

مجلة

10

عالم الجودة الإلكترونية

الجودة مسؤولية الجميع



عالم الجودة

أمانتنا أمتنا و عالمنا الجودة و النشر العلمي المتخصص في عالم الجودة غابتنا

مجلة علمية عربية متخصصة في علوم و تطبيقات الجودة و نظم الإدارة

العدد العاشر سبتمبر 2016

الابتكار الوجه الجديد للجودة
نظرية المعرفة
من مدير سائق إلى مدير قائد
تزويجه مهندساً
معايير جودة المنتجات الغذائية



Phone: 00201008415359

E-Mail: info@alamegawda.com

Website: www.alamegawda.com

2016



¶ h § a § V " \ " h « \ - " £



• • • • • -€ , • f „ ... † † ^ % ^ Š %< TM Š > ~
†OE Ž ‘ ‘ Ž “ † ” , • — — • ~ • Ž %
œ • , • TM • ž ‘ Ÿ i ’ ... ” • £ ¤
~ • ¢ -% ¥ ~ , • ¢ i „ -% ¥ ~ • %Š † Ÿ © a
• “ ^ Ž -% ¥ ~ , £ ¤ †OE œ • %Š † Ÿ © a
i • « š ¤ -% ¥ ~ , - TM § “ ® († - % , “ % § † f • TM “ %
• ± f • % « • - a Ž 2 “ • i “ ± Ž “ ® († ¤ § % ^ † - “ ¢
“ TM ‘ ® μ ^ œ ¶ ^ % † † Š “ ¤ Ž > ~ -% ¥ ~ TM “ OE “ ¢ : , ¶ : ... “ 1 OE

info@alamelgawda.com

sharf@alamelgawda.com

editor@alamelgawda.com

€ , f ,

Š

... † ^ % Š OE Ž C
OE ^ ‘ ‘
• -OE , TM
š † > œ - ž OE
Ÿ OE i • ¢ £ ¤ œ • ^ ¥ i OE
§ £ i Ž
“ © “ a ” ,
Ÿ OE i «
- ^ ® -

> ¢ ° ± , 2 > 3 œ > ‘ μ
< % % Š OE ‘ < ‘ μ
> 3 œ > ‘ μ ¶ . Š
« , 1 Ž OE ‘
° i » OE OE ‘
ž OE ¼ ½ > ¢ Ä Á > ¢ OE • œ
° Ä Ä ~ OE ‘
> i œ Ä © , œ & Ä E ,
È OE É , ,
ž OE ¼ œ • ¢ OE ±
Ê Ë „ Š

3 + û | o Š

^ § < š - , , , , •
† š | • š < - š š < ^ “
• f ... €

V ° `

• • • • • - €
“ ... • f ... € † † - ^ % Š < ^
: OE Ž ‘ ‘ ‘ “ - ” , -
† — ~ ^ • f . 1
TM - 2 .
< - š š < ^ - • OE • f .
• , ... Ž < ^ • “ % Š
• - • - • • • > OE
— • ž Ž • — ~ < ^ • -
~ < ^ Ÿ • • - • š < ^ ^ f i - • •
, — ¢ £ œ , • , ¤ š
! • š •

V ° ` §



Z 3 P f VA p]
Q [} Y o Š n @ | W
H + 2 . d / η ! 6 / s z r
00201002430542
admin@profarabhostnet



1 'သို့မဟုတ်' နှင့် 'သို့မဟုတ်' နှင့် 'သို့မဟုတ်'

ī î \$ Q C S ø ?

3 LL < r } LL x # ÿ L | B Z L < m L # ÿ W L 8 m u L L G j 3) L L a X P N j L L L i x A l p L L l o G
 LL Š 3 P f s } P L L ; L L D ^ p • L L Š h o L L & Y ' A d Ź L L Š P f { f L L B E X O
 . LL ! 3 LL ^ } H] L L Š \ (f . 3 L L W . | L L n L s n h f o L L O / t o L L L ; t / Š
 . } 2 L ū L L n L q ; L L n L s Y j L L Š x e ; N o L L e a 4 p L Š a n Ÿ 3 7 0 x 4 L + L
 _ A L L < Y L L n L s n h f L L 7 } w h m L ' L s L ſ P I L L % 3 X h z : ſ b o p . ū L L
 d L L n O • L L ' O L L < f 3 L L L < Y ? + L L Š 3 L L W n o i L L Š x o 2 3 e L w f ū =
 L L o ſ / B I P f j ` j B L L L < Y / L L L x ū N B L h a W τ / Š) L L L h M L L < f A L L
 L L Š s \ f L L 8 7 ú a L L L L u h o m L L L s Š X s M L o P L f 0 / / f j n L L < f / L
 0 L L Š f | / f L L Š z f u L L m (L L L t / P f L L L 2 L m @ f Ź L L Š L h ') W
 u L L 3 a f l < N h f . ũ f L Š p ½ c L L L s t n G L t o L L 6 z l / h P r L L L m O 3 L L x o L , D L
 } L L x | L L Š 3 P . f L L s P } P L b L L O / L L Š L w L L L o a f | L x . s @ L s f L L s x
 . } L L ! # ÿ L L 8 3 m L L k m L L Š h H \$ Š ſ ſ i o L 3 O (N q (L L m L Š v f p L L L h h '
 u L L G | # 2 P L ū L q ū L L G M w



m . w 1 z f] 7 n Š V
 b ^ 3 m ÷ L L ^ T m | } P L L o ; L L o L L t m z
 o L L a Š f ū . } L L h M o L L f O L L h # m x . y L L m / x L L Š f a . } L L Š m 3 A
 L L Š 0 ! A L L _ ÷ / L L t / ! Ž L L r | A L P ſ i L L L O L L ŷ m | L 3 8 L : P 4 @ . / L L W
 — . } L L h M o L L f O L L h # m z 3 L L t / o 2 L L L Š H O Y L L L Š f B / L ! B L A
 . } L L h M o L L f O L L h # m z 3 L L t / o 2 L L L Š H O Y L L L Š f B / L ! B L A
 . } L L h M o L L f O L L h # m z 3 L L t / o 2 L L L Š H O Y L L L Š f B / L ! B L A



البرنامج التدريبي الدولي

مدير جودة معتمد

Certified Quality Manager

معتمد من المعهد الامريكى للدراسات الاحترافية

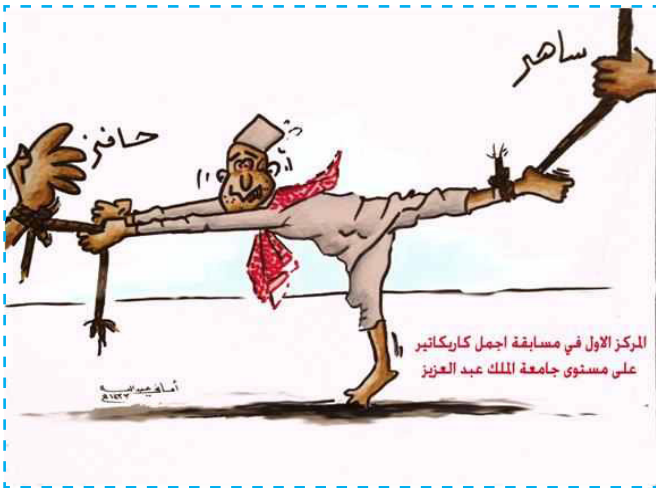


أولاً: مقدمة عامة: Introduction



إن نجاح المنظمات بات مرهونا بنجاحها في المحافظة على عملائها الحاليين وقدرتها على كسب عملاء وفتح أسواق جديدة ومن أجل تحقيق هذا الهدف الإستراتيجي للمنظمات أصبح التوجه نحو إدارة الجودة وقيادتها للمنظمات من خلال أنظمة عالمية للجودة ورقابة محكمة للمنتجات و الخدمات من خلال أعمال متقنة لمراقبة الجودة ويتأتى ذلك من خلال قيادة واعية ومدركة لتحدي المنظمات نحو البقاء وحيث أن المعنيين بهذه القيادة هم مدراء الجودة في هذه المنظمات , لذلك وجب أن يكونوا هؤلاء المدراء على حرفية ومهنية عالية تمكنهم من القيام بأدوارهم القيادية سواء لنظم توكيد الجودة أو مراقبة الجودة داخل المنظمات ومن منطلق الدور الريادي لمؤسسة التقنية وخبراتها المتراكمة في أعمال إدارة الجودة في الكثير من المنظمات باختلاف منتجاتها وخدماتها وأحجامها , ورؤيتها للأدوار الرئيسية والقيادية لمدراء الجودة في هذه المنظمات فقد قمنا بوضع هذا البرنامج التدريبي والذي هدفه الرئيسي تأهيل مدراء للجودة بفكر عالمي مبني على خبرات عربية وعت المشكلات الأساسية للجودة في المنظمات العربية ووضعت برنامجا عربيا خالصا يهدف لتأهيل مدراء الجودة وتأهيلهم لممارسة أعمال مهنتهم بمهنية وإقتدار.

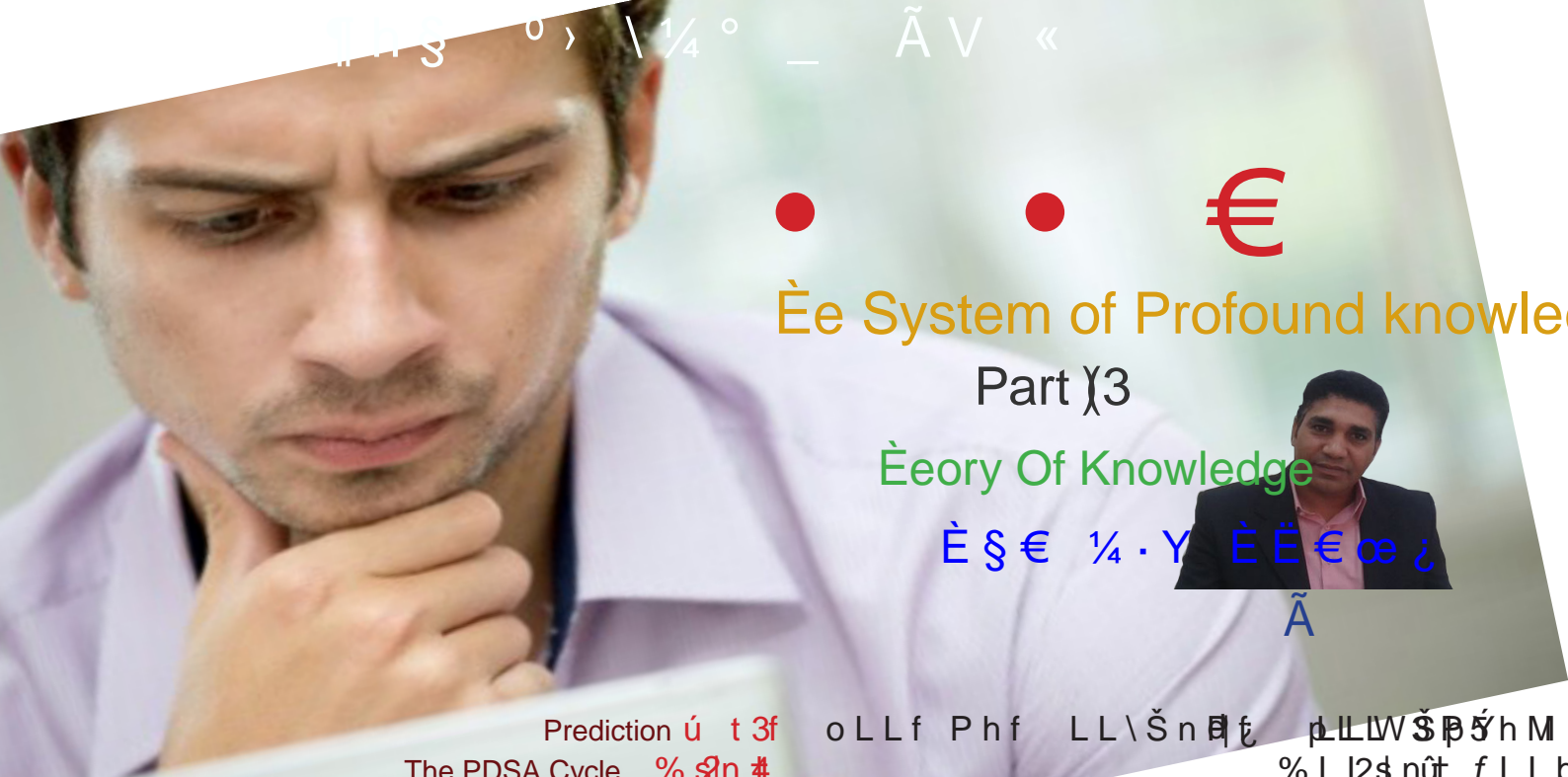




ISO 37001 ô T ? M ? Í ô 4 í N

ILL }Df 5LL^5P2.ôLL- |÷ — }Llz;3f } #Q(WLQVWfblmLL Iso 2 LL Š F
LLŠf ' š.)LL2}ÝI /, 7 ^TanA/L#Šf pL/Šff' }mLx ...
2ÂLLf LLq nDf 2)AL•LL WÂ| iso,LLL hOI //O:-LL178 #LuLLisoYiso•JLLÂ [uLLm
ô `3LL; uLLm LLxA S|LôfLLjLRW}p fL,,L)BYOQ-LLN°nLŠY|Øf /ØLLL
/LLŠmY 1LLZXq LLbLshYH ý ÷ QzhYmLrj DA,DIWŠf|/P ÝLbLIL7 İŠxØf Lj
LLŠf|. LL^m VALQPRŠn!}LL;3f LLhL@W br0 IJLL;B63 uLL(LW. b
„LL´O /O LL8‡ {B)LqüW —]LLİŠLŠY ô 3LL!UB3QZLÂTP;L#;B L Ø fs Ø H/
p÷ oLL_p] |÷ LLM Pf j [LumŠs}hH,YL 2ü Š#WffN: }ØH L+H\ØmH:O û
QLLsY LLf}\Pm }LLH+ 1LL> İŠ/LL[Llj bksY— ŠØm A÷Sul
}LL;3f 1ŠXs nLŠY um hPqt\hf Xf ,n —3;
B3XİŠL7 jLLx A / f um h8h7—{ ðnPÝ
LLzf •LLα . LLŠG 3[|A 7 Š\fo|W h |÷ 5W
š#ØLL8 'O \^3H Au(f
LLŠG 3[|A f t uL {LLq 7 s m |÷ — jr
jLL — LLnL O LhŠ\ f uO Qs
ALL / 1LLŠ t LLhH † nŠW —
LL\^3H }L (m ô .ø]h
./LLO QLLm f { ! |
jLL m — LLh0 B3Tf }x
QLL[}Ý | — L ISO um
jLLnP #LLØ š
/LLŠ\p | oLL oŠn@
#LLØf }LL;3 ^R ISO
LLz /O 8Y
2 /LL?û LLf „´O nLs
QLLm #LLØn l Lq 1Š
İŠO (W2büm
~A N}LİŠf }LLx f}\Pm| •Â| };3
pLL@pOf jLL [}LLzW—•L;Bf f(W b-Y ZLŠXHXrs ØpLjlnŠP m#Øf
LL\ HÝ h\ Llp8 ŠP 2-ÁLŠhPŠ[LúØ hm P#ØfY<_| Qsm „
ISO 3LL<td/#LLMm5QLLQ;3}LLxW bÝmd m-x1,ŠØsV 3jHf H u'h Š-W}
š 3G u] oŠŠ\ Ø 3!ûA Wp |hİŠØPhfI /, 7 {san
16 — _2 28LxLm80LWfLm ApL<_÷ hH Ý]Š\ (jLL Ø Ø LİŠon};3fro L/L ŠnLØ
— LL [3m LL[Bİms mLL)XØ 1 ŠXš| -2&ÝØLL- 8XÚm| Øf% HLL7
•LL{3LLŠf '2NLLŠPLÝ]Š1(LØf R LÖSŠØf H-LŠd^YLnO. LLO H[| >
QLL[}A/L#L MÚm5fLLŠqš#ØnLİŠØ8YŠXrph'3ÜŠ Lant #LLØf | — L
2016 3LL+ |÷ •LIL L2L qL ŠİPLYŠ X3LL1)ör L3LL<rG ;mL- LLhbššY L





