓƱ!ƒ

[2] 68. ƒ .2006Ŭ ǇƓdžƻŬƧƬǇ! ýƑƒĂ Ƨƥ :ǇƓdžƻ .ƕǂDžƑ Ɩ llɛ ƳqNjƜlllɛ ƔƥƐqƋ .lƥĂƞ ƥdžơD ŬƲĂ5ơdž

[illegible] -

[illegible]

[illegible]

: [illegible] 3.2.

[illegible]

[illegible] ISO [illegible] ISO [illegible] ((international standardisation organisation [illegible] ISOS[illegible] [illegible] 1946[illegible] [illegible] 25 [illegible] [illegible][1] 120 [illegible]

[illegible] ISO[illegible]

[illegible] 17 [illegible] :

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[1] [illegible] -14-13 [illegible] .5 f .2010 [illegible]

ýɳ˥ ÜǊKLjdž!ƒ ĎžŏdžŢk ƚƶɳƒƧdž ýɳ˥ ÜƥĂIƶ!ƒ ƚƶɳƒƧdž ýɳ˥Ü IƥĂɳ!ƒ ýɳ˥
[1].ƔŏƧƥk!ƒ ýɳ˥ÜŎĎƤƒƥ!ƒ IƥĂɳ!ƒ ƸŏƥƥK

ƚĎdžǴŢ!ƒ IƥĂɳ!ƒ IƧƒƥǝ f KƤK ŎK!ƒ KǴ5ŢƒĂdž!ƒ ƚĎ˥Ď˥! 9000 ĎžƥƧ!ƒ ƨdžƧŏĂ ƳĂƧ5!ƒ ƻĎKƤdž! KǴ5ŢƒĂdžĎ! ăƧƤD ý˥ǔ˥ IIǴLjNjĂÜKǴdžƥƤ!ƒĂ KǴƻǴLjŢ!ƒ Ŏ5 Ɣƕ˥ƕ LJǓƒ Ďž!Ǵƶ!ƒ Ŏ5 IƧnjŢ Ƨƛ‡Ǖƒ ŎNj 9000 Ăƨŏ' ƚ5ŢƒĂdž!ƒ ljŖNj LJ‡! ăƧƤD ƚ5ŢƒĂdž!ƒ Ĭ!ǫ ƚ5ŢƒĂdž!ƒ ljŖNj ýŢD ƥĂƶŏĂÜ Ŏ!Ăƥ!ƒ ĬƧǴɳK!ƒ ýdžǴƶK!Ǵƕ ǴnjƱǴƕKƧƒ 1970 ĎžǴƻ Ŏ5 BSI ƚŏLjǴƱŏƧƕ!ƒ KǴ5ŢƒĂdž!ƒ ƚƑŏNj ǴnjKƧƥŢD ŎK!ƒ BS5750 ƚŏLjǴƱŏƧƕ!ƒ .[2]ǴnjKƻǴLjŢ Ŏ5 IƥĂɳ!ƒ ăĂK˥džƕ ƯĂnjLjĎ!

: ƕ‡ĎŽF˥ǁƐ ƔƣNjɯǁƐ ƔƥƹƣǝNj ISO NjŖŤÜƐ ĎŽĬǴ Ʒƥ2ǁƐ.1.3.2

ƚĎdžǴŢ!ƒ IƥĂɳ!ƒ IƧƒƥǫĂ ĂƨŏŰƒ LJŏƕ ƸŏƧ5K!ƒ ĎžƥƻĂ ƱĎƤ!ƒ ĬƧɳŏ Ǵdž ƒƧŏƛ‡ ƏƥǴƕdž!ƒ ƒŖ‡Ă ƸŏƕƱK!ƒ ýǴɳdž Ŏ5 IƥŏƱĂ KǴƥǔƻ LJdž LJŏdžĂnj5dž!ƒ ƱƕƧŏ Ǵdž ĂNjĂ :[3] ǴdžnjLjŏƕ ƸƧ5!ƒ ƠƯĂLj LJD LJ‡džŏ Ŏ!ǴK!ƒ ýĂƥɳ!ƒ Ŏ5Ă LJŏdžǴƲLj!ƒ ǔ‡! ƚŏ˥Ǵ˥Ǖƒ

ƚĎdžǴŢ!ƒ IƥĂɳ!ƒ IƧƒƥǫ	ISO Ăƨŏǫ IƥĂɳ!ƒ ĎžǴƲLj ƧŏŏǴƶdž
ƚ˥˥ƍdž!ƒ ƚŏɳŏKƒƧK˥ǝ ƱƕKƧK	IƥƠĂdž ƚŏɳŏKƒƧK˥ǝ ƱƕKƧK
ƔŏǴ˥ǕƒĂ ĎžŏNjǴ5dž!ƒĂ ƚ5˥Ď5!ƒ ĬĎƻ ƨ‡ƧK	KƒƇƒƧɳŰƒĂ ƚŏLj5!ƒ ĎžƲLj!ƒ ƨ‡ƧK
LJŏĎdžǴƶ!ƒ ƚ‡ƧǴŢdž ĬĎƻ ƥ‡ƍK	ƚŏƧĂƧƯ Ƨŏƺ LJŏĎdžǴƶ!ƒ ƚ‡ƧǴŢdž
ý‡‡ ƚdžƲLjdž!Ǵƕ ĬLjƶK	ǴŏƑƨɳ ƨŏ‡ƧK!ƒ LJĂ‡ŏ LJD LJ‡džŏ
IƥĂɳ!ƒ LJƻ ýĂƍ˥dž ƥƧ5 ý‡	ǴnjLjƻ ýĂƍ˥dž!ƒ ĂNj IƥĂɳ!ƒ Ďž˥ƥ
KǴŏĎdžƶ!ƒĂ KǴ5ǴIƛ!ƒ Ƨŏŏƺk LJdžƯKK	Ǵnj!ǴƠ ĬĎƻ ƳǴƯĂǕƒ ƇǴIƕǫ Ɣ˥LjǕƒ LJdž

ĂƨŏŰ ƧŏŏǴƶdžĂ ƚĎdžǴŢ!ƒ IƥĂɳ!ƒ LJŏƕ ƸƧ5!ƒ ýƛdžŏ 03 ĎžƥƧ ýĂƥɳ!ƒ

ƧŢLjĎ! ƚ5ǴIƛ!ƒ Ƨƒƥ: LJǴdžƻ. ƕĬƨFĬƾǁƐ IƑ2ŢƐNjĎŽǁƐNj ƔƣNjɯǁƐ Ɣƥƹƣǝ Ĭƺ ƕKĬƣƟǁƐ IƑLjFɯ‡ŰƐ.ƥdžƠdž LJŏ˥Ơ ÜýǴƶ!ƒ [1] 102. f .1998 ÜýŏƨĂK!ƒĂ

.107 f .2009 ÜIƧŏ˥dž!ƒ Ƨƒƥ:LJǴdžƻ.ƕ‡ĎŽF˥ǁƐ ƔƣNjɯǁƐ Ɣƥƹƣǝ.ƥĂdžƠ ĎžƲǴ‡ ÜƧŏƯƤ [2]

ýŏƨĂK!ƒĂ ƧŢLjĎ! ýƑƒĂ Ƨƒƥ: LJǴdžƻ. ƕ‡ĎŽF˥ǁƐ ƔƣNjɯǁƐ ƔƥƹƣÜ ƕ‡ĎŽFI‡ĎŽǁƐ ƕĬɯNjǆĎŽǁƐ.ŎĎŏIƻ Ŏ5ŢĂ ÜƧdžƻ [3] .95 f .2001¡

ISO [illegible] [1][illegible]

[illegible] [2][illegible]

[illegible] 2.3.2

[illegible] [3][illegible]

1. [illegible] 9000 [illegible].
2. [illegible] 14000 [illegible].
3. [illegible] 18000 [illegible].

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[1] Daniel, Duret et autre ,**Qualité en production de l'iso 9000 à six sigma** ,paris :édition d'organisation, 2005. p.66.

[2] [illegible] 90014- [illegible] 9000 [illegible] .97 ([illegible]).

[3] [illegible] 10.

.ƇƒƦƺ!ƒ ƗǅǕƪ ǅƱǉ 22000 ĂƨŏǮ.4

: ISO 9000 ǀƑƻƬƐǆǅ !ǆǇƻǅ.1.2.3.2

ƗƜŏƧƵ ƓƱĂƱƤ ƴƜƙ ǀƥĂƞ!ƒ ǅƱǉ ǀƧƒƥǗ ƓǌǎǅƵ ƫƽƙǅ ƗŏƓƵ ƘƓƽƬƒĂǅ ŎǆǍ

ƗŏǅǅƵ ƘƓƽƬƒĂǅ ŎǆǍĂ ǗƵƥǌƙƪǅ!ƒ ǀƥĂƞ!ƒ ǅƓƱǉ ǇǅǅƔĂǅƱǅ!ƒ ƴǉƬǅǅ! ƠƜĂƙ

ŎǆǍĂ ƗŏƙƓǅƥƤ Ăǅ ƗŏƵƓǉƬ ƘǇƓǂ ƇƒĂƪ ƘƓǂƧƬ!ƒ ƳƒĂǉǅ ƴŏǅƞ Ŏƽ ƓǌǉƴǅƵ!ƒ ǇǂǅŏƘ

ƥƥƵ Ǐ!ǫ ƧƱǉ!ƒ ǇĂƥ ƓǌƙƒƦ ƗǂƧƬǅ! ƥŏƞ ŎǅǅƵ ǅƓƱǉ! ƴǅ ƓǅǅǊƙǉǅ! ƘƓƽƬƒĂǅ Ƙƪŏ!

ƘƓŏǉƓǂǅǫ ŎƬǅƙ Ǐ!ǫ ƴǆǈƙ Ŏƙ!ƒ ƘƒƇƒƧƞǗƒĂ ƘƓƪƓŏƪ!ƒĂ ǅƱǉ!ƒ ƥƥơƙ ǀŏơ Ɨ!ƓǅƵ!ƒ

[1].ƴǅƵ!ƒ ƘƓǅƱƙǅ ƴǅ ƗǂƧƬ!ƒ

ǀƧƒƥǫ ƘƓơǅƱƬǅĂ ǅŏǆƓƽǅ ƻŏǂƙĂ ƱƜƛ ƓǉƥƧǅ ƒƦǫ Ɠǅǅ ǅƓƵ ƴǂƬƜ ƒƦǆ

ǀŏƥơ!ƒ ǇƷƽ ǗƗŏƵǅƓƞ!ƒ ƘƓǅĂǅƵǅ!ƒ ƨǂƒƧǅĂ ƘƓƜƙǂǅ!ƒ ƴƓƞǅ Ŏƽ ƗǅǅƓƬ!ƒ ǀƥĂƞ!ƒ

ƓǅƑƒƥ ƱƜƙƧƒ ǏƦ!ƒ ƗŏƵǅƓƞ!ƒ ƘƓƜƙǂǅ!ƒ Ŏƽ ǀƥĂƞ!ƒ ǇŏƪơƙǇƵ ǀŏƥơ!ƒ Ǐ!ǫ ƓǉƥĂǀŏ

ǇǅƘ ƥŏƨǅ!ƒ ǇŏŏƵƙĂ ƥƒĂǅ!ƒ ǏǅƵ ƴĂƬơǅ! ƥƧƒĂǅ!ƒ ǇǅƘ ƥŏƨǅ!ƒ ǁǁǗǌƙƪƓƜ ƒƥƜǅĂ

ƥƵƙ ǅ! ƗǀŏƧƱ!ƒ ǉƦǆ ǇƗ! ƧƜƗǅ ƗŏƵǅƓƞ ƴƗƓǍǆ Ǐ!ǫ ƴƓǀƙǉǗƒ Ŏ!ƓƙƓƜĂ ǗǇǅŏǅƓǅƵ!ƒ

: ǇŏǉĂƒ ǇŏƜƜƪ! ƗƜƑƓƬ

ǅƙŏ Ǉǅ ƴƞŏ ƘƥĂ ǆǅŏǅƵ ŎƙǅŏƪǅƓǌǅƤƙƪǉ Ŏƙ!ƒ ƥƧƒĂǅǅ! ŎƬǅƓǌ!ƒ ƥƑƓƵ!ƒ Ǉǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅ -

.ǆƜŏƽƤƙ

. ƒƥƞ ǀƧŏƜƗ ƗƞƧƥƜ ƘƓƜƙƗǅǅ! ǏƧƒƥǗƒ ƴƥƒĂ!ƒ ƨŏŏƺƙ -

ǇǅǅǇŏƵĂǉ ƥĂƞĂ ǏǅƵ ƨƗƨŏ ǏƦ!ƒ ƗǅǅƓƬ!ƒ ǀƥĂƞ!ƒ ǀƧƒƥǫ ƴĂǅƪƱ ƫƓƱǉ Ŏƽ Ă

Ǉŏƞƙǉǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅǅ ǁǁǅǌƙƪǅ!ƒ Ŏƽ ƴǅƙǅǅ!ƒĂ ŎƞƧƓƤ ƴŏǅƵ ǗƗƪƪƬǅ!ƒ Ăǅ ƗǅƱǉǅǅ! ƇǕǅƵ!ƒ

ǁǁǅǅ! ǅƥǀǅ!ƒ Ăǅ ǅƙǉǅ!ƒ ǆƪǅǉ ƻƱĂǅ!ƒ Ŏƽ ƴƛǅƙǅ!ƒĂ ŎǅƤƒƥ ƴŏǅƵĂ ƘƓǅƥƤ!ƒĂ

ƴŏǅƵ!ƒ) ƓǌǉǅǇŏƗǅǅǌƙƪǅ!ƒ ƘƓƵǅƱƙ ăĂƙƪǅ Ŏƽ ƗǅƥƤ!ƒ Ăǅ ǅƙǉǅ!ƒ ǇĂƗŏ ǏƙơĂ ǗƗǅƥƤ!ƒ

ƘƓǅƥƤ ǇǅǅǆǅƥǀŏƓǅƵ ŎǅƤƒƥ!ƒ ƴŏǅƵ! ƴĂǅ!ƒ ƓƜŏƽ ƫǀơƙŏ ǇǅǇ ƴƞŏ (ŎƞƧƓƤ!ƒ

ƗŏƬƓǅƙǅ ƗǅƱǉǅǅ!ƒ ƗƑŏǅĂ ƗƽƓǀƛ ƧƽĂƙ ǇǅǅƥƜǗ Ŏ!ƓƙƓƜĂ ǗŎƞƧƓƤ!ƒ ƴŏǅƵǅ! ƘƓƞǅǅǅĂ ɯĂƙLjdž!ƒ ĂD ƚdžƥƤ!ƒ ăĂƙʅdž Ŏ5 ƨŏdžƙ!ƒ Ŏ!Ġƙ!ĠƕĂ ƚĎžĠƬ!ƒ IƥĂƞ!ƒ IƧƒƥǫ ƔĂĎʅD ƴĎž .DžƥIdž!ƒ

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[1] ƧƒƥǅǇƓǅƵ.ƜƴƴǅƑǁǁǁ ǀƑǅǆƕƴǅǁǁ ƦǁǐƥǅǇ ǀƑƓƗǀǅǁǁ Ǐƺ ƕǂǅƑƪǁǁ ƴƳǆǁǁǁ ƴƥƐƶƾ. ƜĂƵ ƥǅơǅ ǗǏƧĂƙƧƙ!ƒ
90 f .2009ǗƴƽƨĂƙ!ƒĂ ƧƬǅǉ! ƥǅƓơ!ƒ

ŨĂ ƘĠdžƱLjdžĎ! ƠLjdžƙ ĂƨŏŰƒ IƥĠnjƬ LJD ƥƥƮ!ƒ ƒŘNj Ŏ5 ƧǂŘ!Ġƕ Ƨŏƥƞ ĂNj ĠdžĎžĂ ƠŏƙƙƚŏƥƥĠƶƙ ƚ!Ġơ ƚƕĠƛdžƕ ƥƶƙ ĂƨŏŰƒ IƥĠnjƬ ƠLjdž ƠƕƮD Ġdžǂܠƥƒ Ƨ5ǖ! ĠnjơLjdž ƨĂƞŏ ƚ5ĠIƛ ĂơLj ƧŏŏʓƘ!ƒ Ĭ!ǫ Ġnjŏ5 LJŏ5ƱĂdž!ƒ ƴ5ƥƙ Ġdžǂܠ IƥĂƞ!Ġƕ Ġnjdžƒƨƙ!ƒ ƧĠnjƱǫ ƘĠdžƱLjdžĎ! [1].IƥĂƞ!ƒ

ƚdžƥIƙdž ƘĠŏLjIƙ ĬĎƵ ƥdžƙƶƙ Ŏƙ!ƒ ƘŬĠƮƙŰƒ IƧĂƛ NJƙƛƥơD ĬŘ!ƒ ƇŎƬ!ƒ ƥƶƕ LJĂƥƕ ƚI5ƥƙdž!ƒ ƚŏLjIƙ!ƒĂ ƚŏdžĎƶdž!ƒ ƘĠdžĂĎƶdž!ƒ LJdž ƴƑĠnj!ƒ Džƞơ!ƒ Ŏ5 DžǂơƙĎ! ƚƵƧĠʅƙdžĂ Ƨǂ5!ƒ ƴƕƥ LJdž ĠnjƕĠƶŏƙʅƒ ƚƕĂƶƮ Ĭ!ǫ ăƥD ĠdžĎždž ŎLjĂǂ!ƒ ăĂƙʅdž!ƒ ĬĎƵ ÜƥĂƥơ ƴĎžƙƞdž! ŎIŏIơ!ƒ LJĠNjƧ!ƒĂ ÜƧdžƙʅdž ƱĠƬLj Ŏ5 ĠNjƥŏƒƨƙ LJDĂ ĠƮĂƮƤ ŎLjĠʅLjŰƒ ƴĎƱƙŏ Ŏƙ!ƒ ƚdžƥIƙdž!ƒ ƘĠƶdžƙƞdž!ƒ DžĠdžD ƚŏ!Ġƶ!ƒ ƚdžŏI!ƒ NJǂŭƙdžĠƕ Ŭǫ Ĭƙƌƙŏ LJ! ƚ5Ƨƶdž!ƒ ƚĎždžĠǂƙdž!ƒ ĠNjƧƮĠLjƵ ƴǂƕ ƚŏʅ5ĠLjƙ!ƒ NJƙƧƥƥ ĂNj ƚdžŏI!ƒ ljŘNj ƟĠƙ5dž LJDĂ ÜĠnjƶdž ƴdžĠƶƙĎ! ƚI5ƥƙdž!ƒ ƚŏLjIƙ!ƒĂ ƚŏdžĎƶdž!ƒ ƘĠdžĂĎƶdž!ƒ LJdž IƥĠ5ƙʅŰƒ LJʅơ ĠnjʅDƧ ĬĎƵĂ ƚIʅĠLjƙdž!ƒĂ ĠnjLjdžĂ ƘĠdžƥƤ!ƒ ƘĠdžƱLjdžĂ ƘĠʅʅƌdž ĬĎƵ Ġdžƒƨ! ƧĠƮ Řǫ ÜƚƛŏƥơƑƒ ƱƑĠʅĂ!ƒ ƧƕƵ Ĭƙơ ƚĎžĠƬ!ƒ IƥĂƞ!ƒ IƧƒƥǫ ĂơLj NJƞĂƙ!Ġƕ ƒ ĂƮƤ!ƒ NJƞĂ ĬĎƵ ƚŏƶdžĠƞ!ƒ ƘĠƕƙǂdž!ƒ [2]:Ŏ5 ƚĎƛdžƙdž!ƒ ƚdžĠƶ!ƒ ƘĠŏƥơƙ!ƒ ƚnjƞƒĂdž ƴŏƱƙʅƙ

- ƚŏƞĠƙLjŰƒ ƱĠ5ƤLjƒ
- ƻŏ!ĠǂƘ!ƒ IƥĠŏƨ
- ƚŏ!Ġdž!ƒ ƥƧƒĂdž!ƒ ƒ ILj
- IƥĂƬLjdž!ƒ ƻƒƥNjŨƒ ƾŏIơƙ! ƚ!Ġƶ5 Ƨŏʓ ƔŏĠʅD ŎLjƕƙ
- LJŏƥŏ5ƙʅdž!ƒ ĬƱƧ ăĂƙʅdž ŎLjƥƙ
- LJŏĎždžĠƶ!ƒ ăƥ! ƇŰĂ!ƒĂ Ŏ5ŏƱĂ!ƒ ĬƱƧ!ƒ ăĂƙʅdž ŎLjƥƙ
- ƚŏdžŏĎƥŰƒĂ ƚŏLjƱĂ!ƒ ƚʅ5ĠLjdž!ƒ

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[1] ƥdžơdž ƥdžơD ÜĎžŏLjƸ .ƕǂDŽFʅllƐ ƳƋNjɯllƐ ƴƥƐƣƋ. ƴƞƧdž ÜƾƕĠʅ ť 79.

[2] ÜĬƧĂƙƧƙ!ƒ ƥdžơdž ƱĂƶ. ƴƞƧdž.ƾƕĠʅ .2008. ť 236 (ƻƧƬƙƕ)

- Ŏ˥Ǵ˥D ƧǴŏƶdžǂ ǀþĂɳDž! ƧƲĿjŏ Dþh Ĭ Ŗ!ƒ þŏƨk˥dž!ƒ ǁĂDž˥ Ŏ5 Ƨŏŏʓk!ƒ

.ljƧþƮdž ǇƵ ƧƲĿj!ƒ Ư ʓh łdžþƤ!ƒ ĂD ƝkĿjdž!ƒ ƧǴŏkƤŰ

[1]:ƑNJǂƑȿĬǴƯł ǀŰƑɯDŽNj NjŖÝÜɛ ǀƑƻƬɛNjDŽ.2.2.3.2

łƨƮ ƒĂdž!ƒ	ǴnjĿjƒĂĿjƵ	ǴnjǀŏhƱk ƘŰǴɳdž
9000 ĂƨŏŰƒ	DžƒþƤk˥ŰƒĂ ƧǴŏkƤŭ! ƘƒþǴƬƧǫ	Ǵnjŏ5 Ǵdžh ƘǴƵǴĿjƮ!ƒ ƴŏdžɳ! ƘǴŏɳdžƧh!ƒ ƧŏĂƱk
9001 ĂƨŏŰƒ	DžŏdžƮk!ƒ Ŏ5 ǀþĂɳ!ƒ þŏǂĂk! ɯŖĂdžĿj łdžþƤ!ƒĂ ɞŏnjɳk!ƒĂ ɯǴkĿjŰƒĂ ƧŏĂƱk!ƒĂ ƒƧƮĿjƵ20 ýdžƬkĂ	łŏFǴƬĿjŰƒ łŏ˥þĿjnj!ƒ ƘǴǂƧƬ!ƒ łŏDždžƵ ǇdžɰkkŎk!ƒ łŏdžþƤ!ƒĂ ɯǴkĿjŰƒĂ ƧŏĂƱk!ƒĂ DžŏdžƮk!ƒ ƴŏh!ƒ þƶh Ǵdž łdžþƤĂ ɞŏnjɳk!ƒĂ
9002ĂƨŏŰƒ	ɯǴkĿjŰƒ Ŏ5 ǀþĂɳ!ƒ þŏǂĂk! ɯŖĂdžĿj ƒƧƮĿjƵ 19 ýdžƬkĂ ɞŏnjɳk!ƒĂ	ƧƧǂkdž!ƒ ɯǴkĿjŰƒ ƘƒŖ ƘǴǂƧƬDž! ɞŏnjɳk!ƒĂ ɯǴkĿjŰƒ ǴnjdžƒĂƥ Ĭ Ŗ!ƒ ǴnjDždžƵ Ŏ5 DžŏdžƮk!ƒ ýƤþŏ ŰĂ łŏĂǴdžŏǂ!ƒ ƘǴƵǴĿjƮ!ƒ ýƛdž
9003ĂƨŏŰƒ	f ơƨ!ƒ Ŏ5 ǀþĂɳ!ƒ þŏǂĂk! ɯŖĂdžĿj ƒƧƮĿjƵ 16 ýdžƬkĂ ǇŏŏFǴnjĿj!ƒ ƫŏkƨk!ƒĂ	ĂD ǀƧŏʓƮ!ƒ ƫƧĂ!ƒ Ɣ˥ǴĿjk ŎƨkǂŏŎk!ƒ ǀɞnjɳū! ǇŏƵɞĂdž!ƒ ŎFǴnjĿj!ƒ ǴnjƮơƨh
9004 ĂƨŏŰƒ	łdžǴƵ ƘƒþǴƬƧǫĂ ǀþĂɳ!ƒ DžǴƲĿj ƧƮǴĿjƵ	ƘǴdžþƤ!ƒĂ ƘǴƵǴĿjƮ!ƒ ýǂ!

.ǴnjǀŏhƱk ƘŰǴɳdžĂ ĂƨŏŰƒ ƘǴƨƮƒĂdž ýƛdžŏ 04 DžƥƧ ýĂþɳ!ƒ

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[1] 118 f . 2009 ÜǀƧŏ˥dž!ƒ Ƨƒþ:ǇǴdžƵ.**ĥƫDŽF˥llɛ ƳƣNjɯllɛ Ƴþɛƣa**. þĂdžơ DžƲǴǂÜ Ƨŏɰ Ƥ

¹:ISO9000 :2000€NjŖĬŰ€ ƴơFNJʅ ĂǂY üNjƬƟll€ I €NjƯơ| .3.3.2

ł ŭʎ ll GLjNj LJƷ5 ĂƨŏŰƒ IþGnjƬ Ĭ DŽ ýĂƮơ!ƒ LJdž łdžƱLjdž Ĭ D LJǂdžkk Ĭ kơ
:GNjƨGŏkηƒ Ŏʒƕ Ljö łŏʅGʅD ýơƒSdž

: üĬɰƨłǂll ơ€ơyłƨŰ€ ƕǂƟþDŽ .1.3.3.2

yǆdž DžƇŭkk! DžFŭkk! GNjƨŏnjηkĂ YGƣĂŪƒ Sŏƣơk Gnjö5 Džkö łDžơSdž!ƒ ljŖNjĂ
:łŏkŬƒ ƱGILj!ƒ łDžơSdž!ƒ ljŖNj LJdžƣkk ł ŏơÜłƕĂDžƱdž!ƒ IþGnjƬ!ƒ

.IþGnjƬ!ƒ Ĭ DŽ ýĂƮơ!Gƕ GŏDž!ƒ ISƒþŰƒ DžGdžkNjƒ -
.IþĂη!! Sŏþdž LJŏŏƶk -
.Ƅŏʅ Ljk!ƒĂ ƻƒSƬŰƒ NJkdžnjdž ýdžƵ ƄŏS5 ýŏǂƬk -
ŎLjdžƨ ýĂþηĂ ýdžƵ łƱP yƣĂƕ Ƈþƕ!ƒ -
.Gnj5ƒþNjDĂ IþĂη!ƒ łʅGŏʅ łƸGŏƮ -
ýdžƶ!ƒ ƘGdžŏDžƶkĂ łdžƱLjdž!ƒ ƘƒƇSηǫ ƄŏʎĂk -
GŏʅGʅD GƶηSdž Sƕkƶŏ Ĭ Ŗ!ƒ IþĂη!ƒ ýŏ!þ þƒþƵǫ -
. IþĂη!ƒ DžGƱLj! ŎDžPƒþ!ƒ Ƅŏpþk!ƒ ƘƒƇSηǫ -

: Ĭ DŽ ýdžƬkĂ ²: ƴơFNJʅll€ ĂǂY ƕDŽƣDžDŽll€ üNjƬƟ ƕǂƟþDŽ.2.3.3.2

.IþGnjƬ!ƒ ƠLjdžk ƻĂʅ Ŏk!ƒ łƮPSdž!ƒ łǂSƬ!ƒ yǆdž þpGƶk!ƒ -
Ƙƒþ Ljkʅdž!ƒ łƶηƒSdžƕ ýηʅdž!ƒ DžGŏp -
.łƕĂDžƱdž!ƒ Ƙŭŏþƶk!ƒ ł5Gǂ ƘƒƇƒSηǫĂ ýηʅdž!ƒ yǆdž LJĂGƶk!ƒ -
ƘƒSʒʎ!ƒ ýŏDžơk ýdžƶƕ łʅʅƌdž!ƒ Džŏp -
.Ŏdžʅ S!ƒ DžŏŏIk!ƒ ƇƒSηƷƕ Ƅŏpþk!ƒ ƄŏS5 DžGŏp -
.ƄŏS5!ƒ ƘGŏƮĂk Ĭ DŽ ƇGLjƕ IþGnjƬ!ƒ ƠLjdž -

.69. f . ƄƕGʅ yηSdž.LJGdžDžʅ ŰLJƒþŏƨ 1
.70. f . yηSdž!ƒ Σ5Lj ²

[illegible] .3.3.3.2

[illegible]

[illegible]

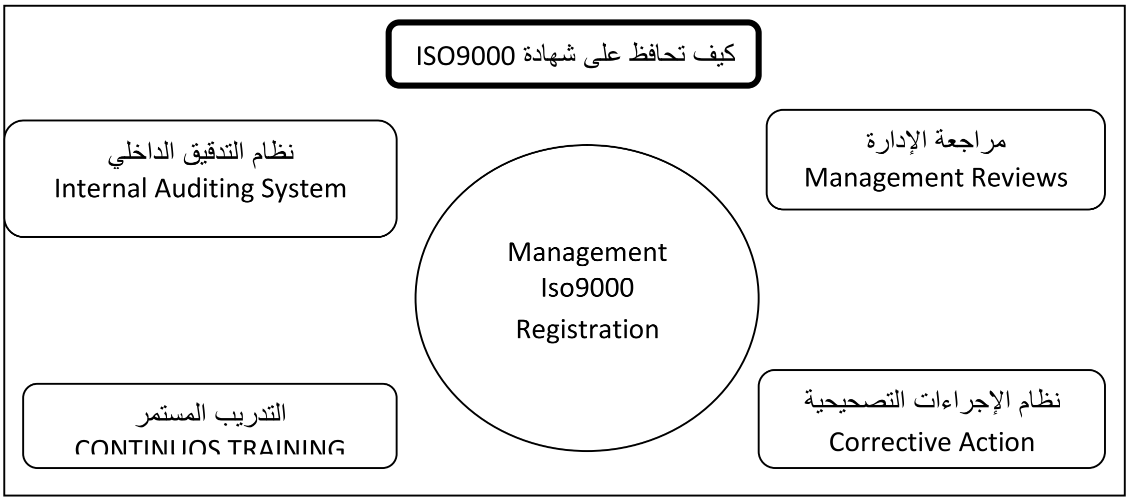
[illegible]

.[1][illegible]

[illegible]

:[illegible]

- [illegible]
- [illegible]
- [illegible]
- [2][illegible]



[illegible] 03 [illegible]

(167 [illegible])

[illegible]

[illegible]

[illegible]

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[1] Florence Gillet-Goinard et autre, **La boite à outils du Responsable qualité**, paris :DUNOD,2012. p68.

[2][illegible] .167 [illegible].

الفصل الثالث

تكنولوجيا المعلومات والتوجهات الحديثة في إدارة المكتبات الجامعية

[illegible]

[illegible]

3.1. [illegible]

3.1.1. [illegible]

[illegible]

3.1.2. [illegible]

[illegible]

[illegible]

[illegible] .3.1.3

[illegible] "Techno" [illegible] " Logos" [illegible]

[illegible]

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[1] [illegible] .2008 [illegible] .43

[2] [illegible] .2000 [illegible] 145

[3] [illegible] .2008 [illegible] .22

[illegible]

[illegible] .1.1.5.1.3

[illegible]

[illegible] .2.1.5.1.3

[illegible]

[illegible]

[illegible] .2.5.1.3

[illegible]

.1 [illegible]

.2 [illegible]

.3 [illegible]

[illegible] .[1]

[illegible]

[illegible] .6.1.3

[illegible] 1956[2] [illegible]

[illegible] 1958 [illegible]

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[1] [illegible] .2008 [illegible] .22 ص

1. Jaequesson alain**. l’informatisation des bibliothèques** .paris : Edition du CERCLE ,1995 .p18.

lƧǤùƵŰ ƗöǐöùƮ5k!ƒ ǨǤöƑǤƮơŰƒ ƧƒþƮǫĂ ǤnjƵǤɳƧǫ Ŏ5 ƧöƤǆk!ƒ þǈƵ ƧöǂƦk!ƒ ýƑǤƪƧ

.DžnjơƑƒƧƮ ƵǐkƤdžlu LJöƧözkƪdž!ƒĂÜ Ɨ5ǐkƤdž!ƒ ƗƮ ƮƤkdž!ƒ ǤnjƵƒĂǈǆlu ѢƑǤλĂ!ƒ

ýĂǤùǈkdž Ŏù5 Ǥnjƶùư Ă! ǤùnjƵƒĂǈD ƵǐkƤdžlu ѢƑǤλĂǐ! Ɨö!ƈ ǨǤ5ǤƮǂ þƒþƵǫ .7

Ĭù!ǫ ýĂƮĂ!ƒ Ŏ5 DžNjþƵǤƪk Ŏk!ƒ ƗdžǤnj!ƒ ǨƒĂþŪƒ LJölu LJdž LJĂǂk! LJöþö5kƪdž!ƒ

.DžnjdžǤdžkNjƒĂ DžnjλĂơlu DžþƤk Ŏk!ƒ ѢƑǤλĂ!ƒĂ ǨǤdžĂǐƶdž!ƒ

DžƵþù!Ă lþùöþɳ!ƒ ѢƑǤλĂ!Ǥlu LJöþö5kƪdž!ƒ DžǐƵ ƗƱǤơŰ Ɨ5ǐkƤdž!ƒ ǨǤö5ƒƧƹĂöǐluölu!ƒ þƒþƵǫ.8

DžƑƒĂùl!ƒ ǉƦùNj LJĂùǂk þþĂ ƗölƑǤλĂ!ƒ lþƮƧŪƒ ýǔʒkƪƒ LJƪơ! ăƧƤŪƒ Ɨơlu!ƒ ǨƒĂþD

.LJöþö5kƪdž!ƒ ýĂǤǈkdž Ŏ5 ǤnjƶưĂĂ ǤnjkƵǤluƱ LJǂdžö Ǥdžǂ ÜƗluƪơdž

ĬùǐƵ ƗöƧùƮlu ƗƱƧùƮD ƯƧƵ ýǔƤ LJdž lþöþɳ!ƒ ѢƑǤλĂ!ƒ LJƵ ƗöƧǤɳ!ƒ ƗƱǤơŰƒ.9

Ŏ5 ǤnjưƧƵĂ ǤnjkƵǤluƱ ĂD ƗǈƧdž ƭ ƒƧþD ĬǐƵ ƇƒƧl!ƒ Ĭ!ǫ ǤnjdžöþlkĂD ɣöƪƒĂơ!ƒ ǨǤöǤnjǈ

.NJöǐƵ YǔƱŰƒ LJdž LJöþö5kƪdž!ƒ LJöǂdžk! ǨǤǈǔƵŰƒ ƗơĂ!

Ǥùdž Ĭ!ǫ ƇƒƧl!ƒ NJöɳĂk ƗöɳĂ!Ăǈǂk!ƒ ǨƒĂþŪƒ ƗƱƪƒĂlu LJǂdžö Ŏk!ƒ ƴɳƒƧdž!ƒ ǨǤdžþƤ.10

ƭ ƒƧùþŪƒ LJùdž ƗƵĂdžɳdž Džnj!ĂǤǈkdž Ŏ5 ƴưĂ ĂD ƴɳƒƧdž!ƒ LJdž DžnjkǤɳǤökơƒ ƴdž Ѣ5ƒĂkö

ѢƧƱlu Džnj5öƧƶk ƴdž þƒĂƧ!ƒ ǨǤɳǤökơŰ ɣöɳkƪk Ŏk!ƒ ƴɳƒƧdž!ƒ DžNjD ýdžƮk Ŏk!ƒ ƗöƑĂư!ƒ

.ǤnjǈĂþöƧö Ŏk!ƒ ǨǤdžĂǐƶdž!ƒ Ĭ!ǫ ýĂƮĂ!ƒĂ Ǥnjö5 Ɨơlu!ƒ

Ǩùǈǂ ƇƒĂƪ Ɨ5ǐkƤdž!ƒ ǨǤnjɳ!ƒ Ĭ!ǫ Ŏlukǂdž!ƒ ǤnjdžþlöŎk!ƒ ƗöƧĂþ!ƒ ƧöƧǤlk!ƒ ƗluǤkǂ.11

. ǤNjƧöƹĂ Ŏ!Ǥdž!ƒĂ ĬƧƒþŰƒ ƧööƪkǤlu ƗlǐƶkdžĂD ƗölƑǤλĂ!ƒ lþƮƧǖ! ƗödžööǉkƧöƧǤlk

ǨǤùdžĂǐƶdž!ƒ ɞùnjɳk Ɨ ùööơÜ ǨǤdžþƤ!ƒ ĬþƧD LJdž ŎNjĂ ǨǤdžĂǐƶdžǐ! ŎƑǤlkǈŰƒ Ɨlu!ƒ.12

ýǤùɳdž ĬùǐƵ Ǥlluƪdž ƵƧƶk!ƒ þƶlu ƧƮǤludž!ƒ ƱƤ!ƒ ĬǐƵ LJöλơǤlu!ƒ Ĭ!ǫ NJɳĂk Džλ ƵǈƮkĂ

.ŎǈĂƧkǂ!Űƒ ǉþöƧluĂ þö5kƪdž ýǂ ƭ ƮƤk

: lƑDžNjǂÿDžllɛ ƑĬWNjllNjǆlƗNj ĬǤþÿllɛ DžƯNjllɛ.7.1.3

Ŏù5 DžþùlkdžǤ!ƒ Dž!Ǥùƶ!ƒ ƗǂƧǤƮdž! ǤNjƧǤdžλkƪƒ ɣɳö ƗƮƧ5 ƗöluƧƶ!ƒ ýĂþ!ƒ DžǤdžD LJǫ

ƒƧþùþ llùǐkdžö Ű LJdž LJD DžĂö!ƒ ƠluƮD Ɨlölơ!ƒĂ ÜǨǤdžĂǐƶdž!ƒ ƧƮƶ! ƗölölƠ!ƒ ƗƪƧǤdždž!ƒ

ŎluƧƶ!ƒ Dž!Ǥƶ!ƒ LJĂǂö Ŏǂ!Ă ÜǤɳƧ5kdž ǤluöƧƹ lƧƤǆdž!ƒ Ŏ5 Ĭllluö ƵĂƪ5 Ɨ5ƧƶdžƐ!ƒ LJdž Ǥö5Ǥǂ

llƒƧþǫĂ Ǥùöɳ Ă!Ăǈǂk!ƒ Ɨùöd džNjǕ Ɨùöƶ Ăk!Ǥlu DžǤdžkNjŰƒ NJöǐƵ ɣɳö ǨǤdžĂǐƶdž!ƒ lƧƪD LJdžư

.Ɨ!Ǥƶ5 lƧĂƮlu ǤnjdžƒþƤkƪƒ ĬǐƵ ɣkƧkk Ŏk!ƒ þƑƒĂ5!ƒ [illegible] :

1. [illegible] .
2. [illegible] .
3. [illegible] .
4. [illegible] .

[illegible] .[1]

[illegible] :

8.1.3 [illegible] :

[illegible]

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[1] [illegible] 2008 . ص 58.

- ƓnjùƮƑƓƮƤ Ɠnj! ƗhƘƗđž ýƗ5Ü ƗhƘƗđž!ƒ ƘƓhžƱƘđž! ǖƶ5 ƔǒŋƘƪǒ ĬŖ!ƒ ĎžƓƲLj!ƒ ƧƓǒƘƤƒ ƻùlơǒ ǈǒùƶđž ĎžƓƲLj ƘƓhƘƗđž!ƒ YƒǞLjĐ ǈđž YǍLj ýƗ5 Ǒ!ƓƘ!ƓhǍÜ ƓnjƱǒơđžǍ ƓnjƘƓLjƓƗđžǫǍ .ƓnjƘƒƧƥpǍ ĬƬƓđžƘƘ ƗLjǒƶđž ƻƒƥNjĐ
- ƥƥùƵ ƒŖùƗǍÜ ƘƓùđžǍĭƶđž!ƒ ƗǒƵǍLjǍ Ďžŋơ yđž ƻ5ƒǍƘƘ ǑƘ!ƒ ƗđžƑǕđž!ƒ lƨnjŋǕƒ ƇƓLjƘpƒ ǍĐ ƗùǒĭơđžƘLjƓƗ ƇƒǍƪ ƘƓđžǍĭƶđž!ƒ ƗƗhƬh ƱƓhƘƧǕƒ Ǒ5 ƗhƘƗđž!ƒ ƻƓ5ƈǍ ǈǒƥǒ5ƘƪƒđžƒƒǍ .ƗǒđžƓƵ
- ĎžƓƲLj!ƒ ĬĭƵ ƗǒLjǒǍƗƘ ƘƒƧǍƥ ƇƒƧŋǫ ýǖƤ ǈđž ǈǒ5ƲǍđžĭ! Ǒƪ5Lj!ƒǍ Ǒđžĭƶ!ƒ ƧǒươƘ!ƒ YǍƧùƬđžĭ! lƥùǒƋđž ƧƮƓLjƵ ĎžnjĭƶŋǒƓđžđž ljƒǍƥŋh ĎžnjƵƓLjƥǫǍ ƗhƘƗđž!Ɠh NJlǒhƱƘ yđžƨđž!ƒ ƗùhƘƗđž!ƒ ĬǍLjƘ ĬŖ!ƒ YǍƧƬđž!Ɠh ǈǒƥǒ5ƘƪđžǍ!ƒ ĎžǖƵǫ ăƧƤĐ ƗnjŋǈđžǍ NJLjƵ Ɨƶ5ƒƥđžǍ .ƘƒƧưƓơđž!ƒǍ ƘƓLjǖƵǕƒ ýǖƤ ǈđž ljŖǒ5LjƘ
- ƓùnjƶǒǍƱƘǍ ƓNjƧǒǍƱƘǍ ƓǒŋǍ!ǍLjƗƘ! ƔƓƶǒƘƪǕ ǈǒ5ƲǍđž!ƒ ƥƒƥƶƘƪƒ ăƥđž ýƵ ƻƧƶƘ!ƒ ĎžƓùƲLj!ƒ ĬĭƵ ƘƓhǒƧƥƘǍ ƘƓƮhƧƘ ƗŋđžƧh ýǖƤ ǈđžÜ ƗǒĭơđžƒƓ ƘƓŋƓǒƘơǕƒ ƗlhƓƱđž! . ǑŋƧƓƤ!ƒ ǍĐ ǑĭơđžƒƓ ăǍƘƪđž!ƒ ĬĭƵ ƟƧƘlđž!ƒ
- ƓùǒŋǍ!ǍLjƗƘ! ƠǒơùƮ!ƒ ĎžƒƥƤƘùƪǕƒ ǈùđž ƥùơƘ ƥp ǑƘ!ƒ ƘǖƗƬđž!ƒ ƨƧhĐ ǑƮlƘ ƩƓùƪĐ ĬùĭƵ ǑùLj5!ƒǍ ǑLjlƘ!ƒ ýđžƶ!ƒ ƧǒươƘh ƘƓhƘƗđž!ƒ ăǍƘƪđž ĬĭƵ ƘƓđžǍĭƶđž!ƒ .[1]Ɠnjh ƻƧƘƶđž!ƒ Ɨǒđžĭƶ!ƒ ǈǒLjƓlƘ!ƒ

ƓùđžĐ ǍùNjǍ Ɠùđžnj! Ɨ!ƓǍ Ǖ ǈǒLjǍƒ ǈǒ ƧƓǒƤ Ǖǫ ƗǒƧƑƒƨŋ!ƒ ƘƓhƘƗđž!ƒ ĎžƓđžĐ ƻhǒ Ďž! ƗđžƲLjǕƒ ĬĭƵ ƇƓlhǕƒ ǍĐ ƓnjƘǒhƓŋǒǫǍ ƓnjƘƓǒhĭƪh ƗǍǒƥơ!ƒ ƘƓǒŋǍ!ǍLjƗƘ!ƒ yđž ĎžĭpđžƘ!ƒǍ ǑƬƓđžƘ!ƒ ƗùǒđžƓLjƘđž!ƒ ƘƓùŋƓǒƘơǕƒ ƗùnjŋƒǍđž lƨŋƓùƵ ĬùlhƘ ǈƓǒơǕƒ Ɣ!Ɠǫ Ǒ5Ǎ ǑƘ!ƒ ƗǒƥǒĭlƘ!ƒ ƥùŋ!ƒ ŖƤđž ƘŖƤĐ ǑƘ!ƒ ƗǒlƑƓǍ!ƒ ƘƓƪƪđž!ƒ ǈđž ƗĭǒĭlƘ!ƒ ƗĭlƘ!ƒ ƒ Ƥǒ ƓđžǒǍ5ǍÜǈǒƥǒ5Ƙƪđžĭƶǒƒƒđžĭ! ýƗƬh ƓǒŋǍ!ǍLjƗƘ!ƒ ljŖNj ƧǒǍđžƘ ǈƓǒƶĭ! ƧnjƲ ƥl5 ƗƘđžƘǕƒ ƗǒĭđžƵ ǍNjǍ ǕĐ ýǍǕƒ ƧƓǒƤ!ƒ ǍơLj : ǑĭǒƓ ƓđžǑ5 ƗĭǍđžƘđž!ƒ Ǎ ƧƤĐh ǍĐ

- ƗƑǒh!ƒ Ǒ5 ĬƧŖŋ ýǍơƘ Ɨ ƥơĐ ƘƓhƘƗđž!ƒ ýhp ǈđž ƗƘđžƘǕƒ ƗǒĭđžƵ ǍơLj ĬƥŋƒƒƧǒƗ5Ƙ!ƒ ƧǒǒƓùƶđž ǈǍƥ ǈùƗ! ƓnjƵƒǍLjĐ ĬƘƬh ƘƓhƘƗđž!ƒ ƘƓǒŋǍ!ǍLjƗƘ!ƒ ljŖNj ƘǍnjƘƪƓ5 ƗǒhƘƗđž!ƒ

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[1] .14 ƭ .ƻhƓƪ!ƒ yŋƧđž!ƒ Σ5Lj.ǑƘhƪ!ƒ ǈh ÜlI!Ɠđž!ƒ ƥhƵ

ƔùƙƧƙ Ʃǂƶ!ƒ Ǐǌ Ʒ ýƕÜ Dž!ƓƶDž!ƒ łơưƒĂ łƪƓöƪ ƧƓƱƺ Ŏ5 ŎDžöƱǈƙ Ɣ!ƓƥĂD ƧǂƦƙ
. łönĂ!ĂǈǂƙǏưĂ5 ƓnjƙƷ

LJĂƥ lƥƧ5ǈDž łöƬƤƬ ƘƒƧƒƧƥ ƦƓƤƙƒ NJǈƷ Ƨƞǈö ƥƥ Ɠöƞ Ă!ĂǈǂƙǏ!ƒ ǈƦnj! Ŏǌǂ!ƒ ƺ ƱƶƙǏ!ƒ -
ǋDžƒƧùƕ!ƒĂ lƨùnjƞŰƒ ǇƓùǈƙƥŰ łùƱƤ ƴưĂ ƔǌƱƙö ƒƦnj!Ă łöǌDžƶ!ƒ ƧƱƓƤDž łƪƒƧƥ
.łƕƙǂDž!ƒ ƘƓơĂDžƱ! łƕƪƓǈDž!ƒ

ƘƒƧƥùl!ƒ Ŏù5 Ɠù ƬĂƬƤ łölƑƓĂĂ!ƒ ƘƓƪƪƋDž!ƒ ăĂƙƪDž Ǐǌ Ʒ ƥƞƒĂƙDž!ƒ ƻƶư!ƒ -
.ýƓƞDž!ƒ ƒƦNj Ŏ5 ýƬƓơ!ƒ ƧĂƱƙ!ƒĂ ŎƬƓDžƙ!ƒ ƓnjöǌƷ ƔƶƬö Ŏƙ!ƒÜłǌNjƋDž!ƒ łöƧƬƕ!ƒ

: lƑDžNjǂƔDžllƐ ƦlƐƥDžNj lƑƓłlDžllƐ Ǐƺ lƑDžNjǂƔDžllƐ ƑǐWNjllNjǆlł !ƐƣƠłƨƐ ƕǏDžǈǇ.9.1.3

lƧDžƙƪDž!ƒĂ łƶöƧƪ!ƒ ƘƒƧĂƱƙ!Ɠƕ LJƓDžƪƙö ƧƬƓƶDž!ƒ ƓǈDž!ƓƷĂ łöƥơ!ƒ ƓǈƧƬƷ LJƺ
ƓùƥƓ5ơ ƘƺǌƕĂ ýƕƥ LJDž Ɠnj! ýöƛDž Ŭ łƥŭƱǈƒ łöǈlƙ!ƒĂ łöDžǌƶ!ƒ ł5Ƨƶ Dž!ƒ ƘlǌƱǈƒ ƓDž! ll!ƦĂ
ƘƓ5ƓùƬƙǂŰƒ ƥùöƒƨƙĂ ƴƕƓƙƙ ƴDžĂ ÜƓNjƧĂƬƙ LJƷ lƨƞƓƷ LJƓƪǈŰƒ łǌöƤDž ƘǈƓǂ ƒƥĂƥơĂ
ƓnjƙƓù ƬƓƬƙƤƒ ƥùöƒƨƙĂ ƓnjƷƧ5ƙĂ ƓnjƕƶƬƙĂ ƻƧƓƶDž!ƒĂ DžĂǌƶ!ƒ DžƥlƙĂ ƧƒƧDžƙƪƓƕ łöDžǌƶ!ƒ
.[1]ƘƓDžĂǌƶDž!ƒ LJDž ƥöƒƨƙDž!ƒ Džǂ!ƒĂ ýƑƓnj!ƒ Džƞơ!ƒ łǌǂƬDž Ƙǌơ5ƙƪƒĂ ƘƧnjƱ

ƘƓùöǈlƙ DžƒƥƤƙùƪƒ ƾöƧƱ LJƷ ƧƓƞ5ǈŰƒ ƒƦNj Ŏ5 Džǂơƙ!ƒ lƧĂƧư ŎƷƥƙƪö ƓDžDž
łöDžǌƶ!ƒ ƨǂƒƧDž!ƒĂ ƘƓƪƪƋDž!ƒ ǈƦNj Ŏ5 łöǈĂƧƙǂ!Ű ƔöƪƒĂơ!ƒ ƓnjƪDƧ ǏǌƷĂ ƘƓDžĂǌƶDž!ƒ
ƔöùƪƒĂơ!ƒ łùöǈlƙ ƴùDž ƘŰƓùƬƙŰƒ lƧĂƛ ƓnjƙƕơƓƬ lƧöƤŰƒ ƘƒĂǈƪ!ƒ LJDĂ ƓDžöƪ Ŭ
ƘƓƕƙǂDž!ƒ ýƓƞDž Ŏ5 Ɠöƞ Ă!ĂǈǂƙǏ!ƒ ǈƦNj DžƒƥƤƙƪƒ ŎƷƥƙƪö ƓDžDž ƓnjDžƓƞơDĂ ƓnjƷƒĂǈD ƻǌƙƤDžƕ
.ƘƓDžĂǌƶDž!ƒ ƨǂƒƧDžĂ

ll ù!ƦĂ łù5ǌƙƤDž!ƒ ƘƓDžĂǌƶDž!ƒ ƓönĂ!ĂǈǂƙƕĂ ƘƓDžĂǌƶDž!ƒ ƨǂƒƧDžĂ ƘƓƕƙǂDž!ƒ LJöƶƙƪƙ
: łö!Ɠƙ!ƒ ƻƒƥNjŰƒ ƾölơƙ Ŏ5 ƓnjǈDž łƕƺƧ

Dž!ƓƶDž!ƒ Ŏ5 lƧĂƱƙDž!ƒ ƘƓƕƙǂDž!ƒ ƴDž ǏƬƓDžƙƙ ƓnjǌƶƞöýǂƬƕ ƓNjƧöĂƱƙĂ ƓnjƙƓDžƥƤ LJöƪơƙ -
Ǐùǌ Ʒ ƻƧùƶƙǌ! ƓnjƱöơDž łƪƒƧƥĂÜ łöƥöǌƙ!ƒ łDžƱǈŰƒ łƶƞƒƧDž ýŭƤ LJDž ƓnjDžƱǈ ƧöĂƱƙ
. ƥöƥƞ!ƒ DžƓƱǈ!ƒ ăĂƥƞ Ƨöƥlƙ Ŏ!ƓƔ!ƒ DžƓƱǈ!ƒ ǇƒƥD

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[1] LJDžƓùĂ!ƒ Ŏùƕƨƶ!ƒ ƧDžƙƋùDž!ƒ ƴƑƓùƥĂ.Ɠùnjƙƕƙǂƙǂ ƾƬDžƥ łƶDžƓƞ Ŏ5 ƘƓDžĂǌƶDž!ƒ Ɠönĕ!ĂǈǂƙǏ.ƥĂƪ!ƒ LJĂöƷÜƧƒƨǈ
4-1lƧNjƓùl!ƒ.ƞƓƽłƾƨDžllƐNj ƱƽƐNjllƐ DžǏƓ ƕǏƓƥƴllƐ lƑDžNjǂƔDžllƐ ƦlƐƥDžNj lƑƓłlDžllƐ Ǐƺ lƑDžNjǂƔDžllƐ ƑǐWNjllNjǆlł: ƘƓDžĂǌƶDžǌ!
86 ƒ .1997 ƧƕDž5Ăǈ

[illegible]

[illegible] .[1]

: [illegible] .2.3

[illegible]

: [illegible] .1.2.3

[illegible] [2]

[illegible] [3]

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[1] [illegible] .09

[2] [illegible] .5

[3] [illegible] 17 .2001 [illegible]

[illegible] [1]

[illegible] .2.2.3

[illegible]

[illegible] [2]

[illegible] .3.2.3

[illegible]

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[1] [illegible] 1980 [illegible] .2

[2] [illegible] 2012 [illegible] .21

Üƺ ƒƥùNjŪƓƕ ƗƨƒƥŰƒÜDžƱǀù!ƒ Ǐ!ǫ ýƤƥdžǂ ƗƨƒƥŰƒ Ŏ5 ƚƛŏƥơ!ƒ ƘƓNjƓƞƙŰƒ ƓnjŏǐƙĂ Ŏdžǂ!ƒ .[1]ƚǐdžƓƬ!ƒ ƗƥĂƞ!ƒ ƗƨƒƥǫĂ

:ƕƳƥƐƣŪƐ ƕƳǂDžƴƗƪ.4.2.3

ÜƚùŏƨƒƥŰƒ ƚŏǐdžƺ!ƒ ǇǊ Ǐǐƺ DžŏƱǀƙ!ƒĂ ƗƨƒƥŰƒ Ŏ5 ǇŏƨǂƼdž!ƒĂ ƔƓƙǂ!ƒ DžƱƺdž Ƽ5ƙŏ NjùŏƞĂƙ!ƒĂ DžŏƱǀƙ!ƒĂ ƱŏƱƤƙ!ƒ ŎNjĂ ƚŏƖŏƑƨ ƚŏƨƒƥǫ ƺƑƓƱĂĂ ƨƬƓǀƺ ƴƕƨǇ Ǉdž ǇĂǂƙƙ ƴdžƺƙĂ ÜƚƛŭƛƗƒ ăƨƤŪƒ ƺƑƓƱĂ!ƒ ƴŏdžƞ Ŏ5 NjŏƞĂƙ!ƒ ƚƼŏƱĂ ýƺǐƺƙƙĂ ƚƕƓƥƨ!ƒĂ ƗƥƓŏƗ!ƒĂ .ƗƥơǏǐƺ ƓnjǀdžƨƬǀƺ ý ǂƕ ƺŏƨƺƙ!ƒ Ŏǐŏ ƓdžŏƼĂ ƓnjǀŏƕƓdžŏƼ ƱƕƨƒǏǐƺ

ÜƓùnjƺŏdžƞ ƓnjƗƕùƖƙĂ ăƨùƤŪƒ ƺƑƓùƱĂ!ƒ ƚdžƥƗdž Ŏ5 ƱŏƱƤƙ!ƒ ƚƼŏƱĂ Ŏƙǁƙ **:ƯƳƯƣƚƗƪ** ƚŏǐƕƗƙùƖdž!ƒ ƓùnjƞƑƓƙǀĂ ƓnjƼƒƥNjǇĂ ÜƚdžƱǀdž!ƒ ƘƓŏƓƺ ƥŏƥơƙ ŎǀƺƙŎƙ!ƒ ƚƱƬǀŪƒ ǇdžƯƙƙĂ ƼùŏƗơƙ! ƚdžƨŭ!ƒ Ɲdžƒƨƕ!ƒĂ ƘƓƖƓŏƖ!ƒĂ ƘƓŏ!ƓƺƼ!ƒĂ ƚƱƬǀŪƒ ƠŏƯĂƙĂ ÜƓnjƗŏƗơƙ ƥƒƨdž!ƒ .[2]ƺƒƥNjŪƒ ƗƗǐƙ

ǏƦùŏƼǀƙ!ƒ Ŏǐdžƺ!ƒ ƴƥƒĂ!ƒ Ǐ!ǫ ƘƓŏƞŏƙƒƨƙƖŰƒĂ ƱƱƤ!ƒĂ ƺƒƥNjŪƒ ƚdžƞƨƙ Ŏǀƺŏ**: !ƳƯdžǂƗƪ** ƓùdžŏƼ ƼŏƖǀƙ!ƒĂ ƘƒƥơĂ!ƒ Ǉŏƕ ƘƓƬƓƬƙƤŰƒĂ ÜƥƒƨƼŪƒ ǇŏƕDžƓnjdž!ƒ ƴŏƨĂƙ ƼŏƨƱ Ǉƺ .ƓnjǀŏƕƱ

ÜDžnj! ƗƥƥơdžƘƓnjŏƞĂƙĂ ƘƒƥƓƬƨǫĂ ƘƓdžŏǐƺƙ ƼŏƨƱ Ǉƺ ƥƒƨƼŪƒ ƗƥƓŏƥ ŎǀƺƙĂ **:ǀƳƜNjƚƗƪ** ÜǏùƯƨ!ƒ Džùnj! ƼùŏƗơƙ ƚùƗŏƨƱƕ DžnjƙƨƓnjdžĂ DžnjƙƒƨƥƥĂ DžnjƙƓƥƓƱ ƺŏƱĂƙĂ DžNjƨŏƼơƙĂ .ƺƒƥNjŪƒ ƼŏƗơƙ ǇdžƯƙĂ

: ƕƓƑƼƥƗƪ

Džùƙ Ŏùƙ!ƒ ƝƑƓùƙǀ!ƒ ƴdž ƺƒƥNjŪƒ ƩƓŏƥ ŎǀƺƙĂ ÜƚŏƨƒƥŰƒ ƚŏǐdžƺ!ƒ Ŏ5 ƚƼŏƱĂ ƨƤƓ ŎNjĂ .[3]ƇƒƥŪƒ ǇŏƖơƙĂ ƨŏĂƱƙ Ǐǐƺ ýdžƺ!ƒ ƴdž ƓnjƗŏƗơƙ

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[1] ƨŏĂùƱƙ!ƒĂ ƘƒƨƓùƬƙƖŭ! ƩŏƥƩŏƒĂ ƨǂƨdž :ƗƨNjƓƗ!ƒ.**ƔƥƐƣŪƐNj !ƳƯdžǂƗƪ Ǐƺ ƥƬƑƴDžƗƪ ƥƗƺƗƪ**.ǇŏƖƓ ƥdžƺƖÜ ƨdžƓƺ . 10 ƒ . 1993 ÜǏƨƒƥŰƒ

[2] ƨƬǀǐ! ƥdžƓơ ƨƒƥ :ǇƓdžƺ.**(ƕDžƯdžDžƗƪ ƺƐƑƯNj - ƕƳƥƐƣŪƐ ƗƑǂDžƴƗƪ - ƗƑƳƥƯdžƗƪ) ƕƙƳƣƟƗƪ ƔƥƐƣŪƐ ǫƣƑƓDž** .ǇŏƖơ ÜDžŏƨơ .20 ƒ .2006 ÜƴŏƼĂ!ƒĂ

[3] ƨdžƓƺ ƥdžƺƖÜ.ǇŏƖƓ ƴƞƨdž.ƼƕƓƖ. 17 ƒ .