Èe System of Profound knowle

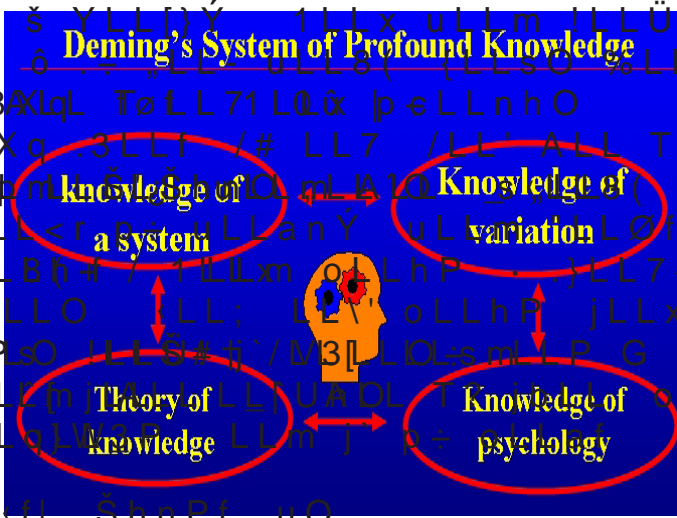
Part \3

Èeory Of Knowledge

È§€ ¼·Y ÈË€œ¿

Ã

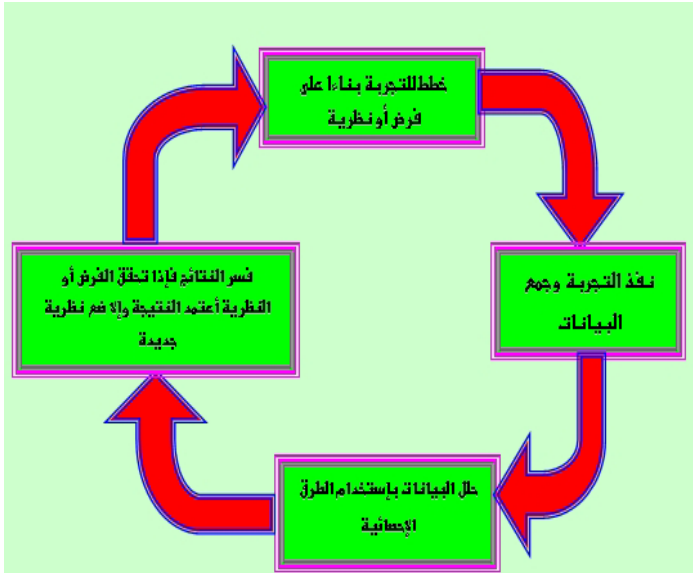
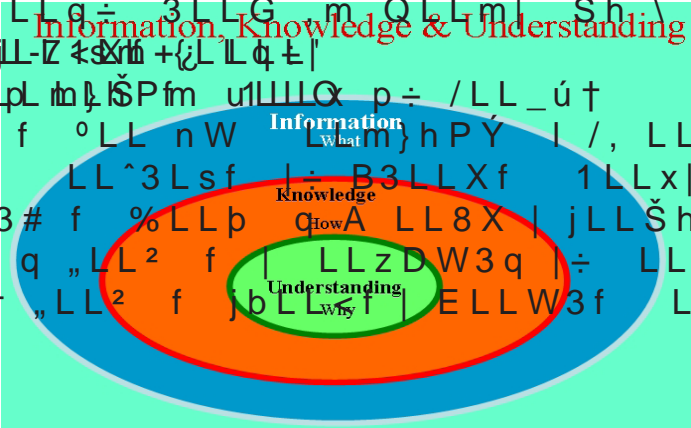
Prediction ú t 3f oLLf Phf LL\Šn f pLLWŠPŠhM
 The PDSA Cycle % 2n #. % L2\$ nŭt .f LLb
 Summary ?° u5M LL' #q sLLlq l LLLsf 1LLx pø
 Knowledge Comes from Theory ^3Lsf um f ø W3PÝLnLq†:3jLl^pHL „Ša^3mL
 LL\h' 2LLHTheoty, #Š Knowledge LLW3P, ÝL - lpLL3L8q2 f ll3LL^yHllHøLpUÁP/1A
 l LLLsf llV LLLsm LqLsPQ./' p÷ VLLPHWllnllvšp p of LLLW3PÝ÷4L{
 l LLLq j` „LL- }LL\ 3LLC pM „LLL-p/llm{LLll^ŭHlf ll „fŠ & XLL
 cLLf0| l LLLsf 1LLx jLL+ . jLLn3PflLs†L \$XŠoLllfL0 }V Lk ({qLp-
 w1LLx uLLm oLLaPm ô/LL ÷ V}LLŠ|HlflŠ„Wlp Bln8(Lf8 |÷LAL3LŠLŭ
 1LLx p÷| l LLLsf LLŠhnO ~w1LL'e-x„llE - /3llls<PfrøLA LNL/ŭLlAŭ
 .}LL! „LL- uLL8(„LL^2 ~.÷ LLh m\ŠLHŠ2nøL5Uu102 jllllGflŭ Bll
 .}LL! „LL- uLL8(pllllPm /3P L.Loklll@ArL L2lll#š qflL„ll-L/Š Pllll70 f
 /LLsO •LL¥m YLL[] cLLH2D%WlúLšYm LLLpM uL„ll2fÁ jllllPXšY „ll
 ALL T f 1LLx /LL'÷ 0 LLÝ 3LL+õ "L knowledge of a system ALLf TlW3P
 9LL<f| V3LLO2š·uLL†÷ f c„lll- !úLCLX knowledge of a system fu†„Llf2 W3
 jLLP2jLbLLALLŭ /LL'øW jLLnPf |÷ jTheory of knowledge W3P 83 cB
 d úLL8#2/L{L L.L7LLqLm ALL T f 1LLx Knowledge of psychology ŠL8Xsf 4 uW3
 ^ LLSx p÷ LLSnhO QLL Hf š YLL[]Ý 1LLx uLLm lLLÜ! ~÷
 „LL¥m MLL'· uLLaf LLŠhnPf ô „LL- uLL8((LLSO %LL q A
 0 LLÝ LLŠq d pllll8f /dILL8XlqL TøLL71L0ú pèLLnhO
 3LLm j` „LL- {LL8Xq .3LLl /# LL7 /LL'ALL T f
 l/LLO uLLm oLLS3fLL,#d /QL[Lpm knowledge of a system Knowledge of
 Z/LLs? LLq ` }LLf LLn_ ^QLL<r pò LLlanY uLllLøf | L
 „LL'O /LLn PpLlVb†n/Plm|p kL B†# / 1LLxn oLlhp . .)LL7÷
 ALL af š LLŠhnPf w1LLx uLLo LL; LL oLLhp jLLx uLL
 jLLnO÷ "LLøf | "LqøŠh†o LllPso lLLŠ#†/W3L L0L-smlLP G LLq
 LLh[}LLf fLLr}{/? uLlLaflq Vllf m /Theory of Knowledge Knowledge of
 LLm}hPm} wllZ nò ljLlfš{CLqllW3Pm j 9+ psychology
 (Information)
 Šhn (Knowledge) W3Pm ct/f 9 fl ŠhnPf uO
 =<Pr|N}C}nhf A _÷ W3PÝ| jLl\šn¥m jLpW3PÝ l LLL
 „- {f-3q|m ^3Lq „- %snt. N / ŭ Qm A _ Theory of knowledge LLW3PÝ
 YŠ_ Šst†.W3PÝ ^3Lq }xl f f ô5hM „^2 f j8h
 W/@hf ^A q · YŠ_| m ŠhnO uO W3Pm Knowledge Comes from Theory ^3Lsf um f ø
 Examples h2m ÷



Prediction ú t f f

zh h(q Y Š a W W / @ f w 1

ú LL 2 fp) L, LL h q Op + L) L L x LL ^ 3 Lsf „ LL ^ 2 LV s 7 Š Š h Á n P E L Ü - Å ¿ T L
LL ^ T O) Lú LL h t tp ÷ L L L s t p f L L b L L # Š p @ ' ú LL Š V O n P r m s t / f) ? ÷ } f . ù 8
LL ^ 3 \ f ~ / LL Y ~ } „ LL 8 Y c Q L L O X q LL < f z h Š Z r h k . f . d [/ [] Š h r
o Š h L L 2 8 \ Y ú „ LL L t O Q L L D t p ÷ u LL a n t Q L L s U @ Y ` p h P LL Z 8 f p LL 3 E
p o LL A D) LL b t Q E L Y L L p L L L n _ . / LL p p / W L [} f) b q t p t ÷ / f # t . | ÷
3 LL m | ¿ „ LL - h b L D) b Y LL 7 . / LL Š Š h] LL [l p ÷ / X L r s t u n L p ÷ M " Ú q p ÷
p 5 LL u] L L O } H Y oh P h f " Ü 7 ¿ F 3 < f „
LL W 3 P m j LL n (t p ` 0 ú p d) LL Š ^ f p ÷ LL s n h P LL W 3 P W 3 P Y L ^ 8
L p) G L b t p ÷ u LL a n Y u LL m { L L g ÷ 3 LL G _ m Q L L m | _ Š h \ LL 8 Y
c LL f 0 p ü LL W ° h L 12 Ü 9 L Y p O Á L L „ L L L Z < X h + ¿ L L q t |
• L p / 13 L q LL W 3 P m L 9 Q L y f l x L p L m L Š P m u LL L O p ÷ / LL _ ú t
d LL Y j Š LL 7 „ LL ' O LL 3 # f ° LL n W L L m h P Y | / , LL 7 Á
LL Á 2 LL + ú LL (Q L L C } LL ^ 3 Lsf | ÷ B 3 LL X f 1 LL x | B 3 V
p LL b t c LL f 0 / LL P o LL LL 3 # f % LL p q A LL 8 X | j LL Š h (] L
LL ^ 3 L q | ÷ B 3 LL W u LL O LL (q „ LL ^ 2 f | LL Z D W 3 q | ÷ LL ^ 3 L s
} LL H u M w 1 LL x s LL 7 } t „ LL ^ 2 f j b LL t | E LL W 3 f LL f '



Examples h m ÷

p ÷ „ LL Á | h b 4 L < 5 n L L 13 m d / j L L L O z - L , L
h b L 2 < Y LL p L M 7 p 5 LL L 8 k f L 6 L L L 13 L Y Š
/ 4 L h f LL Š m } Š f 3 LL m | ¿ Q L L G
[] „ LL - f LL ø " L p) Ø E b t 3 L t 5 L m h l u] L
{ LL ! } t LL Š ' 3 LL } L m h 8 l m l z & f LL
Q % 3 LL 8 f 4 L O # q Á p M L L u T C m L L (Y L L H [„ LL - p O 3 LL 8 m } LL q } b t
o Š h LL 8 h f LL x B z # |
3 L D) r h l | ¿ | LL 8) L L l b L p M L L z A l X l f Sp
/ LL 8 LL Š h ' Q L L m & LL @ f u
LL [} f w 1 LL x d ° L t h b LL k h # LL L O

PDSA (The PDSA Cycle) 2 . 2 P

The PDSA Q L L m A L L _ / LL ' „ LL ^ 2 ^ 0 ú L L 4 < m ÷ L L 3 # Š p 5 ô 3 L 13 ! Á s f \ L
f LL y @ ' Á I L L D f 2 } Š L L L ø A y L L L h L t o s d f - P L L L f u L L a f | / LL t / ! u LL r
LL ^ U f ú 2 / LL k t w 1 LL L m x h u LL z 8 f / LL Š t n P h f 3 L q u LL O L
j LL D X f Q L L ! 3 t { LL 8 X i n g c y c l e L L b D . 3 LL . 7 p 2 : A u - 2 - p . L L O 8 (@ 8 3 f Q L L L ' @ n
LL z O 2) Š L ù L ; „ L L L - L f | 2 j) LL Š L n # A L L L f s m „ L L Á W A L L O U W L L Š h O ô LL s
z m / , L 4 Z ú t o LL 8 \ f p ÷ | u LL a n t L L m
„ Á / f w 2 j z f Q H u M
••• Ü ¼ © Y t P L h ± / E 1
. † - ~ € È Ñ †
j ± • € ¼ © D e ' % - % 0 -
> £ Ó Á Studé... 3
.— ' Ó Á - È ® x ¼ © L - I L L \ W p L L 3 d t s f p ÷ w B L L z f A] f
È O E a c f ¼ © > A c f ' - 4
" Ø ' | / t / ! u m { P m ÷ / ÷ | / t / ! L A t T ! B A L W ÷ / ù L w / n L O (÷ f W . 0
p 8 p 2 0 f j ? | D t ø W 7 s m A T f p ` 0 ú

V}LL72j3LL0 410LL^ nW {LLŠW 3LL ú #LLØf jLLm }ŠhnPfLÂ-
n_ ÷/ q pp÷b 4//f o wÝ x u,mO
ILL\WdsLLL@Y'M0,LLQ LLm sLLOÝ A TLE qđx, LL2(sm)hplŠ 33hs
23LL2pMLLÂLLLm ./LL(q p÷ LLsŠhOW3E#†u{m LuānWqjWlf Of Xp M
LL f S uLLaf #LLÜ aPf jLLO X b QbEsŮ Ů MBPr jdfLc5q_YLjP
„LL- oLL2a („lfL' QLSLx<đ LLŠhPf LwM LL^m oLLp \f jLLm Pf of
jLLm Pf p÷ }LLx 1LLx uLLm LLŠnx÷ ALL _¿ | jLLO X hf L
jLL Ý uLLant YLŠaWL74L Q2Šřfx÷1dLLxhPPL- wLLhŠÝ LLf
/LLŠ@\f LL< }LLx 1LLx| LLŠhnPf p LL8(f LL' A [I/LL
YLLK}Ý p÷ }LLx| LL\ŠnPf LLW3PÝ I LLLq uLLm LL^3Lsf
YLLŠ_| LL^q.ú† 0 LLÝ oLLhP%o| LL^q.ú† #LLØf LLŠhnPf
1LLx {LLhnO 5LL#st LL^UhO ô LLS #LLØf | jLLnPf LL^3
LLŠhnPf p LL8(| 3LL^}H „LL' O ^/O LL8† p÷ QŠH LL8† uLL

Summary ?°uM 8m +

LL^3Lsf I /, LL7û| LLŠnx† sLL7} | oLLhP hf I LLLq LLW3P
oLLhP f 1LLx 5LL^5P f
d LLPW 9)dyde ns /, LL7ü %2Lsnt. . "LLÜ7|÷
oLLhP f V/LLx]LLŠ\ (f

„LL' O | LL!÷ V}LL8W LLLm W3PLÝ
LL !Á LLP G {hLL<W LL |
LLLpOf w1LLx •LL- cLLq÷ MLL
„LL'PW jLL; Xf cLLC3W |÷ cLL
p÷ /LL_ø | /LL†!! uLLm ALL aX
shŠ LL7| cLLŠC3 "LLqfLH†L#Š
jbLLf jZLL2QÝ zjL' L2h'Á p÷ }LLx
jLLm P f 2žm-l Š, @LL7û(fu Ld Lm ^m
°aLL<Ý uLLZm LbHŁz.
„Āa<Ý jpM †/pM

ô5LLhM }L%sn†LLŠLpf uLLBmW3BÝLhM 1LLx •... ±•1-
P?¿ (•Ž •^ ±•) ... Ć ŽÉ2-
pLL XK}Ý | pLL hm Pf „LL²û {LLhŠ?} | {LL\Š H êp ìœ ŠsY 3- •L
^UW ±½ ±A 4E -
j\ († V}LL7 {C3W |÷ { ^3Lq4q ` 0û n ú t f •- jLL<X† † sm A
\\(0 Ý2 oħP† 0ûn B — °"• 6
/LL(† V}LL7 2ILLm2 QÁLp)Ā%5LLsn†f. „Ld 10 [..." •£ Ć-7f -
^3Lsf W3Pmp)A† d}bz8WjzLŠ18f1xrozX† .š /sO1 ¼Ž ¼Ø ... • 8-"
LL\ŠnPf ~3LLW3PÝLU fLLlqL GLsÝ ^UXKom jbf ŠhnĀf
2LL | úLL t f jLLnPf oŠhL68fuld at 7;LLf "0û<aô 7uL X e Lm LLLŠh
jn a LL7 úLL t f 1LLx QLLs @YfLzmk, | LEB' ÷#LLØP LLLx 3LLšřP
6 LL7÷ „LL' QLuHLhA LLLT Uvz- qŠhŠhnO | pLLŠhnPf† cLL2-DA†÷
LLW3PÝ2- uLsLm7 LL h? 2/LLŠC 1LLx)LLŠC} f „
QLLŠ f LLd} @L+8 p /1dLx PLLb' loŠDni LL# Lp ml LLDXf jLL m
LL !Á •LL- N3LL8} LLh \†Lb pM n††) sjaBE#<† LLŠf fo LLf. PÝ
cLL8Xq døLL7÷|
LLm| jLLO X f 1LLx oLLzX† p

pLLsW/^| ô LLnhPp} 4L0L#hPbhf mo|L 2x3#LW ;2 ĀL LpWjL LŠf B • Ā B
 p|Bē | YLLh, 2f÷ uLLL^| |LŠnhPf cLL 2(%L 4p LqL/O LA# +·V} L`L 8W LL
 LLO A +· 9Llp} LL2/XL1L†† LpLmLĀ ^|3LLL;TfA L,LL L² cLLhx
 3LLp G]LL G |2/ q L\† LjLfl " LLLLW3LL)LaŠrĀPĀ L L W L3LL(p) c|pL †/f8 (•
 {LLf°+ uLLm ThePDSACycle P Y/, j7L\|q/(pLp †a 2/m }x
 LL^3Lq }LLx| LLW3PÝ I LLL p;uLLrb (L LcfL Lfq ü05 LcLLM1_ †LL †ā
 ... 1LLf | ŠLL8Xsf LLW3Pm }LILx|00 L% L3fp ô5fLL ĥMŠ L•L;Lj- dLLLa
 jLLm ` uLLO {LLŠW /LLp} qL2#L L±† 9LLm + ô5LL! {LLP †L†R
 L P{LLp 5 d÷ LpLL(q| LLLW3P Ý ÷ I LLLq

P = PLAN

- Define a problem or opportunity.
- Analyze the situation. Study and define the problem; brainstorm for causes and corrective actions; and think creatively to determine the best approach and best possible corrective action.
- Develop an implementation plan.