[illegible].3.3

[illegible].1.3.3

[illegible].[1]

[illegible].2.3.3

[illegible][2] [illegible]:

- [illegible].
- [illegible].
- [illegible].
- [illegible].
- [illegible][3].

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[1] [illegible] .78 f .1994[illegible].

[2] .41 f . [illegible]

[3] 34 f .2010[illegible]

ǑùdžǉkĂ ÜDžʅǀ!ƒ ăĂkʅdž ĬǆƵ ΣŏƧþk!ƒ ƚƑŏNjĂ LJŏʅ Ƨƒþ!ƒ ƚdžþƤƕ DžĂǀk :!ƹƨƽǓƐ ǀƹƓƚǀDž ɣùdž DžƓʅpǕƒ ǨƧnjʊ þpĂÜNJ! ƚƵƕƓk!ƒ Džʅǀ!ƒ ƭ ƮƤk ƚdžþƤ! ƓnjkƓdžþƤ DžþǀkĂ ƓnjkƓƵĂdžɳdž .[1]ƚƽǆkƤdž!ƒ ǨƓƮ ƮƤk!ƒ Ŏ5 LJŏʅƧƒþ!ƒ þþƵ ǀþƓŏƨĂ ƚŏdžǆƵ!ƒ ǨƓƮ ƮƤk!ƒ þþƵk

: hǔÿDžƹШǁǁƐ hǔƓƚǀDžǁǁƐ Ĭʒ ɣþƐƍǕƐ þƬƹǆƳ.5.3.3

LJùdž LJǂdžkùk Ĭkơ ƧƮƓǉƵ!ƒ LJdž ƚƵĂdžɳdž ĬǆƵ ƚŏƵdžƓɳ!ƒ ǨƓƕkǂdž!ƒ ǀƧƒþǫ ýdžƬk

: ƧƮƓǉƵ!ƒ ǉƦNj LJŏƕ LJdžĂ NJɳĂ LJʅơƊ ĬǆƵ ƓnjƕɳƒĂƕ DžƓŏǀ!ƒ

ƻùŏǀơk! Ɠùnjkŏƕǆk ǑʒƕǉŏǑk!ƒ ǨƓɳƓŏkơǔ! DžƓƵ!ƒ ƧƓƱǕƒ ɣưĂƕ ƻǆƵkŏ ĂNjĂ : ƱŏƱƤk!ƒ .ǀþþơdž ƻƒþNjƊ Ĭ!ǫ ýĂƮĂ!ƒ

Ɠdžŏ5 ƚǀʅǉdž!ƒĂ ǀþþơdž!ƒ ǨƓƮƓƮkƤǕƒ ǨƒƦ ƚŏƧƒþǕƒ ǨƓƱǆʅ!ƒ ǨŏƕĂkƕ ƻǆƵkŏĂ :DžŏʊǉƘ!ƒ .ƓnjǉŏƕǀƘ

. DžnjkƓŏĂkʅdž ƻǆkƤdžƕ LJŏƽʊĂdž!ƒ ƧƓŏkƤƓƕ ƻǆƵkŏ :ƻŏʊĂk!ƒĂ LJĂƽʊĂdž!ƒ

.ǨƓdžþƤ!ƒ Ƨŏŏʅk! ƚdžƨǔ!ƒ ƚŏƧƒþǕƒ ƧdžƒĂǕƒĂ ǨƒƧƒƧǀ!ƒ ƚƵƓǉƮƕ ƻǆƵkŏ :NJŏɳĂk!ƒ

.ƻƹƓʊĂ!ƒĂ ƻƒþNjǕƒ ƚƕpƒƧdžĂ ƚƕkǂdž!ƒ ǀƧƒþǫĂ DžƓʅpƊ ƻǆkƤdž LJŏƕ :ƻŏʅǉk!ƒ

.ƚƕkǂdž!ƒ ýƤƒþ ƚŏƧƒþǕƒ ǨƓŏǆdžƵ!ƒ ýǂ ƻŏĂk ƧƮǉƵ!ƒ ƒƦNj LJdžưkŏĂ ƧŏƧƓǀk!ƒ þƒþƵǫ ƱŏùƱƤk!ƒ ɣùǆƱkŏ Ɠùdždž ƚùƕkǂdž!ƒ ǀƧƒþǫ Ŏ5 ƚŏʅŏƑƧ!ƒ ƧƮƓǉƵ!ƒ þơƊ ŎNjĂ:ƚŏǉƒƨŏdž!ƒ .ƻŏpþk!ƒĂ[2]

:hǔÿDžƹШǁǁƐ ǀƹƓƚǀDžǁǁƐ ĂǂƳ ǀƹDžNjǂɣDžǁǁƐ !ưǆdž !NjNJƻDž ƽǏƓǓƚ.6.3.3

ƓùdžƓʊǉ ƓnjǉĂǂ ƚʊơǔdž LJǂdžŏ ÜƚŏƵdžƓɳ!ƒ ƚƕkǂdž!ƒ ĬǆƵ DžʊǉƘ!ƒ DžĂnjƽdž ƻŏƕƱk þǉƵ NJùkǔƤþdž þdžkùʅŏ NJǉĂǂ NJŏ5 ƧƛƋkĂ Ɠnjŏ5 ƧƛƋŏ5 ÜNJƕ ƚƱŏơdž!ƒ ƚƑŏƕ!ƒ ɣdž ýƵƓƽkŏ ƓơĂkƽdž ƓùdžƓʊǉ ƓNjþɳǉ DžƓƵ ýǂƬƕ ƚŏƵdžƓɳ!ƒ ǨƓƕkǂdž!Ɠ5 ÜƓnjŏ!ǫ NJkƓɳƧƤdž ǀþĂƵ LJƵ ǔư5 ÜƓnjǉdž ƚùƕkǂdž!ƒ LJƓŏǂ ƓnjƵĂdžɳdžƕ ýǂƬk Ǒk!ƒ ÜƚŏƵƧƽ!ƒ DžʊǉƘ!ƒ LJdž ƚƵĂdžɳdž LJdž LJĂǂkk ǔǀkʅdž [3]:Ǒǆŏ Ɠdž ýǔƤ LJdž ǀǀ!Ʀ þǂƋkŏĂ

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[1] .52 ص .2001 ƚŏdžǆƵ!ƒ ƚƽƓǀĂ! Ƨƒþ :ɣþǉƹƽǁƐ. ǀƹƓƚǀDžǁǁƐ !NjǂƳ Ăǁǁ üƍǝDžǁǁƐ.ƟĂkƽ!ƒ ĂƕDÜþdžƓơ

[2] ƚùƕkǂdž:ǀƧNjƓùǀ!ƒ.hǂDžƹøʅǁǁNj hǔøǏDžǏǝƹǀǕƐ ǀƹøƓƚǀDžǁǁƐ Ĭøʒ ǀƹøƨƐþǝ: hǔÿDžƹШǁǁƐ ǀƹƓƚǀDžǁǁƐ.LJĂƧƤčĂ þdžơƊ ÜƧþƕ .82 ص .1987ÜɣŏƧƸ

[3] 34 ص .ƻƕƓʅ ɣɳƧdž.Ĭʅŏƶ ăĂƧƊ ÜǏƧʅƓŏ!ƒ

ƘƒƇƒƨƞǗƒǗƥùŏĂƨƙ!ƒ) ƨù ƬǴLjƶ!ƒĂ ƇƒƨùƞǕƒ LJùdž ƗƵĂdžƞdž LJdž ƗƕƙǂdžƸ!ƒ LJĂǂƙƙ -
.(......ƗŏLjƼ!ƒ

ƗǀƛdžƙdžƸ!ƒ ǗƗŏ!ƥǴƕƙ!ƒ ƘǴƥǗƶ!ƒ LJdž ƗƵĂdžƞdž ƴǗƤ LJdž ƨƬǴLjƶ!ƒĂ ƇƒƨƞǕƒ ljƦNj ƴƵǴƽƙƙ -
ƗŏƨƒƥǕƒĂ Ɨŏ!Ǵdž!ƒĂ ƗŏLjƼ!ƒ DžƱLj!ƒĂ ƘƒƇƒƨƞǕǴƕ

ĂùNjĂ ǴnjǀdžùƬŏ ƥùƠƒĂ LJǴùŏǂ Ŏƽ ƨƬǴLjƶ!ƒĂ ƇƒƨƞǕƒ LJdž ƗƵĂdžƞdž!ƒ ƖƖǀƙ ƨnjƬLjƙ -
.ƗƕƙǂdžƸ!ƒ

.ŎưƨdžĂ ƥŏƞ ƴǂƬƕ ƗƕƙǂdžƸ!ƒ LJdž ƥŏƽƙƪdž!ƒ ƗdžƥƤ ƨƬǴLjƶ!ƒ ljƦNj ƸƥNj -

: ƕǓƴDžƑɯƖƐ ƕǴƗƖDžƖƐ ƺƐƣljƈ.7.3.3

ƸƒƥNjƉ LJƷƽ Ŏ!ǴƙǴƕĂ ǗǴnjƪƽLj ƗƶdžǴƞ!ƒ ƸƒƥNjƉ LJdž ǴnjƽƒƥNjƉ ƗŏƶdžǴƞ!ƒ ƗƕƙǂdžƸ!ƒ ƥdžƙƪƙ
:ŎǀŏǴdžŏƽ ǴNjƨƬƠ LJǂdžŏ ƗŏƶdžǴƞ!ƒ ƗƕƙǂdžƸ!ƒ

✓ DžŏùƱLjƙĂ ƱƽƠĂ ƇǴLjƙƥƒĂ ƨǴŏƙƤƒ ƽŏƨƱ LJƵ ƗƶdžǴƞ!ǴƕŎƪƒƨƥ!ƒ ƝnjLjdž!ƒ ƨŏĂƱƙĂ DžƵƥ
.Ŏƪƒƨƥ!ƒ ƝnjLjdž!Ǵƕ ƱƕƙƨƙŎƙ!ƒ ƥƒĂdž!ƒ

✓ ǴùnjƱƽƠĂ ƘǴùdžĂǀƶdž!ƒ ƨƥǴùƬdž ƨŏƽĂƙ ƴǗƤ LJdž ƗƪƒƨƥƒĂ ƗƠƕ!ƒ ƴƑǴƪĂ ƨŏƪŏƙ
.ǴnjLjdž ƖƥǴƽǕƒ ƴƕƪ ƨŏƪŏƙĂ ǴnjdžŏƱLjƙĂ

✓ ƗùƽǴƖƛ DžƵƥĂ ŎƽǴƖƛ!ƒ ŎƵĂ!ƒ ƴƽƨ ǴnjLjƌƬ LJdž Ŏƙ!ƒ ƗŏƽǴƖƛ!ƒ ƗƱƬLjǕƒĂ ƯƨǴƶdž!ƒ ƗdžǴƥǫ
.[1]LJŏƛƠǴƕ!ƒĂ ƔǗƱ!ƒ

:ƕǓƴDžƑɯƖƐ ƖƑǴƗDžƖƐ ƔƥƐƣƌ ƺƐƣljƈ.8.3.3

ƘǴùƕƙǂdžƸ!ƒ ǴnjLjŏƕ LJdžĂ ǗƘǴƪƪƌdž!ƒ ƴǂ NJƞǴƙƠƙ ƗƠƞǴLj!ƒ ƖƨƒƥǕƒĂ ƥŏƞ!ƒ DžŏƱLjƙ!ƒ
ƖƖ!ƦùƕĂǗǴnjLjdž LJŏƥŏƽƙƪdž!ƒ ƘǴƞǴŏƙƠƒ ŎƕǀƙĂ ǴnjƙǴdžƥƤ DžƥƖƙĂ ǴnjƽƑǴƱĂ ǏƥƋƙ Ŏǂ ƗŏƶdžǴƞ!ƒ
ƸƒƥùNjǕƒ ƽùŏƖƠ! ƖƖ!ƦĂ ǴnjLjƵ ǏLjƺ Ǖ Ɨdžnjdž ƗƽŏƱĂ ǏƥƋƙ ǗƘǴƕƙǂdžƸ!ƒ Ŏƽ ƖƨƒƥǕƒ LJƷƽ
:Ɨŏ!Ǵƙ!ƒ

- ƘǴùLjǴǂdžǕƒ ƥĂƥùƠ ŎùƽĂ ƖƇǴƽǂ!ƒ LJdž Ɨƞƨƥ ǏǀƵƌƕ ƗƵĂưĂdž!ƒ ƘǴƪǴŏƪ!ƒ ƦŏƽLjƙ
.ƗƠǴƙdž!ƒ

- . ƗLjǂdždž!ƒ ƽƨƱ!ƒ LJƪƠƌƕ ƗŏƞĂ!ĂLjǂƙ!ƒĂ ƗŏƨƬƕ!ƒĂ ƗŏƥǴdž!ƒ ƥƨƒĂdž!ƒ ƴǗƺƙƪƒ

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[1] 43 ƭ . ƽƕǴƪ ƴƞƨdž. ƖĂƨƕdž ƥŏƵƪ!ƒ ǗDžŏNjƒƨƕǫ

- LJùdž ŧdžĂùƖĂdž!ƒ ƱƱƤ!ƒ ƦōƽĻƙ ǏŰƵ ýdžžƙ Ŏƙ!ƒ ŧōƧƬƾ!ƒ ƘƒƇƓŧ!ƒĂ ƘƒƨƥƖ!ƒ ŧōdžĻƙ
  .ƵƒƥNjŬƒ ƾōƖơƙ ýƞƊ
- ŧōĻƓƖĻŬƒ ƘƓƥǖƶ!ƒ ŧōdžĻƙ ýǖƤ LJdž ýƛdžŪƒ ăĂƙƖdž!ƒ Ï!ǫ ŎdžōƲĻƙ!ƒ ƢƓĻdž!Ɠƾ ƇƓƖƙƧŬƒ
  .Džnj! ŧōƥƓdž!ƒĂ ŧōƖƽĻ!ƒ ŧōNjƓƽƧ!ƒ ƾōƖơƙĂ ŬLJōǈdžƓƶ!ƒ LJōƾ
- .ŧōƞƧƓƤ!ƒ ƓnjƙƑōƾĂ ŧƾƙŧdžǈ! ŧōǈƤƒƥ!ƒ ŧƑōƾ!ƒ ƘƓƾǈƱƙdž LJōƾ ŧdžƑƒĂdž!ƒ
- LJōǈdžƓùƶ!ƒ Ơ!ƓùƮdž LJōƾ LJƨƒĂƙ!ƒ ƥƓƞōǫ ýƛdž ŬŧƾƧƓƜƙdž!ƒ ƘƓNjƓƞƙŰƒ LJōƾ ŧĻƨƒĂdž!ƒ
  .ƓnjƽƒƥNjƊĂ ŧƾƙŧdž!ƒ Ơ!ƓƮdž LJōƾĂ ŬƊžnjƽƒƥNjƊĂ
- ƓùdžƓƲĻ ŧùƾƙŧdž!ƒ LJĂŧ ǏŰƵ ƨŧƧō ǏƦ!ƒ ýdžƓŧƙdž!ƒ ŎdžōƲĻƙ!ƒ ƧōĂƱƙ!ƒ ƝnjĻdž ƩōƧŧƙ
  .ăƧƤŪƒ ƘƓƾƙŧdž!ƒĂ ƘƓdžƲĻdž!ƒ ƴdž ýƵƓƽƙō ŬƓơĂƙƽdž
- ýƓùdž!ƒĂ ƘùƥĂ!ƒ LJùdž LJŧdžō ƓƾƙƓǈ ýƥƀƾ ŧōƧƒƥŰƒ ŧōǈƵƓƽ!ƒĂ ŧōƞƓƙĻŬƒ ƖƇƓƽŧ!ƒ ƾōƖơƙ
  .[1]ƥƒƧƽŪƒĂ

:ƕǐźƴǻƜƬǋ ǀƹǦǂǊǄǋ ƔƥƐƌŪ ƕƘǏƌƟǋ ǀƝƲƜƝǂǋ.4.3

ƧōōùƖƙĂ ƖƧƒƥǫ Ŏùƽ ŧùƛōƥơ!ƒ ƘƓNjƓƞƙŰƒ LJdž ƥōƥƶ!ƒ LJNjƧ!ƒ ƘƥĂ!ƒ Ŏƽ ƘƧnjƲ ăƥdžĂ ŧƛōƥơ!ƒ ƘƓnjƞĂƙ!ƒ ƯƶƾǈƵ! ýōƧƖ ýŧƬƾ ƯƧžƙĻƖ Ŏǈō ƓdžōƽĂ ŧōƶdžƓƞ!ƒ ƘƓƾƙŧdž!ƒ

: ŧōƶdžƓƞ!ƒ ƘƓƾƙŧdž!ƒ Ŏƽ ƓnjĻdž ƖƥƓƽƙƖŬƒ ŧōĻƓŧdžǫ

: ƕǐźƴǻƜƬǋ ǀƹǦǂǊǄǋ ǏƷ ƕǈǂŎƐ !ƜǈǄǋ ƔƥƐƌǋ.1.4.3

:(ƕƓƨNjƟǋǋ)ƕŧǊǂŬƐ ƲƷƐNjƢNj ƒƑƓƨƇ.1.1.4.3

ƘĻƓŧ ƇƒĂƖ ăƧƤƊ Ï!ǫ ŧƾƙŧdž LJdž ŧō!Ŭƒ ŧdžƲĻŬƒ ŎĻƾƙ! ýƽƒĂƥ!ƒĂ ƔƓƾƖŬƒ LJōƓƾƙƙ

: ŎǈōƓdž Ŏƽ ƓNjƧƮơ LJŧdžō ŧōƖƓƖŬƒĂ ŧōƖōƖơ!ƒ ƔƓƾƖŬƒ LJƊ Ŭǫ ŬƓNjƧōƩ ĂƊ ŧōƶdžƓƞ

LJōƥōƽƙƖdž!ƒ LJdž ƥƥƵ ƧƾŧŬ ýƜƽƊ ƘƓdžĂǈƶdžĂ ƘƓdžƥƤ Džōƥƙƙ.1

ƓnjƖƽƥƙ Ŏƽ Džŧơƙ!ƒ ýƞƊ LJdž ŬƓNjƧƥƓƮdž ƘƓdžĂǈƶdž!ƒ Ŏƽ ŧǈƑƓnj!ƒ ƖƥƓƨ!ƒ ŧnjƞƒĂdž.2

. LJōƥōƽƙƖdž!ƒ ƵǈƙƤdž! ƓnjƙơƓƙǫĂ

ƥƧƒĂdž!ƒ NJōƞĂƙ! ŧƾƙŧdž!ƒ Ơ!ƓƮdž ƯƶƾŎƽ ýdžƶ!ƒ ŧƽǈŧƙ Ŏƽ ƥƓƮƙƥŬƒ ƘƓdžĂƖdž ƧōƽĂƙ.3

.ăƧƤƊ Ơ!ƓƮdž ĂơĻ

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[1] ƮƽƱƮdž ŎơƾƧ ŬLJƓǈƵ ƔƥƐƌǋ ƴƺƜǊǈ ǀƹǦǂǊǄǋ ƦǂƐƥǊǈ ƥƌƑƮǋ ǃƔǋǄǋ. ƵƓdžƵ LJƓƓƤ ƧƒƥŧƬƓƽƮ .2002 ص .25

[illegible] .4

.[illegible]

[illegible] .5

[illegible] .6

[illegible] .7

[illegible] .8

[1][illegible] .9

[illegible] .3.4.1.2

[illegible] [2][illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [3][illegible]

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[1] [illegible] 35 [illegible]

[2] [illegible] 14 [illegible] 1994 [illegible] 37.

[3] [illegible] 14 [illegible] 1994 [illegible] 135-134.

[illegible] .3.1.4.3

[illegible]

- [illegible]
- [illegible]
- [illegible]

[illegible]

1. [illegible]

2. [illegible]

3. [illegible][1]

[illegible]

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[1] [illegible] .2001، [illegible] .132

ɣûdžɳƙ ǇĐ ƲĂƧƨdž!ƒ Ǉdž Ŏƙ!ƒĂ ƳĂƧƬdž!ƒ Ĭǆƶ ŧƼƧƬdž!ƒ ŧǇɳǆ!ƒ ŊĴǆdžơƙƙ ýŏĪƛ!ƒ ƇɣƵ!ƒ
:ýǚƤ Ǉdž ĪĪ!ƦĂ ĪƧƼĂƙdž!ƒ ŧŏĪƑĞƛĂ!ƒ ƘĞŏɳdžƧħ!ƒ ýĂơ ƘĞdžĂǆƶdž!ƒ Ƨƛǂƌ
.ŧŏǇĪƙ!ƒ ƪƑĞƛĂ!ƒ ýŏƮơƙĂ Ɲdž!ƒƧħ!ƒ ĬƧĂƱdž ɣdž Ī þơƙ!ƒĂ ǇŏþƧĂdž!ƒ ŧǆħĞĪdž -
ƘĞùŏɳdžƧħ!ƒ ǈƦùŊĵ Ƙdžþƥƙƪ!ƒ ǇĐĂ ĞŊĵ! ƪħƪ Ŏƙ!ƒ ƘĞħƙǂdž!ƒ ƇƒƧƈ Ĭǆƶ ƳǚƱǗƒ -
.ŧdžƱǈǕƒ ǈƦŊĵ Ĭǆƶ ĞŊĵĞƲƧ ăþdžĂ

: ƒƨƑƟĪĕ ĂǂƳ ĬǆĞĐžĪĕ ħĞŧĪĐžĪĕ !ƑƲǆ.4.1.4.3

ǇŏùħĞùdž ŧ!ĞƵƼ!ƒ ŧǂƧĞƬdž!ƒ ĂŊĵ ÜɣƪĞơ!ƒ Ĭǆƶ ŎǇħdž!ƒ ŧħƙǂdž!ƒ ĐžĞƱǇħ þĂƮĪdž!ƒ
Ʊħƣ ƇƒþĐ ŎƼ ŧħƙǂdž!ƒ ƘĞɳĞŏƙơǕ ŧħƪĞǇǆdž!ƒ ŧħƪơdž!ƒ ĐžƱǇ!ƒĂ ɣƧþdž!ƒ ĬƧƬħ!ƒ ƧƮǇƵ!ƒ
ƧùħǂĐ ŧùþþĂ ÜŧùŏĞƵ ƇƒþĐ ŧƵƧƪ ƪĪơŏ ýǂƬħ ŧħƙǂdž!Ğħ Đžƙƙ Ŏƙ!ƒ ƘĞdžþƤ!ƒĂ ƘĞŏǆdžƵ!ƒ
þùƑĞƵ!ƒ ĐžƱƵŏ ýǂƬħ ŧǇĂƧdžĂ ŧŏ!ĞƵƼ Ƨƛǂƌ ƘĞdžĂǆƶdž ƘĞdžþƤĂ þƧƒĂdž ƧŏƼĂƙĂ ýþĐ ŧƼǆǂƙĂ
.[1]ɣƪĞơ!ƒ Ĭǆƶ ŧŏǇħdž!ƒ ŧħƙǂdž!ƒ ĐžĞƱǇ ŧƼǆǂƙ Ǉdž

Ƨùŏʓƙǆ! ŧùƪƒƧþ ŧŏǆdžƶħ ƧĂƧdž!ƒ Ǉdž ĞŊĵŏǆƶ þħ Ǖ ĐžĞƱǇ ĬǕ ŧħƙǂdž ĬĐ ŎǇħƙ ƪĞŏƪ ŎƼĂ
ÜăĂþùɳ!ƒ ŧƪƒƧþĂ : ĐžƱǇ!ƒ ýŏǆơƙ Ĭ!ǫ ǈĞɳƙǕƒ ɣɳĂƙƪŏ Ğdž ƒƦŊĵĂ ýƣƼǕƒ ĂơǇ ýĞǂƼ!ƒ
ŧŏĂþŏ!ƒ ĐžƱǇ!ƒ ǇĂǂƙ þþ ƒƦǫ Üýǆƶ!ƒ ýơdžɳ! ƇƒĂþ Σŏ! (ŧƛŏþơ!ƒ ŧdžƱǈǕƒ)Ŏ!Ǚƒ ĐžĞƱǇ!ƒ ǇǕ
ýĞùĪƙǈǕƒ ǇĂǂŏ þþ ĂĐÜ ƒþŏþɳ ĞŊĵŏ!ǫ ƵŏƣŏǇ! ɣĂƪĞơ!ƒ ĐžƒþƤƙƪ!ƒ ǇĐ ŧɳƧþ! ƒþɳ ŧ!ĞƵƼ
ĐžƱǇùǆ! ĪƧùŏƛǂ ƘǛĞơ ĪĪĞǇŊĵĂ ÜŧŏǆƵĞƼ!ƒĂ ƵŏĞǂƙ!ƒ Ī ŏơ Ǉdž þɳdž Ƨŏƹ Ŏ!ƈ ĐžĞƱǇ Ĭ!ǫ
ÜƘƒƇƒƧɳǕƒ ŎƼ ŧƱŏƪħ ƘƒƧŏŏʓƙ ýdžƵ þƧɳdžħ ĞŊĵƧŏĂƱƙ ǇǂdžŏŎƙ!ƒ ŧ!ĞƵƼ Ƨŏƹ ŧŏĂþŏ!ƒ
.ŧƼǆǂƙ Ƨƛǂƌ ǇĂǂŏ þþ ƧƤƈ ƧĞŏƤ Ĭ!ǫ ŧɳĞơ!ƒ ǇĂþ

: ĞŊĵǇdž ƧǂƦǇ ĐžƱǇ!ƒ ýŏǆơƙ! ŧƵĂǇƙdž ɣŏ!ĞƪĐ ĪþƵ þɳĂƙ

- **ăɋĬǂƪĪĕ**:ĬƦ!ƒ Ĭƙƣ Ǉdž ýơƒƧdž ýơƒþ!ƒ ŧƪƒþ!ƒ ýŏǆơƙ!ƒĂ ĐŏdžƮƙ!ƒĂ ƦŏƼǇƙ!ƒĂ.
- **:þþƑƪĐžĪĕ** ĬƦ!ƒ þþƬŏ Ĭǆƶ ŧŏdžŊĵĐ ŧdžƥƙƪ!ƒ Ĭ!ǫ ŧƧɳŧ ƙƼƮŏý ƤŏùħĞĐ ŧdžƪƥƙƪùdž ǇŏdžþƤƙ
.ĐžƱǇ!ƒ ƼǇƪŊĵĐž ħƙƮdžĐž

- **ŧƟǂüƬĪĕ : ĬĞĬƑĞǆƧĪĕ** ŎǇħdž!ƒ Ĭǆƶ ŧƵŏƧ ǇĐ ŧɳdžĂƵ ƮǆĞŏ ŧƵĂǇƙ ŧŏǆĞƘ!ƒ ƘĂĂþƧĂ ƗǆƼ ĪþĂŏŏ Ŏùƴ -
.ƘƮŏ ŧŏƱǈĂƧ ĂŊĵþ ǇĂǂĂ ǇĂ ƧǆƮƵ ƘƒþŊĵ ŧƱħŎŏ ŧŏƙǇƙ!ƒ ĐžƱǇ!ƒ ýŏǆǕ ýǆƙ!ƒ

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[1] ĪƧŊĵĞùĪ!ƒ. **ĪƑŧħĐžŊĵǂɣĐžĪĕ ƦŧĪɛþĐžŊĵ ĪƑĞŧĪĐžĪĕ Ĭʓ ħĞƨƟĐžĪĕ !ƲǆĪĕ**.ƪĂƪþ ĐžŏŊĵƒƧħǫ ÜĬƧƒþǇħ!ƒ : ƧƒþŏƼ!ƒ ŧùƼĞĪƛ!ƒ ŧùŏǆdžƶ!ƒ ƧƒþŏƼ
.73 f .2001¡

ƔƓōùƪƚǙ ƗōƚƓōƠ!ƒ ƊǍƪƧ!ƒ ƴƛƊž ƾōƛǍƙ!ƒǍ ƴōƮơƙƮ! ƘƒǍƥƊ ƧƼǍō :ƒƗƥƊƵƗƐ !ƜƵƗƐ ƺƬƗƟƗ -

[1].ƘƓƚƓōƠ!ƒ ƊžƞƓƶƊžǍ ƘƓƚƓōƠ!ƒ

ǑùƚƜƙ ƥƚƶ ƊžƒƥƤƙƪǕƒ Ǒƽ ƥƑƓƪ!ƒ ƛƊ ǕƍƊžƱƚ!ƒ ƴōƮơƙ! ƗƽƮƙƤƊž!ƒ ƔōƓƪǕƒ ƚƦƝ ƛǍƗ ƊžƩƧ

.ǏƥōƮƗƙ!ƒ ƔǍƮƪǕƒ ǍƝ Ɨō!Ǖƒ ƗƊžƱƚǕ! ƘƓƙƗƊž!ƒ

:ƕƙƛƍƟƗƐ ƕƛƗǑƐ ƕƊžƜƵǕƐ ƔƥƐƍƌ.5.1.4.3

ƱƱƤ!ƒ ƴōǍơƙ ƛƊž ƥƜǕ ƗōƶƊžƓƞ ƗƙƗƊž ǏƊ Ǒƽ Ǒ!ƈ ƊžƓƱƚ ǏƊ ƗƊžƓƥƍ ǍƊ Ʀōƽƚƙƛƥƚƶ

ƓƝƥƶƜ ƊžƛƜ ÜƳǍƧƬƊž!ƒ ƗƪƒƧƥ Ǒƽ ƗƧƗƜƊž!ƒ ƴơƒƧƊž!ƒ ƛƊžƵƜ ƘƶƵƜǍ Ǒƙ!ƒ ƘƓƊžōƊžƬƙ!ƒǍ

ƴƜ Ü ƗƙƗƊž!ƒ Ɗžƶōƪ ƗōƥơƗ!ƒ ƊžƓƱƚ!ƒ ƧōƛƊƙ ƛƊ ƓƊžƜǍ Ü ƥōƞ ƴƗƬƜ ƴƊžƶō ƊžƓƱƚ Ǐ!ƍ ƓƝƗōǍơƙ

ƛōƼƱǍƊž!ƒ ƴƊžƬƙ ƥƥ ƓƝƚƗ!Ǎ ÜƔƪơƽ ƓƝƜ ƊžǍƗƚ Ǒƙ!ƒ ƴƓƊžƶǕƒ ƾōƪƚƙ ƔƞōƝƚƽ ƓƝƧǍƓƞƙō

ƗƧƝƞǕƒ ǏƥƧǍƊž ƗƗ!ƦƗǍ ÜƓƝƞƧƓƤǍ ƗƑōƝ!ƒ ƴƤƒƥ ƔǍƪƓơ!ƒ ƴōƺƬƙ Ǒƽ ƛōƗƊžƓƶ!ƒǍ

ƴƗ ƊžƓōƥ ƛƓƊžƜ!Ǎ ÜǎƧƤǕƒ ƘƒƧƒƥǕƒ ƗƗƧƓƬƊž! ƗƞƓơ ƗƓƚƝ ƛǍƗō ƥƥ ƓƊžƗ ƝƊžƒƧƜ!ƒǍ

ƊžƝƝƜōƧƥƙ ƛƊž ƥƜ ǖƽ ƔƪƓƚƊž!ƒ ƘƥǍ!ƒ ǑƽǍ ƗōƗōƗơ!ƒ ƗƊžƝƓƪƊž!ƒ ƘƓƶƓƊžƞ!ƒ ƚƦƝ ƛƊž ǍƜƶ

[2].ƥōƞ!ƒ ƱōƱƤƙ!ƒ ǏƗƶ

[3]: ƕƓƧƝƟƗƐ ƕƗƊƵƴƗƗ ƜƛƜƍƗƗƐ.6.1.4.3

ƘƓùōƞƊžƧƜ!ƒ ƧƓùōƙƤƒ ǑùƼ ƗùōƊžƝǕ ƗƺƓƜ ƗōƗƊžƶ ƗƜƪǍơƗ! ƱōƱƤƙ!ƒ ƗōƗƊžƶ ƛƓ

ƴùōƗơƙ ǏùƗƶ ƥƓùƊžƙƶǕƒ ƛƊž ƥƜǕ ƝōƗƶǍ ƗōƗōƛǍƙ!ƒ ƗƪƪƊž!ƒ ƧōōƪƙƗ ƗƜƪƓƚƊž!ƒ ƗƧƝƓƞ!ƒ

ƗùōƗƊžƶ ƥùōƥơƙ ƛƓƗƊžōǍÜ ƓƝƙƒƧƥùƥǍ ƘƓōƞƊžƧƜ!ƒ ƘƓōƚƓƗƊžƥ ƴƊž ƶƒƥƝǕƒǍ ƘƓƞƓōƙơǕƒ

:ǑƙǕƓƗ ƓƝƬƤƗƚ ǑƙƒǍ ƴơƒƧƊž ƴƜƪ Ǒƽ ƓƝƧƬơǍ ƱōƱƤƙ!ƒ

ƝƑƓùƙƚ ƓƝƚƊž ƴƥǍƙōǍ ƱƜƵ!ƓƜ ƥƥơƙ ƘƒƧƗƽ ƶƒƥƝǕƓƜ ƥƬƗōǍ: ƶƒƥƝǕƒ ƥōƥơƙ ƗƗơƧƊž .1

.ƾōƗơƙ!ƒǍ ƩƓōƗƗ! ƗƗƜƓƥ

ƗùōƜƧƶ!ƒ ƗùƊžƱƚƊž!ƒ: ƛƓƊžƶ.ƒƝƧƑƟƗƐ ǍƗƳ ƕƗƊƓƊžƗƐ ƕƓƗƊƵƗƐ !ƜƵ ǍƗƐ ƕƊžƍƾƊž. ƊžōƙƊ ƥƊžơƊ ƥǍƊžơƊž.ƧƙƳ ƥōƙ.Ɗ ÜǑƪǍ![1]

.156 f .1985Ü ƗōƧƒƥǕƒ ƊžǍƗƶƗ!

Ü ƗƊžƓƶ!ƒ ƗƧƒƥǕƒ ƥƝƶƊž.ƗƑƓƗƊƵƗƐ Ǐƺ ǏƗǑƐ ƺƩƪƗƐ ƜƗƥƑƪƊž ƔƥƐƍƌ. ƩƚōǍƬ!ƒ ƛƓƊžōƗƪ ǑƗƶ.ƧƳƳƛǍƙōǕƗ ÜƛƓō! ƧƓƊž[2]

.187 f .1992

ƦøƗƐƥƊƵƝ ƗƑøƓƗƊƵƗƐ Ǐøƺ ƕƓøƧƝƟƊƵƗƐ ƗƑƊƵƝƗƴƊƵƗƐ ƗƑƗƓƪƝ ƍƳƐƝƼ . ǑƑƒƧƊƵƓƪ!ƒ ƛƓƊƵōƍƳ ƊƵōƝƒƧƜƍ ƧƊƵƓƶǕ ǑƞƗōƥƚƥ[3]

.101 f .2000Ü ƴƓƧǍƙ!ƒǍ ƧƬƚ!ƒǍ ƗƶƓƜƱƗ! ƧƗƼ!ƒ Ƨƒƥ : ƛƓƊƵƶ .ƗƑƊƵƝƗƴƊƵƗƐ ɣĂùĭƱdž!ƒ ƘǴùǒ!Ǵƶ5!ƒĂ ƻƑǴùƱĂ!ƒ ǈǒùƕ Ǵdž:Ƅ5ƒĂk!ƒĂ ŧIƕǴƱdž!ƒĂ ŧǉƧǴIdž!ƒ ŧǏơƧdž.2

(ƘǴIǒƕƱk!ƒ).ǴnjkƕƖĂơ

ǴnjkƒƧþùp DžǒùǒIkĂ ŧơùƬƧdž!ƒ ƘǴùǒƞdžƧƕ!ƒĂ DžƱǉ!ƒ ǈǒƕǴdž:ƧǴǒkƤŬƒĂ ƇǴIkǉŬƒ ŧǏơƧdž.3

. ƘǴǉǴǒƕ!ƒ ɣdž ǴnjkǔdžǴƶk Ŏ5 ǴnjkǉĂƧdžĂ ŧǒƕǴƶǒkƖŬƒ

ŧ!þŬƒ) DžƱǉ!ƒ ƘǴǒƕþǝǂ ŧ5ǏkƤdž ƘƒĂǉp ƧƕƵ Džkk Ŏk!ƒ ƘǴƖƒƧþ!ƒĂ :ƘǴơĂƖdž!ƒ ŧǏơƧdž .4

ŧǒdžùƖƧ!ƒ ƘŬǴƬkŬƒÜ ŧǒdžǏƶ!ƒ ŧĂơƕ!ƒĂ ƘǴǒƧĂþ!ƒĂ ƘŬǴIdž!ƒ (ŧǒþǴƬƧŬƒĂ ŧǒIǒƛĂk!ƒ

.ŧƬƬƤkdž!ƒ ƯƧǴƶdž!ƒ ƧĂươĂ ŧǒǉƒþǒdž!ƒ ƘƒƧǴǒƨ!ƒÜ

.ŧǉƧǴIdž!ƒ ŧǏơƧdž .5

.ƧƒƧI!ƒ ȐǴƤkƒ ŧǏơƧdž.6

.Ȑǒ5ǉk!ƒ Ŏ5 YĂƧƬ!ƒ ŧǏơƧdž.7

[1]:njNjɑɯllɛ ŀuƨƐþɑ.7.1.4.3

ýùǒǏơk ĂùNj Ŏ!Ŭƒ ýǒʓƬk!ƒ ýǒƧǴƬdž Ŏ5 ăĂþƞ!ƒ ŧƖƒƧþ ǈdž ŎƖǴƖŬƒ ƯƧʓ!ƒ

ǈùǂdžǒĂ ÜƄǒƕƱkǏ! DžǴƱǉ!ƒ ŧǒǏƕǴp ýĂơ ƝưǴǉ!ƒ ƧƒƧI!ƒ ȐǴƤkŬ ŧdžƨǔ!ƒ ƘǴǉǴǒƕ!ƒ ƄǒƛĂkĂ

ŧùƖƒƧþ!ƒĂÜ ŧùǒþǒnjdžk!ƒ ŧƖƒƧþ!ƒ ŎNj ŧǒƖǴƖD ýơƒƧdž ŧǔƛ Ĭ!ǫ ăĂþƞ!ƒ ŧƖƒƧþ DžǒƖIk

.ŎdžǴkƤ!ƒ ƧǒƧIk!ƒ Džƛ ŧǒƑǴƬIkƖŬƒ

DžǴùƱǉ!ƒ ǈdž ĬǉƞkƖ ɣ5ǴǉDž!ƒ Ƙǉǂ ƒȐǫ Ǵdž þǒþơk ŎNjĂ **:ŀuĭɑĭNJDžŧllɛ ŀuƨƐþɑllɛ.1.7.1.4.3**

.Ŭ DžD DžǴƱǉ!ƒ Ȑǒ5ǉk! ŧdžƨǔ!ƒ ƻǒ!Ǵǂk!ƒ ǈdž DžƱƵD þǒþƞ!ƒ

Dž ƇŎƬƕ ýĂǏơ!ƒ þǒþơkĂ ŧǏǂƬdž!ƒ ƭǒƤƬk Džkǒ ŧǒơ:**ŀuĭɵƑƬƾŧƨɛ ŀuƨƐþɑllɛ.2.7.1.4.3**

.ýǒƬ5k!ƒ

:ĬDžƑŧɑllɛ þĭþƾllɛ.3.7.1.4.3

ýǴdžƵǖ! ýdžǴǂ!ƒ ƄǒƛĂk!ƒ Džkǒ ŧǒơÜ ăĂþƞ!ƒ ŧƖƒƧþ ǈdž IƧǒƤŬƒ ŧǏơƧdž!ƒ Ƨƕkƶǒ

ý5ǴùǉDž!ƒĂ ƻǒ!Ǵùǂk!ƒ ýùǒdžƞ ƯƧƵ Džkǒ Ǵdžǂ ÜǈǒkIƕǴƖ!ƒ ǈǒkǏơƧdž!ƒ ýǔƤ ƘƨƞǉD Ŏk!ƒ

.þǒþƞ!ƒ DžǴƱǉ!ƒ Ȑǒ5ǉk Ildžkǒ ĬkdžĂ ƻǒǂ ǈǴǒƕ ǈdž ŧƶpĂkdž!ƒ ƝƑǴkǉ!ƒĂ

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[1] ÜǈĂkǒǔǂ ǈǒ!Ƨdž ǈk Ý .Ƨk ǈǒdžƵ .ǈǴdžǒǏƖ ǈǴƬ!ƒ ĂǒƐ.dž .ƧƞƐ ɣ .ƕǴƖƄ .ƭ 20.

[illegible].4.7.1.4.3

[illegible] [1]

[illegible] [2]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible] [3]

[illegible].8.1.4.3

[illegible]

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[1] [illegible] 159.

[2] [illegible] 2001 [illegible] 171.

[3] [illegible] 268.

LJdž þŀŮ ƧǴƱŰƒ ƒŖŊj Ŏ5Ă ÜŊžǴƲĿ!ƒ ǴŊjŀŊžƞŏ LJŊ LJŧdžŏ ŎƘ!ƒ ƘǴĿŏƪơƘ!ƒ ƻŊžƘƤdž ŎŊj ǴdžĂ .ƘǴŀƙŧdž!ƒ Ƨŏŏƪƙ! ŧŏŀFǴƛĂ!ƒ ŧdžƲĿŪƒ ĂŊ ƘǴŏƞdžƧŀ!ƒ ŀjŖŊj ƧǴŏƘƤŬ ƘǴ5ƮƒĂdž þǴƞŏƺ ƳĂùưĂdž!ƒ ŷĂùơ ĬƘƬ ƘǴƪƒƧþ Ŏ5 ƘþƵŊ ŎƘ!ƒ ƘǴ5ƮƒĂdž!ƒ LJdž þŏþƶ!ƒ ŀŀǴĿŊj ÜŧùŏŀFǴƛĂ!ƒ ŧƪƪƌdž!ƒ Ŏ5 ŊJŀ ŷdžƶ!ƒ þƒƧdž!ƒ ŊžǴƲĿ!ƒ ƧǴŏƘƤƒ LJdž þŏƶŀ þơ Ĭ!ƺ Ơdžƪƙ ŎƘ!ƒĂ Ƨùƙ5þĂ ƇǴùŀƵŪƒ ƩƒƧùŧŀ Ĭdžùƪŏ Ǵùdž Ĭ!ƺ ŊJƵĂưƤ LJdž þŀŬ ǴŀŀǴƪ Ƨŧŗ Ǵdžŧ ŀŀ!ŖĂ .ŧdžƞƧƘ!ƒ ŀjŖŊj Ǵŋjŏ!ƺ ƘŊžƮĂƙ ŎƘ!ƒ ŊFǴƙĿŊž! ŧdžƞƧƙ ŧŀǴƛdžŀ Ƨŀƙƶŏ ĬŖ!ƒ Ü[1]ƱĂƧƬ!ƒ ƘǴùƞǴŏƙơŬ Ơùưƒ Ă!ƒ ǴŊjþùŏþơƙ Ŏ5 ŧŏƪǴƪŪƒ ƱĂƧƬ!ƒ Ƨƙ5þ ƘƒƨŏdžŷƛdžƙƘ ŊdžƒƧùŀ!ƒĂ ƘƒþƶdžƱ!ƒ ŷŧƬ Ŏ5 ǴŋjĿƵ Ƨŏŀƶƙ!ƒĂ ÜŧŏŀŏŀơƱ!ƒ ŧŏƘǴdžĂŊžƶdžŊž! ŷŀŀƙƪdž!ƒ ŊžþƤƙƪdž!ƒ ĂŊ ǴŊjþùŏƧĂƙ þùŀƶ!ƒ ŊžƒƧŀƺ ŧ!Ǵơ Ŏ5 þƧĂdž!ƒ ĬŊžƵ LJŏƶƙŏ ŎƘ!ƒĂ ŧŏƘǴdžĂŊžƶdž!ƒ ƘǴdžþƤ!ƒĂ ŎùƺƧƱ LJŏŀ ŧƵƨǴĿdž!ƒ þĿƵ ŊJŏ!ƺ ƳĂƞƧ!ƒ LJŏƶƙŏ ĬŖ!ƒ ƩǴƪŪƒ LJĂŧƙ ŀŀ!Ŗŀ ŎŊjĂÜ ǴŊjFƒþŊ LJdžùưƙŏĂ Ŭ ŊžŊ ŊJùŏŊžƵ ƾ5ƙdž!ƒ ĂơĿ!ƒ ĬŊžƵ ŀjŖŏ5Ŀƙ Ŋžƙ þþ þŀƶ!ƒ LJǴŧ ƒŖƺ Ǵdž ŧ5Ƨƶdž! þŀƶ!ƒ .ƇƒƨƞŊ ŧ ŬƛĂ ŧƞǴŀŏþĂ ŀþǴƵ ŧŏĿ5!ƒ ŧŏơǴĿ!ƒ ƱĂƧƬ!ƒ ŧƪƒƧŧ Ŏ5 ǴŋjŊžƷƬŏ ŎƘ!ƒ ŧŏþǴƮƙþŬƒ ŊJƘĿǴŧdžĂ ŷŏdžƶ!ƒ ƱǴƬĿ LJƵ ƘǴdžĂŊžƶdž LJdžưƙƙ5 ŧƞǴŀŏþ!ƒ ǴdžŊ .ŎĿĂĿǴŀ!ƒ ŊžǴƲĿĂ ŊJƱǴƬĿ ƳǴƱþ

: Ŏŋj5 ƱĂƧƬ!ƒ ŧƪƒƧŧ ǴŋjĿdžưƙƙ ŎƘ!ƒ ŧƛŬƛ!ƒ ƇƒƨƞŪƒ ǴdžŊ

- .ŧŏƘǴdžĂŊžƶdž!ƒ ŧĿŧŏdž!ƒ ŧŏŊždžƶ! ŧdžǴƶ!ƒ ƘǴŋjƞĂdž!ƒ
- . ǴŊjƨǴƞĿƺ LJŧdždž!ƒĂ ŧŏŊžŀŀƙƪdž!ƒ ŧŏƘǴdžĂŊžƶdž!ƒ ƘǴŀŏŀƱƘŊž! ŷŏŊžơƙĂ ƻƮĂ
- .[2]ŧƮǴƤ!ƒ ƘǴ5ƮƒĂdž!ƒ

: [3]ŀŊŽFŷłłɛ ƯŊjþƪłłɛ.1.8.1.4.3

- ŧù!þŪƒ Ŏ5 ŊJĿƵ LJŬƵŰƒ Ŋžƙ Ǵdž ƴdž ŧĿƧǴŀdž!Ǵŀ ƾĂƪdž!ƒ ŊžǴƲĿŊž! ŧŏŊžƶ5!ƒ ŀƧĂƮ!ƒ þŏþơƙ .ŊžŬƵŰƒ ŷFǴƪĂĂ

ŧùƶdžǴƞ!ƒ Ƨƒþ:ŀƧŊjǴùŀ!ƒ.ŀøŊžþFƾŊŽ ŀøƨɛþɋ: ŀǔŧFŊŽŊjŧŷŊŽłłɛ ŊjŀŀdžłĬŊŽłłɛ ɑƾƳ Ĭʒ ƭ ŊjFƨłłɛ üƟɛþŊŽ. LJƪơ þdžơdž ÜŊžƪǴþ[1] [Ƙ.þ]ÜŀþŏþƞǃƘ

.157 ƭ . ƴƞƧdž!ƒ Ʃ5Ŀ[2]

.133 ƭ .ƾŀǴƪ ƴƞƧdž .ŊžŬƵŀŀ ÜƯǴŏƧ[3]

:ŀƬƑƣllƐ ƲNjƥƪllƐ.2.8.1.4.3

ĬD ƥŏƧƙ Ŏ!Ƈ DžƓƱǈ ĬŰ ŀŀƪǈ!Ɠŀ ŀdžƓƵ ƘƓƽƬƒĂdž ƧǂƦ!ƒ ŀƼ!ƓƪƦ!ƒ ƘƓƽƬƒĂdž!ƒ Ƨŀƙƶƙ ŀƽƓù ƲŰƓŀƽ ƘƓŀƙǂdž!ƒ Ƨŏŏƪƙŀ ŀƬƓƤ!ƒ ŀŏƖƑƓƛĂ!ƒ ŀdžƱǈŰƒ ƒ Ƥŏ ƓdžŏƽĂ ǈƥƓdžƙƵƒ ŀƪƪƌdž ƾƧùƱƙ!ƒ ƥƥƬŀ Ɠǈƪ! Ŏƙ!ƒĂ ƓNjŀ ŀƬƓƤ ƧŏŏƓƶdžĂ ƘƓƽƬƒĂdž ŀŀƓǈNj ƘƓƽƬƒĂdž!ƒ ǈƦNj Ĭ!ƹ

: Ŏŀŏ Ɠdž Ŏƽ ƓNj!ƓdžƞƹǇǂdžŏ ƴŀ ŰƓNjŀŏƬƓƽƙ Ĭ!ƹĊ

Ŏ!Ăƥù!ƒ ǇŏǈŀƙƓùŀ ƾùŀƶƙ Ɠdž ƇƒĂƪŰŀƪƧNjƽ!ƒ ƥƵƒĂƥ ƧĂƱƙ ƧƓŀƙƵŰƒ ǇŏƶŀƦƤŰƒ .1

.ŀŏǂŏƧdžD ĂŀƞǈŰƒ ŀƪƧNjƽ!ƒ ƥƵƒĂƥ ĂD ŎƽƒƧƺĂŏŀŀŏŀ!ƒ ƻƬĂŀ!

ƧŏŏƓùƶdž ¡Z2709 ƧƓŏƶdžĂ ŀŀƧƓdž ƧƓŏƶdžǂ ŀŏƽƒƧƺĂŏŀŀŏŀ!ƒ ƘŰŏƞƪƙ!ƒ ŀŏǈŀ DžƒƧƙƠƒ .2

.ŀŏǈĂƧƙǂ!Űƒ ƘƓdžĂŀƶdž!ƒ ƧƥƓƬdž ŀƪƧNjƽ ƧŏŏƓƶdžĂ ŀƥƠĂdž!ƒ ŀŀƧƓdž

ŀŏŀƧƶ!ƒ ŀƺŀ!ƒ DžƵƥ ƧŏŏƓƶdž DžƒƧƙƠƒ .3

ƘƓǈƓŏŀŀ! ŎǈĂƧƙǂ!Űƒ ƴƥƓŀƙ!ƒ ƧŏŏƓƶdž DžƒƧƙƠƒ .4

[1]ƘŰĂǂĂƙĂƧŀ!ƒĂ ƝdžƒƧŀ!ƒĂ DžƱǈ!ƒ ƧŏŏƓƶdž ƧĂƱƙ .5

ƻĂùƪ ŎùŀŏƓùdžŏƽĂ ŀŏǈĂƧƙǂ!ŰƒĂ ŀŏ!Űƒ DžƱǈ!ƒĂ ƘƓŀƙǂdž!ƒ ŀƧƒƥƷŀ ƾŀƶƙŏ Ɠdžŏƽ ƒƦNj ŀƧƒƥƹĂ ŀùƽƧƶdž!ƒ ŀƧƒƥƹĂ Űǂŀdžƙ ƓùƬ!ƒ ŀƥĂùƞ!ƒ ŀƧƒƥƹ Ĭù!ƹ ƴŏƬƽƙ!ƒ Ǉdž ƇǑƬŀ ƾƧƱƙǈ ƘƓŀƙǂdž!ƒ ƴƓƞdž Ŏƽ ŀƥŏƥƞ ƘƓNjƓƞƙŰƒ ǈƦNj ǇĂǂ ŀŀ!ƦĂ ŀŏƶdžƓƞ!ƒ ƘƓŀƙǂdž!ƒ Ŏƽ ƧƱƓƤdž!ƒ

.ƘƓdžĂŀƶdž!ƒĂ

: ŀŭŸDžƑƜllƐ ŀƑƓŀDžllƐ Ĭƺ ŀǂDžƑƪllƐ ƔƣNjƜllƐ ƔƥƐƣƌ.2.4.3

ƓùNj! ƓǈƥƧƱƙĂ Űǂŀdžƙ!ƒ ŀƥĂƞ!ƒ ŀƧƒƥŰ ŀƠĂƧƱŰƒ ǈƦNj Ŏƽ ƴdžƓǂ ƴƬƽ ƓǈƬ ƬƤ

ƾƧƱƙǈùƪ Ŏŀŏ ƓdžŏƽĂ ŰƓNjŀ ŀƬƓƤ!ƒ ƏƥƓŀdž!ƒĂ ƩƪŰƒ Ĭ!ƹ ƾƧƱƙĂ ŀŏdžNjƽdž!ƒ ŀŏƠƓǈ!ƒ Ǉdž

:ŀŏƶdžƓƞ!ƒ ƘƓŀƙǂdž!ƒ Ŏƽ ŀŀdžƓƬ!ƒ ŀƥĂƞ!ƒ ŀƧƒƥƹ Ǉdž ŀ!ƓƞƵ ƴǂƬ Ŏƽ ŀƥƓƽƙƪŰƒ ŀŏƽŏǂ Ĭ!ƹ

ƓùNjƨǂƧdž ƨŏƨƶƙ ŎƽĂ ŀŏƶdžƓƞ!ƒ ƘƓŀƙǂdž!ƒ ƇƒƥD Ŏƽ ƧŏƛdžƙƘƒƦ ŀĂƥ ŀƥĂƞ!ƒ Ƨŀƙƶƙ

ŀƧƒƥŰƒ Ǉdž DžƵƥƙ ǇD ƲƧƙƽŏ ŰƟƓƞǈŀŀ! ŀŏŀŏŀƠ ŀƬƧƽ ŀƥĂƞ!ƒ ǇĂǂƙ ǇD ƴƞŰĂ ŎƪƽǈƙƘ!ƒ

ǇDĂ ŰŀŏƞŏƙƒƧƙƪƹ ŀƧĂƧƲ ƓNjƽƬĂŀ ŀƥĂƞ!ƒ ǇŏƪƠƙŀ ƴƵƓƽ ƴǂƬŀ DžƨƙƘƙ ǇDĂ ƓŏƞŏƙƒƧƙƪƒ

ƘƓùŀƙǂdž!ƒ ǇD Ĭù!ƹ ƧƱǈ!Ɠŀ ŀŀ!ƦĂ ŰŎƞŏƙƒƧƙƪŰƒ ƓNjƱŏƱƤƙ ǇdžƲ ŀƥĂƞ!ƒ ƧŏŏƓƶdž ƴƲƙ

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[1] ŀŀùŀdž!ƒ ŀùŀƙǂdž :ƲƓŏƧ!ƒ. ŀŭŸDžƑƜllƐ ŀƑƓŀDžllƐ Ĭƺ ŀǂDžƑŀDžllƐ ŀŭllŎƐ !ƲƥllƐ ƥƑƟƣƐ ƥƗƑƴDž .DžŏNjƒƧŀƹ ŀƥǈƧ ŰDžŏNjƒƧŀƹ

ƒ .2009Űƥƽ

[illegible]

[illegible]

[illegible].1

[illegible].2

[illegible].3

[illegible].4

[illegible].5

[illegible].6

[illegible].1.2.4.3

[illegible] .1987

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[1] [illegible] .126 [illegible] .2012[illegible]

[2] [illegible] .239 [illegible] .2009 [illegible]

:.2.2.4.3

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[1] .117 ص .2000 **-9001**

[2] .40 ص .

- .ƘǴdžĂǁƶdž ǂƕöǀơ ĂD Ɣǒǩǂ ýǘƤ ǇJdž ǂƕǩǂdž!Ǵƕ ƵöƧƶǩ!ƒ
- .ǂdžƑǘdžĂ ǂƕƪǴǇjdž ƥƒĂdžƕ ǂƕǩǂdž!ƒ ǇJdž ǇJöƥöƽǩƪdž!ƒ ƥöĂƨǩ
- .ǇJöƥöƽǩƪdžǁ! ƧƪöƕǴnjǩơǴǩǫĂ ƘǴdžƥƤ!ƒ ýönjƪǩ
- ǏĂǴǂƬ!Ǵƕ DžǴdžǩNjǙƒ
- ǂƱƬǈ!ƒĂ ǀƥǩdždž!ƒ ǂdžƥƤ!ƒ ƝdžƒƧƕ ƧöĂƱǩ
- ǇJöƥöƽǩƪdž!ƒĂ ǇJöƽƲĂdžǁ! ǂöƕöƧƥǩ!ƒ ƝdžƒƧƕ!ƒ ƧöĂƱǩ
- Ǵnjƽƒƥnjǁ Ă ǂƶdžǴƞ!ƒ ǂöƋƧƕ Džƒƨǩ!Ǚƒ
- .[1]ƟǴöǩƧǙƒĂ Ǐ ưƧ!Ǵƕ ƥöƽǩƪdž!ƒ ƩǴƪơǫ

:ƕǔŸƴDžƑƜǁǁƐ ƗƑǴƗDžǂǁ ƕǴƨdžǁǁƑǴ ƕǂDžƑƪǁǁƐ ƔƣNjƜǁǁƐ ƔƥƐƣƋ ƣƟƐNjƺ.3.2.4.3

ǂƵĂdžƞdž ǇJdž ƽǀơǩ ǇJD ǇJǂdžö üƘǴdžƲǈdž!ƒ ĂD ƘǴƪƪƋdž!ƒ ǇJdž ǴNjƧöƺǂ ǂöƶdžǴƞ!ƒ ƘǴƕǩǂdž!ƒ ǇJùdžĂ üǴNjƧöƽƒƦơ ýǂƕ ǂǁdžǴƬ!ƒ ǀƥĂƞ!ƒ ǀƧƒƥǫ ƽöƕƱǩƕ ƘdžǴƿ Ǵdž ƒƦǫ ƥƑƒĂƶ!ƒ ĂD ƥƑƒĂƽ!ƒ ǇJdž

: Ǒǁö Ǵdž ƥƑƒĂƽ!ƒ ǈƦNj DžNjD

- .ƥƒĂƧ!ƒ ǇJdž ƥƥƵ Ƨƕǂ Ɣǁƞ Ǒƽ ǂƪƽǴǇjdž!ƒ Ǐǁƶ ǀƧƥǀ!ƒĂ ǂöơƕƧ!ƒ Ǒƽ ǇJöƪơǩ
- ǂöǂöƲǈǩ!ƒ ǂö!Ǵƶƽ!ƒ ǀƥǴöƨ
- ƴǂǩƞdž!ƒ ƲƧ Ɣƪǂ
- ǂdžƲǈdžǁ! ǑƪƽǴǈǩ!ƒ ƨǂƧdž!ƒ ǂöĂǀǩ
- .[2]ǂdžƲǈdž!ƒ ǂöĂöơ Ǐǁƶ ǂƲƽǴơdž!ƒ

: ƕǔŸƴDžƑƜǁǁƐ ƗƑǴƗDžǁǁƐ Ǐƺ ƕƺƥƴDžǁǁƐ ƔƥƐƣƋ.3.4.3

:ƺŸƥƑƴǂNj !ŸǈƑƵDž ǕƕƺƥƴDžǁǁƐ.1.3.4.3

üǑùǀöǀơ ýǴdž ƩDƧĂ ƥƧĂdžǂ NJƕ ƵƧǩƶdž!ƒ ƜǴǩǈǙƒ ýdžƒĂƵ ƥơD ǂƽƧƶdž!ƒ ƧƕǩƶǩǇJùdž ǴùƥǘƱǈƒ üǂöƪƽǴǈǩ!ƒ ƘƒƨöƋdž!ƒ ǏǁƵD Ǐ!ǫ ƘǴdžƲǈdž!ƒĂ ƘǴƪƪƋdž!Ǵƕ ǏƥƧö ǇJD ǇJǂdžö ƘǴùƪƧǴdždž!ƒĂ ƘƒƧùƕƤ!ƒĂ ƧǴùǂƽǙƒ ǏùǁƵ DžƑǴùǀ!ƒĂ ƩĂdžǁdž Ƨöƺ ýǴdž ƩDƧ ǴnjǇjĂǂ ǂùƽƧƶdžǁ! DžöNjǴùƽdžĂ ƵöƧǴƶǩ ǀƥƵ ǇJĂƧǂƽdž!ƒĂ ǴǴdžǁƶ!ƒ ýĂǴǈǩ ƥƥĂ üýưƽǙƒ ƘƒƧǴnjǇjdž!ƒĂ .ǂƽƧƶdž!ƒ ŸƒĂǇD ǇJdž ŸĂǇj ýǂ Ɣƪơ

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[1] .256 ƭ .ƽƕǴƪ ƴƞƧdž.ǇJĂƧƤƈĂ ƲĂƵ üƥdžöơdž üǏƧĂǩƧǩ!ƒ

[2] .151-149 ƭ .ƽƕǴƪ ƴƞƧdž.ǁǁĂƧƕdž ƥöƵƪ!ƒüDžöNjƒƧƕǫ

[illegible] (Tacit) [illegible]

[illegible] (Explicit) [illegible]

[illegible] .[1][illegible]

: [illegible]

:[illegible] .1

- [illegible]

- [illegible]

.[illegible]

- [illegible]

[illegible]

:[illegible] .2

[illegible]

:[illegible]

- [illegible]

- [illegible]

[2].[illegible]

:[illegible].2.3.4.3

[illegible]

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[1] .81 [illegible]

[2] [illegible]

.26-25 [illegible] .2005[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible] [1]

[illegible] "[illegible]" [illegible] (Measuring And Managing Knowledg) [illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

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[1] [illegible] .2008 [illegible] .20. [illegible]

- [illegible]
- [illegible]

[illegible] [1] [illegible].

[illegible] 3.3.4.3 :

[illegible] [2] [illegible].

[illegible] [3] [illegible].

[illegible] [4] [illegible].

[illegible] [5] [illegible]

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[1] Thomas housel and A.H.bell. **Measuring And Managing Knowledge** .Boston: McGraw-will,2001.p17.

[2] [illegible] .178

[3] [illegible] .57.

[4] [illegible] .137

[5] [illegible] .2008 [illegible] .79

[illegible]

[illegible] .[1][illegible]

[illegible]

[illegible]

[illegible] 4.3.4.3

[illegible] [2][illegible]

1. [illegible]

2. [illegible]

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[1] [illegible] 97 [illegible]

[2] [illegible] 2014[illegible] 47 [illegible]

ŧ5ƧƶdžǉǊ! ƇƒƧƥdž ƔǉƱƙƙ ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ.3

ƥŏ5ƙù˥ƙ Ƌdžŧ Ü ШƦƋdžǈ!ƒ ǈdž ƧλŧƊ ƘƋƱƱƤdž!ƒĂ ƱƑƒƧƤ!ƒ ǈdž ƥŏ5ƙ˥ƙ ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ .4

.DžƲǈ!ƒ ǈdž ƧλŧƊ ƾƒĂ˥Ǖƒ ǈdž

ŧ5Ƨƶdž!ƒ ŧƞ!ƋƶdžKƋŏǉdžƵ ƧŏĂƱƙ Ŏǈƶƙ ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ǈƺ .5

.[1]ƒƥƕƊ ŎNjƙǈƙ Ǖ ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ǈƺ .6

:ŵĭўDžƑШǁĭ ǀƑĠŧǀDžǁĭ Ĭƺ ŵƺƥӳDžǁĭ ӳƥƐƣƌ ƼĭƓƲŧ.5.3.4.3

ŧŏƧƒƧdžƙù˥ǕƒĂ ŧùŏǉƵƋ5!ƒ ƾùŏǀơƙ ĂùNj ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ǈdž ŎǀŏǀƠ!ƒ ƻƥNj!ƒ ǈƺ

ǈƊ Ǖƺ ÜӳƋùdžƵǕƒ ӳùǀơ Ŏù5 ƥƞĂ ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ӳƮƊ ǈƊ ǈdž DžƸƧ!ƋƕĂ ÜƘƋdžƲǈdžǉǊ!

ǈùdžĂ ÜNJŏƙƋdžƥƤ ƋdžǈƺĂ ŧŏƞƋƙǈƺ ƧŏƸ ĂƊ ŧŏơƕƧ ƧŏƸ ƘƋ˥˥ƋƋdž!ƒ Ŏ5 ƘƧƬƙǈƒ ƋNjƙƋ˥ƧƋdžƶdž

. ŧŏƶdžƋƞ!ƒ ƘƋƕƙŧdž!ƒ ŎNj DžĂNj5dž!ƒ ƒƦNj ƾŏƕƱƙ! ƒƧŧƕdž ƘƧƥƋƕ Ŏƙ!ƒ ƘƋ˥˥ƋƋdž!ƒ ǈƦNj ǈŏƕ

ǈùdž ǀƥƋ5ƙù˥ǕƒĂ ƳƋ5ƙǈǕƒ ǈdž ƋNjƙƧƥƿ ĬǉƵ ƥdžƙƶŏ ŧŏƶdžƋƞ!ƒ ƘƋƕƙŧdž!ƒ ѲƋƞǈ ǈƺ

ӳŧùƬƕ ǈŏƥŏ5ƙù˥dž!ƒ ƘƋƞƋŏƙơƒĂ ƋNjƙƋƞƋŏƙơƒ ŧdžƥƤ ӳƞƊ ǈdž ƋNjŏ5ƲĂdž ŧ5Ƨƶdž ƘƋdžĂǉƶdž

ŧùdžŏǀ!ƒ ƘƋùŧǉƙdždž!ƒĂ ӳĂ˥Ǖƒ ƥơƒ ŧƕƙŧdž!ƒ Ŏ5ƲĂdž Ƙƒƕ ƤĂ ŧ5Ƨƶdž ƥƶƙ ǀŏơ ÜӳdžŧƊ

[2].DžƋdžƙNjǕƒĂ ƧŏƥǀƘ!ƒ ǈdž ƇǑƬƕ ƋNjŏ!ƺ ƧƲǈ!ƒ ƔƞŏŎƙ!ƒĂ ÜŧƕƙŧdžǉǊ!

ѲƋùƞǈ!ƒ Ŏùǈƶŏ Ǖ ŧùŏƶdžƋƞ!ƒ ƘƋƕƙŧdž!ƒ Ŏ5 ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ƾŏƕƱƙ ŧǀŏǀơ!ƒ Ŏ5Ă

ƘƋùƕǀƵ ǀƥùƵ ƥĂƞĂ! ƒƧƲǈ ŧƕ˥ƋǈǉdžǊ!ƒ ŧƑŏNjƙ!ƒĂ ƾƕ˥dž!ƒ ƱŏƱƤƙ!ƒ Ĭ!ƺ ШƋƙơŏ ӳƕ ÜƋdžƑƒƥ

:ƋNjǈŏƕ ǈdž ŧŏƶdžƋƞ!ƒ ƘƋƕƙŧdž!ƒ Ŏ5 ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ƾŏƕƱƙ!

- ŧ5Ƨƶdž!ƒ Ŏ5 ǁƧƋƬƙ!ƒ Ơƕŧƙ Ŏƙ!ƒ ŧ5ƋǀƛƜ!ƒ ǀƧƱŏ˥

- ŧ5Ƨƶdž!ƒ ǀƧƒƥǕ ŧdžƵƒƥ!ƒ Ƌŏǉƶ!ƒ ǀƥƋŏǀ!ƒ Ĭ!ƺ ƧƋǀƙ5Ǖƒ

- ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ǀƧƥƋƕdž Džnj5 Ĭ!ƺ ƧƋǀƙ5Ǖƒ ŧ5Ƨƶdž!ƒ ǀƧƒƥƷƕ ƾǉƶƙdž!ƒ ƔŏƧƥƙ!ƒ Ĭ!ƺ ƧƋǀƙ5Ǖƒ

.Ƈƻŧ!ƒ ƧŏƸĂ ӳƋƶ5!ƒ ƧŏƸ ӳƋ˥ƙǕƒ Ɣƕ˥ƕ Ơŏơ˥ ӳŧƬƕ

ƋNjƥƑƒĂ5Ă ŧ5Ƨƶdž!ƒ ǀƧƒƥƺ ƧĂƥ! ǁƒƧƥǕƒ Ĭ!ƺ ƧƋǀƙ5Ǖƒ -

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[1] ƒ!ƨŏƘÜdžơŏdžƥ ƵĂƒƥ .džƧƞӳ ˥ƋƕƾƧ_ ƒ .62-66.

[2] ƺƕƧƒNjŏƵÜƒ!˥ƶŏƥ džƕƧĂǁǁ .džƧƞӳ ˥ƋƕƾƧ. ƒ .197.

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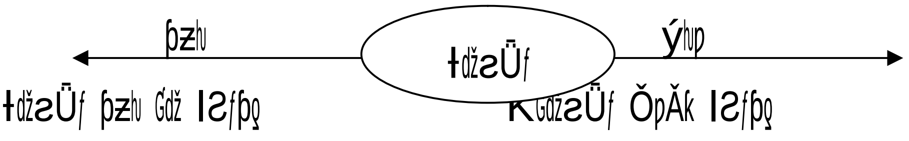
[illegible]



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[illegible] .[2]

[illegible]

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[1] [illegible] 28

[2] [illegible] .2007 [illegible] 42

.3.4.4.3

.4.4.4.3

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[1] .59 .2002

[2] .35 .2006

- [illegible]

- [illegible][1]

[illegible] 3.4.4.5

[illegible]

[illegible] 3.4.4.6

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1. [illegible]
2. [illegible]
3. [illegible]
4. [illegible]
5. [illegible][3]

[illegible]

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[1] [illegible] 61.

[2] [illegible] 47.

[3] Olivier, Hassid**. Le Management des Risque et des Crises**. Paris : Dunod ,2011.p96.

LJöƕ LJdž ǂöƶdžǴƞ!ƒ ƘǴƕƙǂdž!Ǵƕ ƾƥơƙ LJD LJǂdžö Ŏƙ!ƒ ƘǴdžƨŰƒ LJdž Ư'ƶƕ!ƒ ĬDžƵ ƇĂư!ƒ . ǴǀƕǴʅ ǴNjƽöLjƬƙ Džƙ Ŏƙ!ƒ ƘǴdžƨŰƒ ƳƒĂLjD

ĬDžƵ ǂdžƨD ǴNjƕ ǂƥơƙ LJD LJǂdžö Ŏƙ!ƒ ƘŬǴƞdž!ƒ LJƎƽ ƧƬơ!ƒ Ů ýǴƛdž!ƒ ýöƕʅ ĬDžƵĂ :ŎNj ǂöƶdžǴƞ!ƒ ƘǴƕƙǂdž!ƒ ăĂƙʅdž

- .ǴNjƥƥNjƙ ǂöƧƬƕĂ ǂöƶöƕƱ ǂƧƒĂǂĂ ƧƱƤD LJdž ǁǁǴLjNj Ǵdž! ǂöǀƑǴƛĂ!ƒ ǀƥƬƧŰƒ -
- .Ʊƽơ!ƒ ƘŭơdžĂ ŎLjǴƕdž!ƒ -
- ǂöƙǴdžĂDžƶdž!ƒ NJdžƒƧƕ!ƒĂ Ƙƒƥƶdž!ƒĂ ǀƨNjƞŰƒ -
- DžNjLjöƕ Ǵdžöƽ ƘǴƥŭƵ LJdž ƥĂʅö LJD LJǂdžö ǴdžĂ LJöƽƱĂdžĂ ýǴdžƵ LJdž ƭǴƤƬŰƒ -

ƧöƕǂýǂƬƕ ǂöƶdžǴƞ!ƒ ƘǴƕƙǂdž!ƒ ƥƥNjö ĬƦ!ƒ LJNjƧ!ƒ ƘƥĂ!ƒ Ŏƽ ƧƱƤ ƧƕǂD ýƶ!Ă ýǂ Ƙ!ĂơĂ ŰǂöƞĂ!ĂLjǂƙ!ƒ ýƑǴʅĂ!ƒ ýǂ ǴNjƕ ƘƧƽĂƙ Ǵdž ƒƦD ǴƬĂƬƤ ǂƱơ! ĬD ŎƽĂ LJdžD ƧƱƤ ĂNj ŰŎƞĂ!ĂLjǂƙ!ƒĂ ŎdžƥƧ!ƒ ýdžƶ!ƒ Ĭ!ǫ ĬƥöDžǀƙ!ƒ ýǴƞdž!ƒ LJdž ǴNjDždžƵ .ǂöƶdžǴƞ!ƒ ǂƕƙǂdž!ƒ Ŏƽ ƘǴdžĂDžƶdž!ƒ ǴöƞĂ!ĂLjǂƙ! ǂöƙơƙ!ƒ ǂöLjƕ!Ǵƕ ƾDžƶƙö Ǵdž ýǂĂ ŰǂöƙǴdžĂDžƶdž!ƒ

:ƕŸƾƟƑƙNjǁǁƐ ǀƑƨƨDDžǁǁƐ Ĭʓ ǀƑDžNjǂɣDžǁǁƐ DžDžǇ.7.4.4.3

ƾƧƱƕ ǴNj!ƥǴƕƙĂ ƘǴdžĂDžƶdž!ƒ LJöƨƤƙ ýƑǴʅĂĂ ǴöƞĂ!ĂLjǂƙ!ƒĂ DžDžƶ!ƒ ƧĂƱƙ ɣdž LJdžD Ĭ!ǫ ƧƱLj!ƒ ƠƕƬD ƧƤŰ ɣƥĂdž LJdž ǂǂƕƬ!ƒ ƧƕƵ ƘǴLjǴöƕ!ƒ ýǀLj ĬdžʅöǴdž ĂD ǂƽDžƙƤdž NJLjƏƕ ƘǴdžĂDžƶdž!ƒ LJdžD ƵöƧƶƙ LJǂdžö ǂöơ ŰǂöǴʓ! DžNjǆdž ýǂƬƕ ƘǴdžĂDžƶdž!ƒĂ ƘǴLjǴöƕ!ƒ ǁǁDžƙ ƇƒƥƙƵŰƒ ĂD ǴNjƥƥNjƙ Ŏƙ!ƒ ƧƱǴƤdž!ƒ LJdž ƘǴdžĂDžƶdžDž! ǂöǴdžơ!ƒ ƧöƽĂƙ ĬDžƵ ýdžƶö ĬƦ!ƒ DžDžƶ!ƒ LJdž ƘǴdžĂDžƶdž!ƒ ǂöǴdžơ! ǴNjƧöƽĂƙ DžƨŭƟ!ƒ ýƑǴʅĂ!ƒĂ ƘƒĂƥŰƒ ƧöƽĂƙ ýŭƤ LJdž ǁǁ!ƦĂ ǴNjöDžƵ ýĂƬĂ ɣLjdž! ǀƦƤƙdž!ƒ ƘƒƇƒƧƞŰƒĂ ƧööǴƶdž!ƒ ƒƦǂĂ ŰǂöƞƧǴƤ!ƒ ĂD ǂöDžƤƒƥ!ƒ ƧƱǴƤdž!ƒ ǂơƬĂ ǂ!ǴƬD LJǴdžư!Ă ƘŬǴƬƙŰƒ ƧƕƵ LJö!ĂƤdž Ƨöʓ ƭǴƤƬD ĬƥöD Ĭ!ǫ ƘǴdžĂDžƶdž!ƒ .ƘŬǴƬƙŰƒ LjƦNj

ƦLjdž ŎDžƶƽ ýǂƬƕ NJdžƒƥƤƙʅƒ ƊƥƕLJǂ!Ă ƥöƥƞƕ Ʃö! ƧdžD ĂNj ƘǴdžĂDžƶdž!ƒ LJdžD LJǫ Ĭ!ǫ ƘǴdžĂDžƶdž!ƒ LJdžD ƨǂƙƧöĂ ƘLjƧƙLjŰƒ ǂǂƕƬ ǴƬĂƬƤŰ ǂöƞĂ!ĂLjǂƙ!ƒ ƘƒƧĂƱƙ!ƒ ƘǴöƒƥƕ ǂöǴdžơĂ LJdžD ŰŎʓƬƙ!ƒ ǂdžƱLjD ǂöǴdžơ LJdžD ŰǂdžƱLjŰƒ Ĭ!ǫ ýĂƤƥ!ƒ ĂD ШĂ!Ă!ƒ ǂöǴdžơĂ LJdžD .ƘǴLjǴöƕ!ƒ ƥƵƒĂƥ ǂöǴdžơĂ LJdžD ŰƘǴǀöƕƱƙ!ƒĂ NJdžƒƧƕ!ƒ

الجزء الثاني

الفصل الرابع

استراتيجيات التكوين وإمكانيات التوظيف

المبحث 1:

1.1

[illegible]

- [illegible] (08) [illegible]

- [illegible] (07) [illegible]

[illegible] (20) [illegible]

[illegible] .3.1

[illegible] 4 [illegible] 6 [illegible] 10 [illegible] 10 [illegible] (08) [illegible] [1] [illegible]

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[1] [illegible] .12:07 [illegible] 2014/03/25

ƧŇjĜƱ!ƒ ĬǕĂdž łƶdžĜƞĂ ƘƧĜŏkħ LJĂƥĬP LJħƒ łƶdžĜƞ ÜƧǂ˥ƶdž łƶdžĜƞ ÜLJĜ˥džĬk ƥŏĜIĬħ ł˥Ƨƥdž!ƒĂ LJƒƨŏĬŏƸ ŎƶdžĜƞ!ƒ ƨǂƧdž!ƒĂ LJŏkŏƧŏƜƠk LJŏk˥Ƨƥdž Ĭ!ǫ ł5ĜƜŰĜħ (Iƥŏƶ˥ħ .LJƒƧŇjĂħ ƘĜŏLjIk!ƒ Iƥƥƶkdž!ƒ łŏLjƱĂ!ƒ

12 ĬĬƵ IƧĜdžk˥ƒ 329 ƘƵƨĂ ƥIĬ5 ƘƒƧĜdžk˥Ǖƒ ƴŏƨĂkħ ƾĬƶkŏ Ĝdž ĜdžD IƧĜdžk˥ƒ 275ƳĜƞƧk˥ƒ Ďk łŏƠ ÜƔƧƺ!ƒ ƘĜŏǕĂ LJdž ƘĜŏǕĂ 8 Ŏ5 łŏƶdžĜƞ ł˥˥ƌdž ƥƥƵ ĜdžLjŏħ ÜIƧĜdžk˥Ǖƒ ƒƌĬdžĂ ŎĬƶ5 ƴǂƬħ ƒĂħĜƞk˥ƒ LJdždž %83.58 łħ˥Lj ĬD LJǂŏ Ď!Ă %16.41 łħ˥Ljħ ƧƥIŏ Ĝdž ĂŇjĂ 54 ĬĂĜ˥ŏ ĜŇjƥƶ5 ƘƵĜƜ Ŏk!ƒ ƘƒƧĜdžk˥Ǖƒ ƻŏĬǂkĂ LJĜǂdž!ƒ LJŏƵ Ŏ5 ĜLjƥƞƒĂkĂ ĜLjƬƧƠ! ƒƧƱLj łħ˥Lj!ƒ LjƦŇj LJĂǂk LJD ĜƶpĂkdž ĜLjkLjădžƱ Ďk ƥI5 ÜĜŇjƵĜƞƧk˥ƒĂ ƘƒƧĜdžk˥Ǖƒ ƴŏƨĂk łƶħĜkdž ĬĬƵ LJŏ!Ăƌ˥dž!ƒ Ɯƶħ LjƦŇj ƴƛdž Ŏ5 LJĜŏħk˥Ǖƒ ƳĜƞƧǫ LJƵ Ɯƶħ!ƒ ƻĂƨƵ LJD Ǖǫ Üłŏ ƠĜLj!ƒ LjƦŇj LJdž .05ĎpƧ ƴĂƥƞ!ƒ Ŏ5 ƠƜĂdž ĂŇj Ĝdžǂ II!ƦĂ ĜŏƶŏħƱ ƥƶŏ ƘĜ˥ƒƧƥ!ƒ

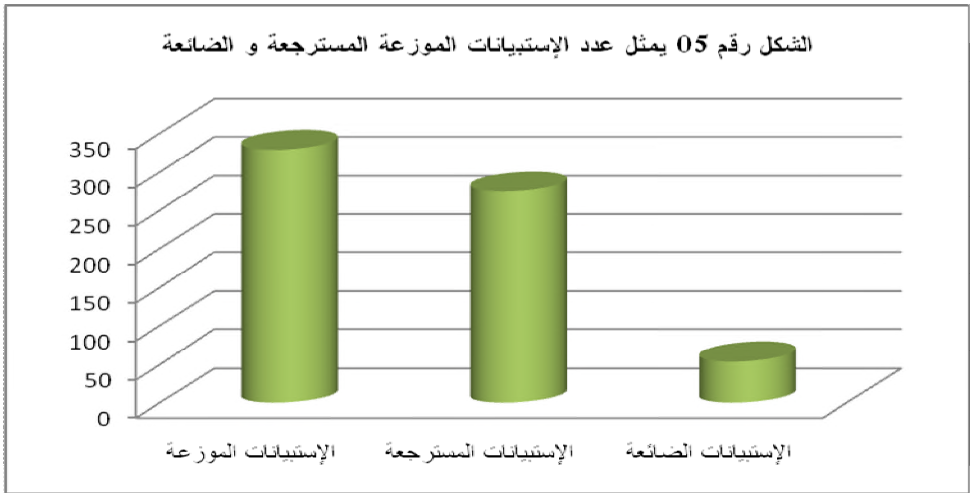
:IƒďƒĬĜłƨŰĉ ƱƒШƥłƨƸ.4.1

ĜŇjƥƥƵ ƸĬħ Ŏk!ƒ Ă ł˥ĂƧƥdž!ƒ łŏƜƧƶ!ƒ łLjŏƶ!ƒ LJdž ƘĜLjĜŏħk˥Ǖƒ ƳĜƞƧk˥ƒ ƥƶħ ÜLJĜŏħk˥ƒ 22ƥĜƶħǫ Ďk łŏƠ ƘĜLjĜŏħk˥Ǖƒ LjƦŇj! łIŏƥƥ łƶƞƒƧdžħ ĜLjdžp ÜLJĜŏħk˥ƒ 275 ƥƥƵ ƠħƬŏ! ÜƧƤǓ ĂD Ɣħ˥! IƧĜdžk˥Ǖƒ Ƈƴdž Ďdžkŏ Ď! LJŏħĂƞk˥dž!ƒ Ɯƶħ LJŪ ƒƧƱLj LJĜŏħk˥ƒ 253 ł˥ƒƧƥ!ƒ ĜŇjŏĬƵ ăƧƞk˥ Ŏk!ƒĂ ƠŏƠƬ ƴǂƬħ Iƥdžkƶdž!ƒ ƘĜLjĜŏħk˥Ǖƒ ÜłƶƞƧk˥dž!ƒ ƘĜLjĜŏħk˥Ǖƒ ƳĂdžƞdž LJdž %8 ŇĴkħ˥Lj Ĝdž ƇĜƺ!ǫ Ďk LJŏƠ Ŏ5 ¡%92 łħ˥Ljħ .06 ĎpƧ ƴĂƥƞ!ƒ Ŏ5 LJŏħdž ĂŇj Ĝdžǂ ƒƦŇj Ă

ħƴƟƒƬIIĉŇj ħƴШƥłƨĎIIĉŇj ħƳƦŇjĎIIĉ IƒďƒĬĜłƨŰĉ ƣƣƳ üĬkĎł

KĜLjĜŏħk˥Ǖƒ	łƵƨĂdž!ƒ	łƶƞƧk˥dž!ƒ	łƶƒĜƜ!ƒ
ƥƥƶ!ƒ	329	275	54
łħ˥Lj!ƒ	%100	%83.58	%16.41

łƶƒĜƜ!ƒ Ă łƶƞƧk˥dž!ƒ łƵƨĂdž!ƒ ƘĜLjĜŏħk˥Ǖƒ ƥƥƵ LJŏħŏ 05 ĎpƧ ƴĂƥƞ!ƒ



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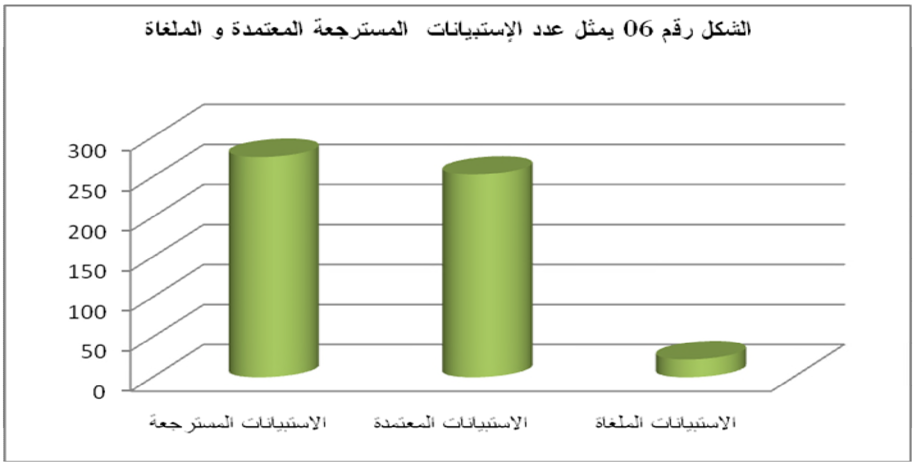
[illegible]	%100	%92	%8

[illegible] 06 [illegible]



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Ĭ ĮǇ łŏŮĂ ý‡! łǶ1Ǉ!Ǵ łƶƑǴƣ!ƒĂ łƶƞƧƙ1ǆ!ƒĂ łƵƨĂǆ!ƒ ƘǴǇǴǶƙ1Ůƒ łƶƞƒƧǆǶ

Ɣ1ơ ăƧƤƊ Ĭ!ǫ łŏŮĂ Ǉǆ ƻǭƘƤƙ ƘǴǇǴǶƙ1Ůƒ ƳǴŏƣ łǶ1Ǉ ǇƊ ƥƞǇ ǴǇǇƷ5 ăƥơ

.(01 ǅƿƧ ƽơǆ!ƒ ƧƱǇƊ).łŏŮĂ ý‡ǶłĮƶƙǆ!ƒ ỹŏƨĂƙ!ƒ łǶ1Ǉ

ǀǴǯǆ!ƒĂ ǀƥǆƙƶǆ!ƒĂ łƶƞƧƙ1ǆ!ƒ ƘǴǇǴǶƙ1Ůƒ ƥƥƵ 06 ǅƿƧ ýĂƥƞ!ƒ ǇŏǶŏ ǴǆǇŏǶ

ƥƥƵ ƔǴ1ƙơƒ ƥǇƵ Ŏ!Ǵǆƞǫ ý‡ƬǶ ƘǴŏŮĂ 8 ăĂƙ1ǆ Ĭ ĮƵ ł1ƒƧƥ!ƒ łǇŏƵ Ŏ!ǴǆƞŰ

ǴǆǇŏǶ ÜǀǴǯǆ ƘƒƧǴǆƙ1ƒ łŭƛ ǴŏƧǀƙ ƥƞǇ łŏŮĂ ý‡ ăĂƙ1ǆ Ĭ ĮƵ ǀǴǯǆ!ƒ ƘǴǇǴǶƙ1Ůƒ

ƭ ǴƤ!ƒ ǀǴǯǆ!ƒĂ ǀƥǆƙƶǆ!ƒĂ łƶƞƧƙ1ǆ!ƒ ƘǴǇǴǶƙ1ŮǴǶ ƭ ǴƤ!ƒ ýĂƒƥƞ!ƒ Ĭ!ǫ ƳĂƞƧ!ǴǶ

Ǵǌŏƥ! ƥƞĂƙ Ů ƧƤŮƒ Ưƶǆ!ƒĂ łǶ1Ǉ ƧǶ‡Ɗ Ǵǌŏƥ! ƘǴŏŮĂ!ƒ Ưƶǆ ǇƊ ƥƞǇ łŏŮĂ ý‡Ƕ

ǀǴǯǆ ƘƒƧǴǆƙ1ƒ ƥƥƵ ƧǶ‡Ɗ Ǵǌŏƥ! Ŏƙ!ƒ ƘǴŏŮĂ!ƒ ǇǆǶ Ƨ1ƽŏ Ǵǆ ĂǊĂ ÜǀǴǯǆ ƘƒƧǴǆƙ1ƒ

Ǉǆ ǇŏƞƧƤƙǆ!ƒĂ ƽŏƛĂƙ!ƒ Ŏ5 ŎǆǴ1 ŎǇǀƙ ǀƥǴǌƬ ǅǌŏƥ! ǇŏƦ!ƒ ǇŏƽƱĂǆ!ƒ ǇŏǶ Ǉǆ ǅǊ

Ƨŏƹ ƘƒƧǴǆƙ1Ůƒ ǇŏǶ Ǉǆ ĂƊ ÜǴǇƙ1ƒƧƥ łǇŏƵ ƜƧǴƤ ǅǊĂ ÜŎǇǌǆ!ƒ ǇŏĂ‡ƙ!ƒ ƨ‡ƒƧǆ

.(01 ǅƿƧ ƽơǆ!ƒ ƧƱǇƊ)ǴǊƋǴǯ!ǫ ǅƙ Ŏƙ!ƒ ƘƒƧǴǆƙ1Ůƒ ƘƒƦ!ǴǶ ŎǊĂ Ƈýǆ!ƒ łǆǆƙ‡ǆ

: ǶøƣøƟűǅ

ǀƥơ Ĭ ĮƵ łŏŮĂ ý‡Ƕ łƬǴƤ!ƒ ýĂƒƥƞ!ƒ ǇŏǶ łƱŏ1Ƕ łǇƧǴǀǆ ƇƒƧƞǫ ƥǇƵ

ƳǴŏƣ łǶ1Ǉ Ĭ ĮƵƊ ƘǆƞƧ ǇƒƧǊĂ łŏŮĂ ǇƊ ƥƞǇ Ü01 ǅƿƧ ƽơǆ!ƒ Ŏ5 łơƣĂǆ!ƒĂ

łƶƿƧ!ƒ łƵǴ1ƬĂ ƘƙƬƙ! ƒƧƱǇ ǊǇƊ Ůǫ łŏŮĂ!ǴǶ ǴǇƥƞƒĂƙĂ ǴǇǶƧƿ ǅƹƧ ƘƒƧǴǆƙ1Ůƒ Ŏ5

Ŏ5 Ŏƙƙ ǅƛ ǀƧǴǆƙ1ƒ 19 Ŏ!ƒĂơ ƘƵǴƣ ÜǇƒƧǊĂǶ łŏƶǆǴƞ!ƒ ƔǴƱƿū! łŏ5ƒƧƷƞ!ƒ

ƩǴǶƶǆǶ Ĭƥŏ1Ă Ƨ‡1ƶǆ łŏŮĂ Ǵǌŏƙ ǅƛ ÜǅǇǴǯƙ1ǆĂ ǀƥŏƶ1Ă ǇǴ1ǆƙ łŏǇǴƛ!ƒ łǶƙƧǆ!ƒ

ýƞ1Ǉ ǅ! ƘƒƧǴŏƙĂ ǇǴ1ǆƙ łŏŮĂ ǇƊ ƱơŭǇ ǴǆǇŏǶ Üýƿƒ Ɣ1ǇǶ ǇƒƨŏƩĂ ƘƒƧǴŏƙĂ

Ƨ‡1ƶǆ Ǉǆ ý‡ Ŏ5 ǀǴǯǆ!ƒ ƘƒƧǴǆƙ1Ůƒ łǶ1Ǉ ƘƶƵƙƧƒ ǴǆǇŏǶ ÜǀǴǯǆ ǀƧǴǆƙ1ƒ ĬƊ ǴǆǌǶ

. ǇƒƧǊĂĂ ǅǇǴǯƙ1ǆĂ

łƶƞƧƙ1ǆ!ƒ ƘƒƧǴǆƙ1Ůƒ ƥƥƵ ýĂơ ƘǴŏŮĂ!ƒ ǇŏǶ łǇƧǴǀǆ ƇƒƧƞǫ ƥǇƵ ǴǆƊ

ÜĬ!ĂŮƒ ƔƙƒƧǆ!ƒ ýƙơƙ ǅǇǴǯƙ1ǆĂ Ƨ‡1ƶǆĂ ǇƒƧǊĂ ƘǴŏŮĂ ǇƊ ƥƞǇ ǀƥǆƙƶǆ!ƒĂ

ǇƦǊ ǇƊ Ĭ!ǫ ỹƞƧŏ ǀǀ!ƦĂ Üǀƥŏƶ1Ă ƩǴǶƶǆǶ Ĭƥŏ1Ă ƘƒƧǴŏƙĂ ǇƒƨŏƩ ƘǴŏŮĂǶ łǇƧǴǀǆ

ăƧƤŮƒ ƘǴƶǆǴƞ!ǴǶ łǇƧǴǀǆ łŏƙ5 Ǵǌŏ5 łŏƶǆǴƞ!ƒ ƘǴ11ƋǆŞ ƘǴƨŮ ƘǴŏŮĂ!ƒ

[illegible]

5.1. [illegible] SPSS:

[illegible] Statistical Package for Social Sciences (SPSS) [illegible] SPSS [illegible].[2]

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- [illegible]
- [illegible]

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[2] - [illegible] SPSS [illegible] 2006. [illegible] .2.

[illegible] :2 [illegible] :

[illegible]

2-1. [illegible] :

[illegible] 7 [illegible] 24 [illegible] % 40 [illegible] % 60 [illegible]

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]
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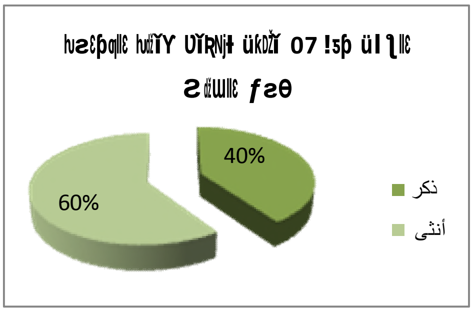

[illegible] 07 [illegible]

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[illegible] 2004 [illegible]

[illegible] % 59 [illegible] % 24 [illegible]

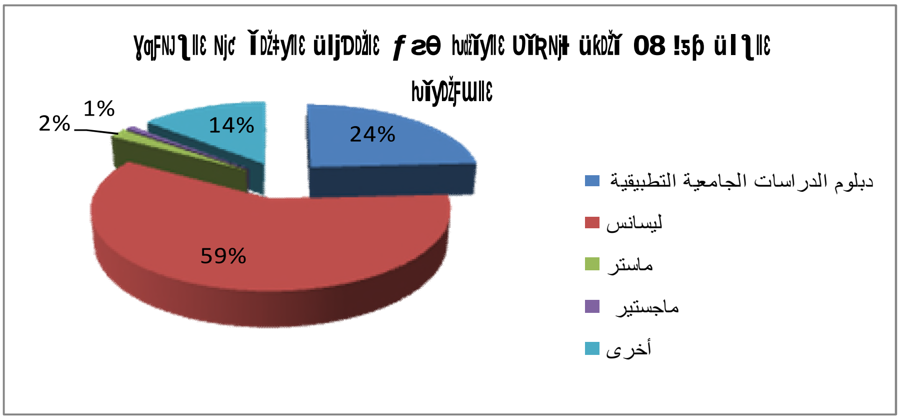
[illegible] 2013 [illegible]

ŎǀđžĠơ LJđž %2ƚǀƪLjĂ ƨǎƙƪƞĠđž!ƒ ƖþĠnjƮ ŎǀđžĠơ LJđž %1 NJƙǀƪLj ĠđžƉ þƞLj ĠđžLjǒǀ LJǒƦ!ƒ ýǂ LJƉ ǏǀƵ ǉƨƪƽLjƽ ƨǎƙƪƞĠđž! ƚǀƪLj!Ġǀƽ ǕƘĠǀƙǂđž!ƒ ǅǀƵ Ŏƽ ƨƙƪĠđž!ƒ ƖþĠnjƮ ǅnjƙƽǒƯĂ ƒĂƨǒƸ ǅnjǀǂ LJĂƽƯĂđž ǅNjĂ ǕƘĠǀƙǂđž!ƒ Ŏƽ ĠǒǀƵ ƘƒþĠnjƮ ǏǀƵ ƒĂǀƬơƙ ăĂƙƪđž ǏǀƵ ƚǒ!ĂƋƪđž ɤƬĠLjđž Ŏƽ ƒĂƖǀ LJđžđž ƚǒǀƖ!ƒ ƚǀƖ!ƒ Űǫ ǕǅǒǀƵƙ!ƒ Ăơǉ ƒĂnjƞƙƒĂ LJƉ Ǐ!ǫ ýƞƨƙ ƚǀƪLj!ƒ ǉƦnjƽ ƨƙƪĠđž!ƒ ĠđžƉ ǕǅǒǀƵƙ!ƒ Ăơǉ NJƞĂƙ!ƒ ýþǀ ƚǒƵđžĠƞ!ƒ ƘĠǀƙǂđž!ƒ ŎNjĂ ƜƨƤƙ!ƒ ɤƒĂǀƉ ǏǀƵ ýƒƨƙ Ǖ ƘĠǀƙǂđž!ƒ ǅǀƵ ƒ ƬƤƙ Ŏƽ ƨƙƪĠđžǀ! ƚƵƽþ ýĂƉ .LJĠǒǀƙƪǕƒ Ŏƽ ĠnjLjƵ ƨǀƵđž!ƒ ƚǀƪLj!ƒ

ƚƑƽ!ƒ ƖƖǀƙ ŎNj %14 ƚǀƪLjǀ ƖƨþƖđž!ƒĂ ăƨƤđǀ ƘǀĠƞƉ Ŏƙ!ƒĂ ƚǒƖǀƙđž!ƒ ƚǀƪLj!ƒ ƽǒƛĂƙ!ƒ Ŏƽ ŎđžĠƪ ŎLjƖƙ ƖþĠnjƮǀ ĠƛǒþơŎLjnjđž!ƒ LJǒĂǂƙ!ƒ ƨǂƒƨđž LJđž ƘƞƨƤƙ Ŏƙ!ƒ Ŏƽ ŎNj Ŏƙ!ƒĂ ǕƚǒƖǒǀƱƙ!ƒ ƚǒƵđžĠƞ!ƒ ƘĠƪƒƨþ!ƒ ƖþĠnjƮ ýþĠƵƙ Ŏƙ!ƒ ƖþĠnjƮ!ƒ ŎNjĂ ǕĠǒƨĂǀǂĠǀ LJĂþǀ ƖþĠnjƮ ăĂƙƪđž ýþĠƵƙ Ŏƽ ýĠǂƮǫ ƖƖĠLjNj LJĂǂǒ Ǖ Ǐƙơ ýƒĂƨ!ƒ ƽǒƨƱ ǏǀƵ ƖƨĠǒơ!ƒ þƵǀ ƚƵđžĠƞ!ƒ Ŏƽ ƚƪƒƨþ!ƒ ƘƒĂLjƪ þþƵ ƒƦǂĂ ǕĠǒƨĂǀǂĠǀ!Ġǀ ăƨƤƉĂ ƒƦnj! ǕƚǒđžĂđžƵ!ƒ ƚƽǒƯĂ!ƒ ăĂƙƪđž ǏǀƵ ƘǕĠǂƮǫ ƖþƵ ƟƨƱǒ ĠđžđžđžǕĠǒƨĂǀǂĠǀ!ƒ ƖþĠnjƮ Ŏƽ ƘƒþNjĠƮ!ƒ ǉƦNj ýƛđž! ŎƑĠnjLj!ƒ ƻǒþĂƙ!ƒ ǏǀƵ Ŏ!ĠƵ!ƒ ǅǒǀƵƙ!ƒ ƖƨƒƨĂ ƘǀđžƵ .ƚǒƨƑƒƨƞ!ƒ ƘĠƵđžĠƞ!ƒ

ƚǀƪLj!ƒ	þþƵ!ƒ	ƚǒđžǀƵ!ƒ ƖþĠnjƮ!ƒ
%24	61	ƚǒƖǒǀƱƙ!ƒ ƚǒƵđžĠƞ!ƒ ƘĠƪƒƨþ!ƒ ǅĂǀǀþ
%59	150	ƩLjĠƪǒ!
%2	5	ƨƙƪĠđž
%1	2	ƨǎƙƪƞĠđž
%14	35	ăƨƤƉ
%100	253	ƳĂđžƞđž!ƒ

ƖþĠnjƮ!ƒ ĂƉ ŎđžǀƵ!ƒ ýNjƋđž!ƒ ɤƪơ ƚLjǒƵ!ƒ þƒƨƽ ýǒƨĂƙ LJǒǀǒ08 ǅǎƨ ýĂþƞ!ƒ


[illegible] 08 [illegible]
24%
59%
14%
2%
1%
دبلوم الدراسات الجامعية التطبيقية
ليسانس
ماستر
ماجستير
أخرى

[illegible] .3-2

[illegible] 08 [illegible]

[illegible] 08 [illegible] %53 [illegible]

[illegible] %40 [illegible]

ǁǔǀǖ! ƥǒƥɳ!ƒ ǑǀǤǀǕƒ ǈǍǈǤǀ!ƒ ƴǤǆ ǂƛƥơǩǀǆ ǀƥǒƥɳ ǂǁǨƧ ǑǊǍ ǕǑǈǤǀ ǟǍǩǀǆ .Ǒ!Ǥƶ!ƒ ǲǒǀƶǩ!ƒ ƳǤƱǀ! ǂƶǁǤǩ!ƒ

ǤǊǈƵ ǤǈƛƥơǨ Ǒǩ!ƒǍ Ƨǩǀǆǆ!ƒ ǀƥǤǊƬ ǂǁǨƧ!ƒ ǈǊǊǁ ƽǤơǩ!Ǖ ƻƱǍǆ!ƒ ǗǤǩơǒ ǂǒơ

Ǒ5 ǀƥƥơǆ ƱǍƧƬǁ ýǍǅ ǟǍǩǀǆ ǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆ!ƒ ƒǍǀơǀǆ ǤǊǒ!ǫ ǏƥƧǩǒ ǍǅǤǀǁǤǀ ǕƘǤǒƱƶǆ!ƒ ǈǊǊ! ƧƱǈ!ǤǁƒƥɳǂǀǒƥƔƬǤǈǆ!ƒ ǈǊǊ ƧǁǩƶǩǑ!Ǥǩ!ǤǁǍ ǕǈǍǈǤǀ!ƒ Ʃ5ǈ

ǀƥǤǊƬ ƔǀƱǩǩ Ǒǩ!ƒ ǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆ!ƒ Ʊ5ǤơǆǂǁǨƧ! ǂǁǀǈ!Ǥǁ ǈƥɳǈ ƇǑƬ!ƒ Ʃ5ǈǍ

ǀƥǤǊƬ ǏǀƵ ƒǍǀƬơǩ ǈǒǈ!ƒ ǈǒǀǆǤƶ!ƒ ǂƑ5 Ǒ!Ǥǩ!ǤǁǍ ǕƘƒǍǈǀ10 ǊǒǆǒƥƥǅǍǅ ƧǒǩǀɳǤǆ

ƘƥǀƶǩǍ Ǖýǒǀǀ!ƒ ǕǫǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆ!ƒ ƒǍƧƥǤƸǍ Ǖǂǁǩƨ!ƒ ǈǊǊǁ ƽǤơǩ!Ǖ ƧǒǩǀɳǤǆ!ƒ

ǈǆƜ ǑǈǊǆ ǈǤơǩǆƒ Ǎǅ ƇƒƧɳǫ ǂǒƧǤǁɳǁ ƘƒǍǈǀ ƧƬƵ ǊǒǆƥǅǍǅ ǈǍƧƱǩǈǒ ǈǒǈ!ƒ ƧǍǆǅ

. ǂǁǨƧ!ƒ ǈǊǊǁ ƽǤơǩ!Ǖƒ ǆǩǒ Ǐǩơ ƥǒƥɳ!ƒ ǈǍǈǤǀ!ƒ

ǂǈǒƶ!ƒ ǈǆ %1 ǂǁǀǈ ǏǀƵ Ǖǫ ýƬơǩǈ ǆ! ǈǒƱ5ǤơǆǂǁǨƧ!ƒ Ʃ ǒƑƧ ǂǁǨƧ! ǂǁǀǈ!Ǥǁ

ƥơƒǍ ƔƬǈǆ ƥǍɳǍ ǑƜǩǀǩ Ǒǩ!ƒ ǂǁǨƧ!ƒ ǂƶǒǁƱ5 ǕǈǒƱ5ǤơǆǂǁǨƧ!ƒ Ʃ ǒƑƧ ǂǁǨƧ ǤǊǒƥ! Ǒǩ!ƒ

ǈǊǊ ǆǊǒƥ! ǈǒǊ!ƒ ǈǒ!Ǎƌǀǆ!ƒ ƔǀƸǅ ǈǅ Ǐ!ǫ ǂ5ǤƜǕǤǁ Ǖǀƥơƒǁ!ƒ ǂǒƶǆǤɳ!ƒ ǂǀǀƌǆ!ƒ Ǒ5

ǂǀǁǤǀǆ!ƒ ƘƒƧǤǆǩǀƒ Ǐǩơǁ ǕǆǊǩǤǈǤǒǁǩǀƒ ƳǤɳƧǩǀƒ ǈǆ ǈǂǆǩǈ ǆ! ƻǀǖ! ǂǁǨƧ!ƒ

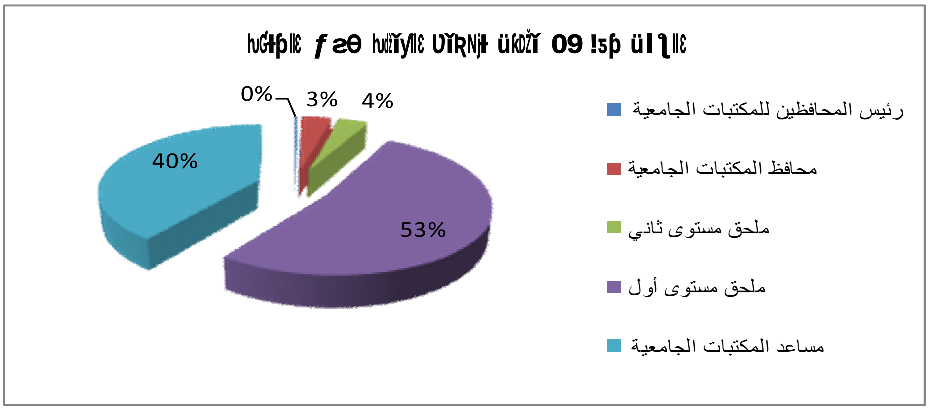
.ǆǊǒ!ǫ ǂǊɳǍǆ!ƒ

ǂǁǀǈ!ƒ	ƥƥƶ!ƒ	ǂǁǨƧ!ƒ
% 1	1	ǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆǀ! ǈǒƱ5ǤơǆǂǁǨƧ!ƒ Ʃ ǒƑƧ
%3	9	ǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆ!ƒ Ʊ5Ǥơǆ
%3	9	ǑǈǤǀ ǟǍǩǀǆ ƽơǀǆ
%53	133	ýǍǅ ǟǍǩǀǆ ƽơǀǆ
%40	101	ǂǒƶǆǤɳ!ƒ ƘǤǁǩǂǆ!ƒ ƥƵǤǀǆ
%100	253	ƳǍǆɳǆ!ƒ

ýƛǆǒ 09 ǆƥƧ ýǍƥɳ!ƒ

Ɣǀơ ǂǈǒƶ!ƒ ƴǒƨǍǩ

ƔǩƧ!ƒ



:ǊƨǀǚƒƨƟ ǈǄǐǎǀǚ ƲǐƦǍǂ .4-2

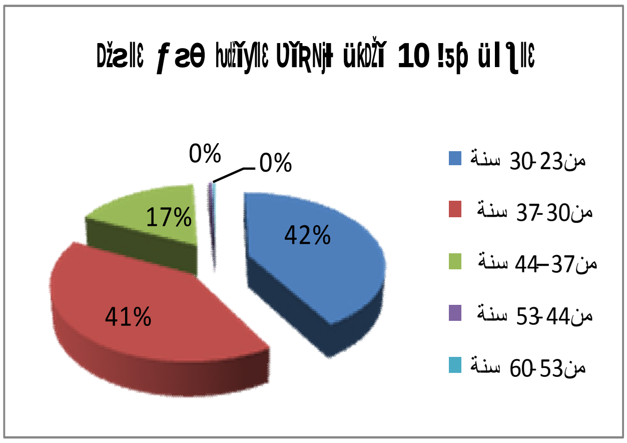
ƘǒƧƞǇ ǑǁƒƘǆǀƒƧƥ!ƒ ǉǂ ǑƼ5 Ǒǁ5Ă ƔǴƬ ǉǍǁƞǍ ǊǈǍǊǀǄ ƧƒƨƞƒǉǍǁƞǍƒ ƵƧǆǑ ǍƒǉǍƞǂƒǂǄǀǉ ƵǑǉǆǂǄ ƧƞǇƬƒǂǄǆǈ ǈǈǆǉ ƥƞǈ ǐƧƒƒƨƞƒǉǍǁƞǍƒǐǍƵ Ǚ ǙƵǑƲǍǁ!ƒ ǂǑǎƵ Ǒ5 ǂ!Ǎƥ!ƒ ǊǈǍ ƥǑƼǁǆǁǈ ǈǂǍǑ ǑǄƓƞǑ ƇǑƬ ǍǊǈǍ ǍǊǍƬ!ƒ ƘǄǂǍǁ!ǂ ǈǑǍƑƒƥ ƲǴƬǈǍ ǂǑǍƠ ǐ!ǫ ƜƓǁƠǁ Ǒǁ!ƒ ƵƑƲǍ!ƒ ƱƵǄ Ǒ5 ƓǍǑǆ.ǂǑƵǍƓƞ!ƒ

ǂǆǍƧƥǍ!ƒ ǂǈǑƵ!ƒ ǂǄǆǈ ǈǈ 10ǊƥƧ ǉǍƥƞ!ƒ ǉǕƤ ǈǍ ƲƠǕǈ ǈƦǊ ƓǈǁǆƒƧƥ Ǒ5 ǈǑǄ ǊǊƧƓǍƵǈ ƟǍƒƧǁǁ ǈǑƦ!ƒ ǈǑǄǍƞǁǆǍ!ƒ ǂǄǆǈ ƘƺǍǄ ƦǪ ƔǴƬ!ƒ ǈǆ Ǒ5 ǊǊǁǑǄƩǇ ǊǊƧƓǍƵǇ ƟǍƒƧǁǁ ǈǑƦ!ƒ ǈǑǄǍƞǁǆǍ!ƒ ƒ Ƥǒ Ɠǎ5 ǂǄǆǈ!ƒ Ʃ5ǈǍ % 40 ǂǈǆ 30-23 ǂǈǍ!ƒ ǂƵǑǄƱ ǈǙ ǂǑƵǍƓƞ!ƒ ƘǄǂǍǎ! ǂǄǆǈ!Ǆ ǑǄƓƞǑ ƇǑƬ ƒƦǍ ǂǈǆ 37-30 ǈǑǄ ƘƞƨǁǍƒ Ǎ ƒǪ ƓǍǑǆǙ ƔǴƬ!ƒ ƨǑǍǁǑ Ǒǁ!ƒ ƱƓƬǈ!ƒǍ ǂǑǍƠ!ƒ ǈǍ ƓƵǍǈ ƜƓǁƠǁ ƧǑǂ5ǁ!ƒ ǐǍƵ ǀƧƥǀ!ƒ ǈǍ ƥǑƨǍ ǐ!ǫ ǐƥƌǑ ƓǍǍ ǂǑƵǍƓƞ!ƒ ƘǄǂǍ!ƒ ǉƤƒƥ Ƨǂ5!ƒ ǂǑǍƠǄ .ǉƓƞǍ!ƒ Ǒ5 ƥƞǆǑ Ɠǎ ǉǂ ǐǍƵ Ơǁ5!ƒǍ ǀƥƞǁǍ ǂǑƧǑǆǁ ƱƓǍǈ Ǒ5

ƓǊǑƥ! Ǒǁ!ƒ ǂƑ5!ƒ ǑǆǍ ǂǈǆ 44-37 ǈǍ ǂƑ5!ƒ ǉƺǍǁ %17 ǂǄǆǈ ƥƞǈ ƓǍǈǑǄ ƧƺƌǁǙ ǎƧƤǙƒ ƔǴƬ!ƒ ǂƑ5 ǉǍ ǂǈƧǀǍ ǈǂ! Ǒ!Ɠǁ!ƓǄǍ ƘƒǍǈǆ 10 ǈǍ ƧƺǂǇ ǊǑǍƥƥǇ .ǂǑƵǍƓƞ!ƒ ƘǄǂǍ!ƒ ǉƤƒƥ ǑǍǍǑ!ƒ ǉǍƵ!ƒ ƘǑƧƞǍ ǐǍƵ

ǈƦǊ ƥǍƞǍ ǊƥƵǄ ǊƨƞǈǙ ƓǈǈƩ5 ǎƧƤǙƒ ǂǑƧǍƵ!ƒ ƘƑ5!ƒ ƒ Ƥǒ Ɠǎ5 ƓǍǇ ǂǑǍǊǙƒ ǑƱƵǁ Ǎ! ǂƑ5!ƒ ǈƦǊ ǈǇ ƥǀƵǇ ǑǈǈǇ Ǚǫ ǂǑƵǍƓƞ!ƒ ƘƑ5!ƒ Ǒ5 ƘƑ5!ƒ ƘƒƧƓǍǁǆǙƒ ƥƒƥƵǇ Ǒ5 ǊǊǁƒƧƓǍǁǆƒ ƧǄǁƵǁǍ ƘƒƧƓǍǁǆǙƒ ƳƓƞƧƩǄ ǊǍǁ ǊǍ!Ǎ ǙƳǍƜƓǍǍ! ƇǉǍǄ ǊǍǁ Ǎ! ƓǊǈǇ Ǚǫ ǂƑ5!ƒ ǈƦǊ ƥƞǈ ǉǑǍƠǁ!ƒ ǂǑƒƥǄ ƥǈƵ ǊǈǙ ǙǀƓƩǍǍ!ƒ ǍǇ ǂƵƑƓƜ!ƒ

[illegible]



[illegible]	[illegible]	[illegible]
[illegible] 30-23 [illegible]	105	%40
[illegible] 37-30 [illegible]	103	%40
[illegible] 44–37 [illegible]	43	%16
[illegible] 53-44 [illegible]	1	%2
[illegible] 60-53 [illegible]	1	%2
[illegible]	253	%100

[illegible] 10 [illegible]

2-5. [illegible]:

[illegible]

[illegible] 28 [illegible]

%9 Ǒ5 ǂǀǍƧƥǇǄ!ƒ ǂǈǒƶ!ƒ ǂǌǀǈ ƘǇǄǇ ǏƦ!ƒ ǇƒƨǒǇƸ ǑƶǇǤƞ!ƒ ƨǂƧǇǄ!ƒ ǂǈǍǀǤ

ƇƒƧƞǫ ƻƥǌǈ ǁ!ƦǍ ǛǇƒƨǒǇƸ ǂǒǛǍ! ǂǒƨǂƧǇǄ!ƒ ǂǌǂǇǄ!ƒǍ ƘǤǂ!ƒ ƴǒǇƞ! ǂǇǄǇǄ!ƒǍ

ƘǤƶǇǤƞǇ! ǂǌǀǈ!ǤǇ ǂǒƶǇǤƞ!ƒ ƘǤǂǇǄ!ƒ ƴƤƒƥ ƘǤǀƧǤǇǄ!ƒ ǇǒǇ ƘǤǈƧǤǇǄ!ƒ ƯƶǇ

ƨǂƒƧǄ!ƒ ǈƦǈ Ǒ5 ǇǍǇǄǤƶ!ƒ ǤǈǇ ǇǍǀǒ ǑǇ!ƒ ƘǤǀƧǤǄǇǄ!Ǥǈ ǤǈǇǈƧǤǀǇǍ ǛǀƧǒǂ!ƒǍ ǂǀǒƶ!ƒ

ǏǇƵ ǍǇ ǏƧƒƥǗƒ ƇǍǀ ƧǒǒǀǇ!ƒ ǂǒǇǇƵ Ǒ5 ǂǒ5 Ƙ!ƒƨ Ǚ ǑǇ!ƒ ǀƥǒƞ!ƒ ǂǒƶǇǤƞ!ƒ

.ǂǒƶǇǤƞ!ƒ ƘǤǂǇǄ!ƒ ǎǍǇǀǇ

ǇǑƦ!ƒ ǇǑǇǇǤƶ!ƒ ƴǂ! ǇǑǍǂǇ!ƒ ǂƶǒǈƱ ǇǇ5 ǎƧƤǇ ǂǈƞ ǇǇǍ ǂǈƞ ǇǇ ƒƦǈ

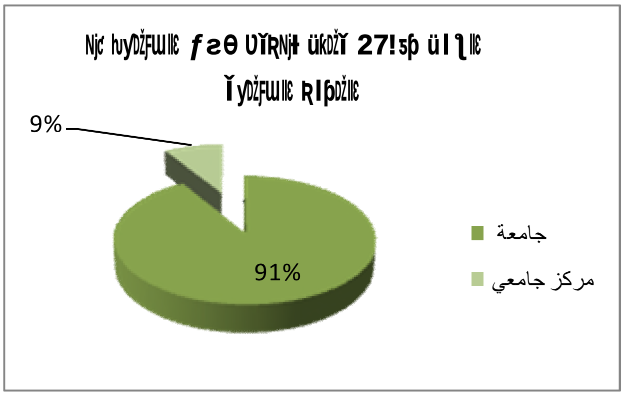
ƘǤǂǇǄ!ƒ ǇǇƵ ǇǀƥǍǇǀǇ ǏǇƵ ƥơƒǍ ǇǒǍǂǇ ǇǈǇ! ƘǤǂǇǄ!ƒ ǈƦǈ Ǒ5 ǇǍǇǄƶǒ

Ǒ5 ƴǇƶǇ! ǇǤƶ!ƒ Ǎƞ!ƒǍ ƱǒơǇ!Ǥǈ ƾǇƶǇǒ ǏƦ!ƒ ǇƒƥǒǇ!ƒ Ǒ5 ƴǇƶ!ƒ ǏǀǈǒǈǇǇǈ ǙǫǛǇƒƧǈǍǈ

ǂǒƶǇǤƞ!ƒ ƨǂƒƧǄ!ƒ Ǒ5 ƱǤǈƯǈǙƒǍ ǂǇƒƧƮ!ƒ ǇǇ ǤǍǈ ƨǒǇǒ ƥƥǍ ǛǂǒƶǇǤƞ!ƒ ƘǤǂǇǄ!ƒ

Ƙ!ƒƧǤǇǇǀǖ! ǤǈƶǒƨǍǇ ƇǤǈǇ ǗƶƵ ǈǤǈǀǇ! ǤǇ ǍǈǍ ǛƘǤƶǇǤƞ!ƒ Ǒ5 ǈǈǇ ƧǇǂǇ

.ǂ ơǈ!ƒ ǀƥǇ ƴǗƤ ǤǈƵǤƞƧǇǀƒǍ



ǂǌǀǈ!ƒ	ƥƶ!ƒ	
%91	230	ǂƶǇǤƞ
%9	23	ǑƶǇǤƞ ƨǂƧǇ
%100	253	ƳǍǇƞǇ!ƒ

ǂǈǒƶ!ƒ ƴǒƨǍǂ ƴǇǇǒ 11 ǇƥƧ ƴǍƥƞ

ǂǒƶǇǤƞ!ƒ ƨǂƒƧǄ!ƒ ǍǇ ƘǤƶǇǤƞ!ƒ ƔǀƠ

:ǗǇƴǁǁǁ ǇƒǀǇ ƒƨƟ ǈǇǏǁǁǁ ǛǏǈǈǂ.6-2

ǤǈǇǤǈǤǂǇǫ Ƭ5Ǎ ƧǒǀǇ ƴǂǤǈǈ ǇǇ Ǥǈ! ƥǈǙ ǂǀǀƋǇ ǏǙ ǇǀƠ!ƒ ƧǒǀǇ!ƒ ǇǤǇƯ!