D=DO

- Implement corrective action.
- Document the procedures and observations.
- Use data-gathering tools to collect information

C=CHECK

- Analyze information.
- Monitor trends.
- Compare obtained results against expected results from the plan.

A=ACT

- If the results are as expected, do nothing.
- If the results are not as expected, repeat the plan/do/check/act cycle.
- Document the process and the revised plan.

The PDSACycle

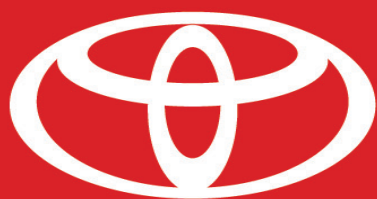
LL^3Lq ·| Ā LL 3lpqLL LL9W3P
 L°Imp /LL
 3LL ` /f /LL'÷ LLSŠhO w LL\ f
 ŽLLr}[/? !LLÜ" f ELLP 2LLL† 3pS` d
 /†/(| \ŠnPf W3PÝ I Lq „`O
 /LL'÷ p÷ ALL + B3LLP† d LL Ý
 LLŠa^3m; ô LLDXf LLf `| „LL
 ox/O LL8 V}LL7 /LL! LLMx
 „LL´O }LLP2G LLL†p÷LLĀ f LL†L†f m
 0 LLM }LLhŠ, Ā ŽLLb^3m÷ 2·|
 G LL8 jbLL ĀALL af ULLh Y
 LLzf. | LLM}h†YLLlj\$ L\ \$ LL/3a
 HLL7 }°f |÷ ŠŠhL7 8f . LL@
 Ā LL^2B hf PLL;ġ HLL7 } |
 oLLx| pLL XK}Ý pLL LLzW0
 cLLf0 uLLm ALL _÷ oLLzf I/LL†
 LL^3Lq oLLzf I/LL p|ILL3WL #pmLL3
 Ā2·|. YLLf÷ LLp Ý {LL(sm](L
 LLz! „LL² LL^Rm/[| LL 2:L LIPU
 cLLsm 3LLL q÷ uLLf| LLŠ!÷ uL
 pLLmA |2~/L b L73hUR K fp p|ILLmO Ld/ L LĀ

• Inj f 2 • " _ ¥ Int f 2 •



oLL 1TLm O]p LL8f |31LL477fY LLŠ 3P8X d loLLnOq r
3LL@O 2LA - uLLm7 IL1h8f 1LLx p÷ ALL S LL
j` „LLm05f)LL ?÷| —|}LLŠf oLLfL pMw?z/LL<P# .
w1qL'x•LLz — /LLp \f 3LLz/Ý IULLh qf p, E L 30 MA
/LLp \f 3LLt/Ý 31LLnXqf \$pLL7L
cLL8nt p ` 0û .û cLL40 48f .f LLL6 t L L x 3E
3HŠLL8f /LL\W w LL@O ul2IQzKL„LBfO „LLL
}LL(8m ŠLL7|Š[QŠH LL8† . N]pLL4ŠŠ n†3L3LL/V
• Hh2L8 ř @wLL' uLLO oLLst ... 1LLf LL\F
LLn\ f uLLn n/LL3LLW n L LL • X 2 f L n 3Y L q -jLL
LLŠPn\ 2Bx 11Xd | | 3L
{LLm| m÷ LL @2P12 IM 3p LMG Q LLC| ... 1LLf 2 LLr
2LLhM }LL(q jLL V/LLzf }LL(q 9LL < b L2L 8 b
jLLXS 0üLLW 3LLL8+1m M3LLK HW ū xi L2 LLn p LM@ P
•]p LL8f 3p LLt/Ý c 22Ll f ll m p ML3' IOL K |3ThŠ LL7
Š@uLL' uO ost ... 25hM βS@ Pf} hL 67f W • /Š h Q
LL^5h] öLLW 8bY b LLLzn(xm d LLLŠ+ u 2 L ma pL
oLLhPf | LLnap MP Ýd 4E hL 4Lsf8X q A 2LL \sf #. |
LLn'3f
"LLÚPm püLLW cLLf1f| —YLLhuM uLLm 9L
•LLÂ| LLzm m÷ A LL84 W Lx Lx L p u f L Lm W 3HL!
3LLt/Ý cLLf1_| {LLW/x LL^m ULLh † "LL
}LLx| —V /LLxL O } 3 } Lp 8 h 4 } Š L L x m + Š @ u
LLŠf f LL
Š_3'| Š a Š . m j P #
ux1f) X m &
A aX f]ŠnO
{Š h | {8Xs 2 }? †
{Š m um ^3[. |.
/\sf j \ ^ | : \sf |
23\ f 0 , ū m - ^ 3 Š
p4} m p x 8 m p {Š 7s <
• < Š A 7. 2Š H f | f — j ' O 8nhf [
QŠnhOf shPm|
ŠhO W| ô X

ns ± 2 ± s / r



TOYOTA



3LL8+| LLŠq f LLŠÝ P2fb 3)LLlpM÷ pLLP[] MLLSpM nôf L B E -
 LLhHf |A LL<<_ „LL´O p bLLV LhLQnLPfm|uLp|O <@ LLŠf LLŠ
 YLL{} „LL²N LŠ:O}GL[|/uLLQvUllpaf@LmP/ELLY|LLK|p|ALfL L t s x p ÷
 d LLn2† p.4 LLf |A LL<<_ uLLmLpš U|WLLhVPS x Š# PLOf, 2ŠLLX8 Hlf |
 T LLO uLL .P=Lp/P}LLL}L 7pBft|u|fLm ?Š\}LL8†fpj±Lp zf 2ŠALB
 LL^}Š' LLx}nq →3LL7 ALL†/h:Md°/LLp \f3U|A<EL6<_
 /LL\hW 3LLpM ALL W /LLP LLxA S uLLm 2ŠLL8†LLLL÷}~
 SLL7. 7EL<na LLPT S LL3rLL=L ŠFLOW. LL^UhC
 . LL\f oLLO. LLŠq f LL 3Ý I}LLŠ
 LLPŠ Ý •LL- LL†1f 2ŠLL7 QLLr}m AdLA
 — LL# sÝ 3 ^n PŠ m d/Pm j
 I LL Lq }LLx { 2 ŠLm pLL 7† o|
 d LL LŠLY O TPS... 2/LLL Lh•LšLL
 of /LL 2 ŠLL8†p|NLHLp
 •¥LLZL~yC|fALL _ . 0û labn }^}p÷
 QLLŠt@ f °fXLL8†hW }LL —}LL(sf 1LL
 TPS i•LLŠ q. LL }^} I LL 24LLh Gm #LALO f
 •LLŠ lean lip LL qf{ LLh3LSmF QLLr 2/ A LL_ @
 jLL n ^| ^A LL<m jLLn2DL4HLm qA I LL8[. LLW L|f|L ŠV2šxPL8
 0 LLÝ i•LLŠ 2L V3L}^P†I LLhsf| LLk sf/Oo LL8†LL|L|O |.øLL
 Y\LL8†b† p±LE3}Št; LLM Lq jB}LL<†M |LLkLfXhpf š LLŠ'fsf LL
 jBLL<† ...11 LLf|LY73f8f÷/QLLm LLh}p OLL.7÷ 7p |L8L7únÝO•QLLm ÷/
 oLL jLLnO /LLm 3LL@[] L|XhŠ\|f L|LrL÷|O uLŠ O3} @ m|LpDLW ÷Š
 4L#LLÚP† LLnm ; 2h7psÝLLhO|f L|hsx-Š[p LŠL LŠLZM p@LfL Š! LI
 LL q. I LLM÷ øLL<t /LL[#L7a† žjL|b|Š<šm}IN A Lm ÷ 5LL1!L'L Q L
 /LL!} I LLLsf 1LLx ILL7| •LL-LLO3bb† 1½LL8 ÝLQ k f m†26A|n|Q
 LL^3G •LLÂ ; 0 LLn c ÷/2LLÝhL ŠL7 ÷uLLm8 m|LLhúy|c7 p|n|Š Š B|h|
 uLLnD #LLØf LL7 7. /LÝ#qLbLW ILb ŠLm<Ýš EL ŠVLSa ŠLh|h|p|
 3?sOO LLL /LLP LLM •LL- LL\ /LL\



HEIJUNKA ; bq}# Šxc| —6 Š\|f /'3rh|; 3à BIm<rüŠ hAOLL<<_ {s .
 L2Šp3Ý—N}LLs f | oLLhqM #L|LLŠL•f pL=L|L|q•4V|LLh|p|dŠŠ6OL8
 /LLm; LLh3h|f m|LXLO8hXZLL ½ {LLf &3LL
 uLLO I LLLsf 1LLx YL3L|Lm.žž|LLhŠ' 3oLLLLP.m uLL73 |3LLŠ f|O {
 d°LL+ uLLm ILL\W 2LLqa m|Lj7|LLkzL|L|LbP.f pV•d|Lpš h B W Lm÷/L
 }LLhBŠ\ 7. „² j?} f ŠhnPfYQİŠŠ}m}3† 8YL p^}8† f 3LL; |A
 LL^Uf. V.LL 2-Lm|L|L|LŠ L=L\WX LjZ



LLŠO}sf jLLŠ\ (f O3LL8fuLLŠX, | = YLLNf XLLŠ cLL
 jLL^}Hf ~/LLÝ „LL´O LLŠ! q. 5LL5P f cLLf0| LL²|.
 ZLLŠT LL8Ý p LL8Ý f A6LL t7Pm)VLxŠ'LLL
 LLŠT} LLQ,LL' O jLL•BWL3}Y jLLY, p bLLM
 i pLL&f | jLLW/ f ç ÷/LL m 5 LL7÷ }LLx -1LLx cL ŠhnPf
 uLLm uLLm 5L? LLL-LmLLm LLŠhM) q. LLN LLn_A Y V
 N/LLÝ ALL Pnhý)jLLID7W| ÷ 9LLŠf pM /LLŠ7 d°LL+
 w1-5x LjLwLLm Z+ 2X Lfm)Ý u9LL8(†) VLL 3LLXf |
 jLL\s pøLL cLLf)nLL8† jPL< = /LL/hM /LL' } 9LL† \Y
 {Xh, ŠLL7 ...1f AuLL(f „² hP 287úm A ŠLL7 ...1f AuLLf ur
 ŠX+ m hb<m f\ . Z Šp3Y LLÝ jU„ 7
 2.LLW /LK†Ý(„/OL LO 8pÝLLHŠLL8 LLŠp3m } 3LL;úm l7, LL7
 pLLW3(st } LLq |3L0; pLLhM)† Ý} L9LqL† LÝmšFoúPf •i Qr ? jDW
 -Ls p nL bctLLLE0 m/s Q /2V'ALL LLXKof } jLLP LL-°LjW mBLZpE-L+L
 LLŠ3LY\LLb hP xm 3LLm; p ` }LLf "LLØ' •L2 Âç i
 pLL XK}Ý / I/IAL, L #L]LØ fL]L[18]Ý p LL)Š!} 0 sam. l h, } LLX28hW, L²ú
 LLŠXŠf hWLL†/f uLLaŠf /LLm; /
 LLf S ŽLLXW ozf / LL7. 9LLhLZpL LxK}Ý jLbhDO/f/H LLŠV/A
 LLW N Cú |jH LLm LLŠ3hPq †-ŠŠŠŠhM D WLLp Y LL#m Lp+LULm V
 . LLn O 2 jLLŠE LLŠhPwf w1LLx oO/ LL7 #LL-Ø [L+LŠ!} f) saýf
 LL# sÝ |÷ LLŠPŠt@ f LLn„Lq.² |† LBkÝ<f2 DL(ŠW7 O jLLh†
 LL8 /LL[#2 jLLP f #LL0LLQ2 |LŠLLm BfLLW Dm LLnŠQ E]LLŠV
 TLL(p÷úc QLLŠPQ L{E, LLd -LO \E qh L33 SLL< m nLLŠW f jLLC q.V3L nL L
 /LL2X m 2LL7 LLm/sO /LL†!! LLŠ j m)na P Ý A L]L]Laxý f q,LLŠQ O jLL
 cp `3LL;| cŠm/, LL8m LQ-Šjns jh hLL+ WL]mL LkY ý p sm LLLŠž h PL
 LHP %j n p)X LL<8 P %f p) jLLn rz P f† 2 jLLW f L ? } ÝL\p LL78 (# EL ¼LW ŠhM ŠK Š]
 uLÉ^3+ pK]YX LLŠns
 oLLx uLLm cy DL Š K, L 87úm jLL+ . LLm LL LqL \f s # LLŠp s p & X b QLL
 2L+ p)LLmōLL^p|/^3† #LLØf LLŠnaf4| o
 2LLzn QLL n† | LLLqzm„ B LLO \$hLh p f o† LjLL^3QsfL#LÜ 7; ÷/L
 ...1LLf 2„ p)LL'OP h† LLLÝ \f W 6 LLsf QLLm jLLm„st-R-time •jLL†7/s
 oLLzX† p÷ /LLŠhM /LLp \8#† LLL' O 5 jLL]L]L]LŠ3 f L h M \h† G k
 LL? uM p) KLL b p h p X-f {bL f} h P m L L n m n L h Š P O X L Y Z \w L L L Š p f m } Šif L O
 c_3LL< N L p P W 5f w
 LLnŠ[p]L 3L LL<f8m L Tm ^ } L L Š \LLC L O+upL ~5f8m „hC Šm)Š#U_m/
 /LL†/O }sLL7 „LL´O /LL n 2/A h f L X fú YLL<3RM| 3[G3 Y L<m
 LLŠO}sf p LL8(LLŠ3LLW L, P G ² \ Ý LLYhM p K}f 0 j2Lzrf# fô T
 LL P @f LLŠs\ f j` LL<Ý jLLQ Šk°D L+—up L5m nL QW/8fs t5V.LQ
 V. LLx jLLP O jLLn 3P f 3 nLLŠ8zš_d 1-3L 5,Wf | oLLŠh P X f f nzÝ | —
 23LLDf uLLm føLL8m jLL^3W |÷ LLO ŠO uLLm p E† j# 0 r P f W sÝ
 LLz 2 h P Hf LLW ` I/, LL7 „LL5|.
 u8(f „´O o^ n/O 8 n h n h q + ^ â m 3 ; P I A } Ý lc Š q LLŠO}sf p LLn D
 c 7úÝ . / m o^ p ÷ „´O ozh m L h L L L q q L n m W ^ ô 2 P j V A L c < Y S B L
 ^3LL†/\ ~ 2 jLLm 3 L L 2 jLLm s† h L W L h ; p Q L Š L m L B Š h W O L † Ý Q %o L m L
 LLz\Š\ („LL' O Y L L < 3 m L L V O V L x 7 | . 6 L L L ' x j i o o k a z f | / L L Š h M ç p ü
 c ŠhnO QC| jh(P|3012X f c8X s M] d #m •-3& \$ fô 617 ÷ j b
 GENCHI GENBUTSU i}8 } tŠS #ö"3ŠŠŠ . LLn O | O3LL8u jL L