ǍǇ ƥǈǤƶǇ ƩǤǀǇ ǏǇƵ ƨǂǇƧǒ ǂǒƶǇǤƞ!ƒ ƘǤǀǀƋǇ!ƒ ƔǇƸǇ ƧǒǒǀǇǍ ǇǒƱǇǇ5 Ǥǈ5ƒƥǈǇǍ

ǇǒǀǀǇ ǇǇǒ ǈǇǇǇǍ ǛǂǒƶǇǤƞ ǂǀǀƋǇ ƴǂ ǤǈǇǇƯǇ ǑǇ!ƒ ƘǤƮǤƮǇƤǙƒ ƔǀƠ ƘǤǀǂ

ƘǤǒƶǇǤƞ!ƒ ƘǤǀǀƋǇ!ƒ ƴǂ Ǒ55 ǛƘǤǀǂ!ƒ ǎǍǇǀǇ ǏǇƵ ǂǒƶǇǤƞ!ƒ Ƭ5ƒƧǇ!ƒ ƻǇƤǇ

ǂǒƨǂƧǇ!ƒ ǀƧƒƥǙ! ǂƶǈǤǇ ǂǒƨǂƧǇ ƘǤǂǇǄǇ Ǥǈǂǂ‍ǤǈǈǇ ǇǇƯ ƥƞǍǇ ǏƧƒƨƞ!ƒ ƔƧƺ!Ǥǈ

ƔƧǀǇ!ƒ Ɣ!ǤƱ!ƒ ǏǇƵ ƴǈǀǒ ǈǈǈ ƴǍǇƶǇ!ƒ ǇǒǇǇǇ!ƒ ƒƦǈǍ Ǜǂǒǂ!ƒ ǀƥǇƶ! ǂƶǈǤǇ ƘǤǂǇǄǍ

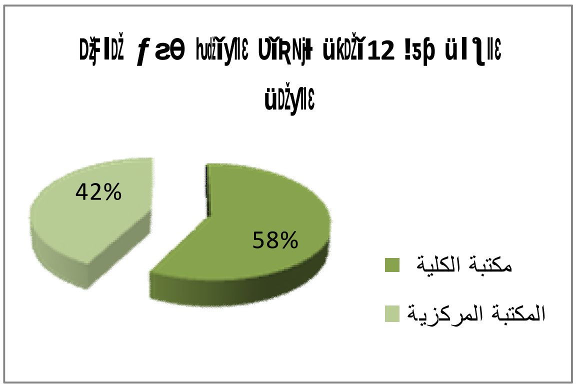
[illegible]

[illegible] 29 [illegible]

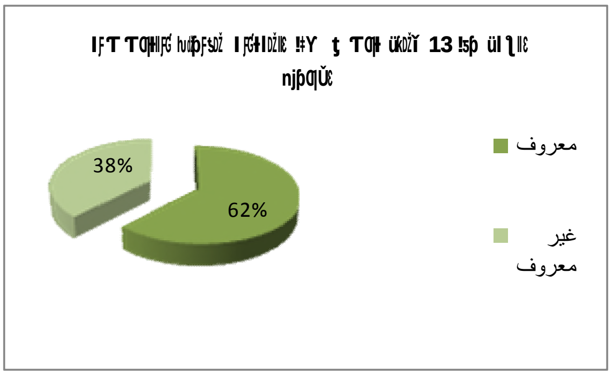
[illegible] %58 [illegible] % 42 [illegible]

[illegible]	[illegible]	[illegible]
[illegible]	146	%58
[illegible]	107	%42
[illegible]	253	%100

[illegible] 12 [illegible]



[illegible]



[illegible]	[illegible]	[illegible]
[illegible]	157	%62
[illegible]	96	%38
[illegible]	253	%100

[illegible] 13 [illegible]

3-2. [illegible]

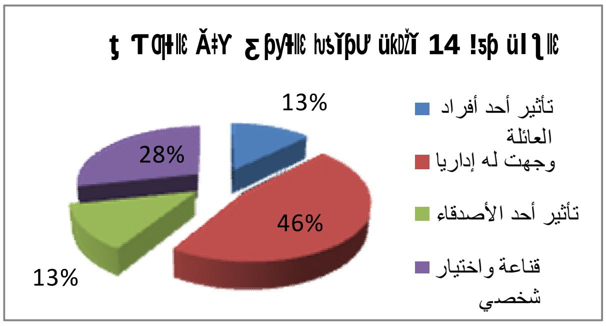
[illegible]

[illegible] 31 [illegible] %48 [illegible]

[illegible] %30 [illegible]

[illegible] . %11

[illegible] %11 [illegible]

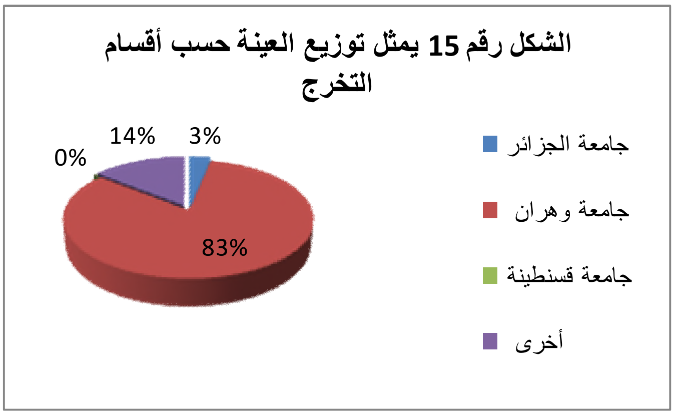


	[illegible]	[illegible]
[illegible]	32	%11
[illegible]	117	%48
[illegible]	32	%11
[illegible]	72	%30
[illegible]	253	%100

[illegible] 14 [illegible]

3-3. [illegible]:

[illegible]



[illegible]	[illegible]	[illegible]
[illegible]	8	%3
[illegible]	210	%83
[illegible]	0	%0
[illegible]	35	%14
[illegible]	253	%100

[illegible] 15 [illegible]

[illegible] :4 [illegible]

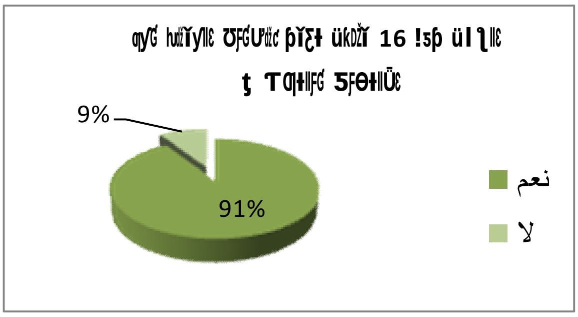
[illegible]

4-1. [illegible]:

[illegible] 16 [illegible] %91 [illegible]

Ǒķ!ƒ łƑ5!ƒ ǈƵ ƻďķPŏ Ďžnjŏȡƨ5 Ŭ ƒ ƮƤķ! Ǐ!ǍŪƒ ƘƓƶ5ɓ!ƒ Ǒ5 ƒǍƞƧƤķ ǈŏƦ!ƒ łƑ5!ƒ Ɠďž ƘpǍ Ǒ5 ȴɓƑƓƪ ƘǉƓǂ Ǒķ!ƒ ƨƓǂ5ŪƓ5 ŬȴƨŏƤŪƒ ƘƒǍǉƪ!ƒ Ǒ5 ƒ ƮƤķ!Ɠƕ ƘȴơķƑ ƻďķPŏ ƻǍƪ ƳƓƕƱǉŬƓ5 ĎžǍŏ!ƒ ȴɓƑƓƪ!ƒ Ɠnjƪ5ǉ ǑǋƘƪŏ! łƶďžƓƞ!ƒ Ǒ5 ƒ ƮƤķ!ƒ ǈƵ ƘƓƮƮƤķ Ǐďž ƒ ƮƤķ!ƒ ƒƦǋ ƨƓķPŏ ƒ ƤƮ!ƒ Ƙďžƶƞ Ǒķ!ƒ ƳƓƕƪŪƒ Ƴƪơ .ăƨƤȡ

ȴ!Ʀ5 Ŭ ƒ ƮƤķ!ƒ ǉǍơ ƓnjƵƓƕƱǉƒ ƨŏŏƺķ Ďžɓƶƕ ƘƕƓƞȡ Ǒķ!ƒ %9 łƕƪǉ Ɠďžȡ ĎžnjnjŏƞǍķ ǉƕȴķ Ǒ5 ɓƒɓƶķƪƒǍ łƕƩƨ ǊJ! ǈǂķ Ďž! ƒ ƓƤƮŪƒ ƇŪƌǋ ǈȡ Ǐ!ǫ Ɠďžķơ ǉƞƨŏ ȴƨŏɓƞ łƲơŭďž ȴƓǉǋǍ ŬłŏƮƤƮ łƵƓǉƿ ǈǍɓ ǊŏďƵ Ưƨ5 ǉƕ Ŭ ƒ ƮƤķ!ƒ ƒƦnj! ǊǋƓǉďž Ǒ5 łŏƨƦƞ Ƙƒƨŏƺķďž ƻƨƶŏǍ ŬƓŏķ5 ǉƒƶŏ Ŭ ƒ ƮƤķ!ƒ ǈȡ Ǒǋ ƨǂƦ!Ɠƕ Ƙƒƨ5ơďž!ƒ ǈďž ɓŏɓƶ!ƒ Ǐďž Ǐ Ǎķơŏ Ǌďƶƞŏ Ɠďžďž ŬƩŏƨɓķ!ƒ ɓƒǍďžǍ ƘƓŏ5ŏǂǍ ǋďžƒƨƕǍ .ăƨƤŪƒ ƘƓƮƮƤķ!ƒ Ǐďž



łƕƪǉ!ƒ	ɓƶ!ƒ	
91%	230	Ďžƶǉ
%9	23	Ŭ
%100	253	ƳǍďžƞďž!ƒ

ƒ ƮƤķ!Ɠƕ ƾƓơķ!Ūƒ ɓƶƕ łǉŏƶ!ƒ ƳƓƕƱǉƒ ǉǍďžŏ 16 Ďžƿƨ ǉǍɓƞ

: ƫ ƮơłȴƑƓ !Ɲ5ƑƟłȴƐ ơƴƓ ĎžǏƓƝǰłƨĎžłƐ ƱƑƓƯďƐ ɓǏƩł ƒƑƓƨƐ.2-4

ǈŏǍǂķ!Ɠƕ ƒǍȴơķ!ƒ ǈŏƦ!ƒ ǈŏǍǍơƕďž!ƒ ĎžƲƶďž ǈȡ ǈŏƕķŏ 17 Ďžƿƨ ǉǍɓƞ!ƒ ǉŭƤ ǈďž łƵƓǉƿ ƾŏƨƱ ǈƵ Ŭ ƒ ƮƤķ!ƒ ǍƞǉǑƕƓƞŏŪƒ ĎžnjƵƓƕƱǉƒ ƨŏƺķ ƘƓƕķǂďž!ƒ ĎžďƵ Ǒ5 Ɠďžɓǉƶ łƕďƱ!ƒ ǉ!ƓƩȡ ǈȡ Ǐ!ǫ ǉƞƨŏ ƒƦǋǍ %43 łƕƪǉƕ ǊǉƵ ƘƨƕƵ Ɠďž ǍǋǍ łŏƮƤƮ ǉǍơ ȴƨǂ5 Ǐǉɓȡ ǈǍďžďžŏơŏ Ŭ ĎžǋǍ Ŭłŏƶďžƞ!ƒ ƘŭŏƞƪķƒǍ ǊŏƞǍķ!ƒ ȴƨķƕ ǈǍƨďžŏ Ɠďž ƒ ƮƤķ Ǒ5 Ǌŏȡƨƨŏŏƺķ ǉ!ƓƱ ǏŬ ǈǂďžŏ ĎžƓŏŪƒ ƨǍƨďž ǉďž ǈǂ! ŬǈŏƶďžƒƮƤķ .ǉƕƿ ǏƦ ǈďž Ǌŏ5 ǉǍƩƨďž ƨŏƩ ǈƓǂ Ǎ!Ǎ

ǉƕƪ! ƒ ƮƤķ!Ɠƕ Ɠnjƿ ƓơķƑ ɓƶƕ ƓnjƵƓƕƱǉƒ ƨŏŏƺķ ǈƵ ƘƨƕƵ Ǒķ!ƒ łƕƪǉ!ƒ Ɠďžȡ ƓƪǍƨɓ ȴƨďž ǉǍŬ ǉ!ƓƱ!ƒ Ǐȴďžķŏ Ɠďžɓǉƶ ǉƓơ!ƒ łƶŏƕƱƕ5 ¡%27 ǉǍďžķ5 ǋďžƒƨƕ!ƒ łŏƵǍǉ

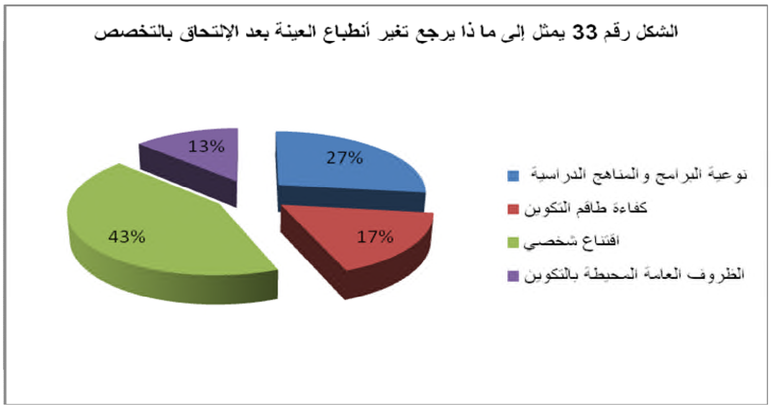
Ĭ ĭƵ Ɣ!ƓƱ!ƒ ƴƞƬő ĭ ĂǇƓĂ!ƒ ǇƋĂǂƙ!ƒ Ő5 ƝǇƵ ƻ ĭƙƤő ƱďǇǇƞ ǂƶďƓƞ!ƒ Ő5 ƘƒƧƜƓơďĂ .ŐƶďƓƞ!ƒ ƉƓƲǇ!ƒ Ő5 ƓƝƥƞő ŐƘ!ƒ ǂőƧơ!ƒ ƴď ǂƪƒƦ!ƒ

ǇďƜ ǂƪƒƦ!ƒ Ĭ ĭƵ ǂƙĭƱ!ƒ ƴőƞƬƙ Ő5 ƉƞǆĎ ƧĂƥ ǇƋĂǂƙ!ƒ ƉƥƓƱĂ ƖƦƙƓƪǖ! ƉƥƓƱ!ƒ ǇǂďƙƓďǂ ƒƥƞ ǂő!ƓƵ ǇƋĂǂƙ!ƒ ƉƥƓƱĂ ƖƓ5ǂ ƘǇƓǂ ƓďǂĭǂƵ ǕƦƤơ Ĭ ĭƵ ƒ ƬƤƙ ƻƧƓƶď!ƒĂ ƘƓďĂĭƶď!ƒ ƴǔƤ ǇƋď5 ǕƠőơƬ Ʃǂƶ!ƒĂ ǕǂƙĭƱ!ƒ ǇƋď ƧƙǂƉ ƥƥƵ Ɣĭƞ ǇƋď ƧőƺƘ Ő5 ƓőƧǊĂƞ ƓƙƗƙ ǁ!Ʀ ƴƶƞő Ǖǂƙ ĭƱ!ƒ ǇƋĂǂƙ!ƒ ƉƥƓƱ ƓǊƙ ƥƉő ŐƘ!ƒ ƘǕǊǇƋƉď!ƒĂ .%17 ǂƙƗǇƙ ǇƋĂǂƬƙď!ƒ ƝǇƵ ƧƙƵ ƓďĂ ĂǊǇĂ ƒ ƬƤƙ!ƒ ƴĂơ ƉǊƑƒƧƉ

ƴĂơ ƓǇƵƓƙƱǇ ƧőƺƘ Ɣƙƒ ǇƓǂ ǂǇőƵ!ƒ ǇďƓ %13 ƝƘƙƗǇ Ɠď ǇƉ ƥƞǇ ƓďǇőƙ ƧďŐ ƻĂƗ Ɣ!ƓƱ!ƒ ǇǂƧ ƓǇơ ƓǇƧǂƦ ƓďĂ ǕǇŐĂǂƙ!Ɠƙ ǂƱőơď!ƒ ƻĂƧƲ!ƒ ĂƝ ƒ ƬƤƙ!ƒ ƘƒƧƜƓơďƒ ƉƓƲǇ ǇƋď5 ƝŐƥ! ƻĂ!ƋďƧő ǇƋĂǂƙ!ƒ ƉƓƲǇ ƴĂơ ǕŐǎƬ5ď Ƨőƺƙ Ĭ ĭƵ ŐƘ!ƒ ƻĂƧƲ!ƒ ǇƋď ǁ!Ʀ ƧőƐ Ĭ!ƥ ǕǂőƶďƓƞ!ƒ ƘƓďƥƤ!ƒ ƉƓƲǇĂ ƖƧƒƥŰƒ ƉƥƓƱ!ƒ Ĭ!ƥ .ǇƋĂǂƙ!ƒ Ő5 ǂőƧơ!ƒ ǇďƓ ƳĂǇƙ ƧƶƬő Ɣ!ƓƱ!ƒ ƴƶƞƙ

ǂƙƗǇ!ƒ	ƥƥƶ!ƒ	
%27	82	ǂőƗƒƧƥ!ƒ ƝǇƓǇďƒĂ ƝďƒƧƙ!ƒ ǂőƵĂǇ
%17	53	ǇƋĂǂƙ!ƒ ƉƥƓƱ ƖƓ5ǂ
%43	132	ŐƬƤƬ ƳƓǇƙƐ
%13	36	ǇƋĂǂƙ!Ɠƙ ǂƱőơď!ƒ ǂďƓƶ!ƒ ƻĂƧƲ!ƒ

ƇƒƧƉ ǇőƙƜ 17 ƉƥƧ ƴĂƥƞ!ƒ Ɣƙǂƙ ƴĂơ ǇƋĂǂƙƙď!ƒ ƥƶƙ ƉǇƵƓƙƱǇƙ ƧőƺƘ . ƒ ƬƤƙ!Ɠƙ ƉǇƉƓơƙ!ƒ


الشكل رقم 33 يمثل إلى ما ذا يرجع تغير أنطباع العينة بعد الإلتحاق بالتخصص

:DžĬƝǰIǂǁƐ ƔƥƚƸ Ĭƺ ƛDžƐƥƓǁƐ ǛƝǰƟ DžĬƘƝǰƟƓDžǁƐ ƱƑƓƱđƐ.3-4

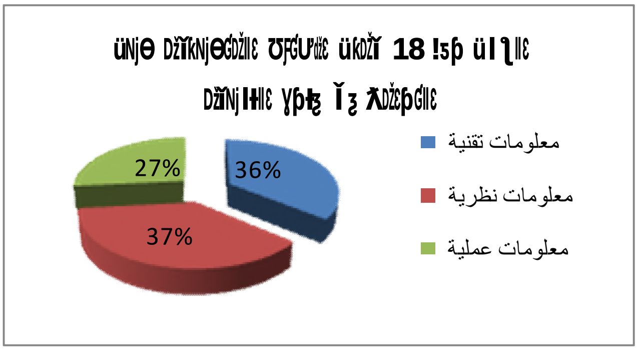
Ĭ!ǫ ƝƝǰƓǈǰđž!ƒĂ ǈǰŏĂǂƙ!ƒ ƝđžƒƧǀ ƘƿĂ ǉǂ Ŏ5 ƓđžƑƒƥ ƴƯƤƙĂ ƘƸƯƤ ƘƒƥƓƝǰƬ!ƒ ƳĂǈǰ ƔƪơĂ ƓƝǰƘƓǀƱƙđžĂ IƨƘ5 ǉǂ Ɣƪơ ǁ!ƦĂ ƘƒƨŏŏƺƘ!ƒĂ ƘǕŏƥƸƘ!ƒ Ŏƙđƙ ăƨƞƙ Ŏƙ!ƒ ƘǕŏƥƸƘ!ƒĂ ƘƒƨŏŏƺƘ!ƒ ǉǰƦƝǰ5 ǛǈǰŏĂǂƙ!ƒ ƘƓƪƪđđž ƓƝǰơǈǰđžƘ Ŏƙ!ƒ ǈǰŏơ ǈǰđž ƚƥơƙ Ŏƙ!ƒ ƘƓơǕƬǗƒ ƴđž ƓŏƬƓđžƘ ƒƦǂ ĂD ǉƺƬ!ƒ ƫĂƪ ƘƓǀǉƱƙđž! ƚǀƓƞƙƪƒ ƚ5ǉƘƤđž!ƒ ƓǈǰƘƪƒƨƥ ƚǈǰŏƵ ƘƓƵƓǀƱǈǰƒ ĬǉƵ ƓǈǰƼƨƸƘ ƻƥƝǰǀĂ Ǜ ǈǰŏĂǂƙ!ƒ ƚđžĂƲǈǰđž Ŏ5 ƨƤǗ .ǈǰŏĂǂƙ!ƒ IƨƘ5 ƇƓǈǰĂƒ ƝđžƒƧǀ!ƒ ǉĂơ ƓƝǰƑƒƨƈ ǈǰƵ

IƨƘ5 Ŏ5 ƝđžƒƧǀ!ƒ ǉĂơ ƚƪƒƨƥ!ƒ ƚǈǰŏƵ ƳƓǀƱǈǰƒ ǉǉđžŏ ĬƦ!ƒ ǉĂƥƞ!ƒ ǉǕƤ ǈǰđžĂ ǛƚŏǈǰIƘ!ƒĂ ƚŏƨƲǈǰ!ƒĂ ƚŏđžǉƸ!ƒ ƘƓđžĂǉƸđž!ƒ ǈǰŏǀ ƠƞƨƙƘ ƘƓǀƓƞǗƒ ƘƇƓƞ ƥI5 ǛǈǰŏĂǂƙ!ƒ Ʃ5ǈǰ Ŏ5 ƚǕǉ ĂD ǈǰŏƘǀƓƞǫ ƨƓƘƤŏ ǈǰD ǈǰǂđžŏ ĬD ƘƓǀƓƞǗƒ ƥƥƸƙđž ǉƒƋƪ!ƒ ǈǰD ƓđžǀĂ ǈǰD Ĭ!ǫ ƴƞƒƨ ƒƦƝǰĂ ƚŏƨƲǈǰ ƘƓđžĂǉƸđž ƓƝǰǈǰD ĬǉƵ %37 ƝǰƘǀƪǈǰ Ɠđž ƨǀƵ ƥI5 ǛƘƿĂ!ƒ

ƭ ƓƤ!ƒ ǉĂǕƒ ǉƬ5!ƒ Ĭ!ǫ ƳĂƞƨ!ƓǀĂ 2000-1990 ǈǰđž ƘƒĂǈǰƪ!ƒ Ŏ5 ƝđžƒƧǀ!ƒ ƘǈǰƓǂ ǈǰǫĂ ĬƘơ ǛĬƨƲǈǰ!ƒ ƔǈǰƓƞ!ƒ ƓƝǰŏǉƵ ĬƺƱŏ IƨƘ5!ƒ ǉǰƦƝǰ ƝđžƒƧǀ ǈǰƷ5 ǈǰŏĂǂƙ!Ɠǀ .ǈǰŏĂǂƙ!ƒ Ŏ5 Ʃ!Ɠǀ!ƒ ǉǰƨŏƛƙƙ ƝƝ! ǈǰƓǂ ƨŏƱƙƙ!ƒ ƔǈǰƓƞ ǈǰD Ǖǫ ƘƓIŏǀƱƘ ǁƓǈǰƝǰ

ǈǰđž IƨƘ5!ƒ Ʃ5ǈǰ5 %36 ƚǀƪǈǰǀ ƚŏǈǰIƘ ǈǰŏĂǂƙ!ƒ ƝđžƒƧǀ ǈǰD ƘƙƘƨƒ Ŏƙ!ƒ ƚǀƪǈǰ!ƒ ƓđžD Ŏƙ!ƒ ƘƒƥƓƝǰƬ!ƒ ǈǰǕ ǛŎǈǰIƘ!ƒ ƔǈǰƓƞ!ƒ ĬǉƵ ǈǰĂǈǰĂǂđž!ƒ ƨǂƨ ƓƝǰƘIǀƪ Ŏƙ!ƒĂ ǈǰŏĂǂƙ!ƒ ƨŏǂƨƘ!ƒ ǈǰƓǂ Ŏ!ƓƘ!ƓǀĂ ǛƘƓƘǂđž!ƒ DžǉƵ Ŏ5 ŎđžƓƪ ŎǈǰIƘ IƥƓƝǰƬ ǈǰƵ IƨƓǀƵ ơǈǰđžƘ ƘǈǰƓǂ ǈǰǀ ƥŏ5ƘŎƙ!ƒĂ%27 ƚǉǈǰđžđž!ƒ ƚǀƪǈǰ!ƒ ƓđžD ƚŏƸđžƓƞ!ƒ ƘƓƘǂđž!ƒ Ŏ5 ƚŏǈǰIƘ!ƒ ǉƓđžƵǕƒ ĬǉƵ

ĬǉƵ ǉƥŏ ƒƦƝǰ ǛǈǰŏĂǂƙ!ƒ IƨƘ5 Ŏ5 ƚŏǉđžƵ ƘƓđžĂǉƸđž ǈǰƵ IƨƓǀƵ ƘǈǰƓǂ ǈǰŏĂǂƙ!ƒ ƝđžƒƧǀ ŎǈǰŏIǉƘ!ƒ ƔǈǰƓƞ!ƒ ĬǉƵ ĬƺƱƘ ƘǈǰƓǂ ƘƓƘǂđž!ƒ ǉƤƒƥ ƚŏǉđžƸ!ƒ ƔŏƨƥƘ!ƒ IƨƘ5 ǈǰD IƥƸǀ ƨđž ǈǰŏĂǂƙ!ƒ ǈǰD ĬǉƵ ǉƥŏ ƓđžđžĂ Ǜ ƘƓƞƨƥđž!ƒĂ ƘƓƵƓI!ƒ ǉƤƒƥ ƚŏƨƲǈǰ!ƒ ƩĂƨƥǉ! .ƚơĂǈǰđžđž!ƒ ƘƒƥƓƝǰƬ!ƒ Ɣƪơ ƝđžƒƧǀ!ƒ ǉǰƦƝǰ ǉǕƤ ǈǰđž ǉơƒƨđž



	[illegible]	[illegible]
[illegible]	111	%36
[illegible]	115	%37
[illegible]	82	%27

[illegible] 18 [illegible]

4-4. [illegible] :

[illegible] %69 [illegible].

[illegible].

[illegible].

[illegible].

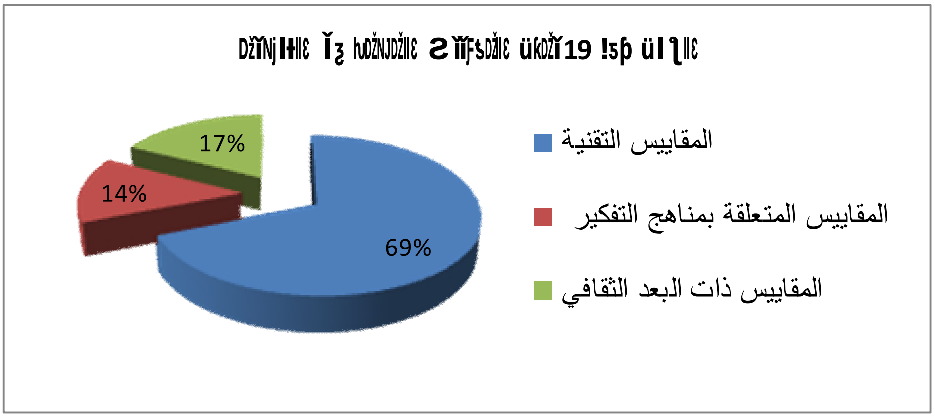
[illegible] %14 [illegible]

[illegible]

[illegible] %17 [illegible]

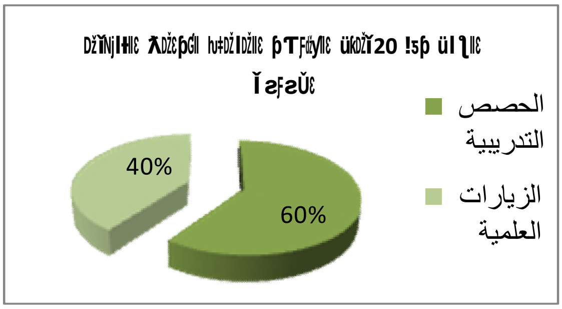
[illegible]	[illegible]	
%69	206	[illegible]
%14	41	[illegible]
%17	52	[illegible]

[illegible] 19 [illegible]



4-5. [illegible]:

[illegible]



	[illegible]	[illegible]
[illegible]	165	%60
[illegible]	110	% 40

[illegible] 20 [illegible]

[illegible]:5 [illegible]

[illegible]

[illegible].1-5

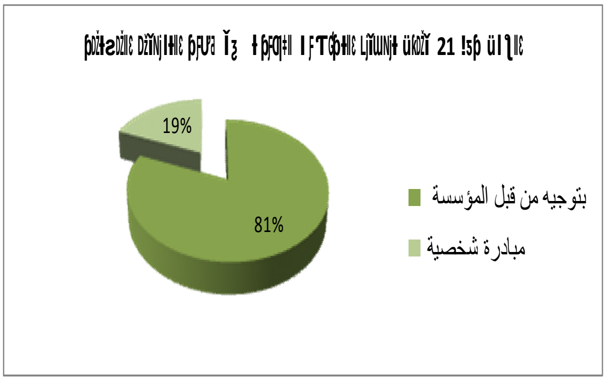
[illegible]

[illegible] 20 [illegible] ¡%81 [illegible]

[illegible].

[illegible] %40 [illegible]

[illegible]



[illegible]	[illegible]	[illegible]
[illegible]	205	%81
[illegible]	48	%19
[illegible]	253	%100

[illegible] 21 [illegible]

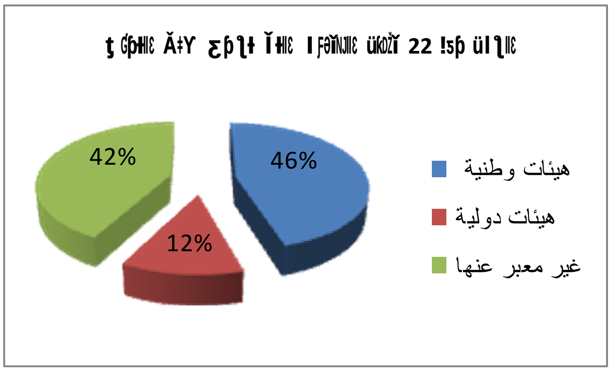
[illegible] .2-5

[illegible] 21 [illegible] %45 [illegible]

[illegible] %13 [illegible]

[illegible] %42 [illegible]

[illegible]



[illegible]	[illegible]	
%45	115	[illegible]
%13	31	[illegible]
% 42	107	[illegible]
%100	253	[illegible]

[illegible] 22 [illegible]

: [illegible] .3-5

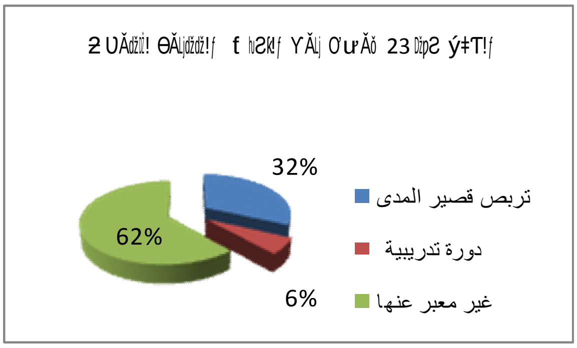
[illegible] %32 [illegible]

[illegible] %7 [illegible]

[illegible] %60 [illegible]

[illegible]

[illegible]

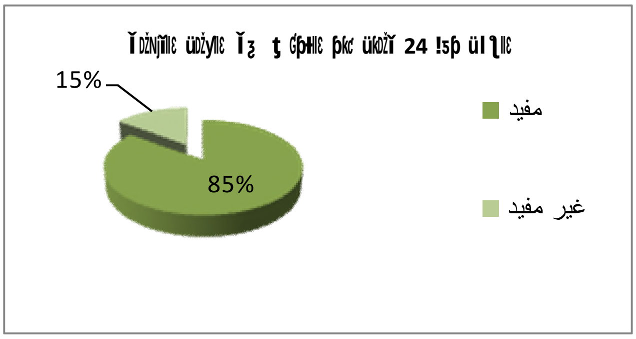


[illegible]	[illegible]	[illegible]
[illegible]	81	%32
[illegible]	16	%7
[illegible]	156	%61
[illegible]	253	%100

[illegible] 23 [illegible]

:[illegible] .4-5

[illegible] 24 [illegible] %85 [illegible] %15 [illegible]



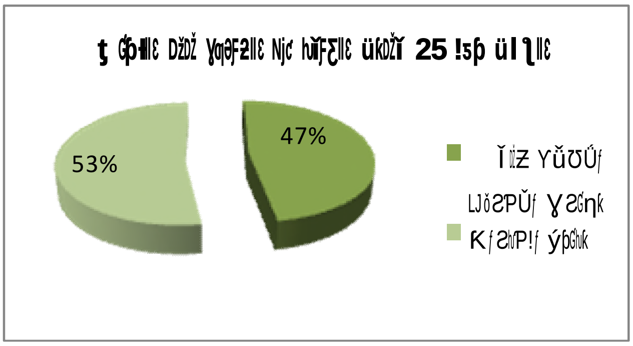
ƚǚƪǀ!ƒ	ǫǫz!ƒ	
%85	216	ǫǒƽdž
%15	37	ǫǒƽdž ƧǒƸ
%100	253	ƳǍdžƞdž!ƒ

ýdžz!ƒ Ǒƽ ƒ ǚƧƙ!ƒ ƧǍƒ ýǍdžǒ 24 DžƿƧ ýǍǫƞ!ƒ ƵƲǍdžǁ! ǑdžǍǒ!ƒ

: ƫ ǴǫǂƝ DžǞDž ǷǬǝƑƵƝ Njǀ ǚǏƑƐƝ .5-5

Ǵnjǉdž Ư ƧƺƒǑ!Ǵz!ƒ DžǒǏzƙ!ƒ ƘǴƪƪǡdž Ǵnjơǉdžƙ Ǒƙ!ƒ ǟǫdž!ƒ ǀƧǒƮ ƿ ƘǴƮǚƧƙ!ƒ ǫǉƵ NJǉǐ Ǖǫ ÜƵƧǴzdž!ƒ ǫǒǫƞƙǍ LJǒƧƤǕƒ ƳƧǴƞƙ ǏǁƵ ƳǕƱǕƒǍ ƘƒƧǚƤ!ƒ ýǫǴǚƙ LJdž ƚǒǴƺ!ƒ ýǍơ LJǒǚǍƞƙƪdž!ƒ ǏDžƧ ƳƨǍƙ ǫƽ ǁ!ǭ LJƵ ƚƪƒƧǫ!ƒ ƚǉǒz! ǴǉǚƒǍƞƙƪƒ Ǵdž Ǐ!ǫ ƒ ǚƧƙ!ƒ LJdž ǀǫƑǴƽ!ƒ ǍDž ƚǒǴƺ!ƒ LJǒǚǒ ǏǭƒƒƮ 25 DžƿƧ ýǍǫƞ!ƒ Ƴƪơ ƒ ǚƧƙ!ƒ ƳǴǚ ǴnjƪǕƒ Ǒƙ!ƒ ƘǴƪƪǡdž!ƒ LJdž LJǒƧƤǕƒ ƳƧǴƞƙ ǏǁƵ ƳǕƱǕƒ Ƶǫnj! %47 NJǚǚƪǉ ýǀǉ ƘƿǍ!ƒ Ƹƽǉ ǑƽǍ ÜǑƞǍ!ǍǉƚƙƒǍ ǑdžǁzƙƒǍ Ƨǒǒƪƙƒ Ǒƽ ýǒǍƱ ƧǴƪdžǍ . % 53 ƚǚƪǉǚ LJǒǍǍơǚdž!ƒ NJǉƵ ƧǚƵ Ǵdž ǍNjǍ ÜDžnjƙƒƧǚƤ LJdž ǀǫǴƽƪǕƒǍ ƘƒƧǚƤ!ƒ

ơƙƽǒ Dž! Ǵdž ƚǀzdžǍ ƚǉǍNjƧdž ǏǀǚƙǀǫǴƽƪǕƒǍ ƒ ǚƧƙ!ƒ ƚ!ǴƪdžLJǐ Ǖǫ ƚơǴƙǫǍ ƚǒzdžǴƞ!ƒ ƘǴǚƚdž!ƒ ýǴdžz! ƳƒǍǚǕƒ ƚǒzdžǴƞ!ƒ ƘǴƪƪǡdž!ƒ LJƵ LJǒ!ǍƑƪdž!ƒ ǏǀǚƙǀƧǍƧư!ƒ ǉǭNj LJǒ!ǍƑƪdž!ƒ ýǒ Dž! ǴdžǍ Ü ǀǀ!ǭ! ƚdžƨǕ!ƒǍ ƚǒƧǍƧư!ƒ ƘǴǉǴƙdžǕƒ Ư zǚǚ ýdžƪǉ Ǵdž ƧǒƿƚǍ ÜƚǀƺƙƪdžƧǒƸ ƚǒǉNjǭ ƚƽƧzdž ǫƧƞdž ƚǚƪƙdž!ƒ ƘƒƧǚƤ!ƒ ǀǀǏƙ ƳƒǫƙǚǕ! ýǴƞdž!ƒ ơƙƽ ǏǀƵ LJǒƽƲǍdž!ƒǍ LJǒ!ǍƑƪdž!ƒ LJǒǚ ƚǫơƙ Ǒƙ!ƒ ƘǕǴƚƮǕƒ ƳǍdžƞdž!ƒ ýǍǁǒ ýǫƒǍ!ƒ Ƶƪǚ! LJƚ! ǕƚǒzdžǴƞ!ƒ ƚǚƙdž!ƒ ơ!ǴƮ! ƚƽƧzdž!ƒ Ǒƽ ƧǴdžǍƙƪǕƒǍ.

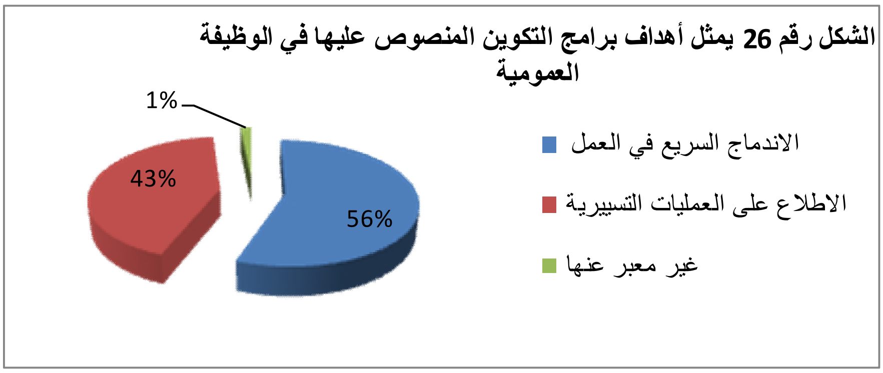


ƚǚƪǀ!ƒ	ǫǫz!ƒ	
%47	140	ƳƧǴƞƙ ǏǀƵ ƳǕƱǕƒ LJǒƧƤǕƒ
%53	155	ƘƒƧǚƤ!ƒ ýǫǴǚƙ

ƒ ǚƧƙ!ƒ LJdž ǀǫǴƽ!ƒ ýǍdžǒ 25DžƿƧ ýǍǫƞ!ƒ

[illegible]	[illegible]	[illegible]
[illegible]	141	%56
[illegible]	108	%43
[illegible]	4	%1
[illegible]	253	%100

[illegible] 26 [illegible]



5-7. [illegible]:

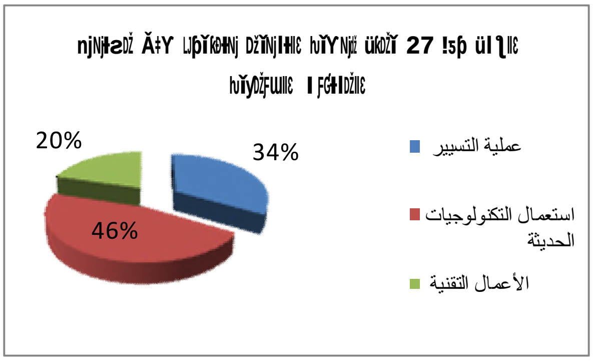
[illegible] %46 [illegible].

[illegible] %43 [illegible] %20.

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	109	%34
[illegible]	150	%46
[illegible]	66	%20



[illegible] 27 [illegible]

5-8. [illegible]:

[illegible]

[illegible] %80 [illegible]

ƥƥƵ ƗǒơLJdž ÜȠƲLj!ƒ ǇdžǩǂǒDž! ǇƒƨŮ ƒ ƮƤǩ!ƒ LJD ǎƧD ǑLjLjD ŮǪ

ǦLjǒĂǂǩ DžnjLjǒĂǂǩ ǇȠD LJdž ÜǂǆǃƱ!ƒ ƇŰƋnj! Ǒ5Ǵǂ!ƒ ƧǒƱǡǩ!ƒ LJĂLjdžƲǒ LJǒǪ!ƒ LJǒLjĂǂdž!ƒ

NJLjǂdžǒ Ů ƒ ƮƤǩ!ƒ Ǒ5 ǦǒǆƵ!ƒ ƘǦƪƒƨƥ!ƒ Ǒ5 LJǒȠƧƤǩdž!ƒ ƥƥƵD LJD DžǆƵ!ƒ ǇdžǦǒƖǒơ

ƘǦƵ5ƥ ƥƥƵ LJǒǆǒ 20 DžƿƧ ǇĂƥȠ!ƒ ƧƱLjD) ƧǒƱǡǩ!ƒ Ǒ5 ƥĂȠĂdž!ƒ ƨȠƵ!ƒ ƗǒƱƺǩ

ǑLjǦƵǩ ǑNjĂ ÜƘǦǒŰĂ!ƒ ƻǆǩƤdž ǎĂǩƪdž ƗǆƵ(DžƪƖ!ƒ LJdž ƗȠƧƤǩdž!ƒ ǦǒǆƵ!ƒ ƘǦƪƒƨƥ!ƒ

.DžLjǦƺǩƪdžĂ ƩǦǆƵǆǆ ƗƥǒƪǑǩǒŰĂ ƧƒƧƸ ƗǆƵ ƧǒƱǡǩ!ƒ Ǒ5 ƧǒǆǂǇǂƬdž LJdž

ƥơƒĂ ǪǦǩƪǡǆ ǂƑǦdž!ƒ ƾĂ5ǩ ƥƒƥƵǡǆ ƘǦǆǩǂdž!ƒ DžǆƵ Ǒ5 ƘǦƵ5ƥ LJĂǂǩ LJD ǇƖƵǒ ǚ5

ǦdžǒdžÜƩLjǦƪǒǆ!ƒ ǎĂǩƪdž Ǒ5 LJǒǂƧǦƬdž ƖǪǩǦƪǡǆ ǂLjǦƵǩƪŰƒĂ ƒ ƮƤǩ!ƒ Ǒ5 LJǒǪǦǩƪD ĂD

ǎĂǩƪdž LJdž ƱơǒDžǦƪƥŪƒĂ ƥNjǦƵdž!ƒ ƥƥƵǩ LJD ƗǆƵ ƘƧǆƵ Ǒǩ!ƒ ǂƑ5!ƒ ƗDƧ ǇƵȠǒ ƥƥ

ƘƒƧƒƧƖǆĂ ǑƑƒĂƬƵ ǇǂƬǆ ƘǦƮƮƤǩ ƠǩƼ LJŰ ÜƔƒĂƮ ƗǆƵ %6 ǂǆƪLjǆ LJǒĂǂǩ!ƒ

ƥƥ ƧdžD ƧǒƱǡǩ!ƒ ƗǒơLJdž ǂǒƧƬǆ!ƒ ƘǦǒLjǦǂdžǘ! ǂƪƒƧƥĂ ƾǆƪdž ƧǒƲơǩ LJĂƥ ǂǒ!ǦȠǩƧƒ

LJƵ ǦNjƧǒǆƵǩǆ Ă!Ă %14 ǂǆƪLjǆ ǂƑ5!ƒ ǂǒƖǆ NJLjƵ ƧǆƵ Ǧdž ĂNjĂ ÜNJǩǒƥƒƥƮdž LJǒĂǂǩ!ƒ ƥƖ5ǒ

.LJǒĂǂǩǆ! ǂǒƥƒƥƮdž!ƒ ƔǦǒƸ ǂdžǆǂǆ Ƙ5ǩǂƒ Ǉǆ ÜǇƒƋƪ!ƒ ƗǆƵ ǂǆǦȠŰƒ DžƥƵ

ƔƧƺ!ƒ ǎĂǩƪdž ƗǆƵ NJƪ5Lj ƟƧƱǒ LJǒLjĂǂdž!ƒĂ ƧǒƱǡǩ!ƒ ǇǂƬdž LJD ƧdžŰƒ ǇƥƒĂ Ǒ5Ă

ƔĂLjȠ!ƒĂ ƾƧƬ!ƒ Ǒ5 ǇǦǂƬŰƒ ƒǪNj ƟƧƱǒ Ů ǦdžLjǒǆ ÜǑǆƧƺ!ƒ ƔĂLjȠ!ƒĂ ƗƧƑƒƨȠ!ƒ

ljƒƧĂǩǂƥ!ƒĂ ƧǒǩƪȠǦdž!ƒ ǂǆdžơ LJdž Ǧnjǆ Ʃǡǆ Ů ƘǦƵ5ƥ ǂdžǅ NJLjŰ ÜƱƪĂ!ƒĂ ǑƥƧƬ!ƒ

Ƙ5ƥĂǩ LJƒƧNjĂǆ ƘǦǆǩǂdž!ƒ DžǆƵ DžƪƖ5 Ü(ƥ Dž Ǉ) DžǦƱLj ĂD Ǒǂǒƪǚǂ!ƒ DžǦƱLj!ƒ Ǒ5 ƇƒĂƪ

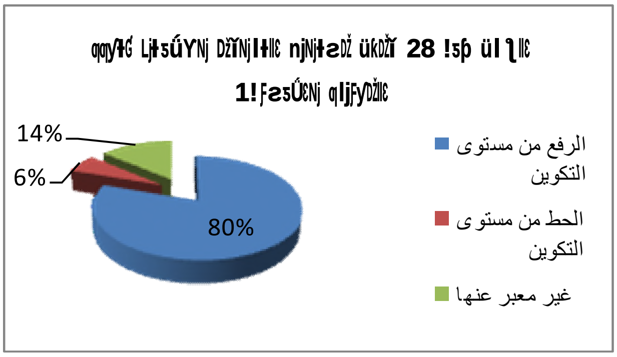
Dž! (ƥ Dž Ǉ) ǂ!ǦĂ!ƒ ƧĂƱ!ƒ Ǒ5 LJǒĂǂǩ!ƒ ƘǦƵ5ƥ Ƙ!ƒƨŰĂ ƒƧǂǆdž ƜƧƥǩ!ƒ ƥƵǆ Ǧdž ƘǦƵ5ƥ

DžƪƖ!ƒ ƖƧƒƥǪ ƗǆƵ ǑƵƥǩƪǒ Ǧdždž ƱƖ5 ƧǩƪǦdž!ƒ ǎĂǩƪdž Ǒ5 ĂNj Ǉǆ ÜƥƵǆ ǦnjǒǪ ǇƮǒ

ĂD ƒ ƖLj!ƒ ƖƖƧƒƥǩ! DžǒƥƖ!ƒ ƧǒǩƪȠǦdž!ƒ DžǦƱLjǆ ƥƥȠ ƘǦƵ5ƥ Ǧdžǫ ÜLJǒĂǂǩ ĂȠLj ǦǒƥȠ ƧǒǂƼǩ!ƒ

LJǂdžǩǒ Ɨǩơ ƥ Dž Ǉ ljƒƧĂǩǂƥ ǂ!ǦĂ!ƒ ƧĂƱ!ƒ Ǒ5 LJǒĂǂǩǆ! ƔƮǦLjdž ƠǩƼ Ǒ5 ƳƒƧƪŰƒ

ƗƧƑƒƨȠ!ƒ ƔƧƺ!ƒ ǎĂǩƪdž ƗǆƵ ǇȠƪdž!ƒ ƨȠƵ!ƒ ƗǒƱƺǩ LJdž



[illegible] :	[illegible]	[illegible]
[illegible]	203	%80
[illegible]	15	%6
[illegible]	35	%14
[illegible]	253	%100

[illegible] 28 [illegible]

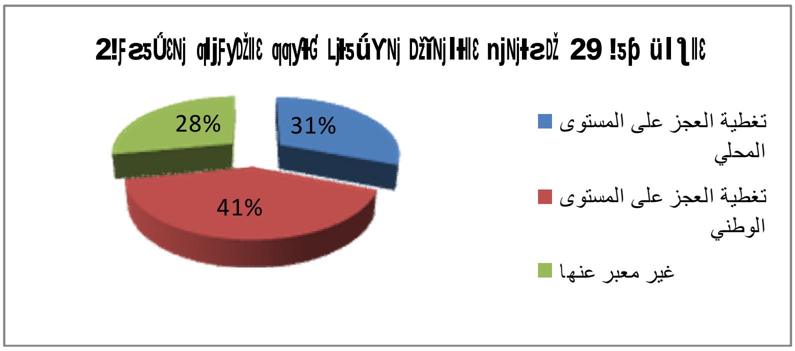
1[illegible]

[illegible] %40 [illegible] %31 [illegible]

[illegible] %29 [illegible]

[illegible] :	[illegible]	[illegible]
[illegible]	78	%31
[illegible]	104	%40
[illegible]	71	%29
[illegible]	253	%100

[illegible] 29 [illegible] 2



:ǂƥǪǂƖƸ ǪƴƓ ƑDž ǀƑƽƓƑƨDž Ǐƺ ǁǀƥƑǀDžǍƖƸ .9-5

ƾDžƶǩDž!ƒ ǷƒƋǀ!ƒ ƟƨƱ DžǌǁǍƶ Ɠǈ!ǍƓơ ǂǈǁƶ!ƒ ƥƒƧƽ ƧƵƓƬDž ǂƸƥƸƥ Ƿƞƒ ǇDž ƓDž ǇƉ ƥƞǈ 30 DžƥƧ ǷǍƥƞ!ƒ ǷǗƤ ǇDžƽ ǕǗƧƥǩ!ƒ ƥƶǁ ƓDž ƘƓǀǁƓǀDž Ǒƽ ƘƓǂƧƓƬDž!ƓǁǁǀǀǍ ǕǗƧƥǩ!ƒ ƥƶǁ ƓDž ƘƓǀǁƓǀDž Ǒƽ ǂǂƧƓƬDž!ƒ Ǒƽ ǂǁƸƧ DžǌǁƥǍ ƘǀǍ! %62 NjǨǁǀǈ ƩDžƤ ƱǀƽƑǈǍǂ ƥƥ ƘƓǁǩǂDž!ƒ DžǁƶDžǀƽ ǕƳƧƺ!ƒ ăǍǩǀDž ǏǁƶƑƘƓǀǁƓǀDž!ƒ ǈǫNj ǂǁ!ǈǍǍǂǩ!ƒ ƘƓǍƑƓƬơǀǁ ƒ ƓƤ!ƒ ǷǍƥƞ!ƒ ƧƱǈƒ) Dž ǀ!ƒ ƟƓǩǩƽƒ ǪǈDž ƧǍǩǀƞƓDž!ƒ Ǒƽ ƘƓƶƽƥǂǈƧƓǀDž ƒƥƞ ǂǍǍƥ ǑNjǍ ǕƓǈDžǍǍ Ǐ!ǫ (ǈƒƧNjǍǁ ƘƓǁǩǂDž!ƒ DžǁƶDž Ǒƥ Ǒƽ ǕƧƥǩ!ƒ ƥƶǁ ƓDž!ǷƶƞǍ ƓDžƓDž ƘƓƶƽƥ!ƒ ǈDž ƥǍƶ!ƒ ƒǍǈǍǂ ǈǍǪ!ƒ ǕǂǈǍƱǈǀƥǍ ƧƑƨƞ!ƒ DžƓǀƥDžǍ ƥNjƓƶDžǁ

.ƱǀƽƳƧƺ!ƒ ăǍǩǀDž ǏǁƶƟƨƱǍ ǈǍǍǂǩ!ƒ ƧǍƱǩ Ǒƽ ƨƞƶ!ƒ

ƧǍǩǀƞƓDž!ƒ ƘƓǀǁƓǀDž Ǒƽ ƓDžƑƥ ǁǁƧƓƬǩƽ ǕǂǁƸƧ!ƒ ƓǌǁƥǍ! Ǒǩ!ƒ %38 ǂǁǀǈ ƓDžƉ ƓǈNjǍ ƘƓǀǁƓǀDž!ƒ ăƥơǫ Ǒƽ ƟƓƞǈ!ƓǁƓNjƥǍǌƞDž ǷǂǂǩǍ Ʊơ!ƒ ƓǌƺƶǀǍ ǑǩƑƒ ǂǍǀ!ƒ ǂǀ!ƓƽƽǍ

.Ǒ!ƒǍDž!ƒ ǷƒƋǀ!ƒ Ǒƽ NjǈƶƓǂǁƓƞǗƒ ǇǂDžǍ ƧƤƓ ǗƓǂƬǫ ƟƨƱǍ

Dž ǷƓǀDžƓƱǈǁ ǈǍǍǂǩ!ƒ ǂǍƒƥǁǍ ǕǍǂǍǀǗǂ!ƒ DžƓƱǈ!Ɠǁ ǈǍǍǂǩ!ƒ ƺƥǍǩ ƺǀǗ! ǈǂ!

ƘƓƶƽƥ ǈǍǍǂǩ Ǐ!ǫ ǷǍƬǍ!ǍǍ ǈǍǍǂǍǂDž Ǐ!ǫ ǂƞƓơ!ƒ ǈǍǁ ǀƧǍǁǂ ǀƧǩƽ!ƒ ǷƶƞǍ ƺǍǀ (ƥ

Ǘ ƒ ƬƤǩ!ƒ Ǒƽ ǀǫƓǀǂ ƺǍƱǍǩ!ƒ DžǌǈǂDžǍ ǈǍǫ!ƒ (ƥ Dž Ƿ) ǈƒƧǍǩǂƥ ǂ !ƓǍ!ƒ ƧǍƱ!ƒ Ǒƽ

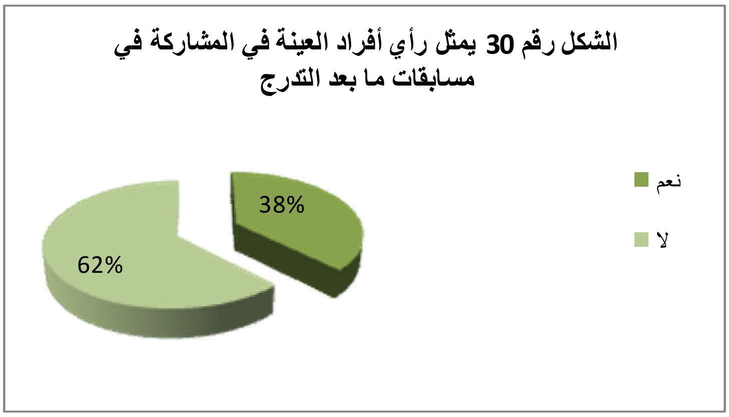
Ǒƽ ǂƶƽƥ ǷǍƉ ǕƧƤǩǍ 2009 ǂǈǀ ǈƒƧNjǍǁ (ƥ Dž Ƿ) DžƓƱǈǁ ǷDžƶ!ƒ ǂǍƒƥǁ! ƒƧƱǈǍ

(ƥ Dž Ƿ) ǈƒƧǍǩǂƥDž! ǳǍƧƬDž ǏƉ Dž ǀ!ƒ ǷƞǀǍ Dž!Ǎ Ǘ2014 ǂǈǀ Dž ǀ!ƒ ǇDž ƧǩǀƓDž!ƒ

DžǁƶƘ ƒ ƬƤǩ ǈƒƧǍǩǂƥ!ƒ Ǒƽ ǂƶƽƥ ǷǍƉ ǇƼƽ ǂƱǍǀǁ ǂǍǁƓǀơ ǂǍǁDžƶ ƇƒƧƞƼǁ Ǖƥƶǁ

ƧǍƱǩ!ƒ Ǒƽ ƒ ǀǈ ǇDž ƥǍƨǍ ƓDžƓDž 2020-2019ǂǈǀ ǕƧƤǩ ƺǍǀ ǈƒƧNjǍǁ ƘƓǁǩǂDž!ƒ

.ǷƧƺ!ƒ ǂǍơƓǈ Ǒƽ


الشكل رقم 30 يمثل رأي أفراد العينة في المشاركة في مسابقات ما بعد التدرج

	ƥƶ!ƒ	ƚưƪǈ!ƒ
DžƶǈLJ	95	%38
Ǘ	158	%62
ƳǍDžƞdž!ƒ	253	%100

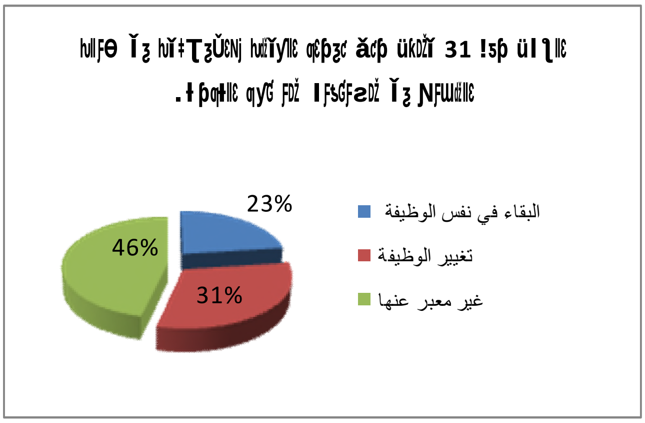
ƥƒƧƩƊ ǏƊƧ ýǍdžǒ30 DžƿƧ ýǍƥƞ!ƒ ƓdžƘƓƪƓƪdž Ǒ5 ƚƚƧƓƬdž!ƒ Ǒ5 ƚǉǒƶ!ƒ ƜƧƥƙ!ƒ ƥƶư

5-10. ƀǓƱƚƬǓƀ ưǏƚƬƺǓ Ǐƺ ƝƑƜdžƸƀ ƒƙƸƀ ƏƓƑƪdž ǏƺƒƒƱƟƙƀ ƚƥƙƚƸƀ:

ƧǒǒƓƶdž!ƒ ƾ5Ǎ ƨƲǍdž ýƚ! ýǍ5ƚdž ǎǍƙǈdž!ƒ ý5ƧǍ LJǒǍƚƙ!ƒ Ǒ5 ƜƧƥƙ!ƒ ƨǒdžƙǒ Ǒƙ!ƒ ƚǒƬǍƬƤ!ƒ DžƚơưǍ NJǈƊ Ǘǫ ǕǑdžǍdžƶ!ƒ ƨǒƲǍ!ƒ Ǒ5 ƓnjǒǎƵ ƒ ǍƬǈdž!ƒ DžǎƵ Džǈƥ Ǒ5 ƓǒǎƶǓ!ƒ ƘƓǈƒƧƥ!Ɠư ƚƪƶƙdž!ƒ ýǒƧƓƬdž!ƒ ƪƧƥǈǍ ƘƓưƚdž!ƒ DžǎƵ ƒ ƬƤƙ ƓnjǏư Ǐ!ǫ LJǍơdžƱǒ ƚǒƶdžƓƞ!ƒ ƘƓưƚdž!ƒ ǑƾƲǍdž LJdž ƨƲǍdž ýƚ LJƷ5 ǕLJƒƧNjǍư ƘƓưƚdž!ƒ.ǑdžǒƥƓƚǕƒ ǍƊ ǑǉnjǈdžƒNJƶưǍ NJƙǒƿƧƙ! ƒ ƬƤƙ!ƒ Ǒ5 ƓǒǎƵ ƪƥƓnjƬ ýǒǉ

ƚ!Ɠơ Ǒ5 ƚǒǎư5ǕƒǍ ƚǉǒƶ!ƒ ƥƒƧƩƊ ǏƊƧ LJǒǈǒ ǏƦ!ƒ 31 DžƿƧ ýǍƥƞ!ƒ ýǕƤ LJdž Ǒ5 ƇƓƪư!ƒ LJǒư LJǒǍƪơưdž!ƒ ƇƒƧƇ ƘơƞƧƙ ƥƪ5 ǕƜƧƥƙ!ƒ ƥƶư Ɠdž ƘƓƪƓƪdž Ǒ5 ƟƓƞǈ!ƒ ǏǎƵ ƚƷǒƲǍ!ƒ Ʃ5ǈ Ǒ5 ƇƓƪư!ƒ LJǍǎưƷǒ % 23 ƚưƪǈƷ ǕƚƷǒƲǍ!ƒ ƧǒǒƺƙǍ ƚƷǒƲǍ!ƒ Ʃ5ǈ ǎǍƙǈdž ǏǎƵ ƚǒ!ǍƊǈdž ƔƬƓǈdžǍ ƘƓǒƿƧƙ LJdž ƪƥƓƷƙǈǕƒǍ ƚǒƶdžƓƞ!ƒ ƘƓưƚdž!ƒ ǎǍƙǈdž.ƚưƙƚdž!ƒ

ǍơǈNJƞǍƙ!ƒǍ ƚƷǒƲǍ!ƒ ƧǒǒƺƙLJǍǎưƷǒ LJǒưǍƞƙǈdž!ƒ LJdž %31 ƚưƪǈ ƥƞǈ ƓdžǈǒƓư ǎƥdž ǏǎƵ ƓǎƶdžǏǈƓư ƚƑƷ!ƒ ǈƦNj ƟǍdžƱ LJƊ Ǘǫ ǕƓǒƒƨdž ƪƶ LJdž ƪƥƓƷƙǈǕƒǍ DžǒǎƵƙ!ƒ LJƒƧNjǍư ƘƓưƚdž!ƒ DžǎƵ DžǈƥǎƥƦ ƜƧƥƙ!ƒ ƥƶư Ɠdž ƘƓƪƓƪdž Ǒ5 ƚƚƧƓƬdž!ƒ ƒ Ƨ5 Ƨ5Ǎƙ Ǖ ƓdžǈǒƓư Ɠdž ýư5 NJƙưǈ Ɠdž %46 ƥƶƚƞǕƒ ǏǎƵ ƒƦNj ƒƞǈ!ƒ ý.