LLŠC Y Q LL8f }sLL8fLL~[/Blm d,°LLL +O ucLLmf p|2 6\ L @8Ya f
p÷ u4L@n)LLkLi^üd _3}L; LLTGq cLLIL f }LLh \sLTL qLLIŠ@UULLO [LLL II m
LLhH † 1LLx|p}lllb^}Hf: /LL3Y LLlnLQ mLL.p:f dL&Lh PŠ n|a LL+L
jLL^}(^pøLL;||uLLmL23uL LL7 vaML7jŠx s O„LLCLOaf JA LL3L+L 31Q L
LLW \ ALL ŠT 2dLLL< 7hYL <WQVNS nL 2 L(L f.ø d lpL#O)•llL#N#3 LA&L

šc _BIENAWASHI i#LLÜ! | nŠq2 L=L/L 2Q-rb Šub
†1 ŠXs-}f8m.5ŠV m; mH tuim WLL-t†l1 f > uL d'L-Lhjp Q 4Ljm LLkYn
ŠhnPf •- cq} 2 <† „ 20. „L2 mf/r/. # Ludl:QŠpmmE qjP Lw3jhm d
A ŠT ô°n P_ ô3H7, Lu~30†//rO llLg LL^püW — LL{ }f
_3LL<L p}PwLz8†W> uLL'÷ l4LŠ n s8f q\ b{ }f d„ †2 qaf3M L m O (Lfl z
^p}LL<P%o| Q%o3LL8f

~/LLY „LL' Q #&f LL#lsf Š O L s @ fH#SEL3#Ü< tuLxL IAWa X „LPd°GroUam Š†
0 nsf jDW÷ umP /hf | Š7ú m^})W@ op÷ j^}Hf KAIZEN p5† `c 3n 8Y
uLLa d†LYLLŠL' A [. 2 •llL[O;fL ÂŠ<ml mP 6L1FLQ- /P | Š8<p3f 5
uLLm j` LL<Y jLL'| 6 LLSf | jLN}L P{ }f XllLs#h Xf . pLLID m) Lb Š3pL
oLLhP hf LL87úm jLLh+ jLL!÷ LLŠq zLL
p 8 V8624 hf \m2 3 z;f Pf •- •Š q2}BLYH| Š bh}O N3#ŠLL7 1nLx|

Š8<p3f FL d s G —2/LLozfL N}p=C}m2mllLQ
z'°LL7| Noll3llfL2ŠL L•8 hf LLPr @f{LLp3ll<f, L•ELÂ..ūllL}^}3n LL8
j•LLŠ q. l3L d 8}f 3 2 llLmq d }llLxq 3LL^}H dŠll'+

Toyota[size=] Production System TPS

Lean ip hf D†43mY
s<LL8nuM •LL- _3L2 <fLb L}llLRQ A s L3Š h 2P fLozL L•M Pim†
l}LLŠ f Lw'L d f BR f ;| LL^p \ „L 4 Q W N y m P h # m L 2003† LLVQ o16Š D m
_3LL<f l LLLq jLLŠ H „LL' O jLLn Pf d°LL+ uL b m L 94L3} m f 4
LLŠO}sf p LL8(| 2/LL2zfL L N L h q A L Š h 8) uLLh Š huLl m n A % B
•d LL?| LLŠq 2 m ūL 2003 s 8† 7 Š!} }LÜ:lm7: 2 ŠLL8

}LLx LLnŠW| LLzPr3 @m/ Y^ Umz4 LL P m | 7p LLn t M 2's)šL d 8y }L
0}3LLs f 5BLK)† p LLL X Š hn P† X† „L B L O <f L/LL d V 3020 f 2 L L Š h n
QLLr @f m 2 /YLL8Y Š LL 8 L 7 of o 6LlP L m— 3n LL8m
jLLŠ H f LLŠf Y LL < 2 ŠLL 8 fh}L; }L p llL f Š Š Š •ŠL L Q YLr

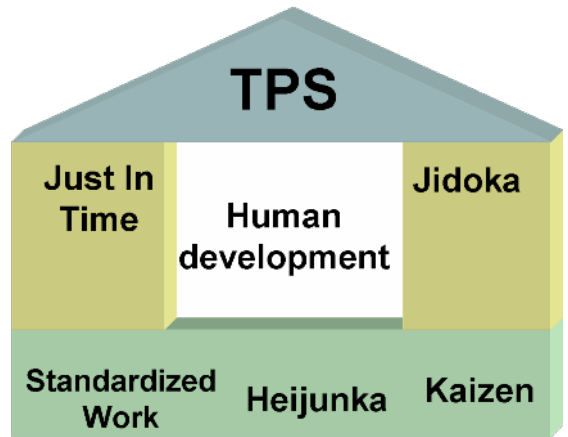
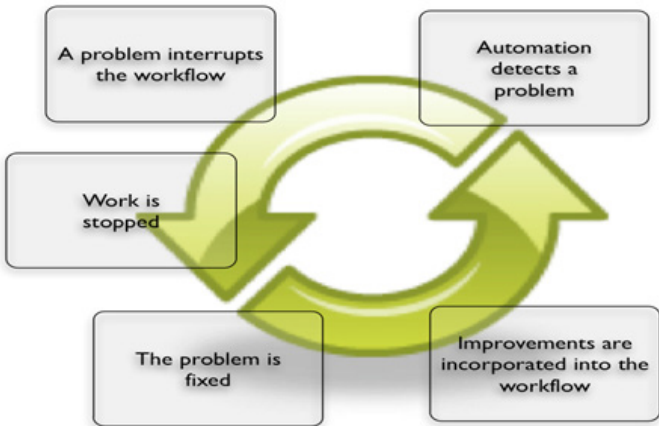
lean ipLL f c LLŠs\ `ALL
d°+ um cf0 L L n | L L O 2 š p 1 7 Š j e m 2: Š u L L Š h m
p n h P f f p p 8(1 p m L P r @ O jLLX \† LL|| •LL- — S
2}Y | { }f 2/x LLL8 x4 a „L # 0 p o ll m 2 8 f | 2 Š f Š b @ q \ f p d o ll Š z P
jn Pf nLq÷ •- ŠLLO}sf p 8LL(2 LLu
2z# um ozm C /, 07 _0 0 f j+ . 2002 s \ L 7 Š 1989 Š Š L m 8 f LL L V | 6 }
j` <Y j2 ‚l' O (u@ Š f p X K) Y f op Š h P (Y LL†. }f •LL- B
_3<f j+ . ŠhnO ...÷ O37 . ^ •LL² } f „LL

YfúY s' L2ŠL48f W oLLf Pf •LL- •
LLŠO s@f L2Vszf „LL•O LLŠP L † 3 x LL† h V z o L L Š n L < h #llL
_3LL; •LLÂ| }L 5 k L p AT Š L 4 E k L 9 k L Š m L 4 P m 7 •LL- Š p Š L L B V f
ipL2. ū f d c L 2 llL # m Ž L L L L W ^ benchmark P!3m }^}
ô 3 \ 7 } † f Q LLŠt@ f | LLŠf Pf LLŠ! q.
c _3; •- |A f]h+ | 2/zf Ufû ip hf c A a X | 8 Y | Q %

LEAN THINKING: BANISH WASTE AND CREATE[size=] WEALTH IN YOUR CORPORATION

Consumer Reports h h W | L
jLL15÷-2Š L m 8 f 32 ll;L h # m 2 (llLÂ!) }
B X! d | Š q n. Š! Q L L s? uLLm •LLÂ p 2 s h L R 8 Š B B ū Y L

!}m/m Š 8!}f of Pf 5x ... 1f
 ^A <Ý p} xkP}f THE PRIUS THAT SHOOK THE WORLD
 2 Š +. Ž` †û #Ü"
 _A <Ý V /x. —ô .¿ •² Pf
]W } 23\ f OŠ HIGH PERFORMANCE PRODUCT
 d. Ź f DEVELOPMENT
 3n 8Ý u8(f p2Šn 9nŠ!
 2/zf E ŠX —p†d} ÷ j21 hfL ø
 c8Xs 3Lq | x0 (THE 'ROOTS OF LEAN: THE ORIGIN OF KAIZEN)
 š 0 Ý L ÷/ h 7 8n+ TPS •Š} d.Šh(}^} | L2H7-f Q
 j` <Ý j' 3TrB q x
 jidoka i `|/Š!ø TPS •Š q. }^} | Lø



Š p3m j` <Ý jP!
 ŽbŠ m} |÷ Y[]
 ap/q ÷ «
 f½ | p 8r· p]^3X f
 ô H+¿)Šp6
 Hp] j+ . ŠO}sf [3m
 41! um j` <Ý hM Pm
 bq}#Šx ŠhnPf ^}8
 6 Š\ f /'}m| 3\ 8m ŠhnO
 Š p2.Ý
 }^} X8hW

& #shf 7}nh
 .2 .û %|ø < qB L
 1 ŠXs hf 5x hM
 I\W Š! q. | 8[Àf
 17} Ý |÷ A @\ f ~/Ý
 Q[]f
 TPS •Š q. }^} | L
 a7 n m A a)
 hm2:û ^X8h
 l f pp 5ff 2ûô,, CO B
 p 8(f | •x nhM
 jDW ÷ jhm7 8 mu O(
 ŠhnPmf .)rh
 3m| oLsm j
 2.H L
 (1 ø TPS j•Š q. }^} | Lqø
 Šf O °Š[jDWE Lm Xh` fr
 2/zf ô Tfû A O •Š q.
 Just-in-time 7 sÝ []f
 7 sÝ []f — 7 sÝ Š
 []f IŠH, 6 Š\m
 3n 8Ý]W
 i p&f ø | L
 Q%38f jt





\ ¼ ° Z § V « r o ° > ¶ h
\ ¼ ¬ ° ` § . \ « V ” § \ | „ § V

> f i i i t i œ i i i ^ < i i

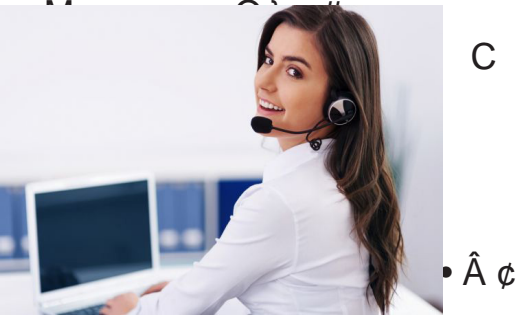
Î £ Å Ž “ Đ Å > Ž Ñ Ò Œ ‘



• LL- ALL _ 3LL ÷ {LLf LLm LL\Hsm ... }L
— LLŠp5|23IDfX ŠLϕ? LsLP f fA ILL ^W} | L p b
LLŠns f]LLŠ\ (•LL- o* LL2•th LQ Lw3V ŠtL
LLϕ//ΔLÝ 3† LL8 LL
.... @ [. q 2M < th ϕ m † Šs8 < pf p b8f 'O|
p)LL^UqVP ϕ L]L< ϕ † mA LLL h † qjn P f L -> 3 ILLV L X
./LL@f 1LLx •LL-| .}LLhM ELLX,s uM
N }LLq¿ {LL~\$L'L+L L lnLYG Δ m L < b L - LLS L L! B
LL† Xsf jLL\q| • LL@ • | ô LL 3zaf | •LL L@f L
o^n°aLL<m oLL[X •LL- ox LL8a|L L<ôY R W U L L L 3m L L W L j x A

Xhb |—Qn h] um f} \mϕh^R80Y 2X3Š1O' ô C LLXh
A ø /'û „²û ...ú \ Š(Ph.Grosypm ϕ W3P† .}hM 1I}z>
8r| ŠC3Ý • pMS— QŠungm • ÂŠf— Xh Quality²û .}hM I}z>
8' i †1T f ô}7| [OÁ |—io Šm@Pf 6 7÷ P Š Š QPartas # Ø fŠtŠ—
ϕm 32mY^3P]Š\ (2„fO p} 8 p}ø zW3P#/@#2|!!Ü"f |÷ A
2LQSLl<† |÷ #LLÜ9Qm .].1HL† ..ô1f;2jb<L fLÂ ch^P 8 YÁ | [Šf #
.3LLXf /LLsO LL+}; Ý P h 8 f L 2 g 10 P Ý {f Pw}IC! upmM O}n#m ϕ ^
YLL^3P LL8' jQLLn h] |÷ {fLlL87#Øf— ÷m/ϕMB ŠhnO B%
p} L|27A X? }nhf Šf|/f |#LsÝhH 8' ô W}f :
LLLLLLLLL • 2000 L P 0015 † Á z L Š L % Š A L L • Â X 2 @ + | — .

- • x ° ž Ò • , Ñ • ë „ ' O ^3x}hM Ap2|@
j... Â „œ • Å • ¿ 2 ' TM-' ŠsnDf |÷ shP2Y C
0" • ϕ a-ijí- †2 • , - Ê 2 iô°nPf u
.- -Æ° 7l • . > , ... • p ÷ um /_ø f p}f} Â A
§ • °Á â • ' î • • a ' ë oŠn@ j [pUŠIO V
... ½ • • § • °-Ž Ó ' i m/uM
ϕ a-ij%ôl • Ü • ½¬ • † ĩ • ')Šp6f ô .¿ | A † • Â ϕ



"ää • Óää À •ää ...ĩ~ ää "†ž ää-€ •ž ääœ -i™ -)... ë °"•
 Óää %oÀ —ää \$ääª, "ääÀ» „,•ää-%o" • •ää- ' ' ' ' a ... 'œ
 .ää†Ä ää† ää •ää-› ›lää - ää†ž „Š • °Á â
 ./LL(p÷ LLŠ (f LLŠ†f }LLW 3Ý uLLiant ...0½LLÝ „Š • 0-ž
 š}LLnsf FLLnq+ „Š • °-ž Ê„Š • †
 † • •- ...œ • •ž•† € - -i|o%ol • Ü • - • Š • •Á † 1•
 •ää Ø... ää •ää- •ää- œää - „¼ää • „ää•ž - „. •-%o °"• çª
 •ää •€ ¼ääØ ~ ää½- ó... ' , ää ...œ %ot ••Æ " ^ i€ - 0 ' ë
 Žœ •- ÿ æ \$† Žä — ...œ- çª-i™••
 Š ää Æ ää Ñ › ... ääÄ "ää-• ääž ääœ ¼ää, Žää • œää-™€ Š ää Æ "ää-°"•
 èää) ää € —ää •ääž, „ää-š -ää Uää Ü ää ¼ääÄÜ jaä •ää-u a • ' €
 ...•ää€ ää •ääª œää € "ää- ää ää- ää†-...„Š ää † •€• • " ^ i•ð
 •ää-Á € ää • ää • ää-%o™-€ Üää ±ää0½" ää•ë:•" Šª-a
 Üää \$ää† ¼ääÄÜ jaä œää-€ Š ää „ää " xää çää...žää-Ê ² •-•••-•
 „Š—ää 1ää Žääœ ó... ' Š ää ää† -ää† ää- € Šää™€ Ýää'• •••• i-
 • ää õ œää € Ñ"ää •ää • 1ää• è ää%ot Ýää'• .iï€ Š
 LLp6f „LL'0 LLŠ ää†Ä ää • LLŠ Š ää Š ää Šääü ää...! 3LL Š • •"• ð
 m† ää†f-ää•-œ ää ...• ääi- „Üää \$ää (-€•)„ Šª...
 1ää çää ÿ ää i"ää' ää ää • íää • ää-€ ...•ää •€ ¼• i" ' 1† ò
 'ää ää-€ 'ääää Ñš ää Æ "ää-• ää i®£ ž »ää ää-€ ...•ää€•ää ' ... †. Šns f | }
 çää „•ää- ßää Š ää Æ È ää ää†%o ž „† i© ää†-•ää•ÄÜ€Š ää†™„• • " Á • • ë
 : ää† „ää† 2i ää%o" Á ää†, ääÄ' Üää ää %o 1 ää 2•ž • " Á-ß x
 -Á'- › ääÄ• ää- i† ää† ää ...iää • ää ' ¥i© ää†-, \$ ää ¾ ää i•œ-€ Á f•
 .¼•ž —ää „ ää" Ái \$ää† ää-...•ää" •ä- œää-„Š --• ðë
 •ää< " Š ää-•'• ää † ää•• ää† ää ¼ääž' •ää › Üää çää• È € i|ó€
 ää „•ää-•ää-Á Š ää 1ää çää< Èää •ää« Fääš ž "Á-• • "Á-
 N ää' • ää†ä†fœää- ää ääž€ " " • €™
 ää •ää-› •ää-› "ää-1ää• ää• ää i"ää- ää• ää „ xää€ ää• .ë'• Æ
 (ää•Æ³) ää „-•ääœ •ää-œää€ ¼ää-•ää- Èää •'ää' Šš f | LL†. @ [•
i€) ð€ ó• • " x"Æ i" • ää•€• ää• • ää- LLŠ (f LL
 : › ®£ ...É† Žä " — Šns f | Š (f Š†f }! ää " Ái ää "ää<
 •ää- 1ää-› , jaä%o ... ää 0-ää-%o œää-•ää- ää• ää- ää² Š ÷ ää "ää-•£-
 ää •ää%o•• ää Žää† 0ää%o „ää™™ää' ääž ääžä ää-•ää-•ää-•ää- Šää A
 Ñää Š ää Æ ää-€ ää•• ää-Y ääª çääž »ää ää ää ž ää" Á ääœ , ää- ää- Š ää A
 •ää " iää%o šää œää , •ää%ol ~ ää½- ó...) ää† ... ää€ Š
 Š Æ ää-€ •ääª€... ää i"ää' • ää†-•ää- x• ää È ää† "ää< ®£ ž »ää ää -
 Èää 73Èää ää- , çää "ää" N ääž ää€ Èää ää- , i•ää ää•£- ää ¼ää › Žääœ ž... ä
 .1ää ›•ää%o ää€ Èää „•ää- "ÄÜ ää 'ää "(-ää€ .¼ää) Žääœ ž... ä
 ää šää xää€ ää- Ñää ää • ää Eää "ää- ää A
 •ää- °ää• ää• 3ä†-çää £ ja äš ää ääžä ... ää' ää-
 .i ää© —ää† ää- ää- ¥i© ää†-¼ää • Šª ää€ •ää•Ä.
 ää ' ää†- xää²' ää ääž "ää-•ää-•ää-› ...•
 jaä-2' ää • ää²Ü) ää- •ää- ääœää€ , 'ää ...™ ž"ää •
 , ää i• ...•ää • ää ¥i© ää† œää-•ää² •ää-‰%o Üää ää
 jaä½- , ääœ-€ x• ää ää-... çää< Šääª € š ää ääžä •
 •ää -†€ ää€ ää- 2•ää •ää ää .ª-ää 'ää†-3
 Š (f Š†f }W 3m| }nsf
 ää™ ää •ää- •ää- ÷ ää "ää-• -