	[illegible]	[illegible]
[illegible]	58	%23
[illegible]	78	%31
[illegible]	117	%46
[illegible]	253	%100

[illegible] 31 [illegible]

[illegible] :6 [illegible]:

[illegible]

[illegible] .1-6:

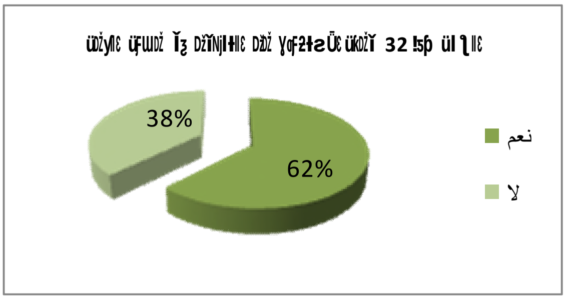
[illegible]

[illegible]

[illegible] %62 [illegible] [illegible] [illegible].

[illegible] %38 [illegible] [illegible] 2001 [illegible] [illegible] .(1 [illegible])

[illegible]



[illegible]	[illegible]	[illegible]
[illegible]	158	%62
[illegible]	95	%38
[illegible]	253	%100

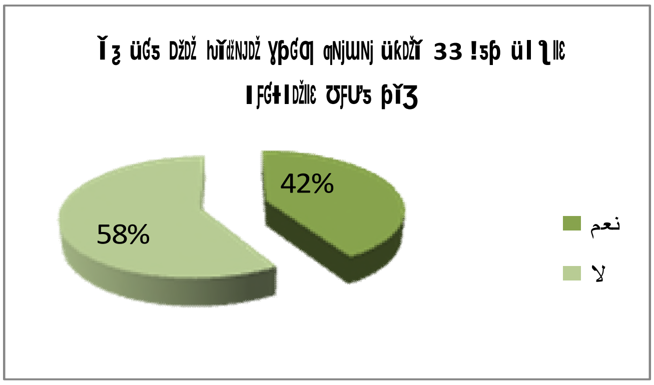
[illegible] 32 [illegible]

2-6. [illegible]:

[illegible]

[illegible] %42 [illegible]

[illegible] %58 [illegible]



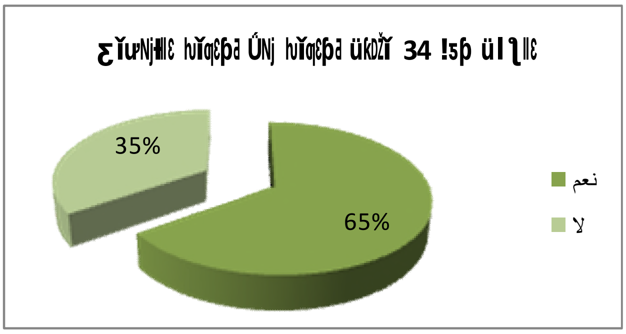
[illegible]	[illegible]	[illegible]
[illegible]	105	%42
[illegible]	148	%58
[illegible]	253	%100

[illegible] 33 [illegible]

[illegible] .3-6

[illegible] 34 [illegible] %65 [illegible]

[illegible] %35 [illegible]



	[illegible]	[illegible]
[illegible]	165	%65
[illegible]	88	%35
[illegible]	253	%100

[illegible] 34 [illegible]

: ƐǓǷǸǂǁǀ ǀ ǕƑǷǄǏ .4-6

ǁƓǈǌ5 ǗƘƓǂǂǂdž!ƒ Ǆǎǂ ƒ ƮƤǂ ǑƞǒƧƤ! ǂǂǀǈ!Ǵǂ ƶǒƲǍǂ!ƒ ƘǗƓƞdž ƥƥƶǂǂ

ýƓƞdž Ǒ5 ýdžƶ!ƒ NJ! ƟƓǂǒ LJdž ǁƓǈNjǍ ƼǒǂǍǂ!ƒ ýƓƞdž Ǒ5 ýdžƶǂ! ǂƮƧƽ!ƒ NJ! ƟƓǂǂ LJdž

ýdžƶǒ LJdž ǁƓǈNjǍ ƓnjƵǍǈ LJƓǂ ƓdžnjǂdžƘƓǂǂǂdž!ƒ ýƓƞdž Ǒ5 ýdžƶǒ LJdž ǁƓǈNjǍ ƶǒƬƧǕƒ

ǏƦ!ƒ ǑǀƓǀǕƒ ƧƓǒƶdž!ƒ LJǄ ǕǫǗƘǕƓƞdž!ƒ LJdž ǁ!Ʀ Ƨǒƹ Ǐ!ǫ ƘƓdžǍǂƶdž!ƒ ƨǂƒƧdž Ǒ5

ƘǕǍǒdž!ƒ ƔǀƠ ƧƤǕ ƒ ƤƬ LJdž ƶǂǂƤǒ ýƯƽǒ ƘǕƓƞdž!ƒ ǏǄ ƥƧƽ!ƒ ƧƓǂƤǒ

ƥƶǂ ƒƧƤƌdž ƱƠǍ! Ɠdž ǍNjǍ Ǘ ýƓƞdž ý ǂ Ǒ5 ǀƧ5ǍǂǂǂdžǍ!ƒ ƨ5ƒǍƠ!ƒ ƒƦǂǍ ǂǒƬƤƬ!ƒ

ƨ5ƒǍƠ!ƒ ƘǈǒƓǂ ƥǀ5 ǑdžǍdžƶ!ƒ ƶǒƲǍ!ƒ ƘƓƵƓƱǀ! ǂǂǀǈ!Ǵǂ ǂǒǀƓǀǕƒ LJǒǈƒǍǀ!ƒ ǂƶƞƒƧdž

:Ǒǂǒ Ɠdž ǂ ǄǎǌƌƒƧƈ ƘǈǒƓǂ ǂǀƒƧƥ!ƒ ǂǈǒƶ! ƓǈǂƒǍƞǂǀƒ Ǒ5ǍǗƧƤƈ Ǐ!ǫ ƳƓƱƥ LJdž

ƓnjǒǂƵ ƦǍƠǂǀƒ Ǒǂ!ƒ ǎƧǂǂ!ƒ ƘƓƵƓƱǀ!ƒ LJǒǂ LJdž Ƨǂǂƶǒ ƶǒƬƧǕƒ ƳƓƱƥ

%53 NJǂǂǀǈ Ɠdž NJǈƵ ƘƧǂƵ Ɠdž ǍNjǍ ǗƘƓǂǂǂdž!ƒ Ǆǎǂ ƒ ƮƤǂ ǑƞǒƧƤ LJdž ƶǒƲǍǂ!ƒ

ƥƶǂ Ǆǂ ǗƶǒƬƧǕƒ ƳƓƱƥ Ǒ5 ýǂƥ LJdž ǄǎnjǒƲǍǂ ǄǂNJǈǄ Ǐǂƶ ǄǎǌƧǒǂƶǂǂ ǗLJǒǂǍƠǂdž!ƒ LJdž

.ǂǒƶdžƓƞ!ƒ ƘƓǂǂǂdž!ƒ ƳƓƱƥ Ǐ!ǫ ǄǎnjǒƲǍǂ ƒǍƧǒƹ ǁ!Ʀ

ƨǂƒƧdž LJǄ Ʀǫ ƓǈƥǕǂ Ǒ5 ƓƮƥƓǈ Ƨǂǂƶǒ ǏƦ!ƒ ƼǒǂǍǂ!ƒ ýƓƞdž ǁ!Ʀ ƥƶǂ Ǒǂǒ Ǆǂ

ýdžƶǒ ƼǒǂǍǂ!ƒ ƨǂƒƧdž ǄƓƲǈ LJǕ ǗƓnjǒ5 Ƨǒǂǂ ƥƥƵ ƶǒƲǍǂ ǄǂǒǕǍ ƒƥƞ ǂǂǒǂƥ ƼǒǂǍǂ!ƒ

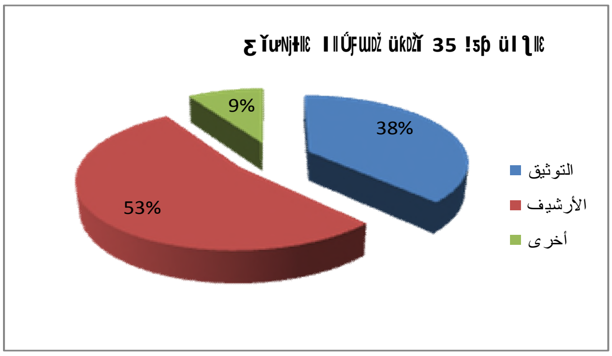
ǁ!Ʀ ƥƶǂ Ǆǂ Ǘǂ5ǂƤdž ƘƓƮƮƤǂ ƒǍǍƦ ƒƓƤƬǄ LJǍ5ƲǍǒ Ǆǎnj5 Ǘ ƒƮƤǂ!ƒ ƔǀƠǂ

ƼǒǂǍǂ!ƒ ƨǂƧdž ǂƠǂƮdž! ǂdžƥƤ ǁ!ƦǍ ƼǒǂǍǂ!ƒ ýƓƞdž Ǒ5 ýǒƧǀ LJǒǍǂǂ Ǆǎnj! LJǍƧƞǒ

ǂ5ǂƤdž ƘƓƵƓƱƥ Ǒ5 ƒǍ5ƲǍǂ LJdždž ǁƓǈNj LJǄ ƥƞǈ Ɠdžǈǒǂ %37 ǂǂǀǈǂ NJǈƵ Ƨǂƶ Ɠdž ǍNjǍ

ƒƦnj! Ǆǎnj5 ƇǍǀ ǁƓǈNj LJǕ ǂǀǀƠ!ƒ LJƵ Ƨǂƶǂ Ǖ ƔǀǈǕ!ƒ ǈƦNj LJǄ ǕǫǗ %9 ǂǂǀǈǂ ǎƧƤǄ

.NJǄǂƥ Ɠdžǂ ƱǂǂƧdž NJǈƥǍ ƓƮǍƮƤ ýƒƌǀ!ƒ



	ƥƥƸ!ƒ	ǂƖǀǆ!ƒ
ƾŏǼĂƙ!ƒ	95	%37
ƨŏƬƨǙƒ	135	%53
ăƨƤ	23	%9
ƳĂǆŋǆ!ƒ	253	%100

ƨŏǀĂƙ!ƒ ƘǙƓŋǆ ǈǆǓŏ 35ǆƥƨ ýĂƥŋ!ƒ

: ǀƨǐǈǊ ĂǂY üǊƬƟǀǀ Ɣǋǆ .5-6

ýǔP ǈǆǆ5 ÜƘǌǆǃǀǆ!ƒ ǆǆƸ Ŏ5 ǀƥƸƒĂ ýƺƬ!ƒ ƾĂǀ ǈǆ35 ǀǈǆǀ ǀǈƨǂƦ ǀǆǂ ǀǆƸ ǊǀĂƬƠĂ ǂƸǆƓŋ!ƒ ǈǆǆ ǊǀŋƨƤƙ ƦǈǆƸ ƨǀĂǆ!ƒ ǈǀǈƥ Ŏƙ!ƒ ǀƥǆǆ! ǈǆǓǆǆ!ƒ ýĂƥŋ!ƒ ƥŋǈ ǀǆǈǆǓǆ ǂǈǀ ǈǆǆ ýƥƤ ǀƥǆ Ŏ5 ǂ5ŏǀĂ ǀǆƸ ƒĂǆƬƠƙ %25 ǂǆǓǀǈ ǈǆƤ ƥŋǈ ǂ5ŏǀĂ Ŏ5 ƨŏǀĂƙ!ǀ ǂǈƨǀǀǆĂ ÜǀƥƠƒĂ ǂǈǀ ǀƥǆ Ŏ5 ǂ5ŏǀĂ!ƒ ǀǆƸ ƒĂƬƠƙ %26 ǂǆǀǈ ƒƦǊ ƨǆƘƤŏ ƥƤĂ ǂ!ĂǀƸǆ ŎǊ5 ƒƥŋ ǀƨǓǂ!ǀ Ƙǀŏ! ǀƥǆ!ƒ ǈƦǊ ƨǆƸƙ ăƨƤ ƘǀƬƬƤƙ Ŏ5 ÜƾǆǀǀƘƤĂ Ŏ5 ƨĂǂƦ!ƒ ǈǆǆ ǀĂǀƠ ƨǀǂƤ ǂ ǀǈǙƒ ǂƑ5 ǈƤ ƥŋǈ5 ăƨƤ ǀ!ǫ ǂƑ5 ǈǆǆ .ǂŏǈƱĂ!ƒ ǂǆƥP!ǀ ǆǊƱǀƙƨƒ ǆƥƸ! ƨŏǀĂƙ!ƒ

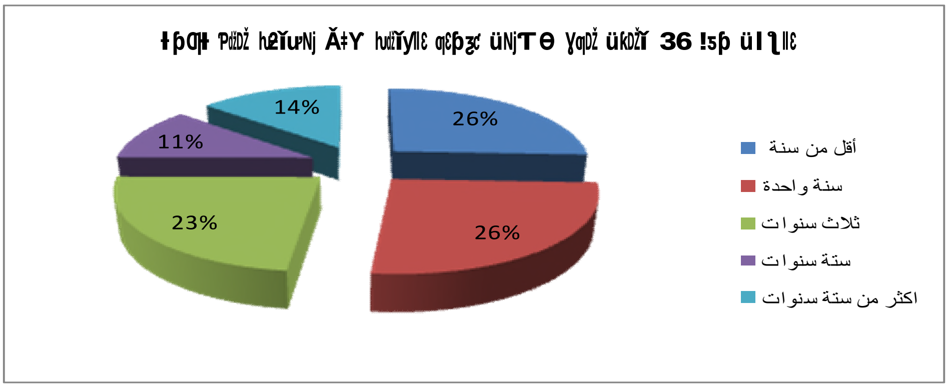
ýǂƬƙ Ǔ ǂŏǈƱĂ!ƒ ǂǆƥP!ƒ ƘƠǀƬƤ Ŏƙ!ƒ ǀƨŏPǙƒ ƘƒĂǈǀ ƩǆP!ƒ Ŏ5 ǊǈƤ Ǔǫ ÜƘƒĂǈǀ ǂ ǔǀ ƥƸǀ ǂ5ŏǀĂ ǀǆƸ ƒĂǆƬƠƙ ǈǆǀ ƒĂƨƥƤ ǈǆǆǆ %23 ǂǆǀǈ ƥŋǈ ǀǈǓǀ ÜǀƑǀƸ ƘƨǆĂ ÜƨŏǀĂƙ!ƒ Ŏ5 ǀŏƨǀǊŋǫ ǂŏǈƱĂ!ƒ ǂǆƥP!ƒ ýǂƬǆ ǈǀǂ ǈǆǆǆ ƥŏǂƤ ǂƑ5!ƒ ǈƦǊĂ ƫŏŋ!ƒ ƘǀǈǂĂ ǈǂǆƙ ǆƥƸĂ ǂŏǈƱĂ!ƒ ƱƒƨƘƬǀ ƨŏǀĂƙ!ƒ ǀǆƸ ǂǆŏƬƸ ǀƨƙ5 ǀƨƙ5!ƒ Ŏ5 ǀƬĂƬP ƘǀƸǆǀŋ!ƒ ǈǆǆ ǈǆŋƨPƙǆ!ƒ ǈǆǆ ýƑǈǊ!ƒ ǆǂ!ƒ ƔǀƸŏƙǀ ǈǆǆ . 2012-2008

ƘǀǂǆǆƸ!ƒ YǀƱƥ Ŏ5 ǂ5ŏǀĂ ǀǆƸ ǀǊ!ĂƬƠ ǈƸ ƘƨǀƸ Ŏƙ!ƒ %11 ǂǆǀǈ ǀǆǆ Ŏ5 ǆǊ5ŏǀĂƙ ǆƙ ýǀ ǂ5ǀĂǆ ǈǂƙ ǆ! ǀǊǈƤ ŎǈƸŏ Ǔ ǂƑ5!ƒ ǈƦǊ5 ÜƘƒĂǈǀ ǂƙǀ ǈĂƠƐ Ŏ5 ǀ!ǫ YĂŋƨ!ƒĂ ƨǀǆǆ!ƒ ƠŏƠƬƙ ǆƙ ǀǀ!Ʀ ƥƸǀ ǆǀ ǀǊƨŏƐĂ ǆŏǆƸƙ!ǀǂ ăƨƤ ƘǀƸǀƱƥ ǊǈǀǈƤ ƇǑƬ!ƒ ĂǊǈĂ ÜăƨƤǙƒ ƘǀƸǀƱǀ!ƒ ǀǀƙ Ŏ5 ǂǆƬƒĂǆ!ƒ ǂŏǈǀǂǆǫ ǆƥƸ! ƒ ƬƤƙ!ƒ Ŏ5 ǂƑ5!ƒ ǈƦǊ ǀǈƠƠǓ ǀǆ ƒƨŏǂĂ ÜƘƒĂǈǀ ǂƙǀ ǈǆǆ ƨǂǆǀ ƘǀǀŋƤ Ŏƙ!ƒ ǂƑ5ǀ! ǂǆǀǈ!ǀ

[illegible]

[illegible] 36 [illegible]

	[illegible]	[illegible]
[illegible]	65	%25
[illegible]	66	%26
[illegible]	59	%23
[illegible]	28	%11
[illegible]	35	%15
[illegible]	253	%100

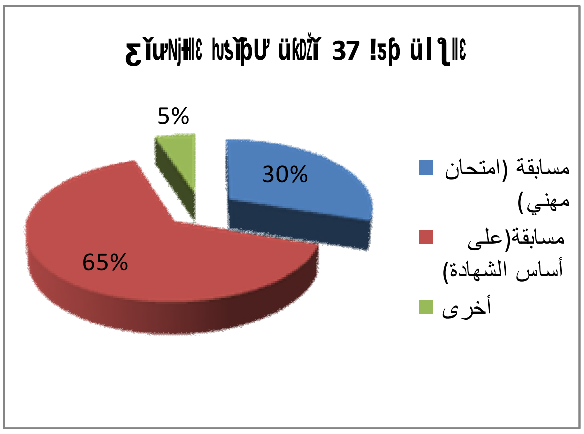


[illegible] .6-6:

[illegible] 65% [illegible]

[illegible]

[illegible] %30 [illegible]



[illegible]	[illegible]	[illegible]
[illegible] ([illegible])	76	%30
[illegible]([illegible])	164	%65
[illegible]	13	%5
[illegible]	253	%100

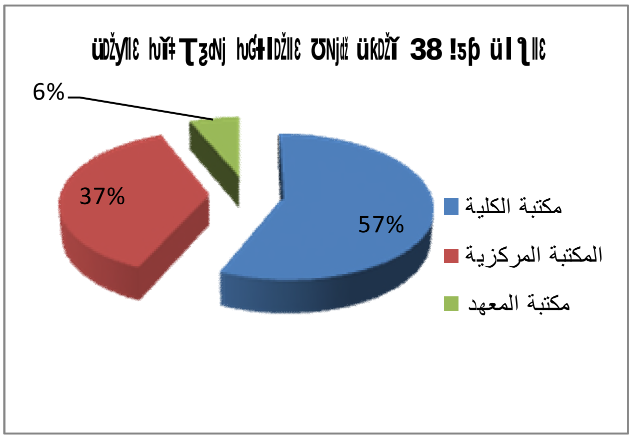
[illegible] 37 [illegible]

6-7. [illegible]:

[illegible] 38[illegible] [illegible] %56 [illegible]

[illegible] %37 [illegible]

[illegible] %7 [illegible]



[illegible]	[illegible]	[illegible]
[illegible]	143	%56
[illegible]	94	%37
[illegible]	16	%7
[illegible]	253	%100

[illegible] 38 [illegible]

:7 [illegible]

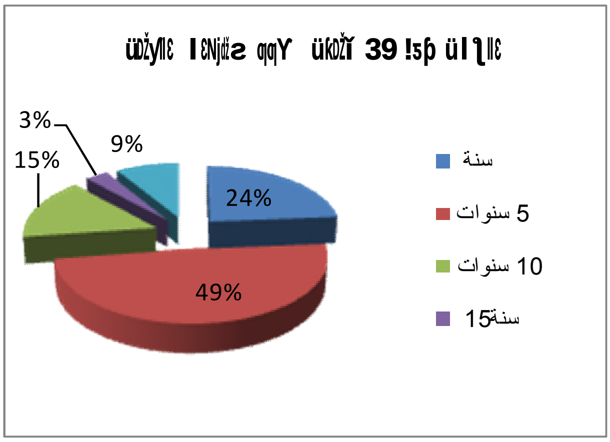
.1-7 [illegible]:

[illegible] 5 [illegible] %47 [illegible] %26 [illegible]

ƇǕƊŴ ǇƳǅ ǉƺƞŀ ƪǀƪǄ ǑŴǆ ƘƒǄǄƪ10 ƝǅǍƿƿƩ ƓǊǇƫ! %16 ƪǀƪǄ ǇƳ ƿƞǄ ƓǅǇǄǑǀ ƿƿƞ!ƒ ǇǑƽƲǄǇ!ƒ ƪ!ǫ ƓǊǇƪǄ ǇǄƪǑ ǑƙƘ ƪǀƧƞǄƒǄ ƪƧƫƤ!ƒ ǇǅǇ ǇǄǄǀƪƙƪǑ ƓǇ ǇǑƽƲǄǇ!ƒ ǉǄƬƳ!ƒǄ ƘƓǑƿƧƘ!ƒ ǇǅǇ ƿǑƨǇǇ! ƪƑƽ!ƒ ǇƘǊ ƩǋƪƐ ǉǊǇƿǑ ƓǇǄ ǙƘƓǑǄǀǇ!ƒ ƨǇƘƤǇ ǑƽƲ ƩǑƽǄǀƒƪ ƪƧǀƬǇƒǄ ƪǑƧǄǀ ƴƬƓǇ ƗǇƧ.

ǑƽƳ ǉƺǇƘƘ ƪƑƽ!ƒ ǇƘǊ ƴǇƩƳǄǈ %3ƴ ǇǀƘǄƪǄ ƪǇǇƘƪ!ƒǄ ƝǅǍƿƿƩ ǇǊƿǀƽǑ ǇǅǇ ƩƓǇǋ ƓǇƿǀƩ ǑƘ!ƒ ƪǑǇƿƿǙƒ ƴƓƳƬǙ ƪǀƪǄƓƙ ƇǕƬ!ƒ ƩƽǄ ǆǋǆ ǙƘƓƙƪǇ!ƒ ǇƘǊ ǇƨǇ ǇǑ!ǆƒƪǇ!ƒ ƘƓƙƪǇ!ƒ ƗƧƒƿ ǑƽƗǓƿƞ!ƒ ƘƓǊƞǆƘ!ƒ ƗǓ ƧǇǄǀƓǇ ǙƇƓƳƨ!ƒ ǇǇ ƪǄƪ 15ƽǆǇƘ ƓǇ ǇǇƺ ƿƒƧƽǙƒ ƇǕƬǋ ƓǊǀƪƙƪƒ ǑƘ!ƒ ƘƒƧǀƤ!ƒ ǇǇ ƗƿƞƩ ƗƿƓƽƪǙƒ ƴƞǑ ǙƪǑƨǇƓƞ!ƒ.

ƪǑƨǇƓƞ!ƒ ƘƓƙƪǇ!ƒ ǑƽƪƽƨǇ!ƒ ƗƧƒƿƘ ƗǇǇƪǑ.



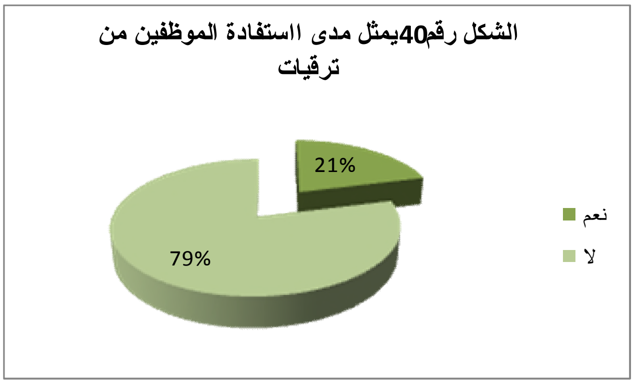
	ƿƿƧ!ƒ	ƪǀƪǄ!ƒ
ƪǄƪ	60	%26
ƘƒǄǄƪ 5	124	%47
ƘƒǄǄƪ 10	39	%16
15ƪǄƪ	8	%3
ƪǄƪ 15 ǇǅǇ ƨǉƙƒ	22	%8
ƳǆǇƞǇ!ƒ	253	%100

ƪǑǇƿƿǙƒ ǆƒ ǉǇƧ!ƒ ƘƒǄǄƪ ƿƿƧ ǉǇǇǑ 39 ǇƿƨǑ ǉǆƿƞ!ƒ

:ƗǇǊǇǇǇƩ ƿƑƨǇƩ ƗƷ ƗƑƽƿƑ ǇǇǇ ƴƤƑƧƑƨǙƩ.2-7

ǇǅǇ ƪƧǆǇƞǇǀ ƪǑƧƓƱƗ!ƒ ƪǑƪƓƪǙƒ ǇǑǄƒǆƗ! ƗƨǑƤǙƒ ƪƧƞƒƨǇ!ƒ ƘƇƞ ǇǑǄƒǆƗ!ƒ ǇƘǊ ǇƳ ƗǑƳ ƪǑǇǇƓƞ!ƒ ƘƓƙƪǇ!ƒ ƨǄƪ! ƪǀƪǄ!Ɠǀ ƪƪƓǙ ƗƿǑƿƞ!ƒ ƴƪƓǇǇ!ƒ ƓǊǑǇǇ ǉƪƳǆǑ ǇƳ ǇǅǇǑ ǑƘ!ƒ ƘƓǑƿƧƘ!ƒ ƨǇƘƤǇ ƒƘǇǆ ƪǑǇǆǄ!ƒ ƴƪƓǇǇ!ƒ ǉǇ ƘƽǄƪ ƪǑǀ!ƓƐ ǇƳ ǇǑǀǇǑ ǇǅǇƳ ǉǆƿƞ!ƒ ǑƽƓǇǇǇ!ƒ ƘƓǑƱǇǇ!ƒ ƗǓ ƨƲǄ!ƓǆƓ ƓǄǄǅ ǙǓ ǙƨƲǆǇ!ƒ ƒƿƞ ƗƨǑǀƪ ƪǀƪǄ ǑǊǆ ¡%79 ƪǀƪǄ ǇǇǆǇǇ ƓǇ ǆǊǆ ƘƓǑƿƧƘ ǇǅǇ ƒǆƿǑƘƪǑ ǇǇ! ǇǑǆǆƳǇǇ!ƒ ǇǅǇ ǙƴƪƓǇǇ!ƒ ƗǇǇ ƴǇƱ!Ɠǀ ǇǆǇǆǑ Ǚ ƘƓƙƪǇ!ƒ Ǒ!ƇƪǇ ǇǆƘ Ɨ!ǫ ǉƞƒƨ ƒǊǆǆ.ƨƽƘǅ ǉǇǇ!ƒ ƗǇǇ ǇǇƧƨƽƳǑ ƓǇǇǇ ǇǊǇǑƽƲǆǇ ƪǑƿƨƘ ǉƞǅ.

[illegible] %21 [illegible]



	[illegible]	[illegible]
[illegible]	53	%21
[illegible]	200	%79
[illegible]	253	%100

[illegible] 40 [illegible]

7-3. [illegible]:

[illegible] %89 [illegible] %9 [illegible]

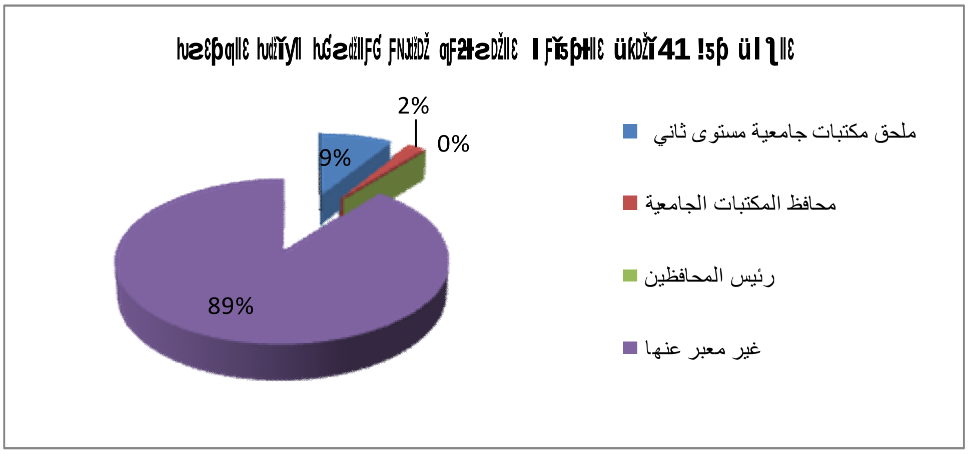
[illegible] %2 [illegible] 10 [illegible]

[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	22	%9
[illegible]	5	%2
[illegible]	0	%0
[illegible]	226	%89
[illegible]	253	%100

.[illegible]

[illegible] 41 [illegible]

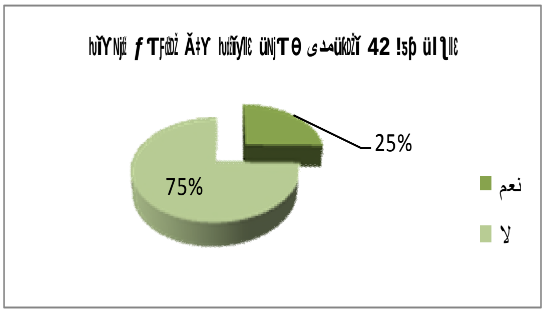


4-7. [illegible] :

[illegible] %74 [illegible] % 26 [illegible].

[illegible]

[illegible]



	[illegible]	[illegible]
[illegible]	64	%26
[illegible]	189	%74
[illegible]	253	%100

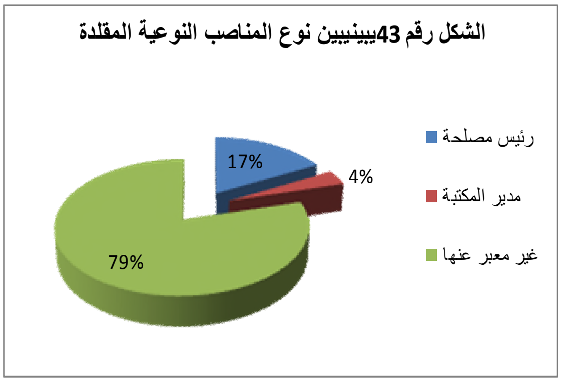
[illegible] 42 [illegible]

7-5. [illegible]

[illegible]

[illegible] %17 [illegible] %4 [illegible]

[illegible]



[illegible]	[illegible]	
%17	43	[illegible]
%4	9	[illegible]
%79	201	[illegible]
%100	253	[illegible]

[illegible] 43 [illegible]

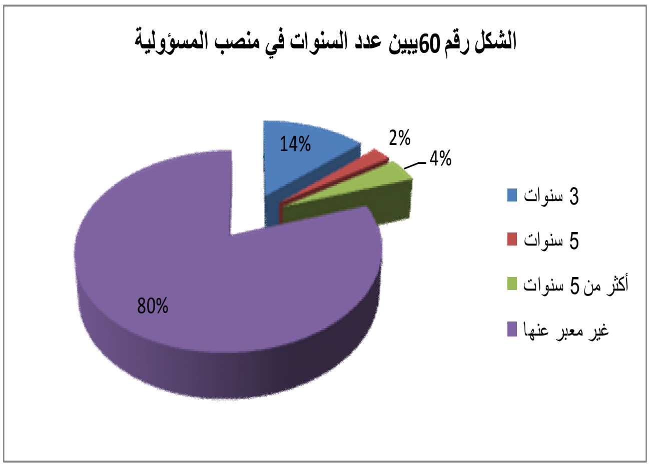
7-6. [illegible]

[illegible] 44 [illegible] 3 [illegible] %14 [illegible] 2010.

[illegible] %2 [illegible] %4 [illegible] %80 [illegible].

[illegible].

[illegible].



	ƀƀǌ!ƒ	ƚǚƪǉ!ƒ
ƘƒĂǉƪ 3	34	%14
ƘƒĂǉƪ 5	6	%2
ƘƒĂǉƪ 5 ǇǇƨ ƧǚƗ	10	%4
ǤǌƵ ƧǚǌǇ ƧǒƸ	203	%80
ƳĂǇƞǇ!ƒ	253	%100

ǑƼ ƘƒĂǉƪ!ƒ ƀƀƵ ǇǒǚǑ 44ǇƨƧ ǇĂƀƞ!ƒ

.ƗǒĂƋƪǇ!ƒ ƔƬǇ

.7-7 ƔƀǚǇ ǇǚƒǂƗǇƧ ǇƛǇ ǖǇǇǂ ǀ ǇǂƗǀ ƑǇǂǚǂǇ :

ǕƗǒǌǇƞ!ƒ ƘǇǚƗǇ!ǇǇ ǇǇǌ! ǇǇƘƧƱǇ ǇĂơ ǇǒǚĂƞƘƪǇ!ƒ ƇƒƧơ ƘƼǇƤƒ

%33 ƗǇƪǇ ǇǇ ƀƞǇƼ ǕǎƧƤǇ ƘǤƵƓǇ ǑƼ ǇǇ ǇǇ ƘǇǌǇƵ ǑƘ!ƒ ƗƑƼ!ƒ ǁǁƘ ǤƬĂƬƤ

ƗƤǇ!ƒĂ ƗƼǁǇǇ!ƒ ƗƑƼ!ƒ ǇǇ ǇǇǇǌƘ! ǁǁ!ƦĂ ǕƧƧƬǇ ǇǌƵ ǇǇǇǇ ǇĂƧǒ ǇǒǚĂƞƘƪǇ!ƒ ǇǇ

ƧƘǌƘĂ ƗƼƧǌǇ!ƒĂ ǇǌǇ!ƒ ǇǒǇƪ ǑƼ ǇǇǌƘ ǁǁǇ ǏǇ ƧƧƬ!ƒ ƒƦǇ ƀĂǌǒ ƒƦƗĂ ǕǇǇƘƞǇ!ƒ ǇǇ

.ǁǁ!ƦǇ

ǕǇƘǇ ǑǇǒƘĂƧ ǇǇƵ ƗǒǌǇƞ!ƒ ƘǇǚƗǇ!ǇǇ ǇǇǌ!ƒ ǇǇ ăƧƘ %30 ƗǇƪǇ ƀƞǇ ǇǇǇǒǇ

ǇǇǌ!ƒ ƩƼǇ ĂǇǇ ǇĂǒ!ƒ ǇǇǇǌƘ ǏƦ!ƒ ǇǇǌ!ǇƼ ǕǇǇǌ!ƒ ǇǇ ǁǁǇĂǒ ƀƞƘ ǇǇ ǇƗǇǒ Ǔ Ʀǫ

Ǔ ƗǇǇƤĂ ƗƱƬǇ ƧǒƸ ǤǇǇǇ ƀǁƘƵ ƗƑƼ!ƒ ǇƦǇĂǕǁǒ!ƒĂƀ ƒƦƗǇĂ ƧǇƬ!ƒ ƩƼǇ!Ă ƀƸ!ƒ ǇĂǒ!

.ƗƼƧǌǇ!ƒĂ ǇǇǌ!ƒ ƗǇƀƤ! ǑǇĂǒ!ƒĂ ƔĂƇƀ!ƒ ǇǇǌ!ƒ Ɣơƙ

ǇǇ ƳĂǇ ǇǒƼĂ ǏĂǒơ ƗǒǌǇƞ!ƒ ƘǇǚƗǇ!ƒ ǑƼ ǇǇǌ!ƒ ǇǇ ăƧƘ %24 ƗǇƪǇ ǇǇǫ

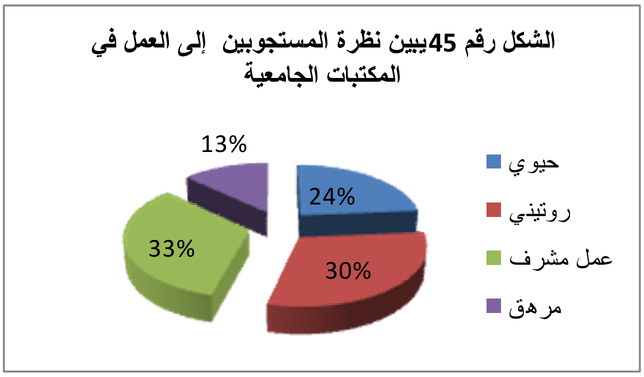
ƗǇǒǇƞ!ƒ ǇǇǇǇƀƤ ǇƀǁǑ ĂǇǇĂ ǇĂǒ!ƒ ǇƒĂƱ ƫ ǇǌƘǇƒĂ ƗǒĂǒơǇ ƀƧƼ!ƒ ƧǌƬǒ Ɨ ǒơ ƱǤƬǇ!ƒ

ǤƬĂƬƤ ƾǇƧǇ ǇǇǌ!ƒ ƒƦǇ ǇǇ ǏǇǌ Ưǌ!ƒ ƔƧƵǇ ǇǒơǑƼ ǕǇǒƀǒƼƘƪǇ!ƒ ƧǇƤǇ!

ǤǇƪƼǇ ƀƞƘ ƧĂƪ ǑƘ!ƒĂ ǕǏĂƀǒ!ƒĂ ǏƀǒǁǇ!ƒ ǇƗƬ!ǇǇ ǇǇǌƘ ǇƒƧƘ Ǔ ǑƘ!ƒ ƘǇǚƗǇ!ǇǇ

ƘǤǒƞĂ!ĂǇƗƘ!ƒ ǇǇ ƳĂǇ ǇǤƤƀǫ ǤǇǒǇǌ ǇǇơǇǒ Ǒ!ǤƘ!ǇĂ ǕǇƗƬǇ!ƒ ǇǇ ƧǒƗ!ƒ ǑǇǤǌƘ

.Ǒ!ƒĂǇ!ƒ ƧĂơǇ!ƒ ǑƼ ǇǇ!ĂǤǇǇ ƧĂƪ ǤǇ ĂǇǇĂ ƗǒƀơǇ!ƒ ƘǤǒǇǁƘ!ƒĂ



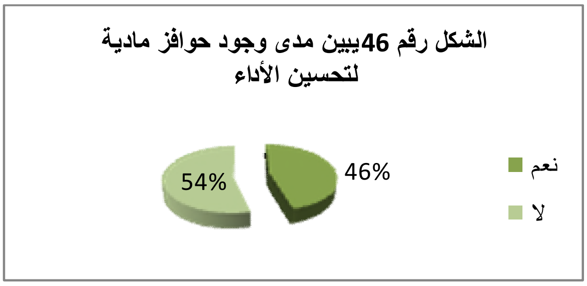
[illegible]	[illegible]	[illegible]
[illegible]	78	%24
[illegible]	100	%30
[illegible]	109	%33
[illegible]	43	%13

[illegible] 45 [illegible]

7-8. [illegible]:

[illegible]

[illegible] %54 [illegible] %46 [illegible].



	[illegible]	[illegible]
[illegible]	116	%46
[illegible]	137	%54
[illegible]	253	%100

[illegible] 46 [illegible]

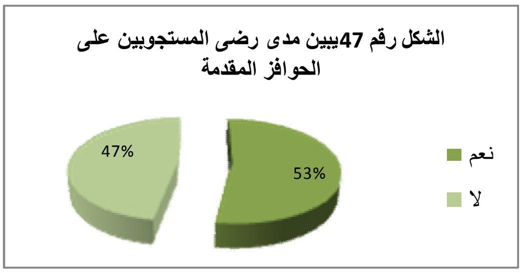
[illegible]

7-9. [illegible]

[illegible] %53 [illegible] %47 [illegible]

[illegible]

[illegible]



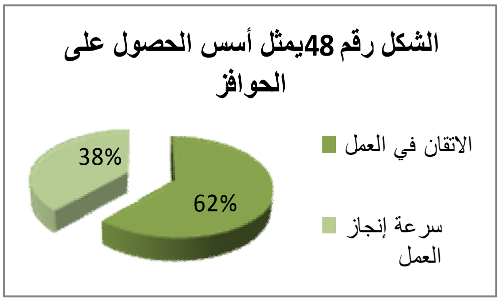
	[illegible]	[illegible]
[illegible]	133	%53
[illegible]	120	%47
[illegible]	253	%100

[illegible] 47 [illegible]

:[illegible] 7-10.

[illegible] 48 [illegible] %61 [illegible] %39 [illegible]

[illegible]



	[illegible]	[illegible]
[illegible]	156	%62
[illegible]	97	%38
[illegible]	253	%100

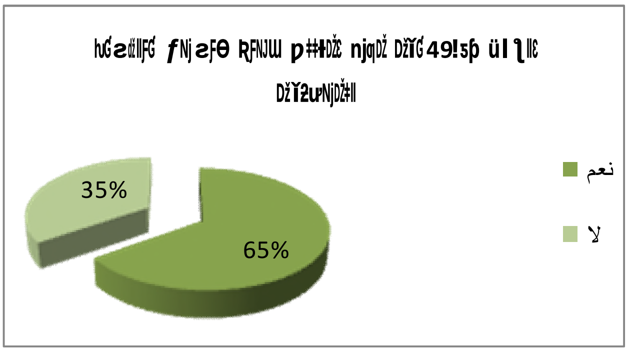
[illegible] 48 [illegible]

الفصل الخامس

التوجهات الحالية
لتسيير المكتبات الجامعية

[illegible] %65 [illegible]

[illegible] %35 [illegible]



[illegible]	[illegible]	
[illegible]	165	%65
[illegible]	88	%35
[illegible]	253	%100

[illegible] 49[illegible]

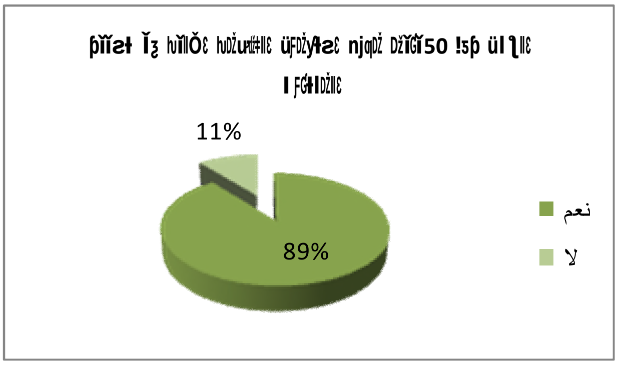
[illegible] .2-1

[illegible] %89 [illegible]

[illegible] .

[illegible] %11 [illegible]

[illegible] .



	[illegible]	[illegible]
[illegible]	226	%89
[illegible]	27	%11
[illegible]	253	%100

[illegible] 50 [illegible]

[illegible] .3-1

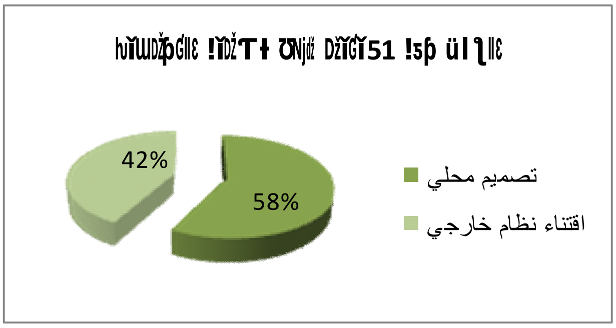
[illegible] PMB [illegible] SYNGEB [illegible]

[illegible]

[illegible] .4-1

[illegible]

LJdž %58ƔƗŏŋdžƧhŀ!ƒ DžŏdžƮķ YĂǉ ǏDžƵ ƗhǤŋŰ! ƔƖǉ!ƒ KơĂƒƧķ þI5 II!Ʀ DžƸƧ KǤhǤŋŰƒ ýdž ƔƖǤǉķķ Ŭ ƔƖǉ!ƒ ǉƦǋĂ ŎŋƧǤP DžǤƱǉ ƇǤǉķpƒ %42Ă ŎǏơdž DžŏdžƮķ .ƗƛŏþơǃƒKǤŏŋĂ!ĂǉƗķ!Ǥh DžnjŏƵĂĂ LJŏƽƱĂdž!ƒ IƇǤƽƗ DžþƵ ǏDžƵ ýþŏ ǤdždžƗIhǤƖ!ƒ



ƗhƖǉ!ƒ	þþƶ!ƒ	
%58	146	ŎǏơdž DžŏdžƮķ
%42	107	ŎŋƧǤP DžǤƱǉ ƇǤǉķpƒ
%100	253	YĂdžŋdž!ƒ

ƗhķƗdž!ƒ Ŏ5 ƗǏdžƶķƖdž!ƒ ƗŏŋdžƧhŀ!ƒ DžŏdžƮķ YĂǉ LJŏhŏ 51 DžƿƧ ýĂþŋ!ƒ

:þǏǏƧƗllĔ ƸƏƑƲǋǋ IƑƜDžþǤllĔ.5-1

Ŏ5 Ɨơh!ƒ ƗŏƽŏƗ ŎǋǉÜƗŏƶdžǤŋ!ƒ KǤhķƗdž!ƒ LJdž LJŏþŏƽķƖdž!ƒ ǤǋǤIǏķŏ ƗǏƗƬdž ƧhƗD ƗŏƶdžǤŋ!ƒ KǤhķƗdž!ƒ ǏDžƵ LJĂdžƑǤI!ƒ ǏƶƖŏ ƒƦǋ! ÜƗŏƶdžǤŋ!ƒ KǤhķƗdž!ƒ IþƮƧDĂ ΣƧǤǌ5 KǤdžþP!ƒ LJD ǤǉþŋĂ ƒƦǌ!Ă ÜýƑǤƖĂ!ƒ ǏķƬh þŏƽķƖdžǏ! IþŏƽdžĂ Ɨ!ǤƵ5 Ɨơh ýƑǤƖĂ ƧŏƽĂķh ƗƮǤP!ƒ ýǤdžƵŰƒ Ŏǋ ƗŏIƑǤƛĂ!ƒ KǤŏŋdžƧhŀ!ƒ ýǤdžƶķƖƒ Ŏ5 ǤǌŏǏƵ ƨŏƗƧķ!ƒ Džķŏ Ŏķ!ƒ LJǤŏƧƬ ƗdžþP!ƒ ǉƦǋ ƧhƶķĂ ÜLJŏƛĂơhdž!ƒ LJdž%33 ƗhƖǉ ǋŏ!ǫ KƧǤƬD Ǥdž ĂǋǉĂ Ɨơh!Ǥh ƗhķƗdž!ƒ LJƎ5 Ɨ!ǤƵ5 Ɨơh KǤdžþP DžþIķ Dž! Ǥdž ǋǉD ƗŏơhƗŏƶdžǤŋ!ƒ KǤhķƗdž!ƒ Ŏ5 IǤŏơ!ƒ . ƧŏhƗ ýƗƬh ǤǋþƒĂƧ þIƽķ ƵĂƖ

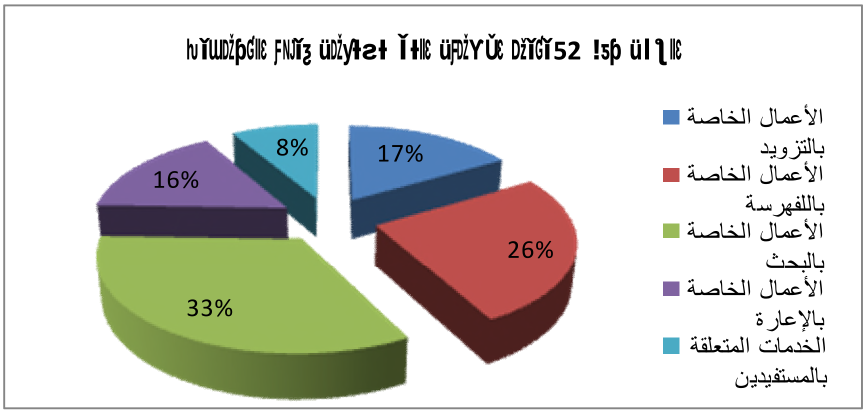
DžķķŎķ!ƒ ΣƧǤǌ5!ƒ ƇǤƬǉǫ ƵþǌhKǤŏŋdžƧhŀ!ƒ ýdžƶķƖķ %26 ƗhƖǉ þŋǉ ǤdžǉŏhŎ5 ÜƗơh!ƒĂ ƗƖƧǌ5!Ǥh ƱI5 DžǤdžķǋŰƒ ǏƧŋŏ KǤhķƗdž!ƒ ƔǏƸD Ŏ5Ă Ɨơh!ƒ ƗŏǏdžƵ Ǥǌŏ5 ƦǫKǤŏŋdžƧhŀ!ƒ Ǥǌŏ5 ýdžƶķƖķ ŬĂ ÜþŏĂƨķ!Ǥh ƗIǏƶķdž!ƒ ýǤdžƵŰǤh DžǤdžķǋŰƒ Džķŏ Ŭ LJŏơ II!Ʀ ƧŏƸ Ǐ!ǫ ƗŏǉƒƨŏƎ!ƒĂ ƧŏķƒĂ5!Ǥh ƗþŭƵ Ǥǌ! LJŰ ǤĂþŏ ƨŋǉķ ýǤdžƵŰƒ ǉƦǋ K!ƒƨŰ. %17 ƗhƖǉ ǋǉƵ KƧhƵ Ǥdž ĂǋǉĂ

II!ƦĂ ÜIƧǤƵŰƒ IIĂǉh Ŏ5 IƧŏhƗ!ƒ ƧŏhƒĂƱ!ƒ LJdž ƗŏƶdžǤŋ!ƒ KǤhķƗdž!ƒ ŎƗķƬķ ƧŏƗƽķ!ƒ IƧĂƧư!Ǥh ŎƵþķƖŏ Ǥdž ĂǋǉĂ ÜǤŏþŏǏIķ DžþIķ K!ƒƨŰ KǤdžþP!ƒ ǉƦǋ LJĂƗ! ƒƧƱǉ

[illegible] %8 [illegible]

النسبة	العدد	
%17	96	الأعمال الخاصة بالتزويد
%26	149	الأعمال الخاصة بالفهرسة
%33	193	الأعمال الخاصة بالبحث
%16	93	الأعمال الخاصة بالإعارة
%8	49	الخدمات المتعلقة بالمستفيدين

[illegible] 52 [illegible]



[illegible] 1-6.