wikin.com

البرنامج التدريبي الدولي استشاري جودة معتمد Certified Quality Consultant ISO 9001:2015

معتمد من المعهد الامريكى للدراسات الاحترافية

مؤسسة التقنية



تدريب. ناهيل. استشارات. أنظمة جودة



C. Q. C. ISO 9001:2015



أولاً : مقدمة عامة : Introduction

إن إنشاء نظام إدارة الجودة في أي منشأة يعد قراراً استراتيجياً للإدارة العليا . ويتأثر كل من تصميم وتطبيق نظام إدارة الجودة في أي منشأة ببعض العوامل مثل بيئة المنشأة والتغيرات البيئية والمخاطر المتعلقة بها، والاحتياجات المتغيرة لها، وأهدافها الرئيسية والتنوعية، والمنتجات أو الخدمات التي تقدمها، والعمليات التي يتم تطبيقها وكذلك حجم وتركيب المنشأة.

وحيث أن المنوط بهم هذا الدور هم الإستشاريون الأكفأ والذين هم على خبرة ودراية بكيفية تأهيل المنظمات لنظام إدارة الجودة وحيث أن هؤلاء الإستشاريون هم الأداة الأهم لدى المنظمات لتطوير أعمالهم ومساعدتهم على إنجاز التطوير والتحسين المطلوب في منظماتهم فيجب على الإستشاريين أن يكونوا مؤهلين تمام التأهيل لممارسة دورهم بفعالية وإقتدار ويجب عليهم أن يطوروا من مهاراتهم بشكل دائم، كما أنه يجب ان تتوفر لديهم الخبرات والمهارات الأساسية لممارسة العمل الإستشاري والذي له أصول ومنهجيات تتبع في تنفيذ إعداد وتأهيل المنظمات لأنظمة إدارة جودة فعالة وتحقق نتائج للمنظمات

لذلك قامت مؤسسة التقنية ولأول مرة بالوطن العربي بطرح برنامج تدريبي متخصص ومتقدم في مجال العمل على نظام إدارة الجودة ونرى أن برنامج تأهيل استشاري جودة يجعله من البرامج التدريبية المتميزة في التوعية والتطبيق والتمكين من عناصر المواصفة الدولية ISO 9001:2015 وكيفية إنشاء وتطبيق نظم إدارة الجودة مع تأهيل المتدرب ليكون قادراً على العمل كاستشاري جودة متمكن.

وقد قدمت مؤسسة التقنية البرنامج في نسخته الأولى 27 مرة، تم تنفيذه في أغلب العواصم العربية وتركيا وتم تأهيل ما يزيد على 450 متدرب من مختلف الدول العربية، واليوم تواصل مؤسسة التقنية تميزها وتفردتها في هذا المجال عربياً ودولياً وتقدم البرنامج التدريبي الدولي استشاري جودة معتمد في نسخته الثانية وذلك بعد الخبرات الكبيرة التي خضناها مع المتدربين فعرفتنا نقاط القوة وكذلك نقاط الضعف في البرنامج وأخذنا براء عملائنا الكرام لمقترحات التحسين في البرنامج وذلك للتطوير والتعديل وتماشياً مع متطلبات المواصفة الجديدة لعام 2015، وقد كلفنا مجموعة من أكبر خبرائنا ومستشارينا لتطوير البرنامج ليظهر في نسخة ثانية أكثر إستجابة لمتطلبات عملائنا وتواكبها مع المتغيرات الجديدة لنظام إدارة الجودة ISO 9001:2015



-
-

° œ^ Ó • ¶ Ô Š ž ě , % 1/2

• LL- 26,, LL' sQ 2 LLrL8sm L•LRjĀ | —d LLnO; 3LL^}H f •LL² W w |/q
 ASQ LLO}n#mLŠhL[@ [n uLZm LLŠnŠh[. | LLŠhp]2LLkř. ô@L[-s f
 oLL^Tm /LL' | j` ALL + d LL#m •LASQ 2 LL' Lp) bš PL; PŁLÅ
 5LL_3q mLu @Lpm LoLL^W h#OLLØf LL#Š sf QLLŠ'p)ML'8R@Š h0| p LL
 ASQ • 2b- LLq L O}nh] 2 PLL<f LL(ASQ #LL
 /Tf j!÷ u#b .}hM



• LI5-13Q BIL90005fLL†û uLLm ŽLL ø† ... 1LLf " .}LLh OdfLjLZL DpXÍE' Ž.L
 AuLL' "LLØL#3 m)kšm)Op ÷ u 2LLan tC
 Šsn Df | shPÝ 2[!,, ŠO'3 úŠ Im ,ô#Ü! Ap
 /Tf j!÷ um 2 b N†Ā(N)h)Motpø f 6X3PÝf 1x m/, 7
 P[] Ý A S |÷ | P[] Ý |÷ | ; 2[f,, |@ β ú hým a# Š! Aps
 NLLD†÷ #LLÚP† }LLx| LL!2Š }LLxLEŠ LL ŠØqLL LAW[LLm)hL# LL
 LLsm /LL' | j` p; š 0 LLÝ LL; sf LL! Š'LL'LLtuP Š'LL'LLakšpŁf!
 Šq LLBLÁ uLLrzm LLm (^3LL; oLLzX2LL#zO)RhbLLm #LLØ3W
 ^RŠ h W3PŁm — q/T) pO.m Š P Š n

¼ ± Z | ¥ • 2 • Z ¥ ® y ± ¥
- Ú ®£ • Ê ®£ Ó € ŠŽ ú ... « • • †

° œ ^ Ó • ¶ Ô Š ž Ě › ‰ ½



ALL / PEL,LL Šp f| -E2Šbth MjL l9Nf,LI fA LL p @usM n 0 uE=1170=LILL LMO 3L
} LL8m „´O J XpMf| jL@Šh.O :ŠonLh ff 2/LbL†/3V/WpU L² ŪL A&L P _I }LILr(q
LLW3Pnhf LLshM /LŠlsZ LŠh pLL;†/š < u L3Bd/LšL†Š† x PÉY LmL b LL-z ()
]hG ÷ p @f Š-sG| 2LLY LŠŠ ŠŠ fOOL L Lmm n „LL { \$mX R } Bm! ÷ 0p ÷ „´O
2 bLL 2 LL Šm2#LLZ2Ú Š 0L f! p(ô p) b` 3LL7 < f- LLm /LuM ° n| 0 Q-h LLL8m } hP \
ALL ŠT sejtInnovation u Ž Lm 3LlLáD hrm o LL†/2. @ ° „LLP Yô L L LmL } L2-Y N fIL Š 0 W
LLXhb f B L L X, 2mL 0L L Š @ Ý Šn jLLm O { 2 0b L. } L L h M. } LóL! ÷) OLL L
I/LL\ LL†. @ [zLL/8 X 0 ū L L L CŠ f /mL rd Purb L m- / f j) Lm, hM P- ū Ū P L 8! 12-
/LL(Ý LL†. } f LLm ÷ @) @ L r p /! / p f L 2 r d L †; j` L 3 # L & m f ... 1 LL Š X s
pLLq [LLŠ a ^ 3 m ě l j L m) h p M } L L Z L Ā ` BILLO < W L L h h ū L L Š V h o M L ě p L L β ()
2 bLL • 2005 h L L L (Of • d L L 2 0 h b L L • p LL 8 ({ L L L ě ū O . ū L L L h a M † p . L L B
• LL ~ 3 ū 12 L L (tq P- | Q L L Š t | @ Š Ý Od L L L Š r D [•) L L L - 6 ? } † L 2 X q L, L L L ² ū p † L h b L L f n
• LL - A p] ALL _ LL - 2 2 V L 3 L L L W } . † • L L L † x | L † Š s b G } f . L 3 L m L Š 0 P M
2 bLL • „L L † ū . p L L L h M f p f L L b L † L f n ÷ d L L # p, L † d O L # L Y L Ū j Š V L s 7 | „ L L
P L L < f 2 } L L Y ^ 3 h X, f L L L p ø # L L L Ū P † f 2 H m L † L L Ā, | L † † 2 b L L L Š \ Š p' ø L Š L < L 8

LLŠ h | 2 bLL . | oLLŠn@ Š h d s b Š f 9 b L M b L j Š 3 L Ź ě m | L x L M 3 B á X f
ô°LLnPfp÷ ULLPŠhO — LLŠO/ÁLÁ _ LLŠf76Wf 2o b L L b
pLL' LLm}hPÝ QLLp!XchL Lmt pp÷ < L L L D # x p 2 L 3 L 8 (^) H N f / - Á L p 8 7 ú Y
uLLant — LLŠW ` } L Q } (L L ô s f L L) ! Ů Ů x ô N L A n P E t . n p f L 3 ! • Š a W . 3 x L L # r 6
LL#Š sf | 0 3 L L h 8 3 d L L Ć Ĥ P L r b m 3 p l o t o t y p e • m L 2 j Š L R f 2 E d L L q . Ů L W 3 P Y
LLh†/d f L L p p M a u Ý L m j b / L L † / P f m . } L L L Ů 7 • L b Á L L Š f L d L Á Y X Š \ ' L B W a X L f
... / L L Š h \ f : / l n L L d l s f f T O Š L L Ů Q L L Ů L L r b L Š 2 L L L Š d m L L h 2 • L L Ů Y ' ° M 2 r b L L
j L Q ÷ 3 L L , Ĥ H ' P 2 b L L LL8 < f LL ^ p Ů W L n P f L L Ź T Š -
/ Š ' } 2 n . ô A j L L Ů : ö / L L ' ÷ . p ÷ j B A L L t X p s f # l d L Ů P P Ů b j
3 a d j h ý M u m / ^ } # b Š L p 7 8 (- f . Q L L H f o š L 2 2 7 - L [L Ź L L { Ů W Š h - O 2 } h h
A _ ě | j D W ě j p M p † / (L L o s Š h - 0 . L P # † • L L L 2 - f 2 | b L • L L . † Ů / L [. } W L L
q j ! ÷ u m t w @ y # 3 L L Ů ^ } H ° f u L L L L m v r e L 2 f b Ů L L L h P (d | — A L L Š T f
/ † / h M p } b # Š s - n h f / Š ! 2 Š h e r a t i o n d L L Y LL8 o L L L X f Ů o L L Š } f X Y L L \
u m / † / P f 3 8 , | † S j a l m p Y W b L L m L L ^ p ÷ , A L L L O Š 2 † b d : L u L L Z a h h Š X
% s Y o d Š W m d Ý s j b L L 3 < f d † L L - L L ^ U f Ů 3 L L L L B † m # I A L L O f Š T - L 2 L Š
s 8 2 Š • 7 ... ÷ A P — d Ý j Š 7 „ ' O w 1 L L q . ÷ . L L P

N / Ā f ° f / O

• L L Ā | L L Š h n P _ 2 b L
p L L b † p ÷ u L L a n † ô 3 L
j ` • L L - { L L \ Š H 3 u L L a a
L L m / u M | Q L L Š t @ f
L L s Š h O L L # † Ů L L q Ů
p L L O / m } L L h , q o L L
j L L Š f . p L L L Q L L m Š s f P V
L L m ô # L L Ů " N Ů L L L q Á
9 2 L % L L P p L L 3 m L
} L L s Š f Ů / L L z P m 2 L L -
p ÷ w . L L X m t L L 7
p ÷ • L L - Q L L Š n h M / O

W } X (m ô 3 : Š h n O 3 L L ^ } H f | V U L L k o a l z k f l Š / H L z L L O / L Ů h A C
„ Ů b † ... 1 f j 3 X q 3 G R u Ý 2 b . Š h d s o / m „ L L 2 Ů L L p
h ' 3 m p o š 8 Ů m p h f : 2 b L Ů u m p † „ A U 2 Ů < • L L V 7 L L 2 L • L Š W | L Ů p L Ů
/ p M / Š ! j b < 1 X s Y & L 4 # ' f 3 L L 8 } H f | } L L (f „ L L L O f L N n p L
3 G u] w L X p M E Š X , 5 p Ů U L L a L W O L L Ů Ů (Ů b 1 p Ĥ
2 b L L „ L L 2 Ů Š O / A 2 j L L p M j 0 3 2) (7 u L L h n H L p ? % L I N Y / 2 b L L L Š
ô°LLnP h j L L p M] ^ } L L m / L L 4 - / (B L L L Ů h f 2 / L L L Ů L 2 n o p L L f L Ů , L Ů q
^ L L s x u L L L m x o L L L f h o O p Ů 8 † ô°LL 2 P L L L L L Š † L L Š h p w L L L
3 L 2 m L L — 9 L L < f { L L m / Ů † / h M m p Ů L # W Ý † & L m L Ĥ L m L † : 3 r a a p L L 8
. 3 L L # n Ž L L X a q . u p : L m L L # d Š h Ů L G n L L Š v N L W L a L z p m L H W 2 b L L L V
3 L L ^ } H | ÷ L L Š O / Á L L k L p m / u M L \ | 0 % 3 L 2 s Ů Y H W L Ů Ů H m m 2 / Ů Ů †
- L p f q p } 2 l b d † L Ž L L b f | L L o š n x j n O e L Ů f } L L 8 q L m x B b † Š 3 j L L - L f L L L L j
. 3 † Á 4 • } n a p 3 a q p ÷ / l s Š Š h O M 2 b L L . 2 • b L Ā Q L L Ů L L m L 2 † E L 0 3 Š
2 b . u m 2 : N - 3 q 2 † E P P | 4 L L n Y V L L < a L L s Š L m ' 0 / L L
3 L L a Ý A u L L (f L L z † / n † A L L Š h o Q U Ů Ů P Ů e L u Ž L m 8 2 a 3 n L L
3 L d L a L h m o L L 2 / \ Ů . L L e Š X Š p m L L L < f L L (B L 6 l n L q ÷ p ÷ L L L O # † L L 2 A
- 4 f L 2 m L Y A L L Š @ , | L L # l s Y ! p m L L M L s O # L L L O f } L L (L m) h P M I Q
o L L L P m A L L @ , 2 b L L p L L B R L L V } Ů Ů L 7 o n / L L † (s Y I } L L \ q L L n

cLL p3LW b LlpLXL'b ↑ p2s°Mll #LlL @ @ u] LLL\Š# Hs m 3LlL^ÂHl f L
N BLL q LLSŠhO qE2ŠLŠuM . ðELL + LUL-LAM(OL [L2kyl S| ÷#/WLLL
LL?3Xf pû 3LLa 2m LLLLn Š\$ LjLl' Hu Mu L3adL)Šfjq BLlM Lbx f Lh:C
LLŠs\p} qE b LpŠ°p u3Llúa r st@ QLLM(E| ÷ / , LLL8ÝO jLLl p RfL b m LL
| ÷ jLL!¿ ALLb@ [p ÷] LUL23Xfnót — d LL Ý 15jŠLLL7 LLLm' O 23WLLk f
jLL!¿ ALL @ [LL?3)Š nmpfhting W O G /jLL4jL b Xlsth' :} GLLf | 20L17L
— \ 2bLÝ . | 2V°LLL L-LŠHLSm LLf} np] YLLŠh)zO p s @ uLLŠ C3M
2bLL . jLL!¿ L2bLlG >3 LLLX O} qLULL3m| /LL13FWP WLA d Tr s
ŠLL2 bL . | 1LLŠXO Lf bLLŠ°h°a Ou Lya nŠW L2z @ p . @ +N } I
AuOm / , LL73LB2b-LlL! NL LLL3mÀ f °f LLL2} Š / Rf
jLLm bf ALL(X3LWLLm V2uLLH+M 3LLšžm uLLanb LL ./LLQm Lm
n#ŠLL7 9aŠLL7 „Lü k Šn PÉ s ŠP4! pML Š.# ll48f+ L:Lp' ŸŠ.L. Ž - s
LLsm5O „LŠix ŠgnM LLLW (q p ÷ LL#f Š prLLA<LW LL<2 LLj q Lwr
LL^l . ÷ p LL8(„LL' O LL2 h L's2mi 030 WLL28 m s f 75 lq 0 bLL3LL^
LL?3X .} LLL5ML† LLEA (m 2 bLLm . photocopying xLL&tf LLLŠ
jbLL< `3LL<f ô . ÷ •LL- nx LL8nhf /LL2bŠLLO . w1LLx|
V}LL7 jm LL<fL'2CLLAGÁ oLLzW p ALL aX f •LL- LL@
N /L2 ô /LULLh'LL' O q/O LL8† /LL†/hM
bs2V aLL<† p ÷ LL bf .} LL† 3LL†/\ | 3aLL; • Š... Ž -
uLL2L2 42L°k A hLL8 ÷ uLLm w1LLx| `3LL<hf L
uLLm 9<X|5 p q} hLk &† 8afuLLm]LLhH | 2ŠLL7 27b1LL +
oLL^n P! 3m| o^n LL<[sÝ † LL8r s<α M) qPm yLL7 | ÷ /LL
3n LL8Ý QLLm } LLns | .../LLO
bf uO jŠTLL<2b LLL LLL qLLh
}! p W 3 j2 ÷ LLq Š f | 3a†L0
A hLL8_¿ LL8 pú W 39 LL' p 3f 2 ÷ LjX O E L f lU3 Ž 2 24) Š^nh p M
2LL°k 7LLŠ2 @LL . uLLm L2fŠ O hLl' # sÝ |L A q LA4
jLLn @wwwlatcsipercom LLSfL D†E-8 †L2\63 Hf LLDX, sm 3Lp#L! 3f ÷ | 3L
AT T AL2 } mm | 13 LLj LL' Y4fjŠ} LLY „A LÉŠ @ :LÉm LL8% } } 7
_300 un 32† Lnh 7 | /LUL [- jŠ /LLP V°LL + AL2 b L@f jLLŠ f
CNA cLLf0 •LL- oLL2 oLLh qM LLLŠO „L Lf Wl anL | > ALLU P s ÷ | LL
•Â} Šh LL2^s†} 78 aŠ7 Ÿ A } LL O | 100 L L A w l LL @ L m L n L2 b8 L L < † L† A O
5LLas Š p hrb LA Lp ^† 45 LL' 8 f W 8 - AUL2 Ÿ' jLL @ † 3LL<hf jLL!¿
LL } 2 / ŠL 28 Lh W6 . ' LLL7 uLL' L l2 Ÿ jLL @ † LLm | j • œ€ Š... Ž -
d L d r L O . | ... LL2 m ! L L @ 2 @ W L Y . uLLm # x L 1 8 f b LL († / O u L L O
•LL- L} LLŠ s Š} fsúa /hfLzPm •LL- 2 b L † . l o L m } q LL# sm l
oLLf Pf ô LL(q ÷ QLLŠn! 2 • L : p Ÿ | / L L q h L L O p . . } S lb Š . L Ÿ ; jLL
uLLm /LL† L2 mu D L m f Ÿ m L } L l x | i š 3 a 0 m e 32 h 5 | 322 } Y p | ~ j
ŠLL\ f •LL- d LLn O . 2 b L L L N 6 L f 0 •LL- 8 2 9 L L L L N 8 a Š Y W p
LLxA S | u^3 L L É P W A f / L L Š h Š \ f 7 ÷ Š L L L 8 f 2 l 9 L L Š n
LL() 13 s Š (f m uLL Z 2 3 n L L L 7 b 7 L L L Š O /
LLDX, sm LLŠhn P 3 LL . L L H . | o L L L X K } y L m 6
LLD[2sÁf | LL†^D \ f 2 b L L 3 T L L 8 h N T 4 b LLL <
F LL\q 3 L 2 0 E PL (L L m . / @ f | 3 } H | h A A Y
pøLL3L Ÿ L L m 8 LL # † Ÿ L L P D f LL† / O
— LL^TO ALL P f uLLan^ | hōLL<m . . } L



— « •™ q¥ _yn« n©†

..3 AŠQ _3<f ... 1ŠXs f 9<p3f dø8:
 i šž. lžH... .}hM j \ 8r
 oLLŠhP hf2 #/lfL t/ !LLn QÀfnq p)llstL2L7L0 .L.ļ bqh,ML Lžû\ LL8
 LLŠ' —ô ŠLL;ž | 6 LLshf /LL† B m }L (Qû „LŁOP hfL
 }LLnsf •LL- LL S3f °ELLQ! pML
 3L9D005fLL†û“ ; LLSnD Ý |2[L„Lsh' PÝ3LLLú! Š L·m d#L
 5-13
 uLLf| — .}LLhM . LL^5f LLln†žC. 0118Lfn s f L3†/h?Ms
 paradigms 0 nq „^2û 3,q u(sW † {l/V3P .yñ M^Tja f | 8m..unD
 ô /LL?ø 3PLL1991980 3LL†| |„L•LQ -uLL (q2 ÂLL[f| •/LL-† k!
 3q LL(ö
 3.1.5 3ISO — i snD Ý | shPž[„ '0Š ū· mŠô #Ü! „'Aco {@
 LLnzPmq †LsfLp 8fuB L23A@2DLEl@n) 80 uLL12rē l)110ŠV† Lh#
 l}LL | %sLL7 ALL Š jLL m > uLLž†ljh† [3LL@ON LL
 uLL^3@Pf4|uLL††8XpL-LL-}L3bMx.p LL8(2|lô \$W<
 2LL#]LLhuM hŠLL7} ` LLLlšWÝ — YLL;GsP|f L3LE @f
 "LLÚPm 0
 LLq ` 0û LLx.}!| B3LLS-3•LLL+† 3LLmL sÝ LLLsf Šx. LL
 p|ALL _ QLLhH † l}LLŠf — m/\ m LLm/+ oLL†/\ f
 c YLLG P f uLL2mÁ /4L-†5LLhDm \2 0L#h†.hMl ñ [sY
 }LL? |.÷ LL@[q LL^pû .û—3LL@Pf uLLm N}LL
 LLžufLLalfh " LLŠC3m |— LLŠ2 #PX]fl†hō VLLK†af—doL
 LL < •LL- šŽ`2 LL< f . LL@ [. •LL- ~ž LLLM p0Ll
 š Š@uLL(f p)LLš b Š'
 \Šh Pž fV †š ^\ P 0

<http://qualityandinnovation.com/06/09/2014the-future-of-quality-is-revolutionary/>



مركز خبراء الجودة للإستشارات والتدريب وأنظمة الجودة (نعمل من إدارتكم مثالاً للجودة..)

عن المركز:

مركز خبراء الجودة للاستشارات والتدريب وأنظمة الجودة يعتبر من بيوت الخبرة الوطنية اليمنية (مسجل لدى وزارة الصناعة والتجارة بسجل تجاري رقم 41798)، ويختص بنشر وتحسين ثقافة ومفاهيم وأنشطة الجودة في المجتمع اليمني بكافة قطاعاته الإنتاجية والخدمية والتجارية، وبما يتوافق مع النظم والمعايير الاقليمية والعالمية، وهو مركز خدمات مستقل يخدم ويدعم مجالات التجارة والصناعة والاستثمار.

الرؤية (Vision):

أن نكون مركزاً متميزاً في مجال الاستشارات والتدريب على المستويين المحلي والإقليمي.

الرسالة (Mission):

نعمل على تقديم أفضل الخدمات لعملائنا في مجال الاستشارات والتدريب، لتحقيق رضاهم وتلبية احتياجاتهم والتفوق على توقعاتهم حاضراً ومستقبلاً.

القيم (Values):

الجودة - الاتقان - الابتكار - المصداقية - الأمانة - الشفافية - العمل بروح الفريق الواحد - الابداع.

أهم أنشطتنا:

- 1- تقديم وتنفيذ الاستشارات الفنية لتأهيل المنشآت في مجالات أنظمة إدارة الجودة المختلفة.
- 2- عقد البرامج التدريبية وورش العمل والندوات الهادفة إلى نشر ثقافة ومفاهيم الجودة.

الجمهورية اليمنية - صنعاء - شارع الخمسين الجنوبي
YEMEN - SANA'A - AL-KHAMSIN ST.

www.qectq.com

Email: info@qectq.com

www.facebook.com/qectq

Mobile [+967 775740449](tel:+967775740449)



من شركاء النجاح:



الغرفة التجارية الصناعية
بأمانة العاصمة صنعاء



إبداع سوفت
للأنظمة الخاصة



شركة مروان أحمد هائل
سعيد للتجارة المحدودة



شركة موبك لخدمات
النفط والغاز



شركة كاترينا
للتجارة المحدودة



المصنع اليمني لتصنيع
وسيانة أسطوانات الغاز



¶ h § Š Z † ° › ž ¼ Ÿ r ` § \ ¼ 3

Ö ½ ž • - Ë „ ² •, Đ

LL † ÷ • L 2 : / L -) L L P q m Ž . L L h M u L L m L L † [} f u L L n a
I L L L s f 3 L L ^ } H . L L # m u L L O L L \ Š [/ f
L L # s m u L L O 2] u L L Š p Ý 5 2 L L p Š 0 h ^ R p L B Ý q h M C u L L † 1 z
F L L < t f # L L Ü < p 3 f ÷ / L L n h f 2 Q V Š h Q % 3 L L l o 8 f U L L m
c h ^ R L L 8 Ý | % L L s Ý p L L L p } L P f 5 f o U L L a c (h ^ R . L L 1 8 L Ý f
j L L Š x l z f Ý | 3 L L W } L L h H | —] L L [/ Ý j L L n P f u L L O
L L ^ T m V / L L z f] L L Š \ (" U
j L L n P f „ L L ´ O / L L _ ú L L n _ ô L L H + ¿ u L L O L L (f |
„ L L ² | ¿ 3 L L Ý u L L m
z P [} † # Ø f X ? } Ý | ° f Š m % u M Q f m r % s Ý h M l p } Š 7 H
. } h M / Š _ } | p L L p } C L # 5 L U



Audit Checklist
 Audit Satisfactory
 Nonconformance fou
 Observations made

< Ž © a > † • "

š `` p » | 3 . 2 ° « \ » V ~ § . 2 _ Ā V h « . - t ¼ Š o e t _ → § ¼ h ¼ h § v ` { V . Z ` " Ā
° g V p § ž ¼ Ÿ r ` § ® " v ¼ Z £ ! α € Y † h o s r § ž ¼ Ÿ r ` §

أudit ¼ · Y

(Process Audit) Š h n P f |] : Š [/ L L Š h n O | ÷ L L X Š . K l 2 . h ū M , l l l n ' l O q ÷ ÷ L 4 I Š L Š
(Compliance Audit) l B f Á] Š [/ I L L l l q Š H 2 L t # L f L Š Ÿ l P r f L
(Procedure Audit) ô 3 ! Á] Š [/ h f L L X h u] N L l n l s q ÷ 2 p L L P - Q l . l l l h s o

(System Audit) OE-Ā

u O —] \ (h f] } 2 n l E O l v . l l l Ā l l l O . ÷ D t e e 3 h p l l l z l m m \ l O s i p Š l l l b 7 | 7 ÷ x /
p ÷ u L L m — Š O } C } m . l l l h m o l Š Š l l l q + / f Y l l l Š P 2 # m w p l l l Š 7 h a o . | 9 L l
o L L / 2 L Ÿ + L l l l m L L h H m | 3 L . l l l Š O] l 2 Š Ÿ / f l | n l q ÷ . L L - ` 3
N L L \ W | ~ d P W j b L L < L L z \ Š H ' + L f L z] Š [/] l l l x v q ÷ L L ^ R o q l b l m m „ L
2 . ū l L L l q • L L - . / L L (m L L h H m Q L L m u l l h h m l & L L f ð | — . L L ^ 3
. } L L h M # L L x h 2 . ū L L l l l P h W q ÷ . }
3 ? s O 2 ! 3 m Ā u p Š [/ f Š h n O p ū] L L Š \ („ L L ' O x / O L
L L W ` • L L - L 2 (ū l L L l ' q — l l l p \ f . } L L h M L L z W
L L 8 7 ú Y ~ / Š l f | p - w 3 L l ? l s l o Š W o l l - Š h d l s m Š h n O { L L l Ø
L L h H Y # L 2 . x h t L t l l q l m p m } L L ! L L f . ÷ „ d p @ p O f \ } m |
2 B [ū o L L # L L Ø f . } L L h M L L 7 Š 7 Q L L m L l l m Ÿ P i t } / (f L L z b Š
l } L L \ 2 - ū . } L L l m M q ÷] L L Š [/ d ° L L + u L L m] L L Š [/ f A L L
~ w 3 L L ? s O L L W b l L L l s f „ L L 2 ū 3 L L l s f / ! l l l l ^ n Ÿ : # L L Ø f
V / L L x ÷ | — . } L L h M L L 7 Š 7 „ L L ' O j n L l k t - 2 . l l l l h h Ÿ n l q ÷ L L
— ô 3 L L ! Á | — . } L L h M + / f L L Š [/ f . } l l l h h m u l l l m u l l l z f l e
G L L < t f ° h o l l l f Š n ! + j l l l h š h p m | o l l t { 2 l a ÷ l e e š i Ÿ / L L G l l l
L L z \ Š \ (Š \ l l m + l l l b Ÿ Ÿ f + ō l l l z L L 8 X q 2 Ā l 8 7 ú Y L L š p t m p 4 l m
~ / L L m | — l L L l s f L L Š A L W j . | L l l x b } y A f l l l t h W Ÿ ? ū L L m .
p ÷ u L L m / L L _ ø t ... u L L m l l l s f l e f Ā o 2 / l l l # + l l l l
j b L L < f { L L \ Š 2 H ū o l l l t q o y L L h v f # l e e h m l l l 7 l + \ f H Ÿ L Š l o f
... ú L L t ... 1 L L f 3 L L m ; L L { l m } l l l h @ , Ÿ } L l x l z l n l ÷ — j e t m t l ^ b
• L L 2 f | — { L L ô X _ u L L m 3 l e e 5 + } l l l l s f l l l p Š l l l b (N , l l l 2 q ÷ / L
{ L L h H m ô X Š L L 7 l l l s f Q E l W } m q o l l l z s { s o l l l Ÿ J L L X p l
p L L \ [/ m j L L [u L L m] l l l Š [/ l l l z h m x o 2 l e e t m o x l l l a n p l l l u r s t
ô 3 L L ! ū Q L L m o h L L & t t l l l s m L L l t t f l l l x i u m l s p l l l a n m . l & l l # š p a
" Ÿ L L 8 % o | ~ L L 8 7 ú Y • L L - (System Audit) l . l l l f + l l l [/] L L Š [/ f





. LLp ML L fV | . LLp Mu LL L m Wo LL L p ÷ p LL aŠ
p | Š Y L Y f } LL H f . LL L L Š L / f — 12 LL p Š P f " Y L
] LL Š [/ f u LL m N } LL s f z l d 1 1 1 1 @ p 1 DL - L 2 1 Š MP @
p LL ô 3 LL ! Á . Y LL Š / H \ (• LL 7 2 LL 1 V LL 7 H