[illegible] %70 [illegible]

ǁDžkdžk Ǚ Ŏk!ƒ ǂƑ5!ƒ ƓnjǉǊ ƥlkƵƋ5 ƱƙƧ!ƒ ƥĂŋĂ Džƥƶƙ ýĂlk Ŏk!ƒ %30 ǂƙƮǉ ƓdžƊ

ƘǉƧƘǉŰƒ ǂǂƙƬƙ ƱƙƧ!ƒ Ŏ5 ǂǁǂƬdž ŎǉƓƵk Ŏk!ƒ ƘƓƮƮƋdž!ƒ ǈdžƜ ŎNj ĂƊ ÜƔĂƮƓơ

ƒƦ ÜƧƑƒƨŋ!ƒ ƘǗƓƬƘƒ ǂǂƧƬ! ǂŏǉlk!ƒ ýǂƓƬdž!ƒ ǈdž ǈƒƧNjĂ ǂǉŏƥdž ǊŏǉƓƵk Ɠdž ýǍdž

. ƘǉƧƘǉŰƒ ǂǂƙƬƙ ƱƙƧ ǗĂ Ɠ5ƘƓNj ǁDžkdžk Ǚ ǂŏƶdžƓŋ!ƒ ƘƓƮƮƋdž!ƒ ƔǁƸƊ Ƙ!ƒƨǗ

ýŏŋ!ƒĂ ƧƑƒƨŋ!ƒ Ŏ5 ýƓǉǉ!ƒ ƵƘƓnj!ƒ ŎǁdžƓƵkdž! ǂ!Ɠǂ!ƒ ýŏŋ!ƒ ǂŏǉlk ýƓƤƥ ăƥƊ

ǂǂƙƬƙ ƱƙƧ Džnjŏƥ! ǈŏ5ƱĂdž!ƒ ƔǁƸƊ ǈƊ Ĭ!ƥ ÜƘƙƓǂ!ƒ ƵƘƓnj!ƒ ǂǂƙƬ! ǂƙƮǉ!Ɠƙ ýƙƒƧ!ƒ

ƘƓdžƥƤ ǁ!ƦǂDžnjŏƥ!Ă ǂŏǂƦ!ƒ Džnj5ƘƒĂNj ýǗƤ ǈdž ÜǂƵƓƮ 24 ĬǁƵ ǂƵƓƮ 24 ƘǉƧƘǉƒ

ƥŏƨdž ƇƓ5ǈƥĂ ÜDžnjǁdžƵ ýƓŋdž Ŏ5 Ɠnj!ǗƷkƮƒ ǈdž DžnjǉǂdžŎ Ɠdž ĂNjĂ ŎƵƓdžkŋǗƒ ýƬƒĂk!ƒ

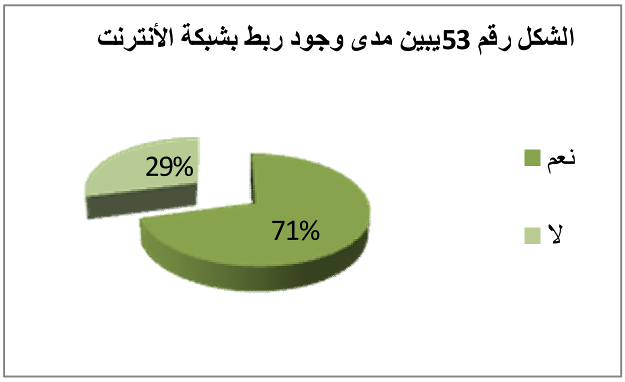
ÜƘƓƮƮƋdž!ƒ ăĂkƮdž ĬǁƵ ƓNjƧ5Ăk Džƥƶ ǂ!Ɠơ Ŏ5 ǂǁŏƮĂ!ƒ ǉƦNj ýǗƤ ǈdž ƧĂƱk!ƒ ǈdž

ĬƬƤŏ ƓdžƙƧ ýƓǉǉ!ƒ ƵƘƓnj!ƒ Ŏ5 ƘƓŏŋĂ!Ăǉǂk!ƒ ǉƦNj ýƓƤƥ ýǗƤ ǈdž Ươǘŏ ǊǉƊ Ǘƥ

Ŏ5 DžnjƑƓǁƙĂ DžnjǁdžƵ ǈƵ ýƓdžƶ!ƒ ƵƧƬƙ ƓŏŋĂ!Ăǉǂk!ƒ ǉƦNj DžĂlk ǈƊ ÜǈŏĂ!ƑƮdž!ƒ ƯƶƙƬ

.ǂŏƵƓdžkŋǗƒ ƘƓǂƙƬ!ƒ ǉƦNj ŎNjǘdž

ǂƙƮǉ!ƒ	ƥƶ!ƒ	
%70	179	Džƶǉ
%30	74	Ǚ
%100	253	ƳĂdžŋdž!ƒ


الشكل رقم 53يبين مدى وجود ربط بشبكة الأنترنت

ƱƙƧ ƥĂŋĂ ăƥdž ǈŏƙŏ 53DžƥƧ ýĂƥŋ!ƒ
ƘǉƧƘǉŰƒ ǂǂƙƬƙ

: ƖƑDžNjǂƴDžƜ Ƽ3ƍǂ !ƜƟ.7-1

ÜNjǂƙ Džǁƶ!ƒ ƳĂƧ5 ƥơƒ Ʃŏ! ƇŎƬ!Ɠƙ ƳƓ5ƘǉŰƒ ǈƊ ǂdžǂơ!ƒ ĂƊ ýǍdž!ƒ ýĂlŏ

ƇƓŏƬŰƒ ýǂ ǂ5ƧƵdž ƘƓǉĂǂdž ƥơƊ Ʃŏ! ƘǉƧƘǉŰƒ ǂǂƙƬ ǊdžƥlkƓdž ƓŏƒƨdžƓƙ ƳƓ5ƘǉŰƓ5

ƯƧǯƓƙ ƟƧƱ ĬƦ!ƒ ƓǉƋƮ ĬǁƵ Ƽ3ƱǉŏƓdž ĂNjĂ ÜƘǉƧƘǉŰƒ ǂǂƙƬ ĬǁƵ ǂŏǉlk!ƒ

ǂŏƙ!ƓƸ ǈƊ ƥŋǉ5 ÜƘǉƧƘǉŰƒ ǂǂƙƬ! ǂƙƮǉ!Ɠƙ ƘƓdžĂǁƵdž!ƒ Ƽ5ƥk ǂƵƧƮ ǈƵ ƧƓƮ5kƮǗƒ

ŎNjĂ ǘƬƊ Ƽ5ƥk!ƒ ǂƵƧƮƙ Džnjk5ƧƵdž Džƥƶ! ǁ!ƦĂ ýƒƋƮ!ƒ ĬǁƵ ƒĂƙŏŋŏ Dž! ǈŏƙĂŋkƮdž!ƒ

Ĭ!ƥ ǂƮƮƋdž ǈdž DžnjkƓƙƓŋƥ ƘƸǁƤƒ ÜƒĂƙƓŋƊĂ ýƒƋƮ!ƒ ƒĂdžnj5 ǈdž ƓdžǉŏƙŏƧ Ǘ %46 ǂƙƮǉ

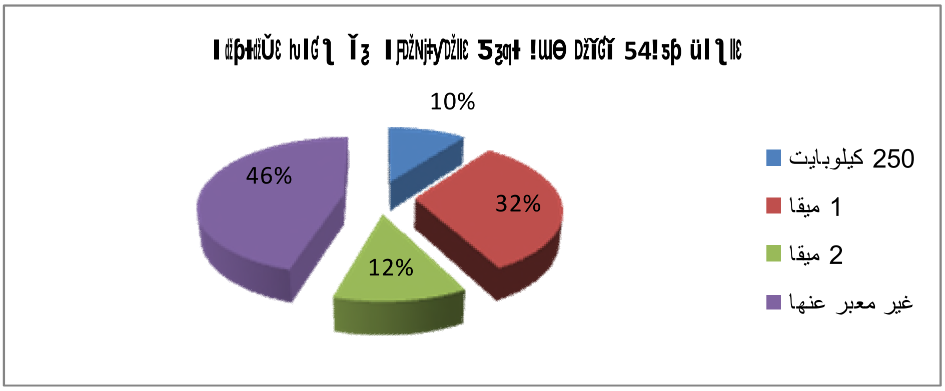
ŎŊǰĂ Ǜŧŏžđžǥŋ!ƒ Ďžŋǰƙȕȕđ̄đž Ŏ5 ǤŀŏđžǤ 1 ȿ5ƥƙ ŧƵƧȕ ǈƵ ƘƧƕƵ %32 ŧƕȕǉ5 ăƧƤĐ ƧŏĂƱƙĂ ǀơƕ!ƒ ýǤŋđž Ŏ5 Ǥŋǰ!ǚȥƙȕƒ Ďžƙ Ǥđž ƒȐǫ ǀƥŏŋ ȿ5ƥƙ ŧƵƧȕ ŎŊǰĂ ŧƕ!Ǥȥ!ƒ ŧƑ5!ƒ .ǈŏƛơǤƕ!ƒĂ ŧƕǁƱǁ! Ŏ5Ǥɯǫ ƇǤɯ5ŧ ǤŊǰƧŏ5ĂƙĂ ŧŏžđžǤŋ!ƒ ƘǤƕƙŧđž!ƒ

Ŏ5 ýƛđžƙđž!ƒĂ ƱȕĂƙđž ƘǉƧƙǉǫ ŧŧƕƬƕ ƱƕƧ Ďžŋǰŏƥ! ǈđžđž %10 ŧƕȕǉ ƥŋǉ ǤđžǉŏƕǀŏơƕǛŧđžŏƥƥ ƘǤđžĂǁžđž Ǥŋǰŏƥ! ŧƑ5!ƒ ƇǙđ̄Ŋǰ ǈĐ ƥɪƙƵĐ ǈŧ! Ǜŧŏǉǥǁ!ƒ Ŏ5 ƘŏǤƕƒĂǁŏŧ 250 ýŧƬƕ ǈƑǤƕƨ!ƒ ýŏđžŋ! ŧǉȕ ǈđž ýƥĐ Ȑǉđž ȿ5ƥƙ!ƒ ŧƵƧȕ ƘƶƽƧ ƧƑƒƨŋ!ƒ ƘǙǤȚƙƒ ǈĐ .ƇƒƧŋǙƒ ƒȐŋǰƕ ĎžǁƵ ǏǁƵ Ƙȕŏ! ŧƑ5!ƒ ǉȐŊǰĂ ǛŎƑǤɪďžƙ

ƘƧƕƵ Ŏƙ!ƒ ŎŊǰ ǛýŏƧȕ ȿ5ƥƙƕ ƘǉƧƙǉǙƒ ŧŧƕƬ ýǤđžƶƙȕƒ Ŏ5 ǤǗơ ƧɯĂǙƒ ŧƑ5!ƒ Ǥđžǉŏƕǈȕơ ĂŊǰ ǁǁ!Ȑ Ŏ5 Ďžŋǰđž!ƒ ǈĐ Ǚǫ ¡%12 ŧƕȕǉ ŎŊǰĂ ǤŀŏđžǤ 2 ŧƵƧȕƕ ȿ5ƥƙ ƥĂŋĂ ǈƵ .ŎđžǁƶƵ!ƒ ǀơƕ!ƒĂ ƘǤƕƙŧđž!ƒ ýǤŋđž Ŏ5 ȿ5ƥƙ!ƒ ƒȐŊǰ ýǤđžƶƙȕƒ ýƕȕĂ

	ƥƥƶ!ƒ	ŧƕȕǉ!ƒ
ƘŏǤƕƒĂǁŏŧ 250	26	%10
ǤŀŏđžǤ 1	81	%32
ǤŀŏđžǤ 2	31	%12
ǤŋǰǉƵ Ƨƕƶđž Ƨŏȥ	115	%46
ƳĂđžŋđž!ƒ	253	%100

ýĂƥŋ!ƒ Ďžƥƨ ǈŏƕŏ54 Ďžŋơ ȿ5ƥƙ ƘǤđžĂǁžđž!ƒ ŧƕȕǉ!Ǥƕ ŧŧƕƬ! ƘǉƧƙǉǙƒ



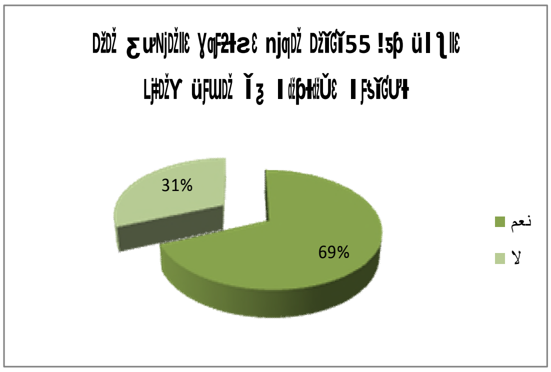
:ǀǁƥŧǁǙǁ ǀƑƽǏǤǙŧ ĎžǁĎž ƴǁƑƧŧƧǙǁ.7-1

ǈĐ ǀŏơ Ǜýŏđžŋǁǁ! ŧ!Ăƽŧđž ƧƑƒƨŋ!ƒ Ŏ5 ƘǉƧƙǉǙƒ ŧŧƕƬ ýǤđžƶƙȕƒ ŧŏƧơ ýǤŋđž ǈĐ Ǚǫ ǛǤŋǰƕ ǀȚǤƤ!ƒ ǤŋǰƙƨŋǰŋĐ Ǥŋǰ!Ă ǀƥĂŋĂđž ƘǉƧƙǉǙƒ ŧŧƕƬ ǏǁƵ ŧƕǤƥƧ!ƒ

ĆĜŏŢŨƒĂ ǂŏơĜŀŰƒ ĂĐ ŎǇdžŰƒ ƔǇĠƞ!Ĝŀ ƨdžŰƒ Ƅĭƶk Ĝdž ƒƦ Ǔ ƒƥƞ ƨĂƮơdž ǂŀĜƥƨ!ƒ .ǂŏǇƱĂ!ƒ IƥơĂ!ƒĂ ǂŏǇƱĂ!ƒ IƥĜŏ˥!Ĝŀ ǂƥǓƶ Ĝnj! Ŏk!ƒ

ƨơ ýǂŢŀ ǂǂŀŢ!ƒ ýĜdžƶk˥ƒ Ĭĭƶ ýdžƶk ăƨƤŰƒ ŎNj ǂŏƶdžĜƞ!ƒ ƘĠ˥˥ƌdž!ƒ ǂƶdžĜƞ!ƒ ĆĜưƼ ǇŰ ŰĆĜǇǨk˥ƒ ǇĂƥ ǇŏƼƲĂdž!ƒ ýŏdžƞ! ƘĠIŏŀƱk!ƒ ýŏdžƞ ǂơĜkǫĂ . Ŏdžĭƶ!ƒ ǂơŀ!ƒ ǂdžƥƤĂ ƘǇƨkǇŰƒ ǂǂŀŢ! ǂŏdžĭƶ!ƒ ƘŰĜdžƶk˥ŰĜŀ ƻĂƨƶdž

ƘǇƨkǇŰƒ ǂǂŀŢŀ ƱĜŀkƨƒ DžnjŏƥĂ ƔĂ˥Ĝơ ƨĜnjƞ ǇĂǂĭkdžŏ ǇŏƦ!ƒ ǇŏƼƲĂdž!ƒ ýǂ Ǔ ǇŏƼƲĂdž!ƒ Ǉdž %69 ǂŀ˥Ǉŀ NJǇƶ ƨŀƶ Ĝdž ĂNjĂ ŰƘǇƨkǇŰƒ ƘĠIŏŀƱk Ǉdž ǇĂƥŏƼk˥ŏ Ưƶŀ ǇƼƼ ŰǂŏƶdžĜƞ!ƒ ǂŀkǂdž!ƒ ŎƼ ŎdžĂŏ!ƒ ýdžƶ!ƒ ŎƼ ƨƛƌk ƘĠIŏŀƱk!ƒ ǉƦNj ƘǇĠǂ ƒƦ ƘĠǂŀŢ ýƛdž ƘĠIŏŀƱk!ƒ Ưƶŀ ƨƲơŀ ǇĂdžĂIŏ ǂŏƶdžĜƞ!ƒ Ƙ˥˥ƌdž!ƒ Ŏ!ĂƑ˥dž DžnjƼƑĠƲĂ ǇƵ ǇŏƼƲĂdž!ƒ ŎĭƤk ǇƵ ƘŰĜơ!ƒ Ưƶŀ NJkkŀƛĐ Ĝdž! ŰŎƵĜdžkƞŰƒ ýƮƒĂk!ƒ ŎƼ ǂŏƥĂƥƨdž!ƒ ýƞƒƨk Ĭ!ǫ ăƥĐ Ĝdždž ŰǂŏƵĜdžkƞŰƒ ƘĠǂŀŢ!ƒ ǉƦNj ƨơŀ ŎƼ ƄƨƷ!ƒĂ .ýdžƶ!ƒ ýĜƞdž



	ƥƥƶ!ƒ	ǂŀ˥Ǉ!ƒ
Džƶǉ	174	%68
Ǔ	79	%32
ƳĂdžƞdž!ƒ	253	%100

NJĭdžƶ ýĜƞdž ŎƼ ƘǇƨkǇŰƒ ƘĠIŏŀƱk Ǉdž ƻƲĂdž!ƒ IƥĜƼk˥ƒ ăƥdž ǇŏŀŏƼƼ Džƥƨ ýĂƥƞ!ƒ

:hŭŷDžƑШIlɛ ıƑĠǂIDžIlɛ Ĭƺ ıƑDžNjǂŷDžIlɛ ƑĭШNjIINjdžIǂ ıŰƑDžŷǂƨɛ.8-1

ƘĜŀkǂdž!ƒ ŎƼ ƘĜdžĂĭƶdž!ƒ ĜŏƞĂ!ĂǇǂk! ƘŰĜdžƶk˥Űƒ ƥơĐ ƘǇƨkǇŰƒ ƨŀkƶk ĜŏƞĂ!ĂǇǂk ƘŰĜdžƶk˥ƒ ýĂơ ǂ˥ƒƨƥ!ƒ ǂǇŏƶ! ĜǇŀƒĂƞk˥ƒ ýǓƤ ǇdžƼ ŰǂŏƶdžĜƞ!ƒ Ɣ˥ơ ăƨƤĐ Ĭ!ǫ ǂ˥˥ƌdž Ǉdž ƘơƞƨƌkĜnjǇƼƼ ǂŏƶdžĜƞ!ƒ ƘĜŀkǂdž!ƒ ŎƼ ƘĜdžĂĭƶdž!ƒ :ŎkŰĜǂ ǂdžƥIdž!ƒ ƘĜơƨkIdž!ƒ

ĜŏƞĂ!ĂǇǂk ƘŰĜdžƶk˥ƒ Ǉdž %32 ǂŀkǂdž!Ĝŀ ƒ ĜƤ ƔƒĂ ýƥĂdž ĆĜŢǇǫ ýkơƒ Ĝnj! ǂŏƶdžĜƞ!ƒ ƘĜŀkǂdž!ƒ Ɣĭƺ ǇĐ ƥIkƶĐ ŎǇǇƥ Ǔ ŰǂŏƶdžĜƞ!ƒ ƘĜŀkǂdž!ƒ ŎƼ ƘĜdžĂĭƶdž!ƒ

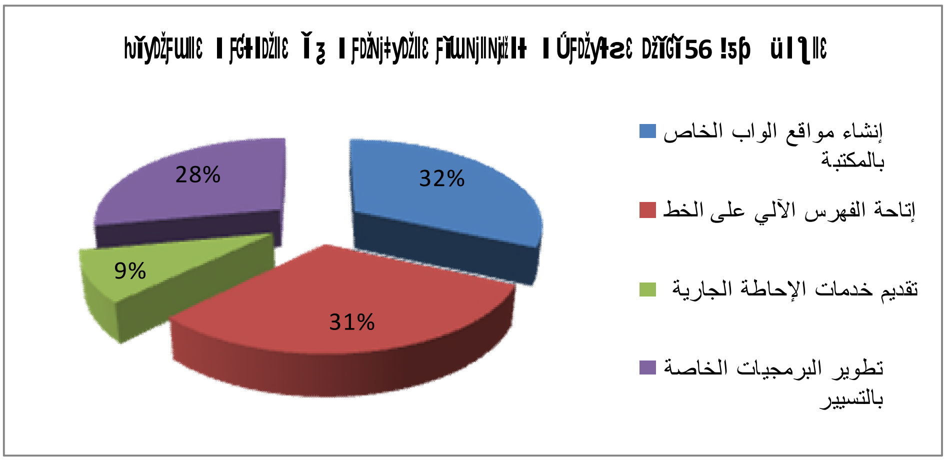
[illegible]

[illegible]

[illegible]

	[illegible]	[illegible]
[illegible]	119	32%
[illegible]	115	31%
[illegible]	35	9%
[illegible]	105	28%

[illegible]


32%
31%
9%
28%
إنشاء مواقع الواب الخاص بالمكتبة
إتاحة الفهرس الآلي على الخط
تقديم خدمات الإحاطة الجارية
تطوير البرمجيات الخاصة بالتسيير

[illegible]

[illegible]

[illegible]

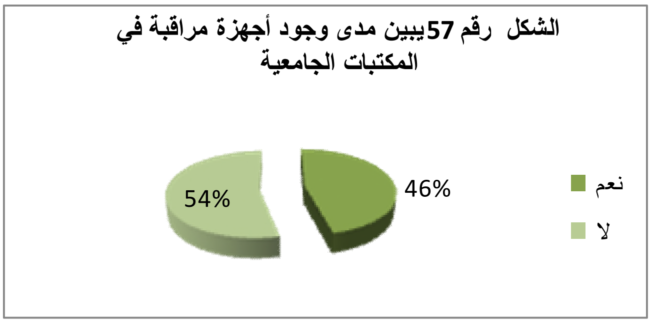
[illegible] .1-2

[illegible]

[illegible] %46 [illegible]

[illegible]

[illegible]


الشكل رقم 57 يبين مدى وجود أجهزة مراقبة في المكتبات الجامعية

	[illegible]	[illegible]
[illegible]	117	%46
[illegible]	136	%54
[illegible]	253	%100

[illegible] 57 [illegible]

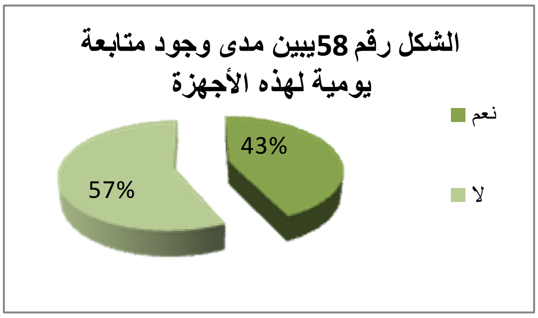
2-2. [illegible]:

[illegible]

[illegible]

[illegible] %57 [illegible] %43 [illegible]

	[illegible]	[illegible]
[illegible]	109	%43
[illegible]	144	%57
[illegible]	253	%100



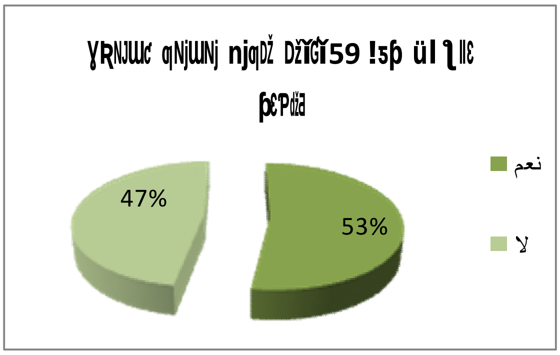
[illegible] 58 [illegible]

[illegible] 2-3.

[illegible] %53 [illegible]

[illegible]

[illegible] %47 [illegible]



	[illegible]	[illegible]
[illegible]	133	%53
[illegible]	120	%47
[illegible]	237	%100

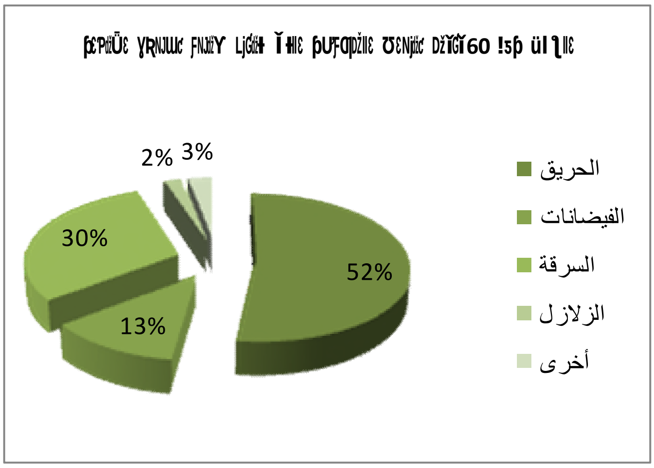
[illegible] 59 [illegible]

2-4. [illegible]:

[illegible] %53 [illegible].

[illegible] %30 [illegible] %12 [illegible]

[illegible] . [illegible] %2 [illegible] %3 [illegible] .



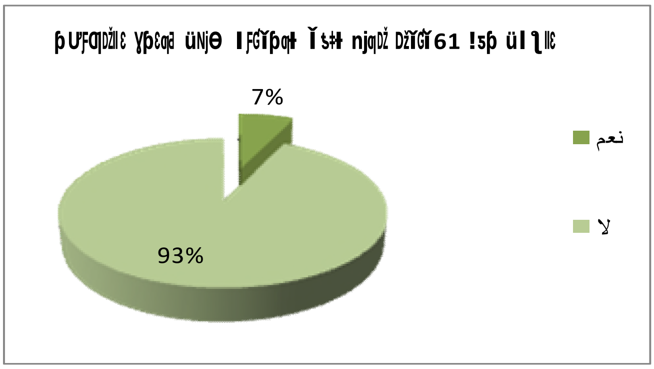
[illegible]	[illegible]	[illegible]
[illegible]	122	%53
[illegible]	29	%12
[illegible]	71	%30
[illegible]	5	%2
[illegible]	7	%3

[illegible] 60 [illegible]

.6-2 [illegible]:

[illegible] EXTINCTEUR [illegible] %93 [illegible].

ǇƎϱ ƚŏĞƿĂ!ƒĂ ǇĚǎŪƒ ǇƒĂƵƉ Ĭ!ǫ ý‡Ăǩ ƨƱĞƤĚǎ!ƒ ƚnjɳƒĂĚǎ ƚĚǎnjĚǎ ǇĚǎƕ ĜǇĚǎǐ˥ ƒŖǫ ýĚǎ ýĚǎĜƶǩ!ƒ ƘĞŏƿɳƕƉ ĎǎǐƶǩŏǇƉ ǇĚǎ ƿƕŬ ŬǇƒĂǩ˥ĚǎĂ ǋǩǁǩƨ ƘǇĞ‡ ĜĚǎnjĚǎ ƸƲĂĚǎ!ƒ ĎǎĞƲǇ ĜnjŏϱĎǎǩŏ Ŏǩ!ƒ ƘŬĞơ!ƒ Ŏϱ ƚƿơǩ ƨĞƱƤŬƒ ǇŖǊ ƚŏƕ!Ğƹ ǇŬ ŬƨĞƱƤŬƒ ǇƉ ŎƵƿǩ˥ŏ ĜĚǎĚǎ ƘĞƿĂŬƒ ǇŖǊ Ŏϱ ǇƿɳƒĂǩŏ Ŭ ƚŏĞƿĂ!ƒĂ ǇĚǎŪƒ ǇƒĂƵϱ Ŭ‡ĚǎĂƒƿĚǎ!ƒ .ƚŏƶĚǎĞɳ!ƒ ĜǇǩĜƕǩ‡Ěǎ Ŏϱ ƚƨƒĂ‡!ƒ ǋǇnjǩ ƚŏƺƕ ǁ!Ŗƕ ĜĚǎǐĚǎ ǇĂ‡ŏ



ƚƕ˥Ǉ!ƒ	ƿƶ!ƒ	
%7	17	Ďǎƶǀ
%93	236	Ŭ
%100	253	ƳĂĚǎɳĚǎ!ƒ

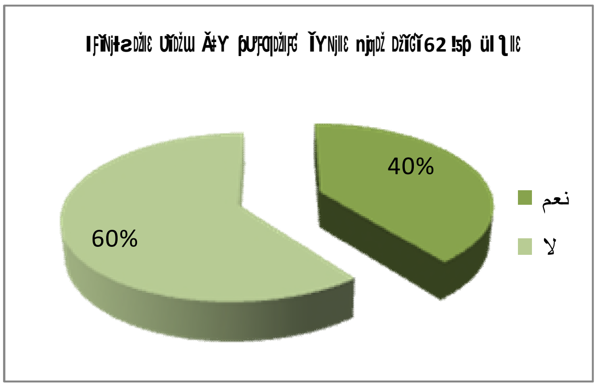
ƨƱĞƤĚǎ!ƒ ǀƨƒƿǫ ýĂơ ƘĞŏƨƿǩ ŎǀǐǩǇŏƕŏ 61ĎǍƿƨ ýĂƿɳ!ƒ

:ƿƲƑƢĎǎǁƑĞ ǁǐǇNjƗǁǁNj ǏǇNjǁǁ.7-2

ĞŏĚǎĂĚǎƵ ƚŏƶĚǎĞɳ!ƒ ƚ˥˥ƌĚǎ!Ğƕ ƾƿơǩ Ŏǩ!ƒ ƨƱĞƤĚǎ!Ğƕ ŎƵĂ!ƒ ǀƨĂƨư Ǉŏ!ĂƑ˥Ěǎ!ƒ ǇĚǎ ƘĞŏĂǩ˥Ěǎ!ƒ ýƌĚǎɳ ĬǐƵĂ Ŭ ƒ ĂƮƤ!ƒ ǋɳĂ ĬǐƵ ƚŏƶĚǎĞɳ!ƒ ƘĞǩ‡Ěǎ!ƒĂ ƿǇƵĂ Ŭ‡ϱǐǩƤĚǎ!ƒ ǇƒĂƵŪƒ Ĭ!ǫ ĎǎnjǩƨĂ ĎǎnjϱĞǇƮƉ ƸǐǩƤĚǎƕ ǇŏƿĞƶ!ƒ ǇŏϱƲĂĚǎ!ƒ Ĭ!ǫ ǇĚǎ %60 ƚƕ˥ǇƘƕĞɳƉ ƿǀϱ ŬƨƱĞƤĚǎ!ƒ ǇŖnjƕ ŎƵĂ!ƒ ăƿĚǎ ýĂơ ĜǇǩ˥ƒƨƿ ƚǇŏƶ ƨĞ˥ϱǩ˥ƒ ý‡ĞƬĚǎ ǇĚǎ ǋǇƕ˥ǩ ǇƉ Ǉ‡ĚǎŏĞĚǎ ǇĂϱƨƶŏĂ ƨƱĞƤĚǎ!ƒ ǇŖnjƕ ŎƵĂ Ďǎnjŏƿ! ǇƉ ǇŏϱƲĂĚǎ!ƒ . ƨƱƤ ĬƉ ƚĂƿơ ƚ!Ğơ Ŏϱ

ǇŏϱƲĂĚǎ!ƒ ƚŏǀƕ Ʃŏ˥ơǩ ýɳƉ ǇĚǎ ýƌĚǎɳ!ƒ ǋŏϱ ǁƨĞƬŏ ǇƉ ǋɳŏ ƚŏƵĂǩ!ƒ ǋǇĞɳ ĆƒƨɳǫǇ ƾŏƨƱ ǇƵ Ďǎnjǩŏ ƵĂǩĂ Ďǎnj˥ŏ˥ơǩ ǇĚǎ ƿƕŬ ƒŖǫ %40 ƨƿǀǩ Ďǎnjǩƕ˥ǇǇŏŖ!ƒ ǀƨƒƿǫ ƨƕǩƶǩ Ŗǫ ŬƚŏƶĚǎĞɳ!ƒ ƘĞƕǩ‡Ěǎ!Ğƕ ƚǀĚǎƶǩĚǎ!ƒ ƨƱĞƤĚǎ!ƒ ýĂơ ƚŏƕŏƨƿǩ ƘƒƨĂƿ ýĞƤƿǫ Ŏƺƕ ǇŏϱŬŏϱ Ŭ ƚŏƶĚǎĞɳ!ƒ ƘĞƕǩ‡Ěǎ!ƒ ǀƨƒƿǫ Ŏϱ ƚƛŏƿơ!ƒ ƘĞnjɳĂǩ!ƒ ǇĚǎ ƨƱĞƤĚǎ!ƒ ƨƱƤ ĬƉ ǇĚǎ ƚŏĞƿĂĚǎ! ƚƺ!Ğƕ!ƒ ƚŏĚǎNjŪƒ ĜnjƑĞƱƵǫĂ Ĝnjŏǀƶ ǋŏƨƿǩ!ƒĂ ƚĚǎŬ˥!ƒ ƘƒƨĂƿ .ƾƿơĚǎ

[illegible]



	[illegible]	[illegible]
[illegible]	100	%40
[illegible]	153	%60
[illegible]	253	%100

[illegible]

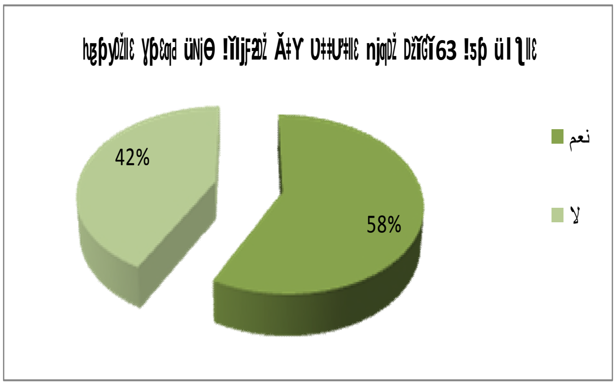
2-8. [illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]	[illegible]	
%58	146	[illegible]
%42	107	[illegible]
%100	253	[illegible]

[illegible] 63 [illegible]

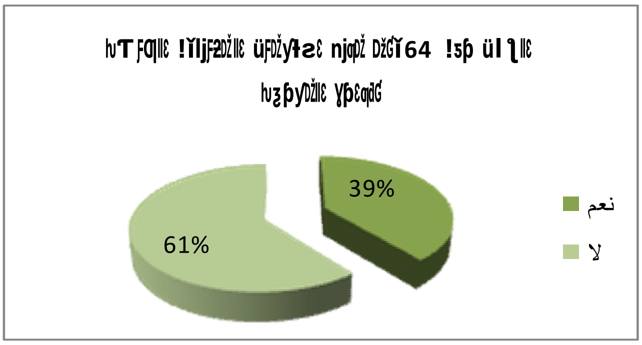
[illegible] 2-3

[illegible]

[illegible] 64 [illegible]

ƵǶƱǈǐ Ǵǆ ƒŖNjĂ ýǆžƶ!ƒ Ŏ5 ƚǐƪ5ǴǈǨ!ƒ ǈǆ ƳĂǈ ǁǴǈNj ƘǈǴǂ ƒŖǫ ǴƮĂƮƤ ƚƪƪƋǆǅ!
.ƚǒƥǴƮǨƥŬƒ ƘǴƪƪƋǆ!ƒ ǏǅƵ

ǀƧƒƥǫ Ŏ5 ǅǒNjǴƺǆ!ƒ ǉŖNj ýǆžǨƪǨ Ŭ %61 ƚǶƪǈ ǈǆǶ ǈǒǶĂƞǨƪǆ!ƒ ƥǂƊ
ǴnjǈƊ Ŭǫ ƴƥƒĂ!ƒ ƯƧƊ ǏǅƵ ǁ!Ʀǜ ƘǆǴƥ ǈǫĂ ƚƑ5!ƒ ǉŖNj ǈƊ Ǐ!ǫ ƴƞƒƧ ƒŖNjĂÜƚ5ƧƶǆƶǆǨ!ƒ
ŎǈnjǆǨ ƧǒƸ ýǂƬǶ ǈǴǂ ǈǫĂ Üƚ5ƧƶǆǨ!ƒ ǀƧƒƥǫ ǅǒNjǴƺǆ ýǴǆžǨƪǴǶ ǅĂǀǨ ǴnjǈǆǶ ǁƧƥǨ Ŭ
ƚƑ5!ƒ ǉŖNj ýǆžǨƪǨ ǴnjǈǆǶ Ƙƥǂƌ Ŏǩ!ƒ ƚƑ5!ƒ ǴǆǈǒǶ NJ! ǈǒǂƧƥǆ ƧǒƸ ǁ!ƦǶ ǈĂǆĂǀǒ Ŏnj5
ƚǈǒƵ ǈǆ %39 NJǨǶƪǈ Ǵǆ ŎNj ýǴǆžǨƪŬƒ ǁ!Ʀ ǁƒƧƥǫ ǏǅƵ ǀƧƥǀ!ƒ ǅnjǒƥ! ǈǆǆ ŎNj
.ƚƪƒƧƥ!ƒ



ƚǶƪǈ!ƒ	ƥƥƶ!ƒ	
%39	99	ǆƶǈ
%61	154	Ŭ
%100	253	ƳĂǆƞǆ!ƒ

ƚ5ƧƶǆǨ!ƒ ǀƧƒƥǶ ƚƮǴƤ!ƒ ǅǒNjǴƺǆ!ƒ ýǴǆžǨƪƒ ăƥǆ ǈǶǒ 64 ǆƿƧ ýĂƥƞ!ƒ

:ǅǏƨƭNjǅǙǣ ǅǏǴ ƪƺƥƴǅǙǣ !ƨƑƽƚ .3-3

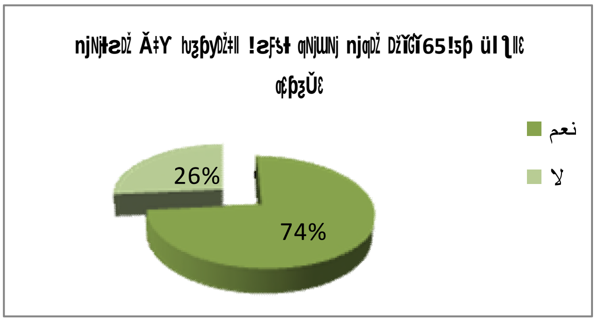
ǈǆ ƥǶŬ ƚƪƪƋǆ ǏƊ ýǆƵ Ŏ5 ƚǒƥĂƥƧǆ!ƒĂ ǅNjǴƺǨ!ƒ ǈǆ ǴƵĂǈ ƥĂƪǒ Ŏǂ!
ǀƧƒƥǫ Ŏ5 ǀƥǒƥƞ!ƒ ƘǴNjǴƞǨŬƒ ǈǆ ǴNjƧǴǶǨƵǴǶ Üƚ5ƧƶǆǨ!ƒ ǀƧƒƥǫ ǅǒNjǴƺǆ! ŎǅƶƵ ƥǒƪƞǨ
ǴǆǅǂƵ ÜǈǒƺƱĂǆǅ! ŎǈnjǆǨ!ƒĂ Ŏƪƺǈ!ƒ ƧƒƧǀǨƪƒ ǏǅƵ Ʊ5ǴơǨ ǴnjǈŪ ÜƘǴƪƪƋǆ!ƒ ƧǒƪǨĂ
ǅNjǴƪ ǴǆǅǂƵ NJƑŰǆƨ ǈǒǶ ƘƒƧǶƤ!ƒ ýƥǴǶǨĂ ƚ5ƧƶǆǨ!ƒ ǅƪǴǀǨ ƚǒǆNjƊ ăƥǆǶ ƻƱĂǆ!ƒ ǁƧƥƊ
. ǊǨǈǆ!ƒ ǀƥĂƞĂ ƧǒƪǨ!ƒ Ŏ5 ƚǒ!ǴƶƑ!ƒĂ ǀƧƥǀ!ƒ ǈǆ ƴ5Ƨ!ƒ Ŏ5

ƘǴ5ƧƮǨ!ƒ ƯƶǶǶ ǅĂǀǨ Ŏǩ!ƒ ƚƑ5!ƒ ǈƵ ǉǴǈǅƥ Ǵǆ ƥǂƋǒ 65 ǆƿƧ ýĂƥƞ!ƒ
ǈƵ Ǵǈ!ƋƪýŭƤǈǆ5 ǁ!Ʀ ƚǒǆNjƊ ăƥǆ ǁƧƥǨ ŬĂ Üýǆƶ!ƒ ýǴƞǆ Ŏ5 ýǴƶ5Ūƒ ƯƶǶĂ
ƵǶǴƪ!ƒ ýƒƋƪ!ƒ NJƪƺǈ ǴǶǒƧǀǨ ĂNjĂ ÜƥƒƧ5Ůƒ ăĂǨƪǆ ǏǅƵ ƚ5ƧƶǆǅǅǄ! ǅƪǴǀǨ ƥĂƞĂ ăƥǆ
ǀĂƱƤ!ƒ Ŏǈƶǒ ƒŖNjĂ ƚ5ƧƶǆǅǅǄ! ǅƪǴǀǨ ƥĂƞĂǶ %74 NJǨǶƪǈ Ǵǆ ƥǂƊ ƥǀ5 ăƧƤƊ ƚƺǒƮǶ
ƵǨǴǂǨ! ǁ!ƦǶ ƚƮǴƤ!ƒ ƘǴǒ!Ŭƒ ýǴǆžǨƪƒĂ ÜǴnjǆǪǴǀǨĂ ƚ5ƧƶǆǨ!ƒ ǀƧƒƥǫ ýĂơ Ǐ!ĂŪƒ
.ƘǴƪƪƋǆ!ƒ Ŏ5 ƧǒǒƪǨ!ƒ ƚǒǅǆƵ ƥĂnjƞ

[illegible]

[illegible] ¡%26 [illegible]

[illegible]



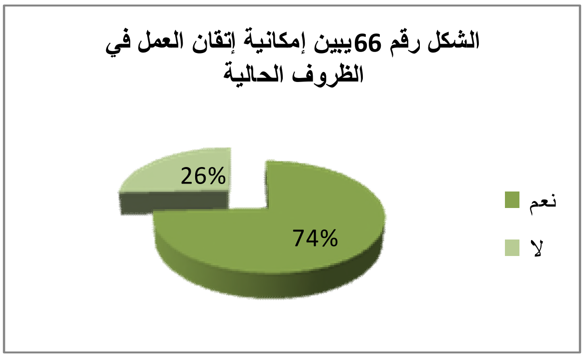
[illegible]	[illegible]	
[illegible]	186	%74
[illegible]	67	%26
[illegible]	253	%100

[illegible] 65 [illegible]

[illegible] .4-3

[illegible]

[illegible]


الشكل رقم 66يبين إمكانية إتقان العمل في الظروف الحالية

[illegible]	[illegible]	
[illegible]	188	%74
[illegible]	65	%26
[illegible]	253	%100

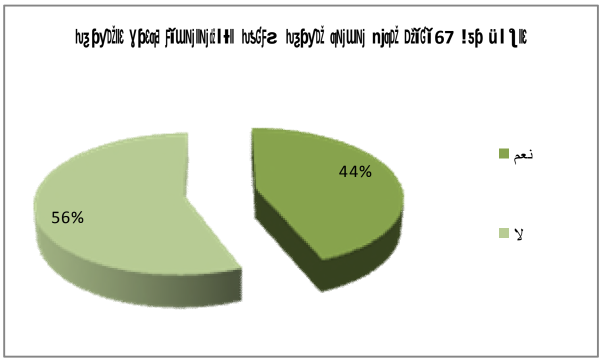
[illegible] 66 [illegible]

3-5. [illegible]:

[illegible]

[illegible] %44 [illegible] %56

[illegible] .



	[illegible]	[illegible]
[illegible]	201	%79
Ŭ	52	%21
[illegible]	253	%100

[illegible] 67 [illegible]

:[illegible]:4 [illegible]

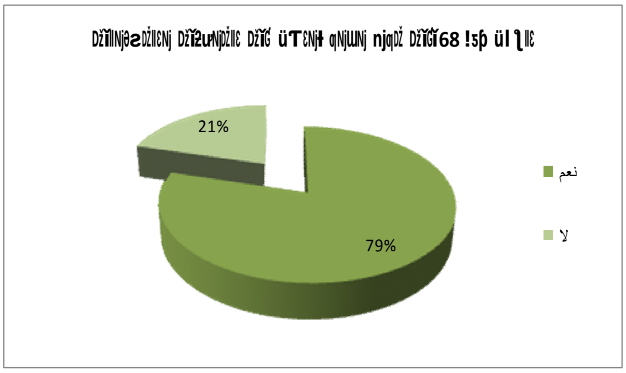
[illegible].

: [illegible] .1-4

[illegible].

LJŏơ Ŏ5 LJŏ!ĂƑƪdž!ƒ Ă LJŏ5ƲĂdž!ƒ LJŏƿ ýƮƒĂk ƖƑLjNj LJĐ %79ŧƿƪLj ƘƸƿƵ ƒƦNj ƮLjƿŏĂ ÜLJŏ!ĂƑƪdž!ƒĂ LJŏ5ƲĂdž!ƒ LJŏƿ ýƮƒĂk ƥƞĂŏ Ű ƝLJĐ %21 ƝJkƿƪLj Ƒdž ƘƸƿƵ ýŧ ƸŏŏƺkĂ Üýdžz!ƒ Ŏ5 ŧŏƵƑdžƞ ƖƥƒƸƼĂ ŧŏƵƑdžƞ ŧƱP ƇƑLjƿ ŧ!Ƒơ Ŏ5 ýƮƒĂk!ƒ ŎƿűPŰƒ ƔLjƑƞ!ƒ ƑNjŏ5 ƮƵƒƸŏ ÜŧŏƿƑƞŏ ƇƑŏƮĐ Ʈ!ƺ ŧƿk‡dž!ƒ Ŏ5 ƖƥƑƑƪ!ƒ ŧŏƿƪ!ƒ ƸĂdžŰƒ .ăƸPŰƒ ƘƒƸƑƿkƵŰƒ ýŧ ƾĂ5 ŧƪƪƋdž!ƒ ŧơƪƮdžĂ ÜŎLjnjdž!ƒ

ŧƿk‡dž!ƒ Ŏ5 ƥƸ5 ýŧ ŎzƪĂ ýdžz!ƒ Ŏ5 ŧŏƮPT!ƒ Ơ!ƑƮdž!ƒ Ƙƿƪƺk ƒƦƺ ƑdžLjŏƿ ƮƪƵ ƑƿƪƪƖ!Ʀ Σ‡zLjŏ ÜŧŏƮPT ƯƒƸƹĐĂ ƔƸƉdž ƾŏloʞ ƇƒƸĂ Ŏzƪƪ! ŧŏzdžƑƞ!ƒ ƑLjƥƞĂ ƘƑƿk‡dž!ƒ Ưzƿ yƥƒĂ Ŏ5 ÜƥŏƥT!ƒ ƻƪű!Ă ŧŏzdžƑƞ!ƒ ŧƿk‡dž!ƒ ƸŏŏƪkĂ ƖƸƒƥƺ ŧ zƿŏ Ƒdž Ďžnjƪ5LjĐ LJŏ5ƲĂdž!ƒ LJŏƿĂ LJŏ5ƲĂdž!ƒĂ LJŏ!ĂƑƪdž!ƒ LJŏƿ LJƑƑƺư!ƒĂ ƥƑloŰƒ LJdž ŧƛŏƥơ ƑnjLjĂ‡ Ďžƺƺ ƘƑƿk‡dž!ƒ ljƦNj ƝJŏ!ƺ Ƙ!ƈ ƮƦ!ƒ yưĂ!ƒ LJdž ÜƮưƸ!ƒ Ďžƥz ƮƪƵ .ƖƋƮLj!ƒ

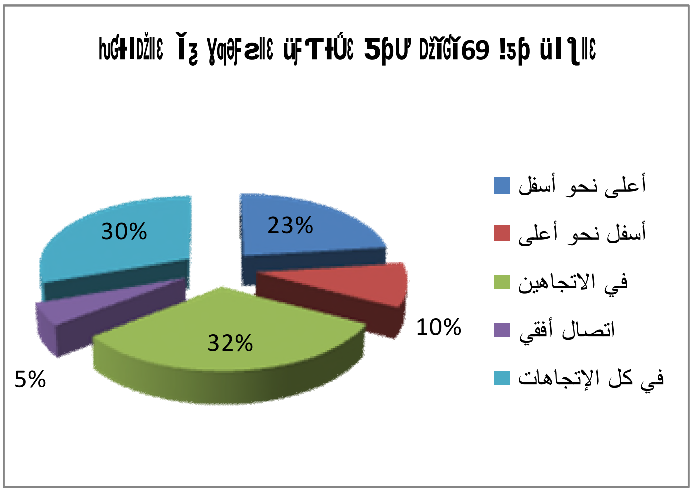


	ƥƥz!ƒ	ŧƿƪLj!ƒ
ĎžzLj	111	%44
Ű	142	%56
YĂdžƞdž!ƒ	253	%100

LJŏƿ ýƮƒĂk ƥĂƞĂ ăƥdž LJŏƿŏ 68ĎžƥƸ ýĂƥƞ!ƒ LJŏ!ĂƑƪdž!ƒĂ LJŏ5ƲĂdž!ƒ

: ƞƑŧƖĎžƜǁ Ʈƺ ƔƋƏƑƸƜǁ ǗƑƬŧŰǁ ƼƥƯ .2-4

ƘƑƿk‡dž!ƒ Ŏ5 ƖƥƑƑƪ!ƒ ýƑƮkŰƒ ƾƸƱ! LJŏƿdž!ƒ 83ĎžƥƸ ýĂƥƞ!ƒ ýűP LJdž ýŧ Ŏ5 ýƑƮkƒ ƥƞĂŏ ƝLJĐ %30 ŧƿƪLjƿ ƘƿƑƞĐ ŧƪƒƸƥ!ƒ ŧLjŏƵ LJĐ ƲơűLj ŧŏzdžƑƞ!ƒ ĂĐ ŧƪƪƋdž!ƒ ƥƒƸ5Đ LJŏƿ ŧŏzŏƿƱ ƘƑƥűƵ ƘƥƑƪ ƒƦƺ ƑŏzŏƿƱ LJĂ‡ŏ ƥƥ ƒƦNjĂ ÜƘƑNjƑƞkŰƒ ŧƿƪLjƿ ýƸ5ƪĐ ĂơLj ƮƪƵĐ ýƑƮkƒ ƖƑLjNj LJĐ ăƸPĐ ŧƑ5 ăƸk ƑdžLjŏƿ ÜŧŏzdžƑƞ!ƒ ŧƿk‡dž!ƒ ŧƪƸƑdždž ƸƑƱƺ Ŏ5 ŧŏzŏƿƱ LJĂ‡k ƥƥĂ ÜƻƲĂdž!ƒ ĂơLj ýĂƑƪdž!ƒ LJdž ƮĐ %23 . ŧƪƪƋdž!ƒ ƸŏŏƪkĂ ƝJŏƞĂk Ŏ5 ƝJƪdžz! ýĂƑƪdž!ƒ [illegible] %10 [illegible] %30 [illegible] %5 [illegible]



[illegible]	[illegible]	
[illegible]	58	%23
[illegible]	25	%10
[illegible]	80	%32
[illegible]	13	%5
[illegible]	77	% 30
[illegible]	253	%100

[illegible] 69 [illegible]

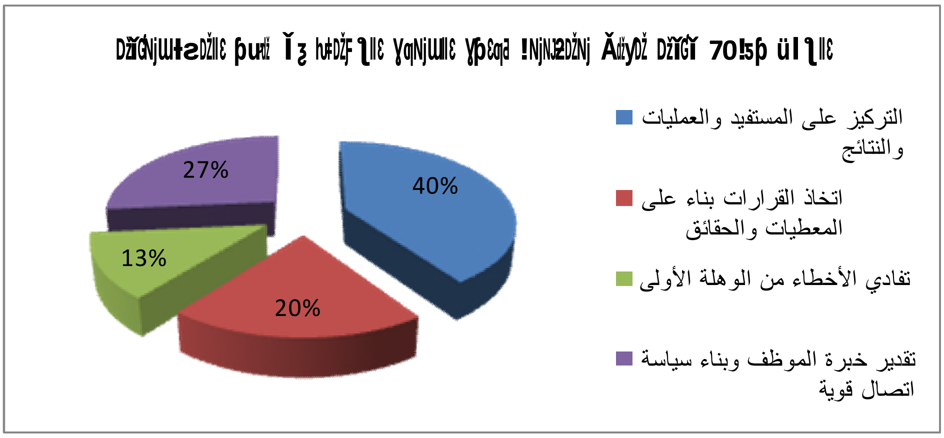
[illegible] .

[illegible] %20 [illegible] %13 [illegible] .

[illegible] .

[illegible]	[illegible]	[illegible]
[illegible]	148	%40
[illegible]	74	%20
[illegible]	47	%13
[illegible]	97	%27

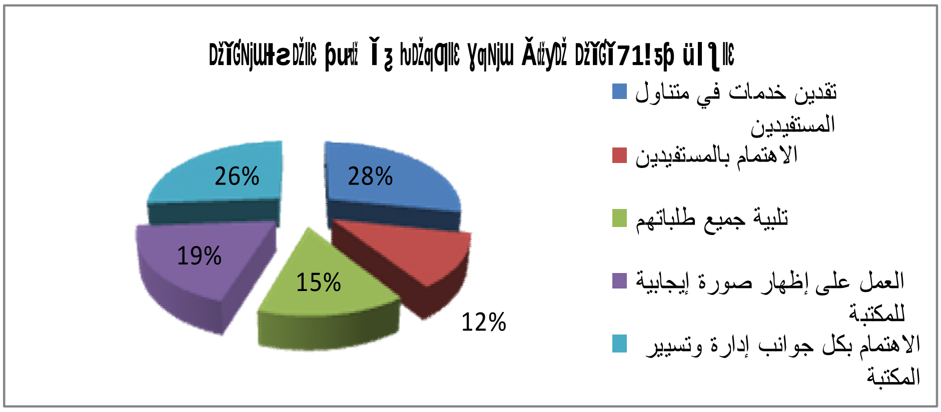
[illegible] 70 [illegible]



[illegible]

	[illegible]	[illegible]
[illegible]	133	%28
[illegible]	58	%12
[illegible]	70	%15
[illegible]	89	%19
[illegible]	124	%26

[illegible] 71 [illegible]



5-3. [illegible] :

[illegible]

[illegible]

[illegible] %54 [illegible]

[illegible] %31 [illegible]

[illegible] %15 [illegible]

[illegible] %90 [illegible]

[illegible]	[illegible]	[illegible]
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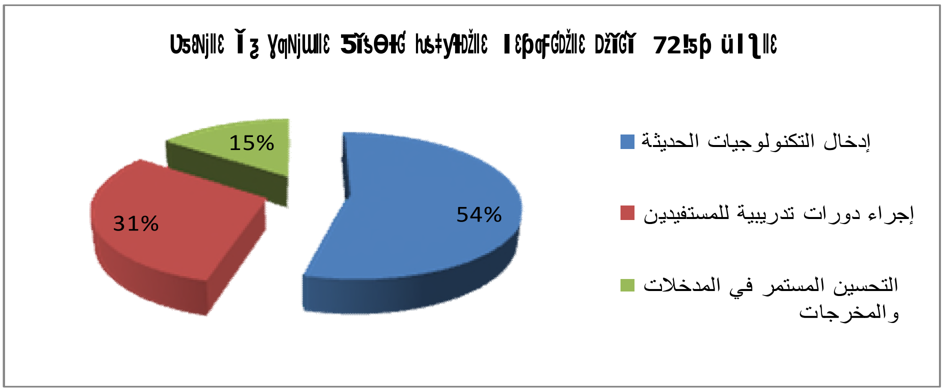
[illegible]	115	%31
[illegible]	57	%15

[illegible] 72 [illegible]



[illegible] .4-5

[illegible] %42 [illegible]

[illegible] .[illegible]

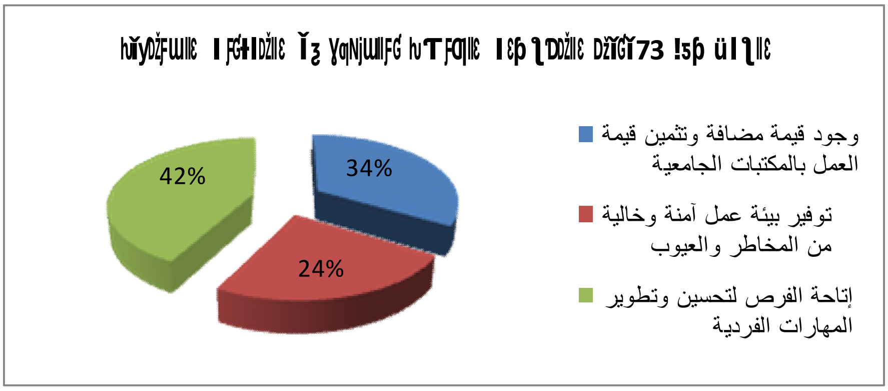
[illegible] %34 [illegible] %24 [illegible]

[illegible] .[illegible]

[illegible] .[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	123	%34
[illegible]	88	%24
[illegible]	155	%42

[illegible] 73 [illegible]



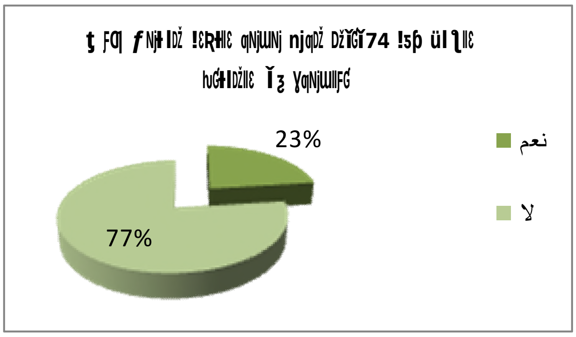
:(ƒNjǂlDžlle !ƐƦǂlǕƐ) ɣƍNjɰlƑǴ ƑNJDžƐƦǂlƐNj hŭẙDžƑɰlle hŭǴǂlDžlle .5-5

ƘǴŀƙǂdž!Ǵǂ ƘǴdžƥƤ!ƒ ƳǴƱƿ Ĭĭƶ ƒƥŏƥƞ ýƒƨŬ ǂĭdžǴƬ!ƒ ǀƥĂƞ!ƒ ƠĭƱƬdž ǁĭƙŀ Ʋơŏ Dž! ýƒƨŬ ƘǴdžƥƤ!ƒ ƳǴƱƿ ǈƎ5 DžǴƶ ýǂƬŀ ƧƑƒƨƞ!ƒ Ŏ5Ă Üǂŏƶdžǁƞ!ƒ ƘǴƞƙǉdž ƩƎǴǉƙ ǈǂdžŏ ǂƶĭʅ ǴNj! Ŏƙ!ƒ ÜǂŏƞǴƙǉŰƒ ƘǴƵǴƱl!ƒ ǈdž ǉƧŏʓǂ ƘǴdžǴdžƙNjŰƒ ǀƧĂƧư ǈdž ƧƛǂƊ ƥƶƙ DžƒƨƙŰƒ ǂĭdžƵ ýƶƞŏ Ǵdžǁdž Üǂŏʅ5Ǵǉƙ ƘǴƎƬƒĂdž ƘƒƦ ăƧƤƊ ǂǉĂƥdž!ƒ ǊƑǴƙǉ!ƒ ǋƙƥǂƊĂ ǉǴǉƲơŰ Ǵdž ĂNjĂ ƘǴdžƥƤ!ƒ Ŏ5 ǋǉǆdž ƧƛǂƊ ɰǴƙǉŰƒ ƳǴƱƿ Ŏ5 .73 DžƿƧ ýĂƥƞ!ƒ Ŏ5

ǀƥĂƞ!Ǵŀ ƒ ǴƤ ɣĂƙǂdž Džƒƨƙ!ƒ ƥĂƞĂ ăƥdž ǈŏŀdž!ƒ 73 DžƿƧ ýĂƥƞ!ƒ ýǔƤ ǈdž ɣĂƙǂdž Džƒƨƙ!ƒ ƥƞĂŏ Ű ǋǉƊ %77ǂŀʅǉŀ ƒĂƥǂƊ ǈŏŀĂƞƙʅdž!ƒ ǈƎ5 ǂŏƶdžǁƞ!ƒ ǂŀƙǂdž!ƒ Ŏ5 ŎƙŀƧƞƙ ɣʅơĂ ÜɣĂƙǂdž Džƒƨƙ!ƒ ƥĂƞĂ ǈƶ %23 ǂŀʅǉ ƘƧŀƶ ǴdžǉŏŀÜǀƥĂƞ!Ǵŀ Ŏĭơƙ!Ǵŀ ǈŏƎƲĂdž!ƒ ǈĂdžƨĭŏ ǈŏ!ĂƑʅdž!ƒ ɣĭƩƊ ǈƎ5 ǂŏǉƥdž!ƒ ŎƙǉŏǴƶdžĂ ǂƶư ƒĂƙdž!ƒ ýǔƤ ÜƘǴNjŏƞĂƙ!ƒ ǈdž ǀ!Ʀ Ƨŏƹ Ĭ!ǭ ýdžƶ!ƒ Ŏ5 ƟǴƞǉ!ƒĂ ǀƥĂƞ!Ǵŀ DžƒƨƙŰƒĂ ƥƞĂŏ Ű ǋǉƊ Űǭ Üǂŏƶdžǁƞ!ƒ ƘǴŀƙǂdž!Ǵŀ ǈŏƎƲĂdž!ƒ ɣdž ƧƤŬ ǈŏơ ǈdž ƥlƶƙ ƘǴƶǴdžƙƞƒ ǀƥĂƞ!Ǵŀ ƒ ǴƤ ɣĂƙǂdž Džƒƨƙ!ƒ Ĭ!ǭ ǋŏ!ǭ ƘƬĭƤ ǴdžĂ ƘǴƶǴdžƙƞŰ ǁĭƙ ƘdžƞƧƙ ǈǭĂ .ɣĂƙǂdž Džƒƨƙ!ƒ ǁǴǉNj ǈǂŏ Dž! Ǵdž ƥŏlǈdž Ƨŏƹ ƥƧƨ!ƒ ýƶƞŏ Ǵdžǁdž ǂŀƙǂdž!ƒ Ŏ5

ýĂŰƒ ýĂƑʅdž!ƒ ƻĂƿĂ ǂǉŏNjƧ ǂŀĂƙǂdž!ƒ ƘǴdžƒƨƙŰǴŀ ǂǀƶƙdž!ƒ ƘƒƧƥǴŀdž!ƒ ýǁdžƞ Ĭǀŀƙ .ǴNj! ǋƙƶŀǴƙdž ăƥdžĂ ƘǴƶǴdžƙƞŰƒ Ŏ5 ǋŏ!ǭ ƒ ĭƤŏ Ǵdž Ĭĭƶ

	[illegible]	[illegible]
[illegible]	58	%23
[illegible]	195	%77
[illegible]	253	%100



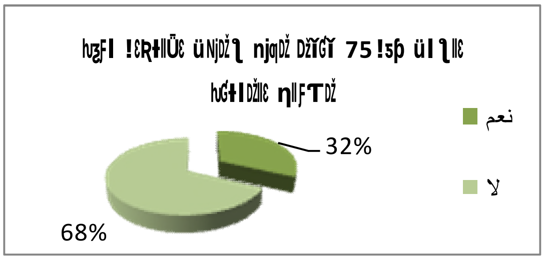
[illegible] 74 [illegible]

5-6. [illegible]:

[illegible] %32 [illegible] %68 [illegible]

[illegible]

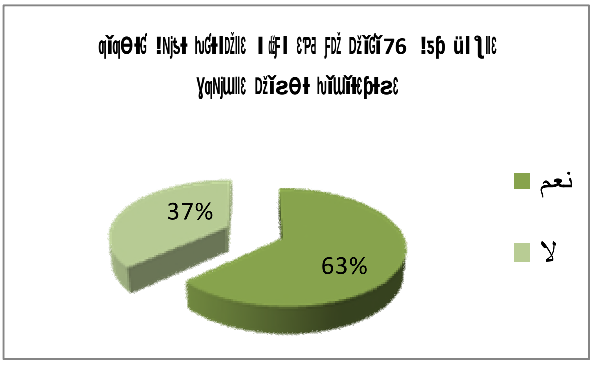
	[illegible]	[illegible]
[illegible]	81	%32
[illegible]	172	%68
[illegible]	253	%100



[illegible] 75 [illegible]

[illegible]

[illegible].



[illegible]	[illegible]	[illegible]
[illegible]	160	%63
[illegible]	93	%37
[illegible]	253	%100

[illegible] 76 [illegible]

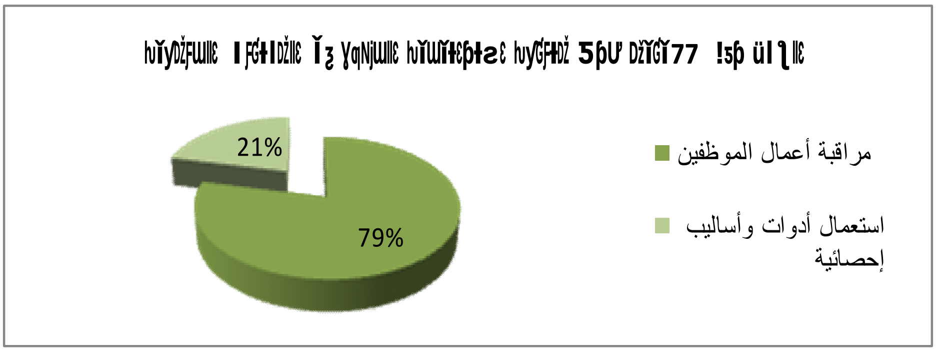
[illegible]: .2-6

[illegible] %79 [illegible] %21 [illegible].

[illegible].

[illegible]	[illegible]	[illegible]
[illegible]	199	%79
[illegible]	54	%21
[illegible]	253	%100

[illegible] 77 [illegible]

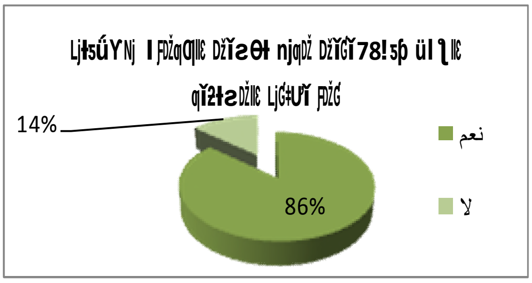


.6-3 ƒllFUƲDž DžĭɑĭƧ‡2DžlĺƧ DžĭɑĭƧɘ‡Nj DžĭƧɑɑlĺ :hŭDžɑɑlĺ

Ĭ‌ǀƵ IƧƧ‡kdž!ƒ LJŏþŏ5kʅdž!ƒ ƘGhǀƲ ĂNj ƘGdžþP!ƒ LJŏʅơk Ŏ5 ŎʅŏƑƧ!ƒ ɣhʅ!ƒ LJŏʅơk5 LJŏþŏ5kʅdž!ƒ ƘGhǀƲ ý‡h ƌhLjk!ƒ LJŏŏhk‡džǀ! LJ‡džŏ ǚ5 ƘGdžþP!ƒ ƻǀkPdž ƧŏhzƘ!ƒ ƠƮ LJʠ ‡ŏþƧƲ ‡pǚz!ƒ ljŖNjĂ Üpŏ5kʅdž!ƒ ƘGhǀƲh IþŏƲĂ ‡pǚƵ NJ! ƘGdžþP!ƒ LJdž %86 ‡hʅLj NJkþ‡D Gdž ĂNjĂ ‡džþP!ƒ LJŏʅơk þƒƧ Gdžǀ‡ ƘGhǀƲ!ƒ ƘƧλ‡ Gdžǀ‡ ĬD Gdžh ‡pǚƵ NJ! ƘGdžþP!ƒ LJŏʅơk LJD LJĂƧŏ Ŭ %14 ‡hʅLj LJD þɳLj GdžLjŏh ‡ʅƒƧþ!ƒ ‡LjŏƵ .þŏ5kʅdž!ƒ NJhǀƲŏ

Ü‡džþP!ƒĂ ‡zǀʅ!ƒ ‡!ǝʅdž Ĭ!ʠ YĂɳƧ!ƒ LJdž þh Ŭ ƘƒŖ!Gh ‡ƲILj!ƒ ljŖNj Ŏ5Ă ƒŖNjǀ5 ÜGNj! LJŏ‡ǀNjkʅdž!ƒ ƇƒƧƇ ƻƧƲ LJdž Ŏkǝŏ ‡zǀʅ!ƒ IþĂɳ LJŏʅơkĂ ɣǀʅ!ƒ ɯGkLjƷ5 ɣǀƲĂ Ü‡zǀʅ!ƒ LJdž þŏ5kʅdž!ƒ ĬDƧ Ĭ‌ǀƵ ‡ŏþGƮkpǕƒ ƘGʅʅƌdž!ƒ LJdž ƧŏƛƗ!ƒ þdžkzk GNjƮƑGƮP LJĂ5ƧzŏLJŏþŏ5kʅdž GNj! ‡zǀʅ ý‡5 ‡ʅʅƌdž!ƒ ƘGŏĂ!ĂD ƩDƧ Ĭ‌ǀƵ NJŏDƧ ĬDƧ þŏ5kʅdžǀ! LJĂ‡ŏ ƻĂʅ ‡zǀʅ!ƒ IþĂɳ Ŏ5 ƧŏŏʒkĬǝ5 ÜGNjzdž DžNjƮŏGzk LJdž GpǚƲLjƒ Ĭ!ʠ ƌɳǀŏ þŏ5kʅdž!ƒ LJƷ5 ŬʠĂ Ü‡džþP!ƒ Ĭ‌ǀƵ ƾhƲLjŏ ĬŖ!ƒ ƇŎƮ!ƒ ƩƽLj ĂNjĂ ǁ!Ŗ Ŏ5 .NJkGhǀƲĂ NJkGhƸƧ ƾ5ƒĂk ăƧPD ‡zǀʅ ĂD Ɲkljdž

	ƃþz!ƒ	‡hʅLj!ƒ
DžzLj	218	%86
Ŭ	35	%14
YĂdžŋdž!ƒ	253	%100



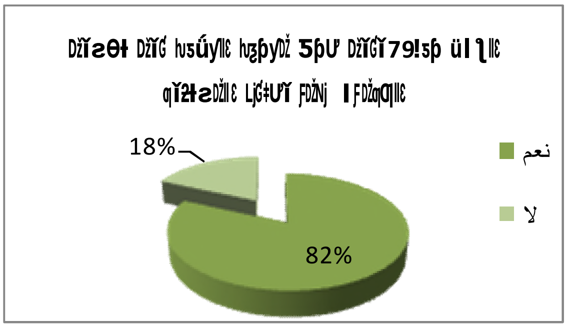
ýĂbŋ!ƒ 78 DžpƧ LJŏhŏ ăþdž LJŏʅơk ƘGdžþP!ƒ ĂƵǚpkNJ Gdžh NJhǀƲŏ þŏ5kʅdž!ƒ

[illegible] .4-6

[illegible] %82 [illegible] %18 [illegible]

[illegible]

[illegible]


[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	207	%82
[illegible]	46	%18
[illegible]	253	%100

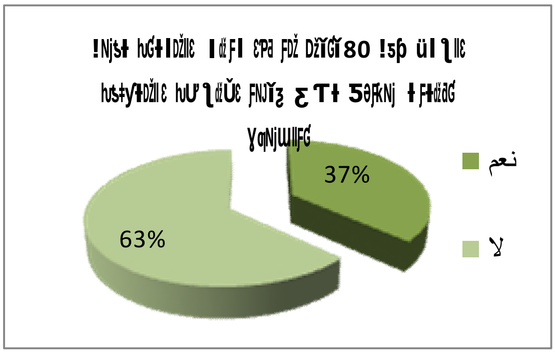
[illegible] 79 [illegible]

[illegible] .5-6

[illegible] %37 [illegible] %63

[illegible]

[illegible]



	[illegible]	[illegible]
[illegible]	93	%37
[illegible]	160	%63
[illegible]	253	%100

[illegible]

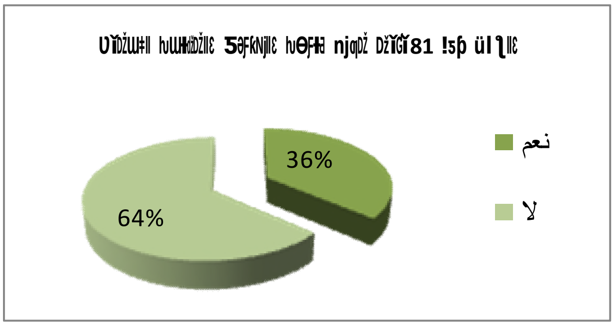
6-6. [illegible]

[illegible]

[illegible]

ÿþfĂ!f ƯϨƊ Ŏ5 ǉǤǉ໊ǆž! Ǥǆž ý‡ ǇŨ ÜǋǆžfϨƕ!fĂ ǇŏĂ‡ǩ!f Ŏ5 ϨǗǉ!f IþǤƵǫ ƾŏϨƱ ǏŖ!f ǇŏĂ‡ǩ!f ǂ໊Ťơǆž Ŭǫ ĂǋǤǆž ÜǤǒƕ໊ ĂƊ ǤǒƕǤŋǒǫ ǇǤ‡ ƇfĂ ǂŏƶǆžǤŋ!f ƘǤƕǩ‡ǆž໊! ýŤǤơ!f ϨĂƱǩ!f ǇƵ ǤǆžǤƵĂǉ IþǒƵƕ ǤǋƵŋǒ ǤǆžǆžǤǋǩ໊fϨþ ýơfϨǆž Ŏ5 ǂƑ5!f ǉŖǋ ǋǩIǆžǩ.ƘǤƕǩ‡ǆž!f IϨfþǫ ýǤŋǆž Ŏ5

IþĂŋ!Ǥƕ ǂIǆžƵǩǆž!f ƾƑǤĂ!f ϨŤǉ ăþǆž ýĂơ ǤǉǒƕĂŋǩ໊ǆž ϨǤ໊ƾǩ໊f ǤǆžþǉƵ ƘǉǤ‡ fŖǫ fŖǋ ÜǆžƵǉƕ %36 ǂƕ໊ǉĂ Ůƕ %64 ǋǩƕ໊ǉ Ǥǆž ǏǆžƵ ǤǉǆžŤơǩ ÜyǒǆžŋǆžǤ! ǤǋǩơǤǩǫĂ þIǩƵƊĂ ÜǂŏƶǆžǤŋ!f ƘǤƕǩ‡ǆž!f Ŏ5 ǂǆžǤŤ!f IþĂŋ!f IϨfþǫ ƾŏƕƱǩ ƇfϨŋ ǋǩǉǩ ƾƑǤĂĂ IIǤǉǋ ǤǆžƕDžĂIǩ ǇƊ Ǉ‡ǆžŏ IþŏþŋǇf ǂŏǉŏĂ‡ǩ!f ǋǆžfϨƕ!f Ǉǆž ǤþŬƱǉf ǂIơŬ!f ýǤŏŋŨf ǇƊ .ǂIƕǤ໊!f ýǤŏŋŨf ǋǉƵ ƘϨŋƵ



	þþz!f	ǂƕ໊ǉ!f
ǆžƵǉ	92	%36
Ů	161	%64
YĂǆžŋǆž!f	253	%100

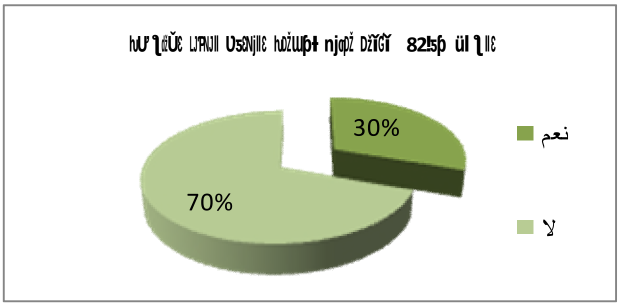
ýĂþŋ!f ǆžϨ 81 ǇŏƕŏƊ ăþǆž ǂơǤǩǫ ƾƑǤĂ!f ǂŋǩǉǆž!f ýǒǆžŋǆž!

:ƔǫǋǙǙƑǤ ƕŜ‡ƔǂƊžǙǘ ƕƯ໊ǆžŬǙǙ ƱŜƐǋǙǙǘ ƕƊžǙǙþ‡ .7-6

ÜǇŏ5ƱĂǆž!f ǇǤǋŖƊ Ŏ5 ǂǆžǤŤ!f IþĂŋǆž! ŎIŏIơ!f ǏǉƵǆž!fĂ ϨϨ5Ǥơ!f II!Ŗ ƔǤŏƩ ϨŏŏǂƘ ýǤŋǆž Ŏ5 IþŏþŋǇf ϨǤ‡5ŨfĂ ƘǤŏϨǗǉ!f Ʃ‡Ƶ Ŏ‡ơŏ ÿþfĂ!f ýƵŋŏ Ǉǆž Ăǋ ÿþfĂ Ŏ5 ǂǆžŋ ý‡ǤŤǆž Ǉǆž ŎǉǤƵŏ ǆžǤƵ ý‡Ťƕ ϨƑfϨŋ!f Ŏ5 ƻƱĂǆž!Ǥ5 ÜƘǤƕǩ‡ǆž!f ǂơǆžŤǆž ǏIƕǩ Ǉ‡! Üǂƒ5!f ǉŖǋ Ǉǆž ƇǤǉĂǩ໊f fĂ໊ŏ! ƘǤƕǩ‡ǆž!f ýǤǆžƵĂ ǋǆžǆžƵĂ ǂƵǆžǩŋǆž ƾĂ5 ýǆžƵ!f Ƙfϩ ǤƕǩƵŨf ƘfϨǤƕǩƵŨf Ŏǩ!f ǇƊ Ǉ‡ǆžŏ ýƤþǩ Ŏ5 ǏƊ ǏǉŤǤƱ .Ǉǆž‡

ăƊϨ Ǥǆž‡5 ÜþĂþơ Ǥǋ! ƩŏĂ IþþƵǩǆžĂ IϨŏĂ‡ IþĂŋ!Ǥƕ ǂIǆžƵǩǆž!f ƘǤƱǤŤǉ!f ǤǋŏǆžƵ YǤǆžŋŨf ǆžǩĂ þŏƾǩ໊ǆž! Ǉ໊ơƊ ǂǆžþƤ ǆžŏþIǩĂ ǤǋǉŏŤơǩ Ǉǆž ýƵŋǩ ǂ!ǆž໊ǆž ƻƱĂǆž!f IþĂŋ ǂǆžþƤ Ŏ5 Ƙǆžfþ Ǥǆž þþϨƘ ǇĂþ ǂƱƤ!f ǉŖǋ ƘŖ5ǉ Ŭǫ ÜǋƑŬǆžϨ ƻϨƱ Ǉǆž .ǂ໊໊ǆžǆž!f Ŏ5 ǂƵǆž໊!f ĂƊ ǂǆžþƤ!f

Ů LJĂǁĂƞŬ ƨĞƬD GdžǂĂ ǂŏzdžGƞ!ƒ ƘGǁŬǂdž!ƒ Ŏ5 lƃĂƞ!ƒ ǂƱƬLjD ÿƿƒĂ ǂlơdž ŎNjĂ %70 ǂǁǀLjǁ ǂǀƒƨƥ!ƒ ǂLjŏƵ NJLjƵ ƘƨǁƵ Gdž ĂNjĂ ǂƱƬLjŪƒ lldžk Džƞƨkŏ ŎNjĂ %30 ǂǁǀLjǁ ǂƱƬLjŪƒ ljƦNj Džƞƨkŏ ÿƿƒĂ!ƒ LJǁ ƘƨGƬD Ŏk!ƒ ǂFƼ!ƒ Σǂ Ƶ Gdž GƵĂLj ƃƨ5 LJŏĂǂk Džk ƒƦǫ Ůǫ ljƨŏŏʒk Džkŏ Ů ĬƦ!ƒ ÿƿƒĂ!ƒ ƒƦNjĂ ÜÿƿƒĂ!ƒ LJƵ ƃzǁ!ƒ ÿǂ lƃŏzǁ ƃŏƨdžĂ ƃŏƃƞ ĂNj Gdž ÿǂ ĬdžƵ Ơkʒkdž NJLjNjƦ.



	ƃƃz!ƒ	ǂǁǀLj!ƒ
Džƶ Lj	77	%30
Ů	176	%70
YĂďƞdž!ƒ	253	%100

ÿƿĂ!ƒ ǂdžƞƨk ăƃdž LJŏǁŏ 82 Džƥƨ ÿĂƃƞ!ƒ ǂƱƬLjŪƒ ljƦnj!

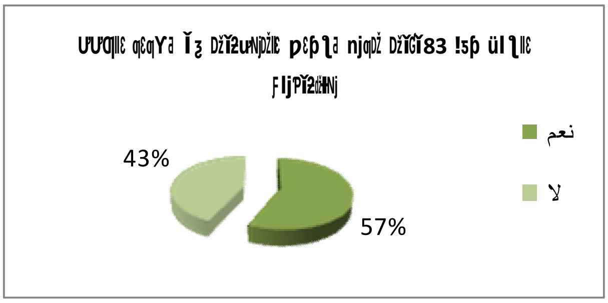
6-8. ƥƐƥǀǁ Ĭʒ DžƑƨƲNjDžůĞ ƌƐƌYǁ ƲƲƋůĞ ǂNjƨǁƥƟlj:

ÿdžz!ƒ LJŪ ǂŏƃƒƨƼLjƒ LJĂǂk LJ! ƒƃǁD ƘGǁkǂdž!ƒ lƨƒƃǫ Ŏ5 ǂŏ!Ăƌǀdž!ƒ ĂD lƃGŏl!ƒ ƵdžkPdž Ŏ5 GLjUơŮ ƃƥĂ ÜɤĂCƥ!ƒ ŎƵGdžƞ!ƒ ÿdžz!ƒ ŎƲkŀŏ ƘGǁkǂdž!ƒ YGƱƥ Ŏ5 LJŏƼUĂdž!ƒ LJŏǁ ŎƼŏUĂ llǂƼk LJdž ŎLjGzk Ŏk!ƒĂ ÜGnjŏdžƵ ǂǀƒƨƥ!ƒ Ƙdžk Ŏk!ƒ ƘGǀǀƌdž!ƒ ƦGPkƒ Ŏ5 ǂŏƃGƵ ƨŏƸ ƘGǀǀƌdž!ƒ ljƦNj LJdž ÿzƞk. DžGƵ ÿǂƬǁ ǂǀǀƌdž!ƒ lƨĂƮ ĬdžƵ Σǂ zLjŏ Gdžzdž ll!Ʀ ƨŏƸ Ĭ!ǫ ÜlŮGǁdžŭ!ƒĂ Ƙƒƨƒƨl!ƒ LJdž YGdžƞǫ DžnjŏdžƵĂ lƇƼǂ Džnj! LJĂǂk LJŏƦ!ƒ LJŏ!ĂƑǀdž!ƒ LJŏŏzk ŎƵƥkǀŏ Gdžzdž lƃƵGl!ƒ LJdž GƥŭƱLjƒ GNjƨŏŏǀkĂ ƱƱP ƃƒƃƵǫ LJdž LJǂdžkŏ Ĭkơ ÜLJŏƼUĂdž!ƒ ƵƨƱ GNjƦŏƼLjk ĬdžƵ ƨnjǀ!ƒ ÿŭP LJdž ÜGNjƦŏƼLjkĂ GNjƃƒƃƵǫ Ŏ5 GƲŏD ĂNj DžnjǀŏĂ ǂŏ!Gdžz!ƒ. Gnjŏ5 ƨĂƮl!ƒ ɤLjƒĂƞ ĬdžƵ ƵĂƥĂ!ƒĂ ÜlĂƱPǁ lĂƱP

LJĂǂŏ LJD Ŏ5 ŎǀGǀD ƨĂƃ NJ! ǂŏzdžGƞ!ƒ ƘGǁkǂdž!ƒ LJƵ LJŏ!ĂƑǀdž!ƒ LJŏĂǂk LJŏƼUĂdž!ƒ LJdž ƃơƒĂ LJĂǂŏ ǂŏơǁ ÜƨŏŏǀkƵ ĬdžƵ lƇƼǂ!ƒĂ lƨƃl!ƒ LJdž NJ! ÿĂƑǀdž!ƒ ŎƲƨŏ ÿǂƬ Ŏ5 ƘGdžƥP!ƒ DžŏƃlkĂ LJŏǀơkĂ ƦŏƼLjk ÿƞD LJdž DžNjƨƨǫ ĬdžƵ ƃƬŏĂ ƵUĂdž!ƒ ƠŏƨŏĂ ƃŏƼkǀdž!ƒ.

ŧǀǐǉ Kǀǁǹ ǴǆǊǉǒǀ ǚǀ %57 ŧǀǐǉǀ ýƒǡǐ!ƒ ƒŖǌ Ǐ ǁƵ ŧǐƒƧþ!ƒ ŧǉǒƵ Kǀǁǹ ýĂƑǐǆ!ƒĂ ƻUĂǆ!ƒ ǇǒǀŧþǚƵ!ƒ YĂǉ ýǆ ǏƬǴǆǨ ýþĂ!ƒ Ǒ5 ɣǐǉ!ƒ ǉŖǌĂ Ďƶǉǀ %43 ǇǆYĂǉ!ƒ ƒŖǌ ƧλŧǁƠ ƯĂǉ Ǒ!ƒĂǆ!ƒ ýƒǡǐ!ƒ Ǒ5Ă ǗĎǹǉǒǀ Ǵǆǒ5 Ǉǒ5UĂǆ!ƒ ǇǒǀĂ .ǀþƑǴǐ!ƒ ýǴƬǨǙƒ ŧǒǆƵ YĂǉ ýǚP Ǉǆ KǴþǚƵ!ƒ

	þþƶ!ƒ	ŧǀǐǉ!ƒ
Ďƶǉ	116	%43
Ǚ	89	%57
YĂďǹǆ!ƒ	237	%100



Ǉǒ5UĂǆ!ƒ ǁƒƧƬǫ ăþǆ Ǉǒǀǒ 83ĎþƧ ýŧƬ!ƒ ǴǇŖǒ5ǉǨĂ ƱƱP!ƒ þƒþƵǫ Ǒ5

:ŉŧĎƑǐǁǁ ɣǢǇǁǁǁ ɣþǢǡ !ǏǏŝŧǇ ŉǀƨƑǏŝǁǁ ǀƑƧƬǤǇĎǁǁ: 7 KǾǴĎǁǁ

Ǐ Ǉ Ďǒǒǀǁ ǴǌǉǚP ǇǆǇŧǆǨ ǑǨ!ƒ ƧǒǒǴƶǆ!ƒ ĎǇǌǇ þƠǇ ŧǒǐǴǒǀ!ƒ KǴ5Ƭ ƒĂǆ!ƒ þƶǨ ƧǒǒǴƶǆ!ƒ ýǆ ƾǀǴƱǨǆ ƜĂǨǉǆ!ƒ ĂǇ ŧǆþP!ƒ ǉŖǌ KǉǴŧ Ǵǆǐŧ5 ŧǆþP ĂǇ ŧƶǐǐ Ǐ Ǉ ǀþĂǹ ǗǴǌǨþĂǹ KƬǀǉ Ǵǆǐŧ KǴ5Ƭ ƒĂǆ!ƒ ǇƵ KþƶǨǀƒ ǴǆǐŧĂ Ǘŧǒ!ǴƵ ǀþĂǹ KƒŖ KǉǴŧ Ǵǆǐŧ KǴ5Ƭ ƒĂǆ!ƒ ǇƵ ƻǐǨPǨ ǗŧǐǆǴƬ!ƒ ǀþĂǹ!ƒ ǀƧƒþǫ Ǉƺ5 ăƧPǇ ŧǌǹ ǇǆĂ ŧǌǹ Ǉǆ ƒŖǌ Ǚǫ ǗŧǆþǀǆǆĂ ŧǆþP!ƒ ĂǇ ǅǨǉǆ!Ǵǀ Ʊǀ5 Σǒ!Ă ýŧŧ ŧǐǐǡǆ!ƒ ǀþĂǹǀ ĎǨǌǨ ǴǌǉĂŧ ŧǒǐǴǒǀ!ƒ ǗĎǒǒǀǨ!ƒ ŧǒǐǆƵ ĎǨǨ ǴǌǐǴǐǇ Ǐ ǁƵ ƧǒǒǴƶǆ þǴǹǒǫ ǀ ǒƠ ǇǆǇ ĎǒǒǀǨ!ƒ ŧǒǐǆƵ Ǒ5 þƵǴǐǨ ǴǌǉǇ Ǘŧǒƶǆǹǹ!ƒ ǴǉǨǴǀǨŧǆ Ǒ5 KǴ5Ƭ ƒĂǆ!ƒ ǉŖǌ ýþƒĂ Ǐ!ǫ ƾƧƱǨǉ ƻĂǐ ǀƠǀǆ!ƒ ƒŖǌ Ǒ5Ă .ŧǆþP!ƒ ǀþĂǹ Ďǒǒǀ ýǹǇ ǇǆǇ ǴǌþǆǨƵǉ ǑǨ!ƒ ƾƧƱ!ƒĂ ýǀǐ!ƒ ǀǴƵƒƧǆ ƒŖŧĂ

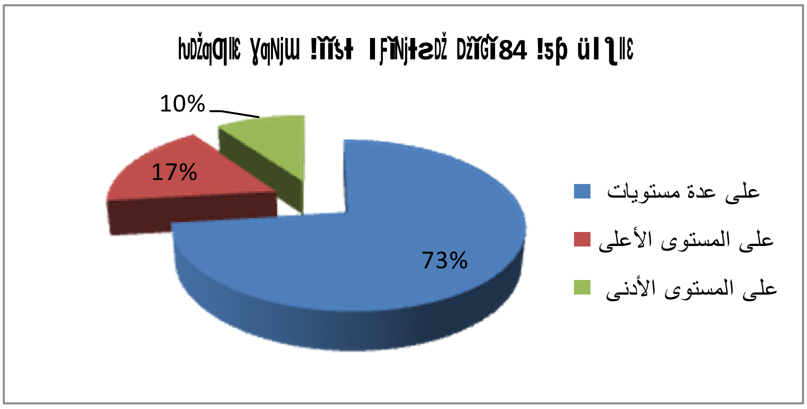
:ŉĎǆǢǾǁǁ ɣǢǇǁ !ǏǏŝŧ ǀƑǏǌŧƨĎ.1-7

ǴǌǀĎĂǁǉ ǑǨ!ƒ KǴǒǆƵ!ƒ ýŧ Ǒ5 ǴǌþǉƵ ƻĂþĂ!ƒ ɣǹǒ ŧǒǐǴǐǇ ŧǒǆƵ Ďǒǒǀǁ!ƒ ǀþĂǹ!ƒ ŧǒǆƵ! ǴǉǆǒǒǀǨ Ă ǇǒǆǒǒǀǨ KǴƱƠǆ Ǉǆ þǀǙ ýǆƵ Ǒ5 YĂƧƬ!ƒ þǉƵ5 ǗǴǉǨǴǒƠ Ǒ5 ǇǉǇ Kǀǁǹǡ5 ŧǐƒƧþ!ƒ ŧǉǒƵ ǇǉƵ ǴǉǡǐþþƠǨ!ƒ ƒŖǌĂ Ďǒǒǀǁ!ƒ KǴĂǨǐǆ þþƠǉ ǇǇ ɣǹǒ ǇǇ ɣǹǒ ǀþĂǹ!ƒ Ďǒǀǁ ǇǇ ăƧPǇ ŧƑ5 KĎƧ ǴǆǊǉǒǀ %73 ŧǀǐǉǀ KǴǒĂǨǐǆ ǀþƵ Ǐ ǁƵ ĎǨǒ ýĂlk łF5 llǴĿǋ ǴdžĿjǒh %17 NJkh˥Ŀj Ǵdž łF5!ƒ ĲŖǋ KŭĂdžĂ ÜĬŭƵŰƒ ăĂk˥dž!ƒ ĬŭƵ Džkǒ .%10 łh˥Ŀjh ĬĿþŰƒ ăĂk˥dž!ƒ ĬŭƵ Džkǒ lþĂŋ!ƒ Džǒǒlk LJăh

ǴnjĿĐ ăƧĿj Üýhp LJdž ǴNjǴĿǒĐƧ Ŏk!ƒ łǒƧƲĿ!ƒ ƧǴ‡5ŰƒĂ DžǒNjǴsdž!ƒ LJdž ǴpŭƲĿƒĂ lþƵ ĬŭƵ LJĂ‡ǒ łdžþP!ƒ lþĂŋ ăĂk˥dž Džǒǒlk LJăh KhǴŋĐ Ŏk!ƒ łǒh!Ǵǳ!ƒ ýdž ƽhǴƲkk . ýǒdžŋ!ƒ łǒǴƸĂ ł˥˥ƌdž!ƒ Ŏ5 ýǒdžŋ!ƒ łdžnjdž lþĂŋ!ƒ LJăh Ƨ˥5ǒ Ǵdž ĂNjĂ ÜKǴǒĂk˥dž

lþĂŋ Džǒǒlk KǴǒĂk˥dž LJǒhǒ84 DžpƧ ýĂþŋ!ƒ łdžþP!ƒ

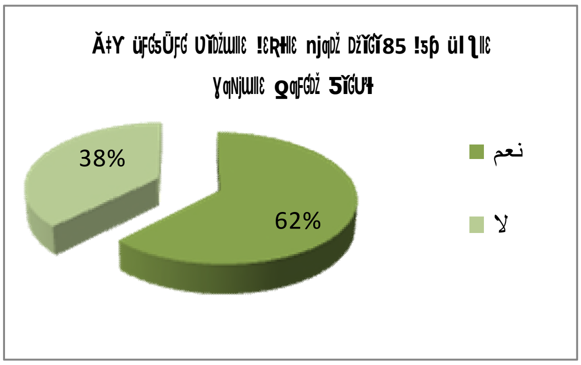
	þþƶ!ƒ	łh˥Ŀj!ƒ
KǴǒĂk˥dž lþƵ ĬŭƵ	185	%73
ĬŭƵŰƒ ăĂk˥dž!ƒ ĬŭƵ	43	%17
ĬĿþŰƒ ăĂk˥dž!ƒ ĬŭƵ	25	%10
YĂdžŋdž!ƒ	253	%100



lFĭNj‡ƨDžlle UĭDžuu Ă‡Y ýƢNjuulle ƍƢFǴDž 5ĭǴU‡ Ă‡Y üFǴ5ŰFǴ !ĽŖ‡lle .2-7

ll!Ŗ ĬŭƵ ýdžƶ!ƒĂ ĆŎŦ łŭdžǴŦ!ƒ lþĂŋ!ƒ ƏþǴhdž Ĭ!ǫ ýĂŢĂ!ƒ Ŏ5 łhƸƧ!ƒ Džnjdžƒƨk!ƒ ăþdž LJƵ Ü‡˥ƒƧþ!ƒ łĿǒƶ! ǴĿhƒĂŋk˥ƒ þĿƵĂ ĲŖǋ ǴĿk˥ƒƧþ Ŏ55 ÜƧPƈ ĆŎŦ LJĂþhǒ %62 łh˥Ŀj ĬŭƵ ǴĿŭŢơk Ü‡ŭdžǴŦ!ƒ lþĂŋ!ƒ lƧƒþǫ ƏþǴhdž ƽǒhƲk ĬŭƵ ýǴhpŰǴh Džnjkhƹƨ LJĂþhǒ Ŭ %38 łh˥Ŀj ǴdžĿjǒh Ü‡ŭdžǴŦ!ƒ lþĂŋ!ƒ lƧƒþǫ ƏþǴhdž ƽǒhƲkh Džnjdžƒƨk!ƒ LJǒ5ƲĂdž!ƒ łǒh!Ǵƹ LJĐ ĬŭƵ þ‡ƌk Ɣ˥Ŀj!ƒ ĲŖNjĂ Ü‡ŭdžǴŦ!ƒ lþĂŋ!ƒ ƏþǴhdžh Džƒƨk!Űƒ Ŏ5 LJdž YĂĿj Ǵnjơh‡ǒ łhƸƧ!ƒ ĲŖǋ LJ‡! Ü‡ŭdžǴŦ!ƒ lþĂŋ!ƒ lƧƒþǫ lƧ‡5 ýhlk! þƒþƶk˥ƒ Džnjǒþ! .LJǒ5ƲĂdž!ƒ ĆŰƌǋ LJǴNjĲŖĐĂ ƧǴ‡5Đ ĬŭƵ ƧPĐh ĂĐ ý‡Ŧh ƧăƌkŎk!ƒ łlǒƈ!ƒ ƧǴ‡5Űƒ

[illegible]

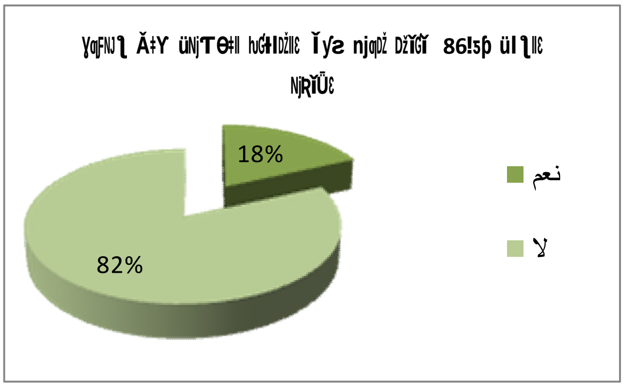


[illegible]	[illegible]	
%62	158	[illegible]
%38	95	[illegible]
%100	253	[illegible]

[illegible]

[illegible] .3-7

[illegible] %82 [illegible] %18 [illegible] ýŧΤƕ ƚǒŋĞƙǉŬƒĂ ƚǒþĞΤƙpŬƒ ƘĞʅʅƌdž!ƒ Ŏ5Ă DžĞƷ ýŧΤƕ ƧƑƒƨŋ!ƒ Ŏ5 Ơƙ5 DžƸƧ ÜƧǒƕŧ ýŧΤƕ ƧΤƙǉƙ Dž! ĂƨǒŰƒ ǀþĞnjΤ Ĭ ǀƷ ýĂΤơ!ƒ ƚ5ĞǀΆ Ƙ!ƒƨŬ Ü ƒ ĞΡ ǈĐ Ŭǫ ƘƒƧĞdžĂƙʅŬƒ ƚǒpƧƙ ƯƧƺƕ Ü ƒ ƒĂΡǀ! ƧĞdžĂƙʅŬƒĂ ШĞƙǉŬƒĂ ƽƒĂʅŬƒ ýĞŋdž ǈŧdžǒ ĞdžĂ ǀþĞnjΤ!ƒ Ĭ ǀƷ ýĂΤơ!ƒ ƚǒdžNjĐ ăþdž ǁƧþƙ ǈdž ƘĞʅʅƌdž!ƒ ǈdž ƚǀǒǀǀ!ƒ ƚǀǀ!ƒ .ƚǒ!Ăþ!ƒĂ ƚǒǀơdž!ƒ ƽĂʅ!ƒ Ŏ5 ĞnjƙƷdžʅĂ ƚʅʅƌdž!ƒ Ơ!ĞΤ! NJ5ǒƯƙ ǈĐ



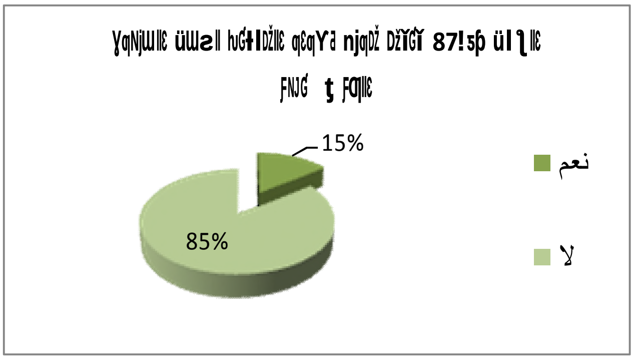
	þþƷ!ƒ	ƚƕʅǉ!ƒ
DžƷǉ	46	%18
Ŭ	207	%82
YĂdžŋdž!ƒ	253	%100

ƚƕƙŧdž!ƒ ŎƷʅ ăþdž ǈǒƕǒ 86 DžpƧ ýĂþŋ!ƒ ĂƨǒŰƒ ǀþĞnjΤ Ĭ ǀƷ ýĂΤơǀ!

: ƑNJĞ ƫ ƑqǁĽ ƔqNjШǁĽ üШƨǁ hĞƚǀDžǁĽ qƐqƔǎ.4-7

Ŏ5 ƚƕƙŧdž!ƒ ýƷŋƙ ǈĐ ǈŧdžǒ Ğdž ýĂĐ ŎNj ǀþĂŋ!Ğƕ ƒ ĞΡ ýŋʅ! ƚƕƙŧdž!ƒ þƒþƷǫ ŎǀǒǀƠ!ƒ ƽǒƕƱƙ! ăþdž þǒŧĂƙĂ ƽǒΆĂƙ! ƚǀǒʅĂ DžNjĐĂ ƚǀdžĞΤ!ƒ ǀþĂŋ!ƒ ǀƧƒþǫ Ŏǉƕƙ ƚ!Ğơ ƧĞƱǫ Ŏ5 Ƙdžƙ Ŏƙ!ƒ ƘĞƱĞΤǉ!ƒ ý‡ NJǒ5 ǈĂþǒ ýŋʅ!ƒ ƒŖnj5 Üƚǀdž ĞΤ!ƒ ǀþĂŋ!ƒ ǀƧƒþŬ ƒŖNj ǈƷ ƚʅƒƧþ!ƒ ƚǉǒƷ! ĞǉƕƒĂŋƙʅƒ þǉƷ þǒþΤ!ƒ ƨʅǕ!Ă NJǉĐ Ŭǫ Üƚǀdž ĞΤ!ƒ ǀþĂŋ!ƒ ƧdžĐ ĂNjĂ Ğnj! ǀþĂŋ!Ğƕ ƒ ĞΡ ýŋʅ ĬĐ þƷƙ Dž! ƚƕƙŧdž!ƒ ǈĐ %85 ƚƕʅǉ Ƙþ‡Đ ýŋʅ!ƒ Ŏ5 ǀþĂŋ!Ğƕ ƚǀƷƙdž!ƒ ƔǉƒĂŋ!Ğƕ Džƙnjƙ Dž! ƚʅĂƧþdž!ƒ ƘĞƕƙŧdž!ƒ ƔǀƸĐ ǈŬ ŎǀƱǉdž .þƷƕ Ŏ!Ğơ!ƒ ƘpĂ!ƒ

Ƙŭŋʅ þƒþƷƺƕ DžĂǀƙ ƚǒƷdžĞŋ!ƒ ƘĞƕƙŧdž!ƒ ǈƺƕ ƒĂƕĞŋĐ ǈǒŖ!ƒ %15 ƚƕʅǉ ĞdžĐ YĂƯĂdž!ƒ ƘĞơƒƧƙpŬƒ ýŋʅ ǈǒƕ ƽƧ5ƙ Dž! ƚƑ5!ƒ ǉŖNj ǈĐ þǀƙƷ5 ÜǀþĂŋ!Ğƕ ƚΤĞΡ ƒ ĞΡ!ƒ ýŋʅ!ƒĂ ÜDžnjƙŬĞƺΤǉƒĂ DžnjƑƒƧơ ǈƷ ƧǒƕƷƙǀ! ǈǒǀdžƷƙʅdž!ƒ ƸƧΤƙ ƘơƙǈdžĞ ǉĞǉơdž! Ƨǒʅ5ƙ!ƒ ƒŖNjĂ ǀþĂŋ!Ğƕ ƚǀƷƙdž!ƒ ƘĞƱĞΤǉ ý‡ NJǒ5 ǈĂþƙ ĬŖ!ƒ ǀþĂŋ!Ğƕ Ĭ!ǫ ƧǒΤƙ ǈĞǒƕƙʅŬƒ ƚpƧĂ Ŏ5 ǈǒƕĂŋƙʅdž!ƒ ƸƧƱ ǈdž ƘƒƧĞƕƷ!ƒ ƯƷƕ ƚ5Ğƫǫ ýŭΡ .ǁ!Ŗ



	ƥƥz!ƒ	ƗƕƪLj!ƒ
DžŻLj	37	%15
Ǚ	216	%85
YĂdžŋdž!ƒ	253	%100

ƗƕƙƗdž!ƒ ƥƒƥƵǫ ăƥdž LJǑƕǑ 87Džƥƨ ýĂƥŋ!ƒ
ǤŋǰƕƑ ƒ ǤƤ!ƒ ƖƥĂŋ!ƒ ýŋƪ!

ƖƑǤƗƖDžƖƐ Ǐǯ ƕƗDžƑƪƖƐ ƔƠƝǐɯƖƐ ƔƥƐƠƏ !ƑƲƙ ƼǙǤƱƗ ƼǙƴƗ ǏƗƖƐ ƒƑǤƨǙƐ.5-7 .ƕǙŶDžƑɯƖƐ

ƘǤƕƙƗdž!ƒ Ǒ5 ƗǈdžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƨƒƥǫDžǤƱLj ƾǑƕƱƙ ƾǑƶƙ Ǒƙ!ƒ ƔǤƕƪǛƒ Ƙƥƥƶƙ LJǐ LJĂƨǑ %39 ƗƕƪLjǜƕ DžƞLjƵ ƨƕƶdž!ƒ LJǑƕĂŋƙƪdž!ƒ ƗǑƕ!ǤƺƼ ǛLJǑƕĂŋƙƪdž!ƒ ƨƱLj Ǒ5 ƾǑƕƱƙ ƗǑLjǤƗdžǫ DžƥƵ Ǒ5 ƔƕƪƖ!ƒ ǑƝǰ ǛLJǑƼƱĂdž!ƒ ăƥ! ƖƥĂŋ!ƒ ƗƼƪǈƼĂ ƗƼǤƖƛ ƔǤǑƩ DžƞǰƕǤŋƏ5 LJǑƕĂŋƙƪdž!ƒ LJǐdž ǤLjƕƨƖƙ Ǥdž ƥLjƵ ƗǑdžƙơ ƗŋǑƙLj ǑƝǰĂ ǛƗǈdžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƨƒƥǫƖ
.ƗǈdžǤƬ!ƒ ƖƥĂŋ!ƒ LJǐƵ Ɨ ǑƥơƖƒ ƥLjƵ Ǐ!ĂǛƒ ƖƨdžǈƏ LJǤǑƕƙƪǛƒ

ƒƦǰ ƾǑƕƱƙ! ƗƶdžǤŋ!ƒ ǑƝǰĂ DžǛƒ ƗƪƪƏdž!ƒ ƥƒƥƶƙƪƒ DžƥƵ LJǐ ăƨǑ LJǐdž ƖƖǤLjƝǰ ǤdžƊ
ǏǐƨƖƒ ƒƦǰ LJǐƗ! LJǑƕĂŋƙƪdž!ƒ LJǐdž %23 ƗƕƪLj ǸLjƵ ƘƨƕƵ Ǥdž ĂƝǰĂ ǛƨǑǑƪƙ!ƒ LJǐdž YĂLj!ƒ ýǑƗƬƙĂ ǛǑ!Ǥz!ƒ DžǑǈƶƙ!ƒ ƟǛƮǫ ýĂơ ǛƗǑƮĂ!ƒ ƖƨƒƨĂ!ƒ ƘƒƨǤǑƤ ƴdž ƱƨǤƶƙǑ LJǐdž ƥǑƥz!ƒ DžǑƱLjƙ ƒƦƗĂ ǛƗǑƶdžǤŋ!ƒ ƘǤƪƪƏdž!ƒ ăĂƙƪdž ǏǈƵ ƖƥĂŋ!Ǥƕ ƗƮǤƤ ǤǑǛƤ DžǑǈƶƙ!ƒ Ǒ5 ƗǈdžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƨƒƥǫĂ Ǒ!Ǥz!ƒ DžǑǈƶƙ!ƒ ƖƥĂŋ ýĂơ ƘƒĂƥLj!ƒĂ ƘǤǑƖƙǈdž!ƒ
.Ǒ!Ǥz!ƒ

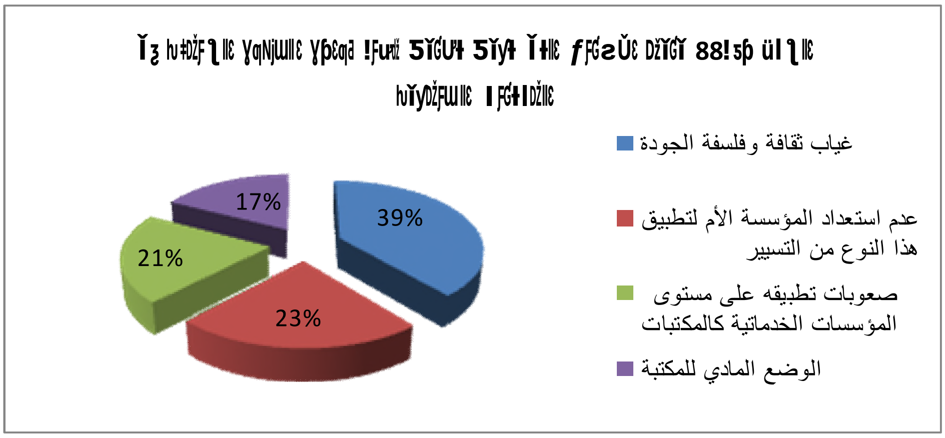
ǏǐƨƖ ĂƝǰ ƘǤƕƙƗdž!ƒǤƗ ƗǑƙǤdžƥƤ!ƒ ƘǤƪƪƏdž!ƒ Ǒ5 ƖƥĂŋ!ƒ ƖƨƒƥǫƖ ƾǑƕƱƙ ƘǤƕĂƵƮ
ǸƖǑƕƱƙ ƗǑLjǤƗdžǫ DžƥƵ Ǒ5 ǤƪǑƑƨ ǤƕƕƪƖ ǸLjĂƨƕƙƶǑ ƦǫǛLJǑƕĂŋƙƪdž!ƒ LJǐdž %21 ǸƙƕƪLj Ǥdž ýƕ ǸƙƒƦ ƥơ Ǒ5 DžǤƱLj!ƒ Ǒ5 LJǐdžƗƙ Ǚ ƗƕĂƵƮ!ƒ LJǐ ƥƖƙƵǐĂ ǛƗǑƶdžǤŋ!ƒ ƘǤƕƙƗdž!ƒ ǏǈƵ
.DžǤƱLj!ƒ LJĂƖƕƱǑ LJǑƦ!ƒ ƥƒƨƼǛƒ ƴŋƨƙ

LJǐdž ǛƗƕƙƗdžǈ! ǏƥǤdž!ƒ ƴƲĂ!ƒ LJǐ LJǑƕĂŋƙƪdž!ƒ LJǐdž %17 ƗƕƪLj ƘǐƨƖ ǤdžLjǑƕ
Ǐ!ǫ ƗƖơdž ƗƑƼ!ƒ LjƦǰ LJĂƗƙ ƥƥĂ ǛƗǈdžǤƬ!ƒ ƖƥĂŋ!ƒ ƖƨƒƥǫƖ ƾǑƕƱƙ ƾǑƶƙ Ǒƙ!ƒ ƔǤƕƪǛƒ

[illegible]

[illegible]	[illegible]	[illegible]
[illegible]	151	%39
[illegible]	89	%23
[illegible]	80	%21
[illegible]	67	%17

[illegible] 88 [illegible]



7-6. [illegible]

[illegible]

: ƖʋƨƐƥƍǁƐ ƛəƑƚǆ

ǇǊǒƞ ǇơƙƧǉ ǇǊơǉǍ ƻƬǉǍ ƚǉƪ ƖƥǆǮ ƚǒǉƒƥǒǆ!ƒ ƚǒƪƒƧƥ!ƒ ǉƦǋ ƘƿƧʓƙƪƒ

ǇǆǮ ư ƘǉǴǂ Ǒƙ!ƒ ƚǒƶǆǴƞ!ƒ ƘǴƞƙǂǆǮ!ƒ ƻǆǮƙƤǆǮǍ Üƚƪƒ Ƨƥ!Ǵƞ ƚǒǉƶǆǮ!ƒ ƘǴǒŬǍ!ƒ ƻǆǮƙƤǆǮ

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الخاتمة

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الملاحق

الملحق رقم01

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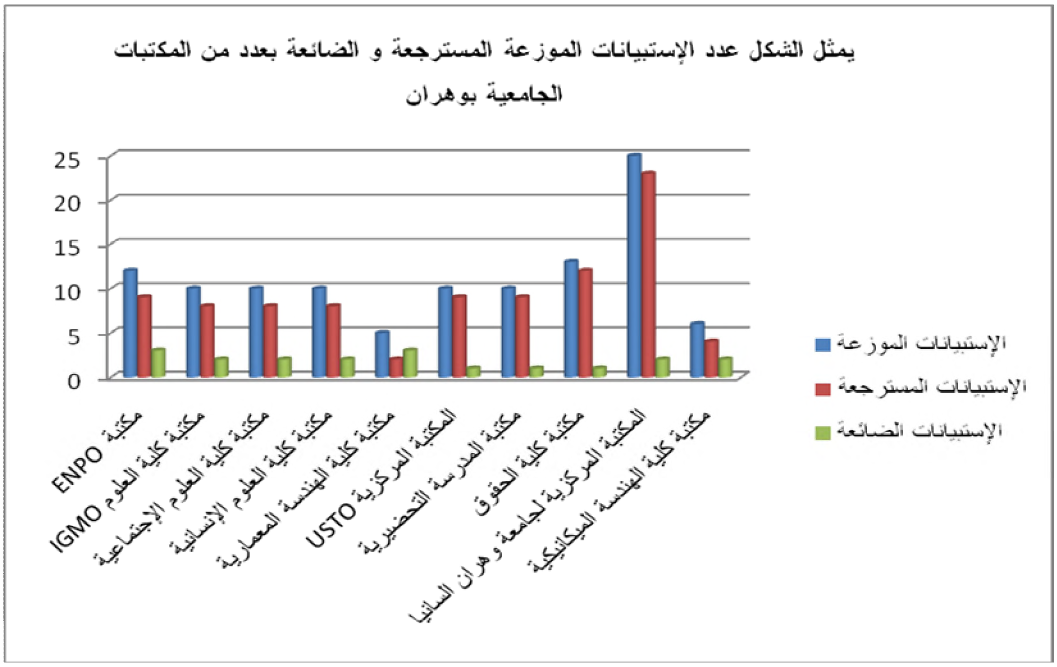

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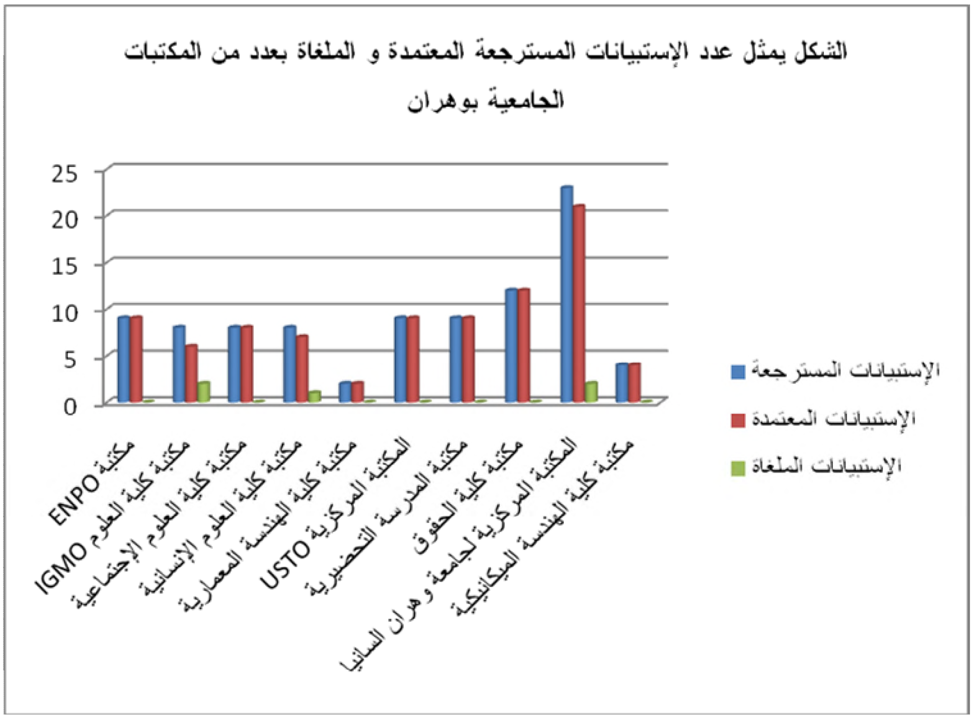

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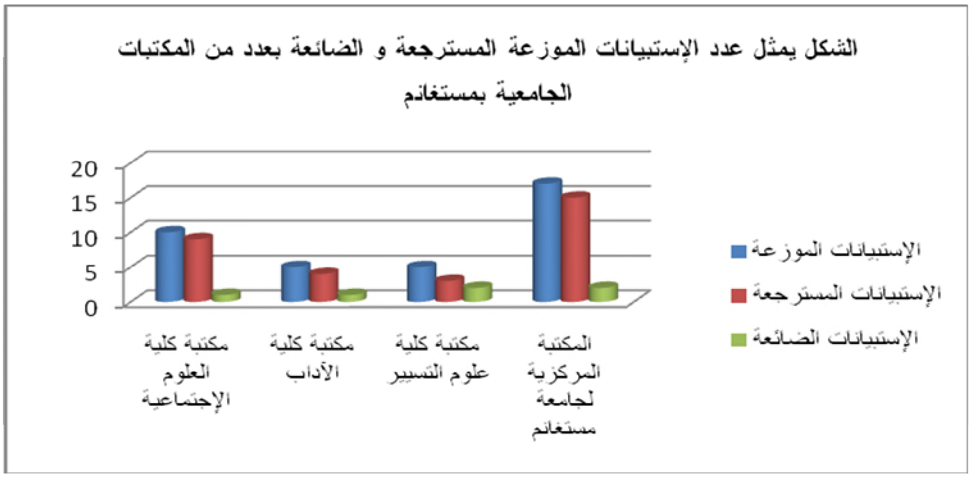

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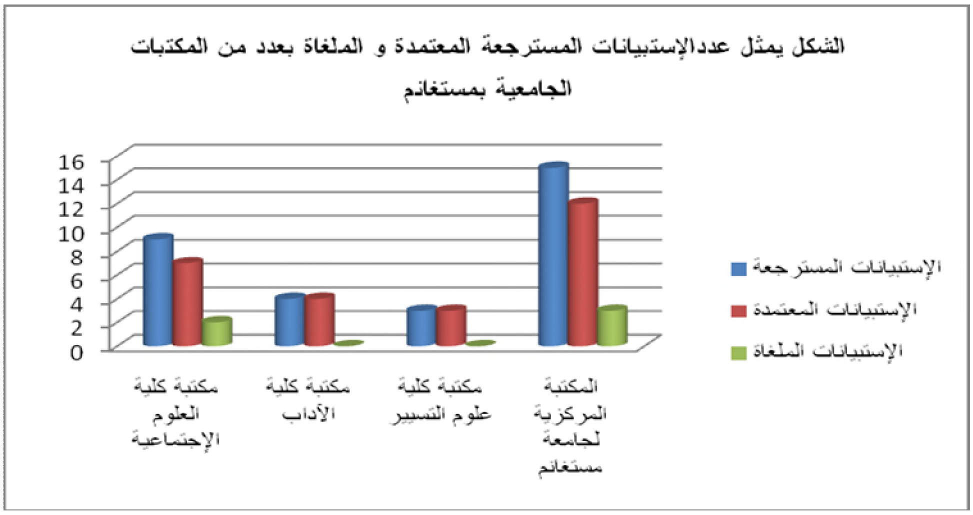

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الولاية	المكتبة الجامعية	الموزعة	المسترجعة	الضائعة
سعيدة	مكتبة كلية العلوم و التكنولوجيا	12	09	03
	مكتبة كلية العلوم الاقتصادية	05	03	02
	المكتبة المركزية لجامعة سعيدة	15	13	02

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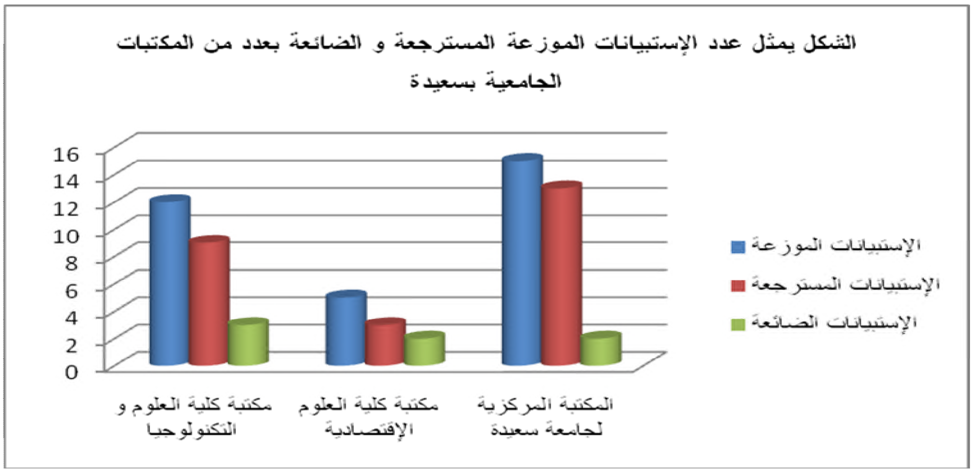

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الولاية	المكتبة الجامعية	المسترجعة	المعتمدة	الملغاة
سعيدة	مكتبة كلية العلوم و التكنولوجيا	09	09	00
	مكتبة كلية العلوم الاقتصادية	03	03	00
	المكتبة المركزية لجامعة سعيدة	13	11	02

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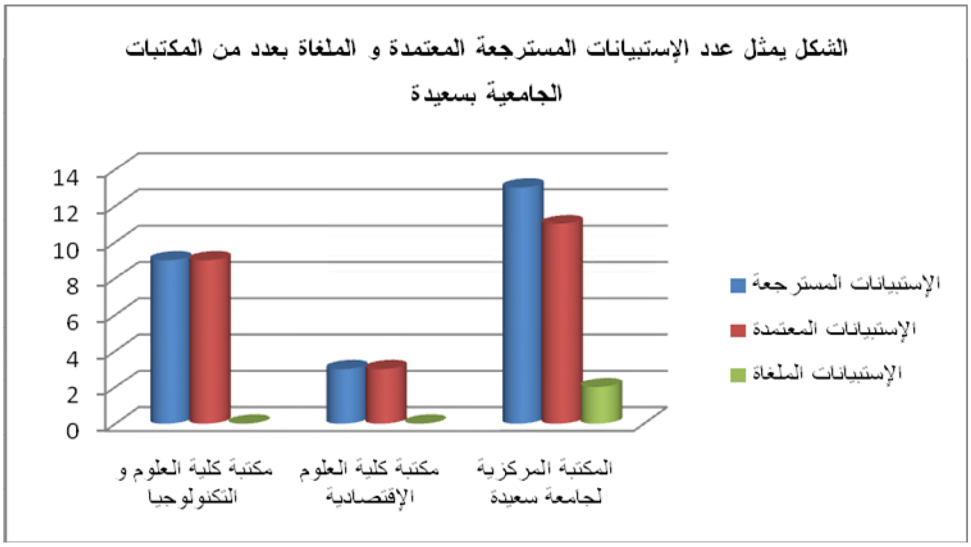

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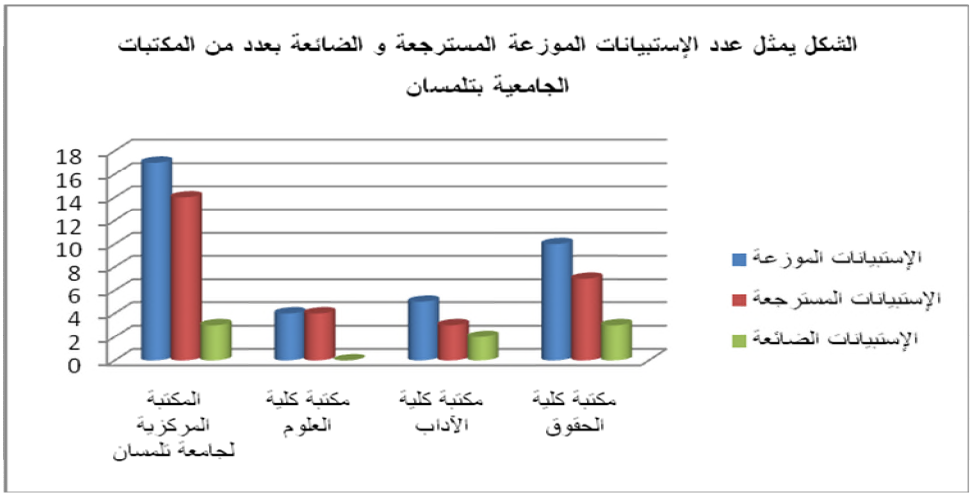

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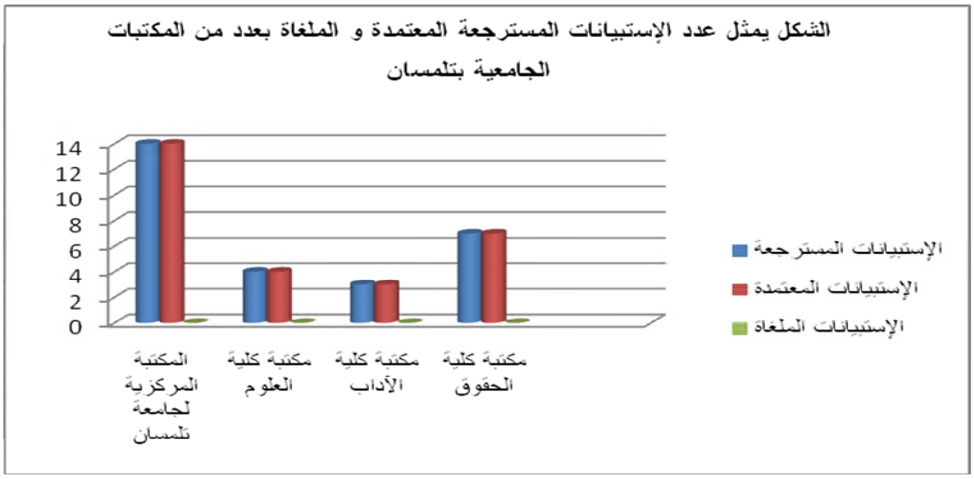