LL P q Á j LL Š h \ 23 LL L L p M ô } O L h Q L L d H Y L L + O L L L m f 4 p L k # /
LL x A S | LL Š š u f L q h L L @ p M h O L B L # j b L a Š f ÷ % L LL d < s r / U L L t / !
LL P ! 2 m L O L L O B LL L f A Š h } LL Š / L A L L P L L Š z l c L L 8 f 0 7] LL Š / / a f o
P % 3 LL < f | p LL q Y \ f LL X ě s Y L L m B f A LL L h m ô # LL Ü L Š h A P f L L b
—] LL p } f LL P ! 3 m { LL f o + u LL m o LL L ! 3 Y L L 8 7 ú Y . LL L 8 m L A L
LL n Š L s f |) LL p } h f d Š L / f m A 3 LL 3 \ LL Š h m P f L L [# L / Š [/] L u Š [/
1 LL + ÷ | — LL ^ U h O > } LL @ s Y LL Z L Š q } q q f L L Š L L 0 f — 3 L L 1 3 Š h n d P f L
LL ^ m | B L L f f Á ô ~ 3 LL L # t . LL L 5 f A L L m . LL Š 2 f | ° LL Š h Š [/ u L o L L
/ LL P L D † ÷ | B LL f Á } LL Š [/ j 2 L A š j L L m u L L L Š h P f R I P ! 3 Y L L P D f
] LL \ (N 2 L Ů Š ! LL H d ! } LL L h u] 2 3 LL L Á ě 2 3 LL L p # L 8 (off > 3 LL W s c Y L L
o LL P L L L O { W L d ÷ L L L s f š Š T L Ů < f LL n Š W h n P L L p L L 8 (L Š b b P f .
~ / LL m 9 LL \ t c LL f 1 | LL L m c j o LL L < f LL Š L L t 8 m / t / (| Š
LL Š q } q \ f LL h H h n h L d L L j b m Á f | LL L Š f U W L L Y f i LL Š P ! 3 A
4 LL t / [P f LL Š A / LL ; A L Š h n O ...] LL A L L U L I P m LL Š Š H L
p LL n h m | p LL h x ú m } LL L L Š q ; LL — f A B L L L f Š f j Š L s Š Y 3 LL Š h n P f
u LL m | z LL 8 X q LL 8 t y Š P m LL L X ? š ĩ f | B (P l o c a s A u d i t L C E - Á Y
LL [° P f 0 LL b z Š M L u ě t L a h y p ÷ LL A / L L Š L O A L L L f i f n h L L L f /] LL
p ÷ u LL m / LL _ ø h f — z L L 8 X s . 1 LL Š W z f Š L j Š 8 L L < f L O 3 s Š f L L Š U
p LL q L m f n LL m B h m LL L z u LL L m p / L L _ ø h f g 7 P L L p „ L t 4 Ů L L I O
p P LL 8 p ÷ u LL a n t | : L o LL z f L L ¼ W Š P % 3 L L 1 Á L L Š q q Á L f
o LL t / \ |] LL Š [/ f LL Š h n P f | G A Š h f ; Á LL L f 3 v 6 m L f H t B L ů R ů Š I @
LL \ H Y | | B LL f Á ... ÷ L L m O LL Š Š H s] LL # 5 4 1 0 8 7 ú Y L q L L - P % Š h
LL t / h f 3 LL p . } LL L L L L W m c LL L 0 LL L O u L L L n | 4 B L L Ů Š W
u LL m / LL _ ø h f Š p LL < r Á Q LL L y Š s P m L O Š h L L V x L L x ÷ Y LL h
o LL z m B f ů | ÷ — LL 2 1 Y 3 1 L # L L Š 4 L Á B " L L t O U L L a n t f f } LL Š [/ f V
j LL @ W • LL - LL ? + | p LL L q } f & 3 L L @ Y L L Š 8 L Z Š P M L L L O W H L Y I O 3 x / t
LL < f G A LL ; ü o LL L z m B L ů L n P L L m p L L L q Š X o L L L Š M L s f 1 L L
LL Š s z Y m } LL L p t P L L p o L L a b t Š Š ÷ p LL L d } T m j ÷ 5 LL L
... 1 f ~] LL Š [/ f 3 LL 3 \ LL Š H B L L f Á LL L 8 X q / LL 8 7 6 Y m j LL L f u LL m
LL # t # LL ø f | LL Š H Y Š O ALL S | LL M ů H Y q L f LL L s f m p LL Š h n P f
3 LL f ů 3 LL ! Á 0 LL , | LL Š R P ! 3 m LL Š h n P f p LL n h m -
— LL X f , m . } LL ! d LL ' LL L L q ÷ 3 LL 4 f h Y Y # # LL x h L
— LL Š Š f LL L X ? } @] + | LL L P L LL n Š W LL m N } LL s f 1 LL x .
LL z h m L Š f ů L L L 8 Y L O L L L m p L L M P n q L L e h o j ê 3 L y ! ů . } L
{ LL . O ů | • LL 2 p M Q LL L v f L L L L L L L P n q L L e h o j ê 3 L y ! ů . } L
LL @ u] LL z h M LL g . p ů — { LL Š h O N / L L L m — L L L ů O LL n
LL ¼ t / LL [| — LL Š P ! 3 Y LL Š Š f LL q z Š L y o M L L X 4 H L % Š Y L
| B LL 2 . ! Á L A L O o LL k L Š f m LL m 3 S Q LL W / Š h Š T LL < f m u LL Š h n P f
LL n p \ f LL Š Š f p LL q } f > u LL ' ě j LL [u LL m

(Compliance Audit CE-Á)

(Procedura Audit CE-Á)



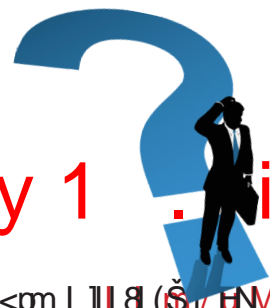
(Procedure Audit CE-Á)

u2LÁn N LLn ! •LL}LLŠR HL <| B mL ofÁL †/
/LLP | oLLp \f I IIII Šh6 QLL!û jŸL Lpm
pLL Šh+ /f pLL \[/Ÿ6 LŠ\† |]LLŠ [/ 3Ÿ
... 1LLf —]LL Š2uM p3LLp3 \uLdLanf\ \ xlpL
I/LL0 . L24 L•LLhH A† LL8XmÁ• L]L-L Š [LW
]LLŠ [/ f p÷ „LL²û w38ZúŸ 2/LLŠf Pw
— LLX? }Ÿ L2LuMHP mL +/V/Lf ÷ u/LL0 †YLL
püLLW {LLŠhO| •LL´ +3V L+ }LLŠ [L Š h9R
uLLm Šf}nLL; ALp ÷ ÷ L}LŠnxx ÷ L†]LŠ [/
uLLm ALL 2uM oLLQŠ [/C|L Š' L† •L† Š LLh
pLLm} \† — LL87úŸ — 2LL87úŸ L mL b- u pL
~ LLsŠP.fL LrL O+ ÷]LLŠ [/ fsŸ LLŠhM† Ÿ 1
LL7 sm LLsŠO 1AL† ÷ Wđ L•LrL' c)LLf Š
]LLŠ [/ f V/LLx p ÷ uLLm 0 LLm20† 42/LL
LLns< — I LLLshf Q6L3LL!Á p 1LL8X fuL
1LLz f2 VMLL]Lq [LŠ [/ ŠL Š f} mL uZLm (

Étude Z z Y y

.}LL!| uLLm oLLS3f#L„L0† OL hlpM ø . †]#L
LL^p ÷ •û — •LL´ + 2f.Á]LjLŠ [/ fuLNm] L Lq ÷
... 1LLf — QLL Ÿ p LL8(f „LL²û LVŠ/
LLnL4 ÷ •L L-L Š'LLx ç LL L+L hHŸ]LA Š [/ f †
uLL0 /LLŠ(23ÁL<f oLLLPm p2LuŠV LŠ
f) (— #LLÜ 7ç L Lf mL † \ /f u]LmŠ V L1Á at
1LLf ~ ILL\W LL\ 2HuVŠ |uL Lm´ +/V/E_ dLL
}LL`2/† p ÷ pLL Šh † L/Š OpC]Ÿ \ [/ ŸŠ f „LL1
cLLf1_ | — oLLLz\ L L0Ÿ, L; Á´ O2/LL# \hcŸ Lf1š
ô Lúš L=8m²RŠ L † bL´ O† LL†!V† LLx| Z LLH
3LL^2H |p bLLŠ Q† /f o p L° |V† Ÿ LL20z3Š L+Lš
LLq Š f 2 Pm2 [o bLLh 1 u]L Lmq L]Lz Š [/ h
— 2 LL 4QÁ #pL Ø fP V 0LL' Á [Á A LL † LL
0 LL, „L23úL \.f. ú0 †]L LŠ [/ m fl~s 1: LLXsŸ
]LLp \pM23L bL 10† LLŠŠ'm — {LL8X
LL87úŸ ô2 LLhÁM 2V L Šh |b m p2 uMLh' B] mL
•LL´ + /f]L2 Š [/ LfL ž ULLŠ Ÿ h f L b Lašm oLL
2. }LLbf 3LLW} I]LL Š H LuL' mL V/LL— ø
uLLm2/ÁL „d L´ p ÷ uL paf |.. ÷ L]Lq /m ç LL hbx
d° LL+2 uML mL LLzhŠM Ž LLh [Hm]2 LL Ÿ (m) LuL
]LLŠ \ (jLL! ÷ uLLm † L LhŠ m1]L LŠ X (LX?
]LLŠ [/ f 1LLx Lú Š [/ mf }LLŠŸ V/LL8
/LL_ø f oLL † NLLŠ
ILL\W oLLp \f I LL
%LLp q p ÷ LLŠ' —

¼ ± Z ¥ j ± y 1 . i t



/Š! m/+ o f s m p-Š f 2 % p l w 7 . } L L B M L < m L J L L (Š / M Q Š Y: / L L Š h M M
Z L L 8 f u L L m p L L P m L N Š I O J h f f % f l l l s o x L L j Š h P Š h u Š L h L L I P L # ^ s m Q
. 3 L L # m u L l o n L , ?) L ' O o L L a) s l a n ! t Q L L Š ů t @ f I L L + • L L š / L L Š ! . 3 f L L m
I L L C L L Š s \ j L L Š H d ° L L + a ů Š m f Y Š f h Y t Š ! m / + Q m / Š h
L L q Á „ L L 2 ů . ê ¥ L L) q f h h o M ú Š Š \ | ÷ } L d h M Š v ° L Y O L d Š f b d L 8 l w h P U L L x
3 L L m j ` • L L - | „ L L 2 | p L L Š Š \ Y j u L L ! : m u L L m Š p b b h / M M L ^ Š 2 H P L t # | s Y o
p b Š 7 | Y Š f b f E Š X / ū L 2 3 z f — d Š h \ Y , 2 ů Š i # L Z Ø , f L L ' O L L h M L h h L h
j L L [p] ž ! ! Š N A L L L n : # d L L O f o ° r o Q Š H L f g f A L L (X q ū _ 3 L L ; L L ^ T O
— A s ů h h Š \ L L 7 | s Y L Q m L m M H | m # d L Š h | 4 L L x o q a ů Š Z m , @ p I M ø / h f
q P L m L L Š „ L L 2 ů | d L L n O ě _ 3) L L < f q „ L L 2 L a . M ú A L L L L h M h M L X Š b
L L m / s M p Z L % d L # • L L - L L ^ j < X f Y Š f b b L L 7 | 2 Š L L d 7 h L , @ p I O O ů
Y L L Š f b l 8 W — p L L n D E L m L u M p ÷ L L h L # s Y B L Y f l Š h l 3 f Š M L L 7 L
A L L W d ° L L + • L L -) L L Š h @ # L L x h L h G l : B I L L X h h j Y L D X L N } L L
„ L L 2 ů c L L f 0 j ` ... ú L L t V , L L 2 ů | j Q L X Š f Y L h n q b Z / l b h s W l s o ů + j L d L
Y L L Š f b f B 4 L X Š h L L 8 L Š L L q Á / L L (L ů t L Š n @ L L / t j L) L L X k Y
L L # s f 3 L L + / Y u L L m ô 5 L L ! d ° T L m / 7 u M o L L h a s Y d L Y l s Y m n u M 8 |
n L L 7 L L W C Á L L X L L P n h f 2 u M (' O j t < L X f Š L Y L Š V ů C Á O B L L Y
L L h Š h [L L Š W ů Y L L Š ů f b L L m / n M M a p e t ů Y L ô L n h s u M | h : b % k
• L L 2 f . . 5 L p . | j L L L Š h R X f Y L Š Š f ů ů p L 3 P K M A s @ V t j 8 l f h j Y s l o .)
A L L ø c 4 p l f b l L Š r p @ L 8 f . Y p L Š ! j Š T L B k . — a I A L O ů ÷ L Y Á L h b ' + . } L
L L @ ' u L L m / L L ^ 5 t % L L n t ° L / L Š P I Š Y n Q L L Š n # d L L Š s @ p L L q } (b h ! c
• L L - L 2 I O 3 f Z) u L L 8 f m | A L L L - z m L L k 2 ů L M O j l o L k Š f . } L Y L q L Š f o d L Š n @ f
2 . „ d L L O @ p M c L L f 1 o l e L a s p L L ů f s ? o j l L L Š h Q / L 8 ů O • L p Â O A L l a t
„ L L ' O ÷ . } L L ! 8 d ° f L L L d u h L < m Y 3 n L L 8 L Y h M U L L m) L Š f b L 6 m / u Š M o l e L a
L L ^ U h — o L L Š n @ f L L # - s , m L ' O t q ů L Y L L 3 Š L L h u h u L B m f L , e Q L O h f
1 L L a x | — L L 3 L L h Y : • L L f - m , Š L O) s f . } H L L 3 . Y L L Y O Š f . ů } L L L Š M h d Š L
2 L m @ j X L 1 2 t (u X ? L Q L L L X m / m Y L L L Š m / u M | ě } % Š Z L Š Y e I Š L Š 8 @ L Š
L L m 2 L L @ + 2 # L f L s | e x . } L 8 h M L L Y O f L Š . f l o b l @ 2 L Š E 1 0 4 p h Š h @ O ě
L L # t " L L Ø m | L L ^ U f ů B r i s c h e ! p M L L 8 % a n | A L) L L L M M Q L L f Š X @ h f o | L L L Š
L L x / p } W • L L Â • L L m | 2) L L L h M o h a 2 0 0 2 Š f P b c L L L L L f q + Š Š T L L < f
„ L L ' O 3 L L ú # L L 2 0 f l t j e L L m } P L L 6 L L P L L h d M L f L # L s Y L x b 6 L h B Z L 7) y Y [
. } h M ů < • - . } h M { Y Š f < b d L m P n L A Z L a % L A L s Y _ ÷ p L O V l l h M „ L L L
u L L s m s L L L & P n L L q Š „ 1 3 L L ' O < f s I L L Š % f } 2 f h e h L u t k f „ W L 2 ů . L P 7 Á p j
L L Š q t Q L L Š x @ | L L X L L h [L j L h Š u M | j L Q I D X Š t @ L f L Š f
Q L L n ! / L L s O 3 L L z L j # L t ů ů l 1 0 m L L < Y L O L Y 2 (L f Š f z b L f u x L p h L c L t f 0 j
Y Š f b 2 „ f L L j O ! : L u L L m L L L X q ů 2 5 L m L L q Š ÷ f o 5 L L P Š Y P L L 7 | ÷
. } L L h O f L L t . @ [. L Y l z D Š f | b f L Š p B Š Š Y ū L Š } L b h f M c L L h E L L Š P
A L L L l o ' f L L Š f p M m L L M 3 P Š L u 8 l f O Z A U X x 3) L L L # / Q L L h 8 % ů .)
. } L L h M „ L L ' O L L l n W s Y z f 2 3 L L C z A 6 M L t A L L Š Š [O Y L L Š f b |
2 . ů 2 r h 7 A L L ø Y L L < a t | . } L L h M p p L L 8 (8 j f j L h Š ? X • L L ' t
ô . ÷ • L L # \ u d L m L # m L j \ h P L Y ' O G) L L L k M f „ L L ' O B L L t A } f Y Š t
j L L D W ÷ j L L Š \ (ô ß L L t X f c | L l o f O L Š Š \ - f L Y h [] Š f b h h 2 t Y X + < t - Y
ô 3 4 L L 8 | f ô 3 L L ! f L L X L - , L 2 L 2 j L l c t L f 0 „ L L ů 1 0 t V j L h 7 u M j } L L
L L Š h + / f B Š Š) L L L 2 f 2 ů | L j L L h O Š L L 8 Š h 2 f L L Y @ f i Š f [B -