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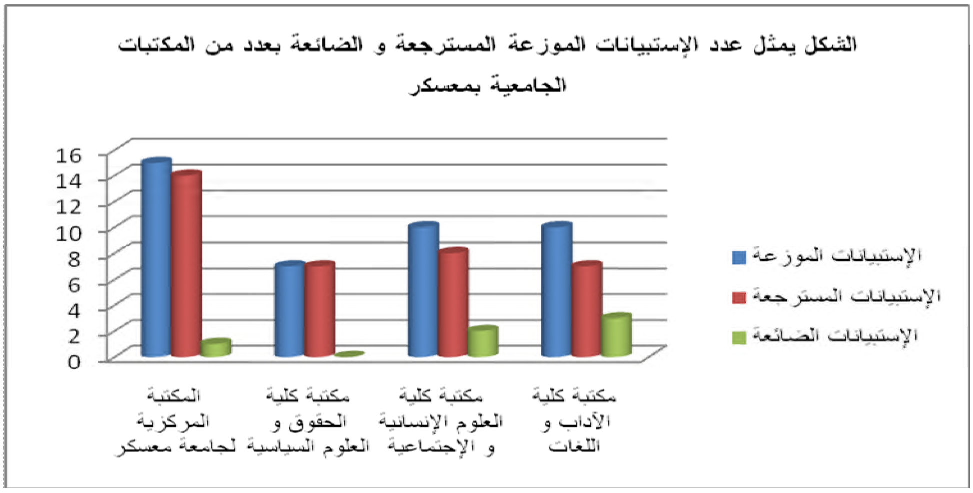
	ŧŏʅǴŏʅ!ƒ ǲĂǲz!ƒ Ă ƾĂƖơ!ƒ ŧŏǲǂ ŧẖƙǂdž	07	07	00
	ŧŏƵǴdžƙƞŰƒ Ă ŧŏǈǴʅǈŰƒ ǲĂǲz!ƒ ŧŏǲǂ ŧẖƙǂdž	08	07	01
	ƘǴʒǲ!ƒ Ă ɣƒþŬƒ ŧŏǲǂ ŧẖƙǂdž	07	06	01

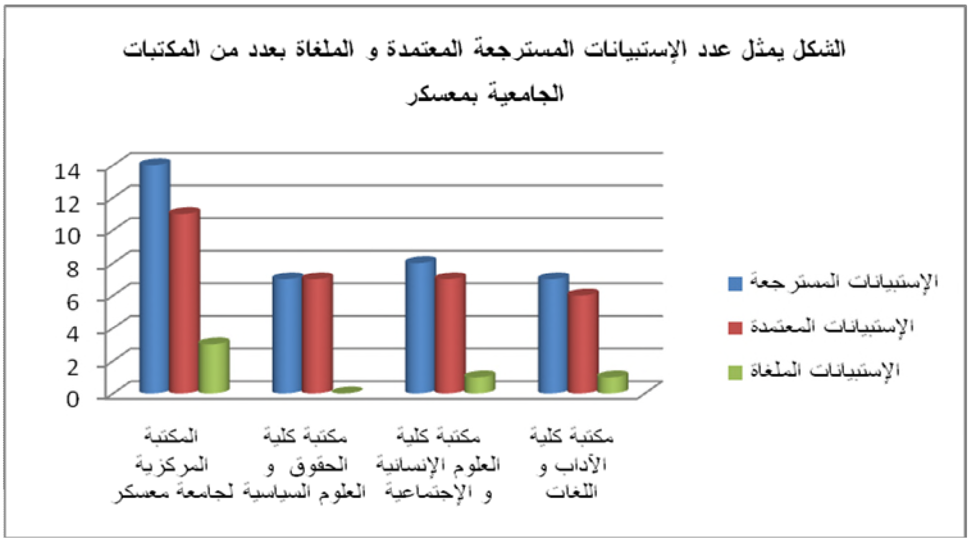
Ƨǂʅzdž ŧŏŮĂẖ ŧzƑǴư!ƒĂ ŧzƞƧƙʅdž!ƒĂ ŧƵƨĂdž!ƒ ƘǴǈǴŏẖƙʅŬƒ þþƵ ýĂþƞ!ƒ ýƛdžŏ



:þƖƨyǅ ƕǏŰǋ ɣƑƩǂǅǁǋ ɣɋǅƚyǅǁǋ ƕyɯþƚƨǅǁ Ɩ ƑdžƑǏǴƚƨŰ Ǐ ǁƑǅɰ üǏƙǅƚ

ŧŏŮĂ!ƒ	ŧŏzdžǴƞ!ƒ ŧẖƙǂdž!ƒ	ŧƵƨĂdž!ƒ	ŧzƞƧƙʅdž!ƒ	ŧzƑǴư!ƒ
Ƨǂʅzdž	Ƨǂʅzdž ŧzdžǴƞ! ŧŏƨǂƧdž!ƒ ŧẖƙǂdž!ƒ	15	14	01
	ŧŏʅǴŏʅ!ƒ ǲĂǲz!ƒ Ă ƾĂƖơ!ƒ ŧŏǲǂ ŧẖƙǂdž	07	07	00
	ŧŏƵǴdžƙƞŬƒ Ă ŧŏǈǴʅǈŰƒ ǲĂǲz!ƒ ŧŏǲǂ ŧẖƙǂdž	10	08	02
	ƘǴʒǲ!ƒ Ă ɣƒþŬƒ ŧŏǲǂ ŧẖƙǂdž	10	07	03

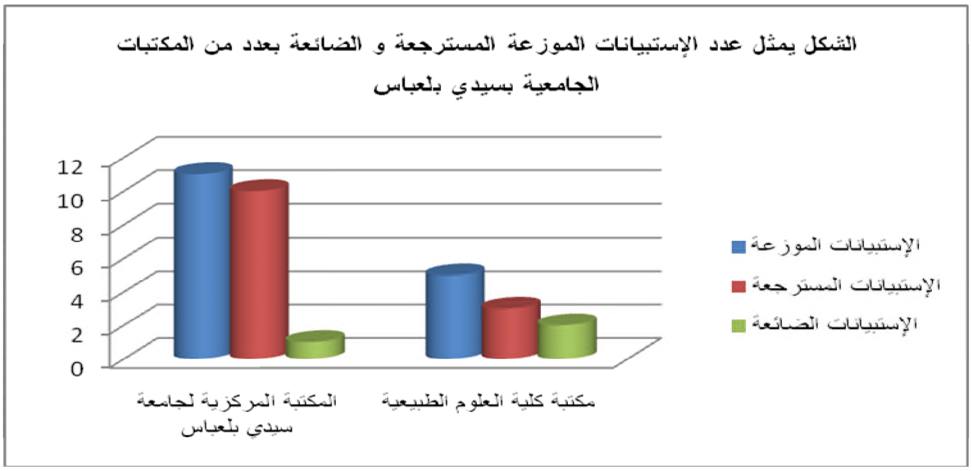
Ƨǂʅzdž ŧŏŮĂẖ ƖǴʒǲdž!ƒĂ Ɩþdžƙzdž!ƒĂ ŧzƞƧƙʅdž!ƒ ƘǴǈǴŏẖƙʅŬƒ þþƵ ýĂþƞ!ƒ ýƛdžŏ



:ƨƒƓƴǂƓ ăqǏƨ ƕǏŰǋǁ ƕƴƏƑƮǁƐǋ ƕƴɯƥƚƨǅǁƐǋ ƕƳƦǋǅǁɛ ǀƒǆƑǏƓƚƨŰɛ Ǐǁƒǅɯɑ üǏƙǅƚ

ƚőŰĂ!ƒ	ƚhƙǂdž!ƒ ƚőƶdžƓɳ!ƒ	ƚƵƨĂdž!ƒ	ƚƶɳƧƙʅdž!ƒ	ƚƶƒƓƲ!ƒ
ƩƓƕƶǅƕ Ǐƥőʅ	ƚhƙǂdž!ƒ ƚőƨǂƧdž!ƒ ƚƶdžƓɳ! ʅőƥǏ ƕǅƶƓƩ	11	10	01
	ƚhƙǂdž ƚőǉǂ ǅĂǉƶ!ƒ ƚőƶőƱ!ƒ	05	03	02

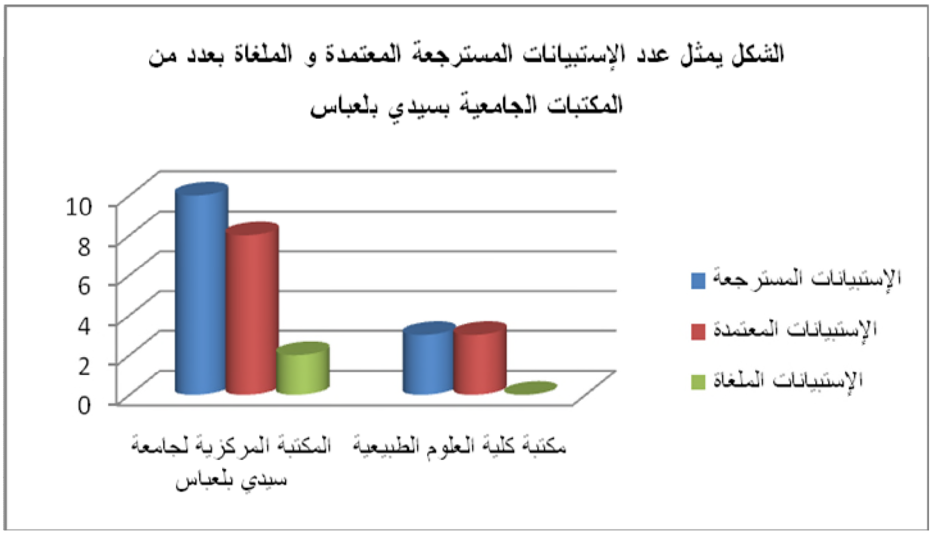
ƩƓƕƶǅƕ Ǐƥőʅ ƚőŰĂƕ ƚƶƒƓƲ!ƒĂ ƚƶɳƧƙʅdž!ƒĂ ƚƵƨĂdž!ƒ ǨƓǉƓőƙʅŰƒ ƥƥƵ ýĂƥɳ!ƒ ýƛdžő



:ƨƒƓƴǂƓ ăqǏƨ ƕǏŰǋǁ ƴƑƩǂǅǁƐǋ ƴqǅǂƴǅǁƐǋ ƕƴɯƥƚƨǅǁɛ ǀƒǆƑǏƓƚƨŰɛ Ǐǁƒǅɯɑ üǏƙǅƚ

ƚőŰĂ!ƒ	ƚhƙǂdž!ƒ ƚőƶdžƓɳ!ƒ	ƚƶɳƧƙʅdž!ƒ	ǀƥdžƙƶdž!ƒ	ǀƓʓǉdž!ƒ
ƩƓƕƶǅƕ Ǐƥőʅ	ƚhƙǂdž!ƒ ƚőƨǂƧdž!ƒ ƚƶdžƓɳ! ʅőƥǏ ƕǅƶƓƩ	10	08	02
	ƚhƙǂdž ƚőǉǂ ǅĂǉƶ!ƒ ƚőƶőƱ!ƒ	03	03	00

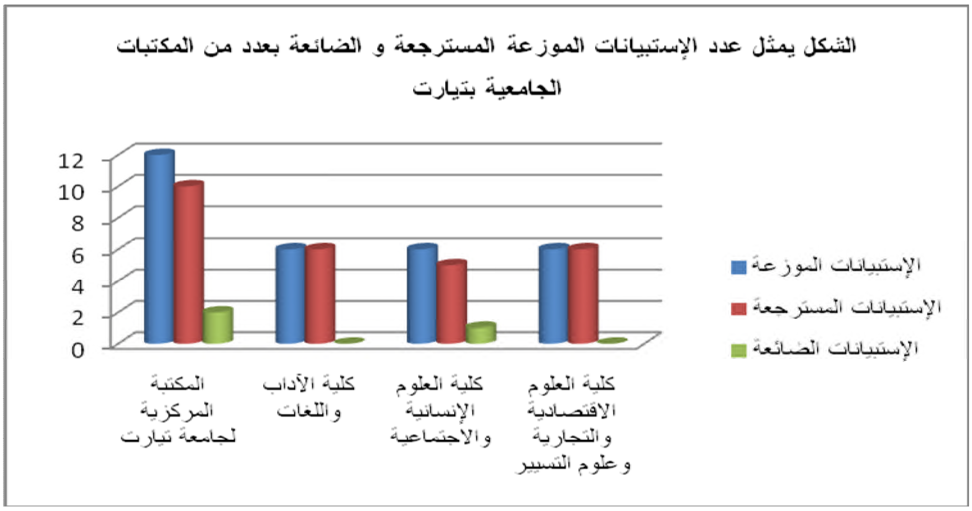
ƩƓƕƶǅƕ Ǐƥőʅ ƚőŰĂƕ ǀƓʓǉdž!ƒĂ ǀƥdžƙƶdž!ƒĂ ƚƶɳƧƙʅdž!ƒ ǨƓǉƓőƙʅŰƒ ƥƥƵ ýĂƥɳ!ƒ ýƛdžő



[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	12	10	02
	[illegible]	06	06	00
	[illegible]	06	05	01
	[illegible]	06	06	00

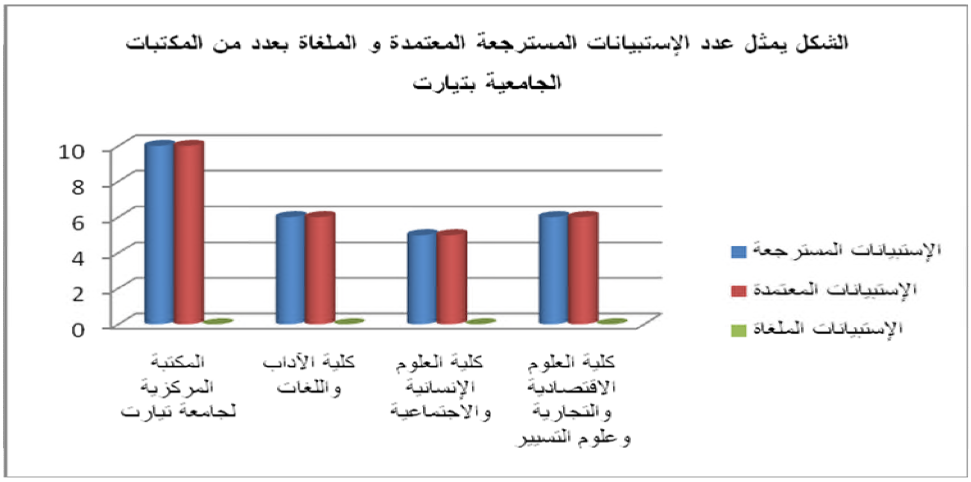
[illegible]



[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	10	10	00
	[illegible]	06	06	00
	[illegible]	05	05	00
	[illegible]	06	06	00

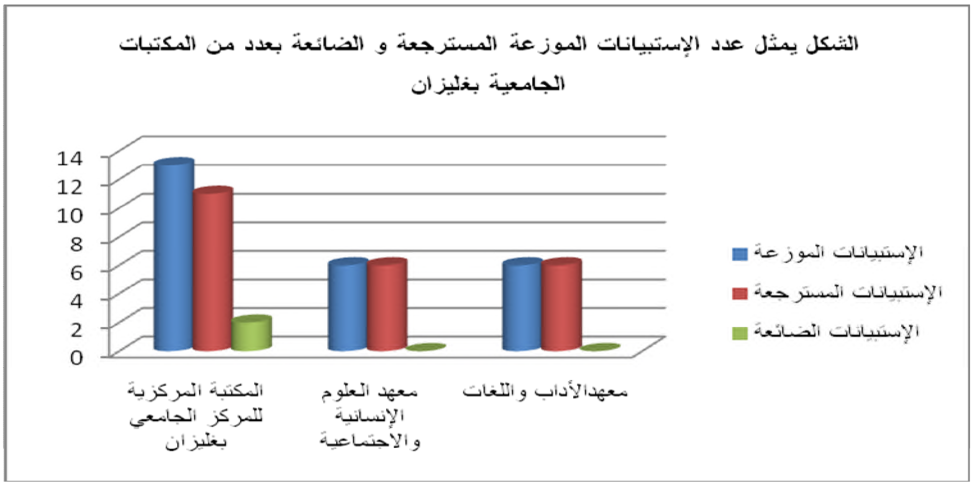
[illegible]



:DžɛȐĭ‡Ʒ ƕĭŰǋǁ ƕɏəƑʈǁɛǋ ƕɏɰɓƚƨDžǁɛǋ ƕɎȐǋDžǁɛ ǀƑdžƑĭǴƚƨŰɛ Ĭǁ ƑDžɰa üĭkDžƚ

ƚőŬĂ!ƒ	ƚőƶdžǴɳ!ƒ ƚɦk‡dž!ƒ	ƚƵƨĂdž!ƒ	ƚƶɳƧkʅdž!ƒ	ƚƶƑǴư!ƒ
LJƒƨőǈƸ	ƚőƨ‡Ƨdž!ƒ ƚɦk‡dž!ƒ	13	11	02
	ƚőƵǴdžkɳŰƒĂ ƚőǈǴʅǈŰƒ DžĂǈƶ!ƒ ɓǌƶdž	06	06	00
	ƘǴƷǈ!ƒĂ ƔƒɓŰƒɓǌƶdž	06	06	00

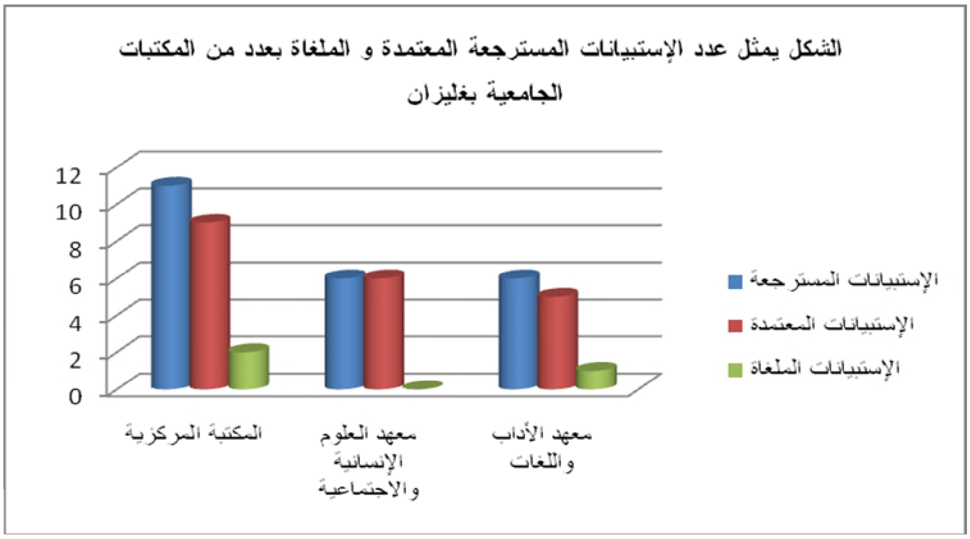
LJƒƨőǈƸ ƚőŬĂƕ ƚƶƑǴư!ƒĂ ƚƶɳƧkʅdž!ƒĂ ƚƵƨĂdž!ƒ ƘǴǈǴőɦkʅŰƒ ɓɓƵ ýĂɓɳ!ƒ ýƛdžő



:DžɛȐĭ‡Ʒ ƕĭŰǋǁ ƔƑƸ‡Džǁɛǋ ƔqDžƚyDžǁɛǋ ƕɏɰɓƚƨDžǁɛ ǀƑdžƑĭǴƚƨŰɛ Ĭǁ ƑDžɰa üĭkDžƚ

ƚőŬĂ!ƒ	ƚőƶdžǴɳ!ƒ ƚɦk‡dž!ƒ	ƚƶɳƧkʅdž!ƒ	ǀɓdžkƶdž!ƒ	ǀǴƷǈdž!ƒ
LJƒƨőǈƸ	ƚőƨ‡Ƨdž!ƒ ƚɦk‡dž!ƒ	11	09	02
	ƚőƵǴdžkɳŰƒĂ ƚőǈǴʅǈŰƒ DžĂǈƶ!ƒ ɓǌƶdž	06	06	00
	ƘǴƷǈ!ƒĂ ƔƒɓŰƒ ɓǌƶdž	06	05	01

LJƒƨőǈƸ ƚőŬĂ! ǀǴƷǈdž!ƒĂ ǀɓdžkƶdž!ƒĂ ƚƶɳƧkʅdž!ƒ ƘǴǈǴőɦkʅŰƒ ɓɓƵ ýĂɓɳ!ƒ ýƛdžő



الملحق رقم 02

ƚőŭžƬ!ƒ ƚőƲƒƧlďžőþ!ƒ ƚőƧƑƒƨɳ!ƒ ƚőƧǍnjďžɳ!ƒ

Ŏďžǁž!ƒ ƚơŭ!ƒǍ Ŏ!Ǥž!ƒ ǅžőǁžƙ!ƒ lƧƒƨǍ

ǇƒƧǋǍ ƚžďžǤɳ

ƚőďžǕƖǕƒ lƧǤǖơ!ƒǍ ƚőǉǤƖǉǕƒ ǅžǍǁž!ƒ ƚőǁǂ

ƚőlƑǤλǍ!ƒ ǅžǍǁž!ƒǍ ƘǤŭƙǂďž!ƒ ǅžǁƵ ǅžƖþ

ǇǤőŭƙƖƒ lƧǤďžƙƖƒ

:ǇƒǍǉžŭ ƚőlƑǤλǍ!ƒ ǅžǍǁž!ƒǍ ƘǤŭƙǂďž!ƒ ǅžǁƵ Ŏ5 ǅžǍǁƵ ǉƒƧǍƙǂþ ƚ!ǤƖƧ Ƨőǖơƙ!

ƘǤŭƙǂďž!ƒ Ŏ5 ƚǁžďžǤƬ!ƒ lþǍɳ!ƒ lƧƒþǫ Ǎ ƘǤŭƙǂďž!ƒ ǅžǁƵ Ŏ5 ǇǰǍǂƙ!ƒ

ǐƧƑƒƨɳ!ƒ ƔƧƺ!Ǥŭ ƚőǉƒþőďž ƚƖƒƧþ :ƚőƧƑƒƨɳ!ƒ ƚőžďžǤɳ!ƒ

:ƦǤƙƖǕƒ ƵƒƧƬǫ

ƧþǤl!ƒ þŭƵ ǋ!Ǖƒ þŭƵ.þ.ƉD

: Ɣ!ǤƲ!ƒ þƒþƵǫ

ǐþǤǂ ǇǰƄ!ƒ Ǉőƨ

ǇǰǍǂƙ!ƒ ƳǍǖǍďž ǈ!ǤžƙŎƙ!ƒǍ ƘǤŭƙǂďž!ƒ ǅžǁƵ Ŏ5 ǉƒƧǍƙǂþ ƚ!ǤƖƧŭ ƒ ǤƤ ƚơŭ ƨǤɳǉǫ ƧǤƲǫ Ŏ5 ƴǖǍŭ ǕǂǉǤŭƙƖǕƒ ǉƦǋ ƇǭďžǅǂǉďžǍɳƧǉ ƒƦ! ƚőžďžǤɳ!ƒ ƘǤŭƙǂďž!ƒ Ŏ5 ƚǁžďžǤƬ!ƒ lþǍɳ!Ǥŭ ǊƙþǕžǍ Ǉ! ǇǤőŭƙƖǕƒ ƒǋǊ ǭǕƤ ǇďžƚžɳƧƙƖďž!ƒ ƘǤďžǍǁžďž!ƒ ǇƉ ǤďžǁžƵǕƔƖǤǉďž!ƒ ǇǤǂďž!ƒ Ŏ5 (×) ƚďžǕƵ .Ŏďžǁž!ƒ ƚơŭ!ƒ ƲƧƺ! Ǖǫ ǅžþƤƙƖƙ

2014-2013ƚőžďžǤɳ!ƒ ƚǉƖ!ƒ

: [illegible] [illegible]

1. [illegible] [illegible] ☐ [illegible] ☐

2. [illegible] [illegible] ([illegible] [illegible]) - : [illegible] [illegible] [illegible] [illegible] [illegible] ☐

[illegible] ☐ [illegible] ☐ [illegible] ☐ [illegible] ☐

[illegible].................

3. [illegible] : [illegible] [illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐

[illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐

4. [illegible]:

[illegible] 30-23 ☐ [illegible] 37-30 ☐ [illegible] 44-37 ☐

5. [illegible] [illegible] : [illegible] [illegible] [illegible] [illegible]:......................

6. [illegible] [illegible]: [illegible] [illegible] ☐ [illegible] [illegible] ☐

[illegible] [illegible]: [illegible] [illegible] [illegible] [illegible]

1-1. [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] :

[illegible] ☐ [illegible] [illegible] ☐

1-2. [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] :

[illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐

[illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐

1-3. [illegible] [illegible] [illegible] [illegible] [illegible]:

[illegible] [illegible] ☐ [illegible] [illegible] ☐ [illegible] [illegible] ☐ [illegible] [illegible] ☐ [illegible]

[illegible]..

1-4. [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

[illegible] ☐ [illegible] ☐

1-5. [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]:

[illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] ☐ [illegible] [illegible] [illegible] [illegible] ☐

[illegible] [illegible] [illegible] [illegible] [illegible] ([illegible] [illegible]) ☐

1-6. [illegible] (

[illegible] ☐ [illegible] ☐ [illegible] ☐

1-7. [illegible]:

[illegible] ☐ [illegible] ☐ [illegible] ☐

1-8. [illegible]:

[illegible] ☐ [illegible] ☐

- [illegible]:

[illegible] ☐ [illegible] ☐

- [illegible]: [illegible] ☐ [illegible] ☐

- [illegible]:

[illegible] ☐ [illegible] ☐ [illegible] ☐

[illegible] ……………………………………………………………………………

1-9. [illegible]

[illegible] ☐ [illegible] ☐

- [illegible]:

[illegible] ☐ [illegible] ☐

- [illegible]:

[illegible] ☐ [illegible] ☐

1-10. [illegible]:

[illegible] ☐ [illegible] ☐ [illegible] ☐

1-11. [illegible]:

[illegible]: [illegible]:

[illegible] ☐ [illegible] ☐

[illegible] ☐ [illegible] ☐

1-12. [illegible] ([illegible] ([illegible])

[illegible] ☐ [illegible] ☐

: ýưƽƙ ƘǊǂ ýǌƽ ǴǌǊǆǆ ǐƊ Ŏƽ ƘơƞǊ ƒƦǫ -

☐ ǎƨƤƊ ☐ ǂƽŏƲĂ!ƒ ƨŏŏƺƙ ☐ ǂƽŏƲĂ!ƒ ƩƽǊ Ŏƽ ƇǴǀƞ!ƒ

....ƥƥơ

ƞǏǋǆýƊŽǀǀƐǋ ƞǏǫƑƊŽǀǀƐ ƦƷƐǋƟǀǀƐǋ ƩǏưǋǂǀǀƐ : ǏǆǅƑƙǀǀƐ ƥǋƟƊŽǀǀƐ

☐ Ǖ ☐ ƊǆƵǊ ÞǀǀǆǆƵ ýǴƞǆ Ŏƽ ǇŏĂǂƙ!ƒ ǇǆƘƥƽƙǃƒ ýǋ.1-2

☐ Ǖ ☐ ƊǆƵǊ ÞǂŏƵǆǴƞ!ƒ ƘǴƙǂǆ!ƒ ƨŏƸ ƳǴƱƥ Ŏƽ ƘƽƲĂ ǇƊĂ ǀ! ƾǀǃ.2-2

☐ Ǖ ☐ ƊǆƵǊ :ǀƨǴŏƙƤƒ ǇǆǇǴǂ ƵŏƲĂƙ!ƒ ƒƦǋ -

☐ ǎƨƤƊ ☐ ƵŏƬƨǕƒ ☐ ƾŏƛĂƙ!ƒ Þ ǀ!Ʀ ǇǴǂ ƘǕǴƞǆ!ƒ ǇǆǐƊ Ŏƽ -

....ƥƥơ

Þ ǀƥǆ Ŏƽ ǂƽŏƲĂ!ƒ ǏǆƵ ƘǆƮơƙ.3-2

☐ ƘƒĂǊǃ ǂƙǃ ☐ ƘƒĂǊǃ ǂ ǕƛƛƑ ☐ ǀƥơƒĂ ǂǊǃ ☐ ǂǊǃ ǇǆýƥƊ

☐ ƘƒĂǊǃ Ƙǃ ǇǆƨƛǂƊ

: ƾŏƨƱ ǇƵ ǀƽŏƲĂƙ Ɗƙ.4-2

☐ ǀƥǴǌƮ!ƒ ƩǴǃƊ ǏǆƵǂǀǃǴǃǆ ☐ (ŎǊǌǆ ǇǴơƙǆƒ)ǂǀǃǴǃǆ

.................ƥƥơ ☐ǎƨƤƊ

: Ŏƽ ýǆƵ!ƒ ýưƽƙ .5-2

☐ ƥǌƵǆ!ƒ ǂǃƙǂǆ ☐ ǂŏƨǂƨǆ!ƒ ǂǃƙǂǆ!ƒ ☐ ǂŏǆǂ!ƒ ǂǃƙǂǆ

: ĂǋƠǂǆƥƥǕƒƠýǆƵ!ƒ ƘƒĂǊǃ ƥƥƵ .6-2

☐ ǂǊǃ 15 ǇǆƨƛǂƊ ☐ǂǊǃ 15 ☐ƘƒĂǊǃ 10 ☐ƘƒĂǊǃ 5 ☐ ǂǊǃ

☐ Ǖ ☐ ƊǆƵǊ :ƘǴŏƥƨƙ ǏǆƵ ŎǊǌǆ!ƒ ǀƨǴǃǆ Ŏƽ Ƙƥƽƙǃƒ .7-2

:ǴǋƨǂƦƊ ƊǆƵǊǀ ǂǀǴƞǕƒ ƘǊǴǂ ƒƦǫ.8-2

☐ ǂŏƵǆǴƞ!ƒ ƘǴƙǂǆǆ! ǇŏƲƽǴơǆ!ƒ ƩŏƑƨ ☐ ǂŏƵǆǴƞ!ƒ ƘǴƙǂǆ!ƒ ƲƽǴơǆ ☐ŎǊǴƛ ǎĂƙǃǆ ƾơǆǆ

☐ Ǖ ☐ ƊǆƵǊ : ǂǊŏƵǆ ǂŏ!ĂƋǃǆ Ŏƽ ǂŏƵĂǊ ƔƮǴǊǆ Ƙƥǆǀƙ .9-2

☐ ǂǃƙǂǆ ƨŏƥǆ ☐ǂơǆƮǆ ƩŏƑƨ : ƔƮǊǆ Ŏƽ ǀ!Ʀ ǇǴǂ ýǌƽ ƊǆƵǊǀ ǂǀǴƞǕƒ ƘǊǴǂ ƒƦǫ.10-2

: ǂŏ!ĂƋǃ!ƒ ƔƮǊǆ Ŏƽ ǴǌƙŏưƤ Ŏƙ!ƒ ƘƒĂǊǃ!ƒ ƥƥƵ -

☐ ƘƒĂǊǃ ƩǆƤ ǇǆƨƛǂƊ ☐ƘƒĂǊǃ ƩǆƤ ☐ ƘƒĂǊǃ 3

☐ ǐĂŏơ ☐ŎǊŏƙĂƨ :ƨǀƙƵŏ ǂŏƵǆǴƞ!ƒ ƘǴǂǆ!ƒ Ŏƽ ýǆƵ!ƒ ýǋ.11-2

☐ ƚNjSdž ☐ ƻSTdž ýdžƵ

☐ Ǚ ☐ DžƵLj ÞƚöƶdžǴɳ ýƒ ƘǴƙƚdž!ƒ Ŏ5 ƇƒþŨƒ LJöʅơƙ! ƚöþǤdž ƨ5ƒĂơ þɳĂƙ .12-2

☐ Ǚ ☐ DžƵLj Þƨ5ƒĂơ!ƒ ljƦNj ĬǃƵ ƯƒS ƘLJD -

Þƨ5ƒĂơ!ƒ ljƦNj ĬǃƵ ýĂƮơ!ƒ þƵƒĂþĂ ƩʅD ŎNj Ǥdž -

☐ ăSƤD ☐ ýdžƶ!ƒ ƨǤɳLjǫ ƚƵSʅ ☐ ýdžƶ!ƒ Ŏ5 LJǤlƙŨƒ

........................þþơ

ƖƑǤƚƖDžǁƐ þǐǐƨƚ Ĭƺ ƕƙǐɊƟǁƐ ƖƑljƑƜƚǗƐNj ƖƑDžNjǂýDžǁƐ ƑǐƜNjǁǁNjǆǁƚ :ƘǁƑƙǁƐ þNjƟDžǁƐ

ƕǐýDžƑƜǁƐ

☐ Ǚ ☐ DžƵLj Þ ǁƕ ƒ ǴƤ ɣĂʅǤơ ƨǤnjɳ ǁǂƙdžƙ .1-3

☐ Ǚ ☐ DžƵLjÞSöǒʅƙ!ƒ ƚöǃdžƵ Ŏ5 ƚLjöƶdž (ƚöɳdžSƕ) ƚö!Ǔƒ ƚdžƲLjǖ! ý ýǤdžƶƙʅƒ ǁǤLjNj .2-3

....:ƚöɳdžSƕ!ƒ ljƦNj ŎNj Ǥdž.3-3

☐ ŎɳSǴƤ DžǤƲLj ƇǤLjƙþƒ ☐ ŎǃơdžƨǤɳLjǫĂ DžöǒdžƮƙ :ƘƒƦ :ƚǃdžƶƙʅdž!ƒ ƚöɳdžSƕ!ƒ.4-3

:Ŏ5 ƚöɳdžSƕ!ƒ ljƦNj ýdžƶƙʅƙ .5-3

☐ ƚơƕ!Ǥƕ ƚƮǴƤ!ƒ ýǤdžƵŨƒ ☐ ƚʅSnjƽ!Ǥƕ ƚƮǴƤ!ƒ ýǤdžƵŨƒ ☐ þöĂƨƙ!Ǥƕ ƚƮǴƤ!ƒ ýǤdžƵŨƒ

☐ þƶƕ LJƵ LJöþöƽƙʅdž!Ǥƕ ƚǁƶƙdž!ƒ ƘǤdžþƤ!ƒ ☐ ǀSǤƵǕǤƕ ƚƮǴƤ!ƒ ýǤdžƵŨƒ

☐ Ǚ ☐ DžƵLj ƘLjSƙLjŨƒ ƚǂƕTƕ ƱƕS ǁǤLjNj .6-3

☐ Ǥǀödž 2 ☐ Ǥǀödž 1 ☐ ɣƙöǤƕĂǃöǂ 250 : ƘǤdžĂǃƶdž!ƒ ƚ5þƙ Džɳơ Ǥdž.7-3

☐ Ǚ ☐ DžƵLj ÞƚödžĂö!ƒ ǋ!ǤdžƵD Ŏ5 ƘLjSƙLjŨƒ ƘǤǀöƕƱƙ LJdž ƻƲĂdž!ƒ þöƽƙʅö .8-3

ÞƘǤdžĂǃƶdž!ƒ ǤöɳĂ!ĂLjǂƙ ýǤdžƶƙʅƒ ýʎdžƙö Ǥdžö5 .9-3

☐ ƱƤ!ƒ ĬǃƵ Ŏ!Ǔƒ ƩSnjƽ!ƒ ƚơǤƙǫ ☐ ƚƕƙƚdž!Ǥƕ ƒ ǴƤ ɣƒĂ ɏþĂdž ƇǤTLjǫ

☐ SöǒʅƙǃǤƕ ƚƮǴƤ!ƒ ƘǤöɳdžSƕ!ƒ SöĂƱƙ ☐ ƚöSǤɳ!ƒ ƚƱǤơŰƒ ƘǤdžþƤ Džöþǀƙ

ƕǐýDžƑƜǁƐ ƖƑǤƚƖDžǁƐ Ĭƺ þƯƑɊDžǁƐ ɣþƐɊǀ :ƲǤƐþǁƐ þNjƟDžǁƐ

☐ Ǚ ☐ DžƵLj :(ƒSödžǤǂ)ƚƕþƒSdž!Ǥƕ ƚƮǴƤ ǀƨnjɳD ǁǤLjNj .1-4

☐ Ǚ ☐ DžƵLj ÞǀƨnjɳŨƒ ljƦnj! ƚödžĂö ƚƵƕǤƙdž ǁǤLjNj .2-4

☐ Ǚ ☐ DžƵLj Þ SƒƦLjǫ ǀƨnjɳD ǁǤLjNj .5-4

:SƱƤ LJƵ ǀƨnjɳŨƒ ljƦNj ǋƕLjƙ -

........ƥƥơ ☐ ăƧƤ ☐ ƨŨƨ!ƒ ☐ ƚƿƧƪ!ƒ ☐ ƘƓǇƓƜƟƼ!ƒ ☐ ƾƟƧơ!ƒ

☐ Ǔ ☐ ǅƶǈ ƥƧƱƓƤǆ!ƒ ǀƧƒƥǫ ýǍơ ƓƟƧƥƙ ƘƟǀǆƙ ýǋ.6-4

☐ Ǔ ☐ ǅƶǈ ƥƧƱƓƤǆ!ƒ ǈƦǋƕ ƘƓƟǍƙƪǆ!ƒ ƴǆƞ ǏǅƵ ǑƵǍ ǁƓǈǋ .7-4

ƥƘƓǆǍǅƶǆ!ƒ ƓƟƞǍ!ǍǈǂƙƗ ƚǀǅƶƙǆ!ƒ ƧƱƓƤǆ!ƒ ǁ! ƒǍƥƕƙ ƵƟǂ.8-4

....

ƕǓƴǅǅƑƜǁǁƐ ǀƑƓǂǀǅǅǁƐ Ǐƺ ƕƺƥƴǅǁǁƐ ƴƥƐƣƺ : ƧǅƑƣǁǁƐ ƥǈƟǅǁǁƐ

☐ Ǔ ☐ ǅƶǈ ƚƼƧƶǆ!ƒ ǀƧƒƥǫ ýǍơ ǅƟǈƓƽǆ ǏǅƵ ƳǕƱƒ ǅǂƟƥ! ýǋ .1-5

☐ Ǔ ☐ ǅƶǈ ƥ ǅƟǈƓƽǆ!ƒ ǈƦǋ ýƓǆƶƙƪƓƕ ƵǍƧƲ!ƒ ơǆƪƙ ýǋ .2-5

☐ Ǔ ☐ ǅƶǈ ƥ ƚƟƶǆƓƞ!ƒ ƚƕƙǂǆ!ƒ ǑƼ ƥƒƧƼŨƒ ăǍƙƪǆ ǏǅƵ ƚƼƧƶǆǅ! ǅƪƓǀƙ ƥƞǍƟ.3-5

☐ Ǔ ☐ ǅƶǈ ƥƚƟ!ƓơƒƵǍƧƲ!ƒ ǑƼ ǁǅǆƵ ǇƓǀƙǫ ǁǈǂǆƟ ýǋ.4-5

☐ Ǔ ☐ ǅƶǈ ǅ ƥƚƼƧƶǆ!ƒ ǀƧƒƥǫ ƓƟƞǍ!ǍǈǂƙƗ ǏǅƵ ƘƼƧƶƙ ǇǅǍ ǁ! ƾƕƪ ýǋ .6-5

☐ Ǔ ☐ ǅƶǈ ƥǇƟƼƲǍǆ!ƒ ƵǅƙƤǆ Ǎ ǇƟ!Ǎƌƪǆ!ƒ ǇƟƕǍ ǁǇƕ ýƮƒǍƙ ǁƓǈǋ.7-5

ƕǓƴǅǅƑƜǁǁƐ ǀƑƓǂǀǅǅǁƐ Ǐƺ ƕƺǂǅƑƪǁǁƐ ƴƣǈƜǁǁƐ ƴƥƐƣƺ : ƧƣƑƨǁǁƐ ƥǈƟǅǁǁƐ

ƥƚǅƓƬ!ƒ ǀƥǍƞ!ƒ ǅǍǈƽǅ ǁ! ǑǈƵƟ ƒƦ Ɠǅ .1-6

☐ ƾƑƓǀơ!ƒǍ ƘƓƟƱƶǆ!ƒ ǏǅƵ ƇƓǈƕ ƘƒƧƒǀ!ƒ ƦƓƤƙƒ ☐ ǊƑƓǂǈ!ƒǍ ƘƓƟǅǆƵ!ƒ Ǎ ƥƟƽƙƪǆ!ƒ ǏǅƵ ƨƟǂƧƙ!ƒ

☐ ƚƟǍƥ ýƓƮƙƒ ƚƪƓƪ ƇƓǈƕǍ ƵƲǍǆ!ƒ ǀƧƕƤ ƧƟƥǀƙ ☐ ýǆƶǆǅ! Ǐ!ǍŨƒ ƚǅǈǍ!ƒ ǇǆƓ ƇƓƱƤŨƒ Ǐ ƥƓƽƙ

: Ǒǈǆƙ ƚƟƶǆƓƞ!ƒ ƘƓƕƙǂǆ!ƒ ǑƼ ƚǆƥƤ!ƒ ǀƥǍƞ .2-6

☐ ǅǈǂƙƓǅǍƱ ƴƟǆƞ ƚƟǅǆƙ ☐ ǇƟƥƞƼƪƙǆ!ƓƕǅƓƟƓƶǈǋŨƒǇƟƥƞƼƪƙǆ!ƒ ýǍƓǇǆǆ ǑƼ ƘƓǆƥƤ ǅƟƥǀƙ

☐ ƚƕƙǂǆ!ƒ ƧƟƪƙǍ ǀƧƒƥǫ ƳǈƒǍƞ ýƗƕ ǅƓƥǆƟǈǋŨƒ ☐ ƚƕƙǂǆǅ! ƚƟƕƓƞƟǫ ǀƧǍƮ ƨƓǈƱǫ ǏǅƵ ýǆƶ!ƒ

:ƴƥƒǍ!ƒ ǑƼ ǀƥǍƞ!ƒ ƾƟǀơǍ! ƘƒƧƥƓƕǆ!ƒ ýƿǅƙǍǂ ƓǆƟƼ .3-6

☐ ǇƟƥƞƼƪƙǆǅ! ƚƟƕƓƧƥƙ ƘƒƧǍƥ ƇƒƧƞǫ ☐ ƚƿƟƥơ!ƒ ƘƓƟƞǍ!ǍǈǂƙǍ!ƒ ýƓƤƥǫ

☐ ƘƓƞƧƤǆ!ƒǍ ƘǕƤƥǆ!ƒ ǑƼ ƧǆƙƪǆǅƒƵƕƙƙ!ƒ ǇƟƪơƙ!ƒ

: ǑƼ ƚƟƶǆƓƞ!ƒ ƚƕƙǂǆ!ƒ ǑƼ ǀƥǍƞ!ƒ ƚƓƪƓƟƪ!ƒ ƘƒƧƥƓƕǆ!ƒ ýƿǅƙǍǂ .4-6

☐ ƚƟƶǆƓƞ!ƒ ƘƓƕƙǂǆ!ƓƕǅƓǆǅƶǆ!ƒ ƚǆƟƥ ǇƟƥƟƿƙǍ ƚƽƓƜƙǆ ƚǆƟƥ ǀƥǍƞǍ

☐ ƴƥƵǅƒǍ ƧƱƓƤǆ!ƒ ǇǆƟ ƚƟ!ƓƤǍ ƚƟƕƓƧƙ ýǍƵ ƚƼƟƥ ƧƼƓƙ

☐ ƚƧƓƼƪ!ƒ ƘƒƧƓƟǆǍ!ƒ ƧƟƓƱƙƒ ǇƟƪơƙ! ƒ ƧƼƪ!ƒ ƚơƓƙǫ

☐ Ǔ ☐ ǅƶǈ ƥ ƚƟƶǆƓƞ!ƒ ƚƕƙǂǆ!ƒ ǑƼ ǀƥǍƞ!ƓƕƗ ƒƓƤ ƴǍƙǂǆ ǅǍƒƵƪƒ ǁƓǈǋ ýǋ .5-6

☐ [illegible] ☐ [illegible] [illegible] .6-6

☐ [illegible] ☐ [illegible] [illegible] .6-6

:[illegible] .7-6

☐ [illegible] ☐ [illegible]

☐ [illegible] ☐ [illegible] [illegible] .8-6

☐ [illegible] ☐ [illegible] [illegible].9-6

☐ [illegible] ☐ [illegible] [illegible].10-6

☐ [illegible] ☐ [illegible] [illegible] .11-6

☐ [illegible] ☐ [illegible] [illegible].12-6

☐ [illegible] ☐ [illegible] [illegible] .13-6

: [illegible] .14-6

☐ [illegible] ☐ [illegible] ☐ [illegible] ☐ [illegible]

☐ [illegible]

☐ [illegible] ☐ [illegible]: [illegible] .15-6

☐ [illegible]

[illegible] .16-6

☐ [illegible] ☐ [illegible]

☐ [illegible] ☐ [illegible] [illegible] .17-6

☐ [illegible] ☐ [illegible] [illegible] .18-6

:[illegible].19-6

☐ [illegible]

☐ [illegible]

☐ [illegible]

☐ [illegible]

[illegible].20-6

[illegible]

....

الملخصات

: ƫ Ɋ‡ǅǁɛ

ƘƓƶđžķƞđž!ƒ ǇđžǅƓƶ!ƒ ýǍơķ!ƒ ƽƓŏƪ Ǒ5 ƚŏƧƦƞ ƘǗǍơķ ǀþƵ ƧŏƤǛƒ ƚǉǍǙƒ Ǒ5 þnjƬǉ
ǑơƓǉđž ǏķƬ ǏǅƵ ǉþ5ƒǍƧƕ ǏǀǃǄ ǐƦ!ƒ ǛƘƓđžǍǅƶđž!ƒ ƴđžķƞđž ǍǄ ƚ5Ƨƶđž!ƒ ƴđžķƞđž Ǐ!ǫ ƚŏƵƓǉƮ!ƒ
ǑǋƓđž Ǐ!ǫ ƘǅƮǍ ǇǄ Ǐ!ǫ þƧƱđž ý‡Ƭƕ ƘǗǍơķ!ƒ ǉƦǋ ƘƵƧƓƪķ ƚŏơ ǛþƧƺǅ! ƚŏđžǍŏ!ƒ ǀƓŏơ!ƒ
ƘƓđžǍǅƶđž!ƒ ýƓƞđž Ǒ5 ǀþŏþƞ!ƒ ƘƓŏƞǍ!Ǎǉ‡ķ!ƒ ƓnjķƨƧ5Ǆ Ǜƚǀơǚķđž ƘƒƧǍƱķ ǇđžǅǍŏ!ƒ ǊŏǅƵ
ƘƓƵƓƱǀ!ƒ ƵǅķƤđž ǏǅƵ ƔƓƞŏǛƒ ǍǄ ƔǅƪǃƓƕ ƇƒǍƪ ǁ!Ʀ ý‡ Ʃ‡ƶǉŏ Ɠđžđž ǛƘǗƓƮķǗƒǍ
.ƚŏǉnjđž!ƒǍ ƚŏđžŏþƓ‡ǕƒǍ ƚŏ5Ɠǀƛ!ƒǍ ƚŏƵƓđžķƞǗƒǍ ƚŏþƓƮķþǗƒ

ƚŏơ ƘƓđžǍǅƶđž!ƒ ƘƓđžþƤǍ ƘƓƪƪƋđž ƳƓƱþ ƧŏƺķǃƦ ǁ!Ʀ ƓnjǅđžƬ Ǒķ!ƒ ƘƓƵƓƱǀ!ƒ ǇŏƕǇđž5
ǉƦǋ ǐƧƓƞķ Ƙơƕƫ Ǆ ƚŏơ ǛƘƓƪƪƋđž!ƒ ǁǅķ Ɠnjđžþǀķ Ǒķ!ƒ ƘƓđžþƤ!ƒ ýƓ‡ƬǄ Ƙǉŏƕ ƘƧǍƱķ
ǏǅƵ ƔƞǍķƪŏ Ɠđžđž ǛƓǉǍđžƣđžǍ ǚ‡Ƭ ƓnjķƓđžþƤ ýƣ5Ǆ ǄđžþǀķýƞǄ Ǉđž ƓnjķǚŏƛđžƘƓƪƪƋđž!ƒ
ƚƱǍǉđž!ƒ ǄǋƧƒǍþǄ Ƨŏŏʒķ ƒǍƮƤ!ƒ ǋƞǍ ǏǅƵ ƚŏƶđžƓƞ!ƒ ƘƓƕķ‡đž!Ɠ‡ ƘƓƪƪƋđž!ƒ ǉƦǋ Ǒ5 ǇŏǅđžƓƶ!ƒ
.ƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ ǀƧƒþǫ ƚƺƪǅ5 Ɠnjƕ ƘƇƓƞ Ǒķ!ƒ ƘƒƧŏʒķđž!ƒ ǁǅķ ǊŏǅđžķƓđž ǅǍ ƔƪơƓnjƕ

ƱŏƱƤķ!ƒ ǄǍnjƺđžƕ ǀþŏƱǍ ƚþǚƵ ƘƒƦ ƚŏƶđžƓƞ!ƒ ƘƓƕķ‡đž!ƒ Ǒ5 ƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ Ƙơƕƫ Ǆ
þƵƒǍǀ!ƒ ǇđžǍ ƚƵǍđžƞđž ƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ Ǉđžƣķķ ƚŏơƕ ǛƘƓƕķ‡đžǅ! ƚŏ‡Ʀ!ƒ ǀƧƒþǙƒǍ ǑƞŏķƒƧķƪǙƒ
ƇƓƱƵǫ Ǐ!ǫ ƓnjǅđžƞđžǍ Ǒ5 Ƶþnjķ Ǒķ!ƒ ƘƓŏ!Ǚƒ Ǉđž þƬơ Ɠnjǀ5ƒƧŏ Ǒķ!ƒ ǛƚŏƧƒþǙƒ ýƤƒþđž!ƒǍ
Ǒ5 ǇŏǅđžƓƶ!ƒ ǏǅƵ ƔƞǍķƪŏ Ɠđžđž ǛƔƪƓǉđž!ƒ ƘþǍ!ƒ Ǒ5 ƚđžþǀđž!ƒ ƚđžþƤǅ! ǀþǍƞ ǏǅƵǄ Ǉŏþŏƺķƪǅđž!ƒ
ƓnjǀƬ Ǒ5 ƱǀƺƩ ŏ! ƘƒƧŏʒķđž!ƒ ǁǅķ ǊŏǅđžƓķ Ɠđž ƔƪƓǉđž ƚƱǍǉđž!ƒ ǄǋƧƒǍþǄ Ƨŏŏʒķ ǛƘƓƪƪƋđž!ƒ ǉƦǋ
ǉƦǋ Ǒ5 ǇŏǅđžƓƶ!ƒ ǇŏǍ‡ķ ƘƓƺǅƤ ƒƦ‡ǍƧ ǛǑƞǍ!ǍđžķƪƕǗƒ ǎǍķƪđž!ƒ ǏǅƵ ǏķơƧ ýƕ ǛǐþƓđž!ƒ
.ƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ ǀƧƒþǫ ƚƺƪǅ5 ǋƕ ƘƇƓƞ Ɠđž ƚƕ‡ƒǍđž! ǄǍnjƺƇƓƺ‡ ƒǎþđžǍ ƘƓƪƪƋđž!ƒ

ƒǍƪđž ǏǅƵ ǑķƺƦ ǇđžǍ ƧƣƓơ!ƒ ƓǉķǎǍ Ǒ5 ƚŏƶđžƓƞ!ƒ ƘƓƕķ‡đž!ƒ Ǌŏ!ǫ ýƬķ þǎ Ɠđž ǇǫƓđžđž
ǑǉƕƦ ƽŏƧƱ ǇƵ ǑķǄŏ ǛǑƞŏķƒƧķƪǙƒ ƚŏ‡Ʀ!ƒ ǀƧƒþǫ ǋƓƵķƒǍ ƓđžǍƧ ǛƘƓđžþƤ!ƒ ǉƦǋ ƧƓƱķƒǍ
ý‡! Ǒǅƶƺ!ƒ Ʀŏƺǉķ!ƒ ƚŏƓƩ Ǐ!ǫ ƓnjǅơƒƧđž ƵǅķƤđž ƳƓƕķƪǍ ǛƱŏƱƤķ!Ɠƕ Ƈþƕ ƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ ǀƧƒþǫ ǀƧ‡5
ǛƚǅđžƓƬ!ƒ ǀþǍƞ!ƒ ƚƺƪǅ5 ƽƓƱǉ Ǒ5 ƘƓđžǍǅƶđž!ƒ ƓŏƞǍ!Ǎǉ‡ķ! ǑķƪŏƞǍǅ!ƒ ǅƵþ!ƒ Ǐ!ǫ ƚ5ƓƣǗƓƕ ǛþǍǉƕ!ƒ
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ƚƮƓƤ!ƒ ƘƓƕǍơķ!ƓƕǍ ƦƤǗƒ ǏǅƵ ǇŏƧþƓþ ǇŏǍƕ‡ƶđž ǇŏǍƕƓ‡ķ ǇđžƓǋ ƓþǚƱǉƒ ǁ!Ʀ ƽŏƕƱķ ǇƒƧŏ‡
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Résumé:

Nous assistons ces dernières décennies à des mutations aussi nombreuses que profondes dans le cadre des évolutions majeures des sociétés industrielles vers la société de la connaissance et de l'information. La circulation de l'information et la capacité d'utiliser la connaissance ont affecté l'ensemble de la vie quotidienne tant sur le plan individuel que collectif. Progressivement les nouvelles technologies de l'information et de la communication ont accéléré ce processus de transformations avec des incidences à la fois positives et négatives sur divers secteurs : socio-économiques, professionnels, académiques et culturels.

Les institutions et les services de l'information, sont parmi les secteurs les touchés par ces changements. Différends types de services se sont développés et ne cessent de se diversifier dans une logique compétitive afin d'offrir les meilleurs services en matière de contenant et de contenu. D'où la nécessité, pour les acteurs de ces établissements, et en particulier ceux des institutions telles que les bibliothèques universitaires, d'adapter leurs rôles et leur fonctions aux exigences de la philosophie de la qualité totale.

La qualité totale dans les bibliothèques universitaires va de pair avec les notions de planification stratégique et d'administration intelligente. Car elle comporte un ensemble de règles administratives accompagnées par un arsenal de mécanismes visant dans leur ensemble à offrir aux utilisateurs une qualité supérieure du service rendu au moment convenu. D'où l' obligation pour les acteurs de ces institutions, de troquer les rôles qui leur sont affectés traditionnellement contre de nouveaux rôles en adéquation avec les exigences de ces changements, non pas uniquement dans leur volet matériel, mais surtout dans leur volet épistémologique. Ainsi les attentes de formation des employés, et le degré de compétences attendu doivent concorder avec la philosophie du management de la qualité totale.

Les progrès que peuvent atteindre les bibliothèques universitaires, à l'heure actuelle, au niveau des services, leur développement au niveau de l'administration intelligente et de la pensée stratégique ne peuvent venir que de l'adoption de l'idée du management de la qualité totale : en commençant par la planification et en suivant ses diverses étapes jusqu'à l'exécution effective de ses **clauses** et en s'adjugeant le soutien logistique des technologies de l'information. Car la problématique réelle ne se situe pas au niveau de la philosophie du management de la qualité totale en lui-même, mais au niveau de son application à partir de la formation de bibliothécaires en mesure de relever les défis propres au management de la qualité totale en adéquation avec les normes et les critères de normalisation relatifs aux bibliothèques universitaires.

Mots clés:

Formation en bibliothéconomie, Qualité totale, Bibliothèques universitaires, Technologies de l'information, Société de l'information.

Abstract :

These last decades witness many important changes within the framework of industrial societies towards the information and knowledge society. The information flow and the capacity to use knowledge have affected people's daily life on the individual as well as on the collective level. Gradually new information and communication technologies increased this process of transformation with positive and negative sides on different levels: socioeconomic, professional, academic and cultural.

The institutions and services of information are among the sectors affected by these changes. Different types of services developed in a logical competitive way in order to offer the best services for container and contents. Thus, it is necessary for the participants of these establishments and more particularly institutions such as university libraries to adapt their roles and their functions to the needs of the philosophy of the total quality.

Total quality in university libraries goes hand in hand with the concepts of strategic planning and intelligent administration. Total quality comprises a set of administrative rules that go with an arsenal of mechanisms offering the users a high quality service at the expected time. Accordingly, the actors of these institutions are obliged to barter away the roles that are assigned to them traditionally against new roles in adequacy with the requirements of these changes, not only in their hardware panel, but especially in their epistemological panel. Thus, the expectations of training of employees, and the degree of skills expected must be consistent with the philosophy of the management of total quality.

At the present time, the university libraries can reach development at the level of services, at the level of the intelligent management and strategic thinking. These development levels can only come from the adoption of the idea of the management of total quality: starting with the planning and by following its various stages up to the actual execution of its clauses and in winning the logistical support of information technologies. The real problem is not located at the level of the philosophy of the management of total quality in itself, but at the level of its application. Thus, the librarians must be trained in order to meet the challenges of the management of total quality in adequacy with the standards and criteria for standardization relating to university libraries.

Key words

Training in librarianship, Total quality, Academic libraries, Information technologies and the information society.

الملخص

نشهد في الآونة الأخير عدة تحولات جذرية في سياق التحول العام من المجتمعات الصناعية إلى مجتمع المعرفة أو مجتمع المعلومات، الذي ألقى بروافده على شتى مناحي الحياة اليومية للفرد، حيث تسارعت هذه التحولات بشكل مطرد إلى أن وصلت إلى ما هي عليه اليوم من تطورات متلاحقة، أفرزتها التكنولوجيات الجديدة في مجال المعلومات والاتصالات، مما ينعكس كل ذلك سواء بالسلب أو الإيجاب على مختلف القطاعات الاقتصادية والاجتماعية والثقافية والأكاديمية والمهنية.فمن بين القطاعات التي شملها ذلك التغير قطاع مؤسسات وخدمات المعلومات حيث تطورت وتباينت أشكال الخدمات التي تقدمها تلك المؤسسات، حيث أصبحت تجاري هذه المؤسسات مثيلاتها من أجل تقديم أفضل خدماتها شكلا ومضمونا، مما يستوجب على العاملين في هذه المؤسسات كالمكتبات الجامعية على وجه الخصوص تغيير أدوارهم المنوطة بهم حسب ما تمليه تلك المتغيرات التي جاءت بها فلسفة إدارة الجودة الشاملة.أصبحت الجودة الشاملة في المكتبات الجامعية ذات علاقة وطيدة بمفهوم التخطيط الاستراتيجي والإدارة الذكية للمكتبات، بحيث تتضمن الجودة الشاملة مجموعة من القواعد والمداخل الإدارية، التي يرافقها حشد من الآليات التي تهدف في مجملها إلى إعطاء المستفيدين أعلى جودة للخدمة المقدمة في الوقت المناسب، مما يستوجب على العاملين في هذه المؤسسات، تغيير أدوارهم المنوطة بهم حسب ما تمليه تلك المتغيرات ليس فقط في شقها المادي، بل حتى على المستوى الإبستمولوجي، وكذا خلفيات تكوين العاملين في هذه المؤسسات ومدى كفاءتهم لمواكبة ما جاءت به فلسفة إدارة الجودة الشاملة.إن ما قد تصل إليه المكتبات الجامعية في وقتنا الحاضر من تفتح على مستوى الخدمات، وتطور على مستوى الإدارة الذكية والتفكير الإستراتيجيّ، يأتي عن طريق تبني فكرة إدارة الجودة الشاملة بدء بالتخطيط، وإتباع مختلف مراحلها إلى غاية التنفيذ الفعلي لكل البنود، بالإضافة إلى الدعم اللوجيستي لتكنولوجيا المعلومات في نطاق فلسفة الجودة الشاملة، إذ أن الإشكال الحقيقي الذي يطرح لا يتعلق بفلسفة إدارة الجودة الشاملة في حد ذاتها، بل كيف يمكن تطبيق ذلك انطلاقا من تكوين مكتبيين قادرين على الأخذ بالتحديات الخاصة بإدارة الجودة الشاملة والمعايير والمواصفات القياسية الخاصة بالمكتبات الجامعية.

الكلمات المفتاحية:

التكوين؛ علم المكتبات؛ الجودة الشاملة؛ المكتبات الجامعية؛ تكنولوجيا المعلومات؛ مجتمع المعلومات؛ المواصفات القياسية؛ الإدارة؛ المؤسسات الاقتصادية؛ تكوين مكتبيين.

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