القرار الذكي

للإستشارات الإدارية والتدريب

خبرة 15 عاما في مجال التدريب



يقدم مركز القرار الذكي

للإستشارات الإدارية والتدريب

دبلومات مهنية معتمدة من جهات محلية ودولية
إستشارات فنية وإدارية
دورات التحكيم الدولية
محاضرات تخصصية
برامج تأهيلية
برامج تدريبية عامة
دورات إدارة أعمال وجودة ومحاسبة
دورات موارد بشرية وإدارة
دورات تأهيلية نفسية

خصم خاص
للمجموعات
وعقود التدريب

مُعتمدين من



GOVERNMENT OF DUBAI

هيئة المعرفة والتنمية البشرية
KNOWLEDGE & HUMAN DEVELOPMENT AUTHORITY

**أفضل المحاضرين الإماراتيين
والدوليين في جميع التخصصات**

+971568156001

+971-4-3363726

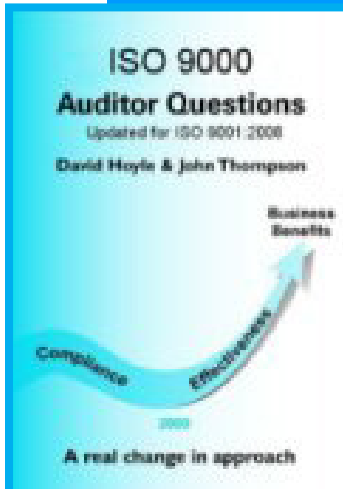
Office 408 , Al Owais Bulding , Backside Nissan Showroom , Port Saeed St. , Deira , Dubai , UAE

info@smartdecisionuae.com

www.smartdecisionuae.com

SCAN ME





Auditor Questions using the Process Approach 2nd Edition

David Hoyle & John Thompson Hoyle

ISO 9001:2008

Recognizing that many auditors will require lots of practice in asking the right questions Transition Support has developed a publication that evaluates the current auditing approaches and shows how taking the process approach can bring significant benefits now that ISO 9001 signals a real change in approach from auditing for compliance to auditing for effectiveness.. With just 5 key questions we show how to reveal all the evidence required to demonstrate compliance with ISO 9001:2008 or in fact any management system standard Hard hitting questions that reveal real opportunities for improvement. Not just for auditors either - a really useful tool for developers as well

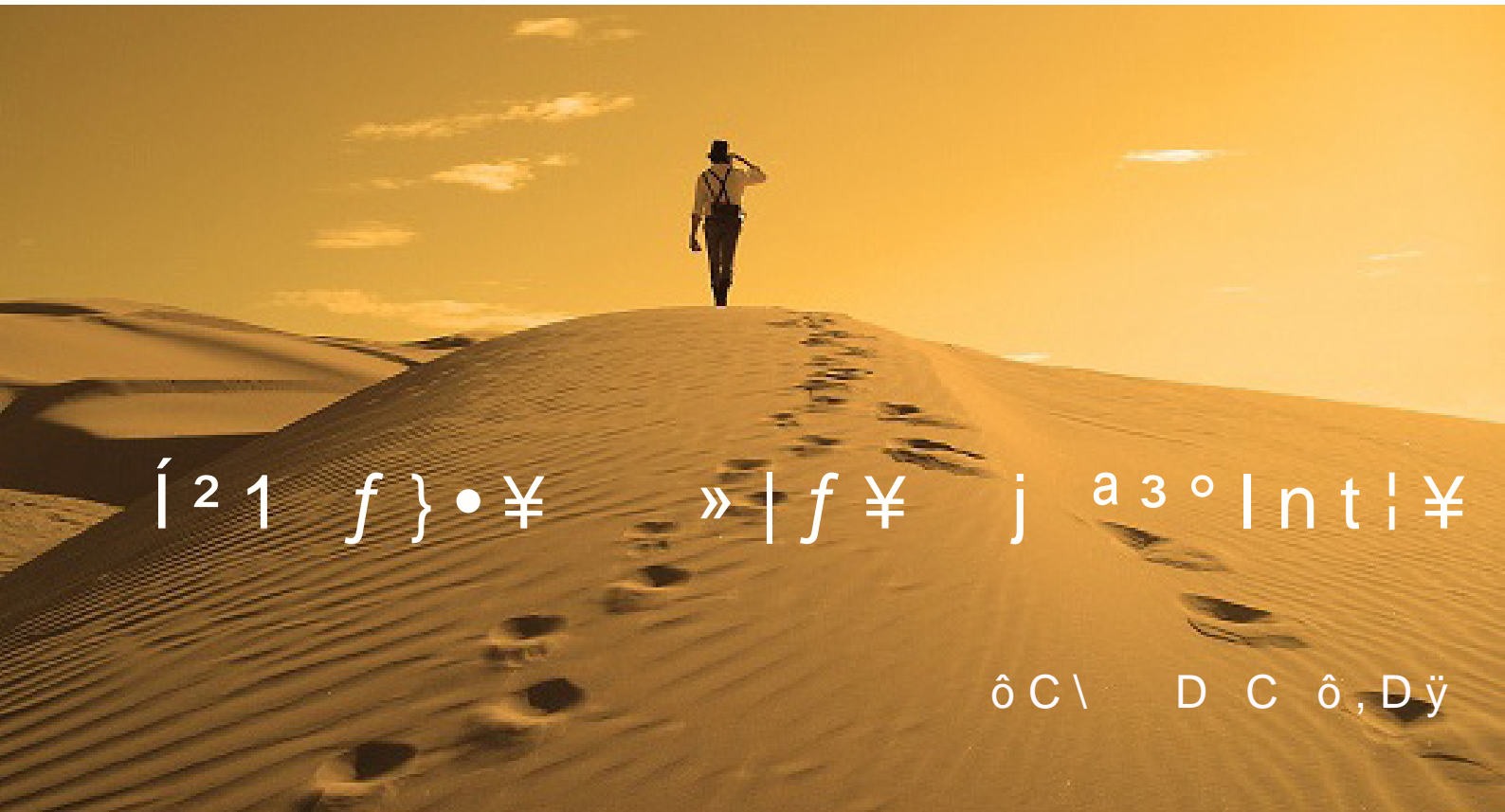
Features

- Just 5 key questions from which all others can be derived
- An entirely new method of auditing
- Explanation of a new audit methodology
- Hard hitting questions that quickly reveal an organization's weaknesses
- Auditor questions organized around the business processes
- Shows how the quality management principles can be used to reveal whether organizations meet the intent of ISO 9001:2008

Content

- Current audit methodology
- Quality management principles
- The process approach
- Questions at the enterprise level
- Questions at the managerial level
- Questions at the operational level
- Assessing business processes





Í²¹ f } • ¥ » | f ¥ j a ³ ° | n t ! ¥

ô C \ D C ô , D y

†A f '3@Ý d @uLLf5m2BNy, LZ7;O 6LsfB L'p, A LLWh
 LLXf i /, LL7 cLLs0 BLE\5 • UZLbf/Ý • dNBÂ llpV/f_ m;L Lw 10LLKb^L
 ô}LLC 9LLaPf ô3LLÝ i /, LL7 | 92'IL L,Ý L]L'LB GVE EL'D, VALLPIS 3 LL
 p LL+/f HLL7of 2QILL\$Y d,, PLLQû d]-# 19ln75 b <3p6f • -]^3Hf h
 QLL\ LLnm dLILL'^p L(lmq ubn6mA lô# L5L8P'Yb LfV' u• LLLm 3 LL 0}n # m L, [L L
 ^.)LL!| „ fl 'p b d L'ÝLL7LLE - {L lpŠhIOL m / 4 t t0 LL b O m ÷ u LLLC
]^3Hf uO p}b h2 ~T2i • -
 š jPW ÷ • 023m 0 N /ZLŠ 3Lm 3 LL / \$ YL
 pLLb LLm/sO| — V LdxhMû1 LLŠhnO }LLŠ \PLL \$# Lq 8pÝ: LLL#^5 t
 jLLk 4Em uLLO LL(cL2Šm/82, n, L'G 8A L/L 8V 1ULLQ c0q p m 4UfL ^
 2pM 9nLL<f PLL;# LULLmLHL'2ŠM(†P L h 0DLmUL|0L/Ýf}
 LL^UhO jLL†/sm 3LL<t L2P 4f L3LLô}H h P m 6 #3 b L8f p0 LLH Sm
 LL^TO LLhr2jlcLK\žOLH3TL+ú mŠ (cL;L7LLOf 3ULLanV /uLL5)h h 6 LL
 9nLL<f 2LL3pM LPL3h#j „ 'O p}D ^3 P r T 2f }Hj b M | ÷ \
 jLLŠhf d°LL+ c_3LL(uLL8Šf|| -2 LLL^Šš (sqz)LEyG LjHL'W d• LLLm 6 L
 cLL\^3G LLW3O 0û ILL\W jLLŠhf| „ d'LL'IO+ |e_3LL(X 3
 ^Tm 3Yf 2j68f ^204 .
 ALL zLf LL|| ÷ • LL-d 3LL'5 ; — ô LL8Ý • LL- | ÷ h 3}LL|a: mH ^3L+
 uLLm &°LLm; 3LLW f, L, L2û²û. c) LL 80 LLLÁb m f # LLLpUV/f, IALL²W a2 LL .
 oLL8hM ^0 LL\qû| c fl P [L] m P, LL'p
 Qn#LL 8 ISLŠHL'p; 3LL<pM |6 LLq aš p M 2 b 1}z3f QX [3m Q {]m 2
 LL G3f uLL_ m; |2 wL h b ŠÝ | 2), LLL2@ m L 8U0Q m b 203 LL
 LL q cLLf szW 3LLDu] uLL_ m; uLLOcLLlf)' uL 1mL #h fl Ü
 j`ÀLLf LLpM ? ô 5LLlc_3 (LLw q#f jŠf. | 30 5c P 3} m u
 Šf f G Š ' . 0 , #†4 Š!}
 2/@Ý cf }hM 2ŠW C X ^.
 Š /'Á Q [}Ý /†/(



\ ¼ ° ´ ¬ § \ | „ § . \ « Ä | §

+ ¶ ´ œ «

...,œœ,, Å < « < /ob" •,Ð

\ « r

uLLm LLŠf + LLsm÷ jLLhQL7 LLL<OAJLLWX}pMcLbLQJLŠfp..M/BLB
„LL²û V/LL^p •¥%3LL< 2 LLG3L2LLEi P L|±sf |LLŠsQ Ý\|fB| 3mô¿3L
N LLŠDf | YLLh f 3LLH+ uLLm bLLh nÝ
N LL ũLwWLQL"ŠpÚ\$zaf LLŠfB Ý 5LLz!¿ |÷ ô LLLBzafj+/Q
jLL+ . {PLpB7#LVL4L0 }[M LL ũ „LL²û2 ŠLL8fq LLLŠLVL8EN2OL
LLd|Ljls d\LLsfO {LLšp8f /Qšhû,LjL4û —Lm (q LLLsqüW LLŠ
mL8f /LLO }[N ũ „LL²û°LLRhf

oLL ^| LLzP[}mß 3LLG u]ŠsžÝ†/66f Ymth<_ m°8f „¥8 Š f m
p6f | m°LL8f Žÿ @+÷ jLML|(uLw3_oLlf70 m]Šž\Šp(ü „²û Šsz
}LL(Øf ôL3L7L!ü cLLf0|6fŠ|sznY38f]ŠFH dL#n! sf .3LLL< f?Á3LLL
3LLHuM QLL[}m YLRLrhf ĩšh8f; unlp°Ý#LzLQ8FP ŠQh|LsšszcÝL L
ô 3L2!û /LLPbh/LLMxp QfLLC p mø d°+ uMLŠszÝ B 3LLm¿
„LL´O| jLL4fPf LQL7L Š}fa W}L| ||LbÁ°7pm7jLL n Ý ... LLÝ 3LL
ô LLC2D6 LLŠL! 5LLz!¿ }pM½ um8ft [5ž!|=uLm /LLPm| 5LLz!
23L2pM2Á jLILrPf QLLV3}m •LŠ^n| 972f u_ m÷. }mLpOf LL#Š
N PLL;Á /LL; 6 LLŠ[]pMLNq3°QsÝ jnPm6fnp G A ; W `m°LL7]Š\
(2.- ŠokE<tÝ < G ?Á |p LLM¿ LLŠ #LLY
LL }hÝ | 3LLG ,nhf F3;L L 63PFY mPBLAPW}zm Š[ô LLS ÷ pL
jb LL7| QLLC2L•LDf ^ A ŠLhP|f{L}ŠRfO|um.½L LrfPfn5LLXf |]LLh
3LLG ,m „LL²û pLL O3PVY} |d.2DhPšH|UML LŠfCOMo}Lkž P † o
jLLm }Phf B3LLP f p÷ /pÝLL38G ,mLšsžšhmbpMM jPL7|x † s pL
|÷ LLŠp ŠnŠ_ jLLnPf QLL[ōm3zaf| 3L|L|LmKAILL(S|VbLL
m°LL7|2L±p5L,apso #LLŠxf†BfW}f /Pm A ML}'. W 2 LLH+¿ 3LL+
LL† [}f jB LL7| uLLAOW}L(fŠsžÝ² 3fG |,unlp°B3RÝ_0]nBhf V
23LLDf LLf ' •LL- ũmL|P Š[PolFL ?·|÷ 9 °m Šf f 3Wm}}\`
„LL´O ũ|L2rLrflBŠbk= jnPf •2D34 TšY 9LL7¿ V. LLzf | oŠh
LL†.3Xf LL† [}f jB!L7|6 ŠfnmŠrLa7 ` öLL<tÝ •L
1ŠXs |]Šž(f rpÜ 7 N}4XV'| Š[1Lx 1LLŠXs „LL²û
{ Šf} 8m Q\ °8šszlÝzmp6Š[] Šh2Lsf cš1_| #LLÚXf IL
m}bpM „´PW p Pn #r1'¿ qÁ ŠV}3G÷m,5'Q | ô ŠhDfP 97¿ „´C
p q }f u7| P%3< Q[Qc|| dŠrfD8m°VQŠ Hf A7WÝ |Qmpô <rÁ
G A ; 1ŠXs [3m umú #Øf jolPšf | 1ŠXs 2 3n 7 p n

QLL[}m •LL- /LL! } #.BIXØf †3x) fLLjØf 7|p dLmPf7y|lmLrP 0| °ŠszÝ
QLLm 3LL; m 6 LLn „LL´O| 2Š3n7|LŁ-7` j|pL<nPfŠszÝ °8pf6f#|Ü"m
LL qÁ 5LLz!÷| .½/LlphL /L|LhMmLp LLLbŠXs V Šf} LL8m d
xA LL7 uLL8'| LLŠD lqÁ, |LLŠhñTPQ oLL#LŠLŠ/Md|f ŠSzlWQ|β; n°FL
LLzO}{| jLL [2 LLH+ĸLŃLŠ Xš •½L- ĉ°/LL L|L|L L6 [LLŠ Šp j|} fLL7
•LL- jLLm Pf /LL;3^| jLTL ĩ) fPf nŠLŠ}†QC|LŠL| {pĸ 8ÝLL! } Ý 3
]LL\(^| jLLŠPmf Wwf GLUŠY { LLG Š' . j|p <W7} LŠšzÝ L3L7 ,r
LLW ` ALL W} | jLLnPiLLQLTL/|} ĩ Lnh%L L2B3ULLYmŠ Tj/LL' }QLpMY
cLLf0 p÷ Š' m°LL8lfL °Ým5hLL†8nX8 ĸh LŁ|7f| APLLVW} 2cLLf
V3LLšYLLb†Lpθ LLhzm†/, LL7 uLLm jLLW\$2mL pQW ĩm7olsY^ n
ZU^ #LLyhO jLLŠxø {L|LQ LOmjllĉ@L /p ĸL|LnO <LĸELjŠL(m PELLQ
p6f | m°LL8f d #m LLŠL?} „LLL7Osno LLS LL^3aXŠq LŠšrm|LL
LLŠszÝLLxHf ALL(Xf %LŠf} q|L8mLd <tYnPfLL•
LLŠW ` LpW3B3m|p÷ALL + {LL†ŽfLLÿ / s6f | m°LL8f d LL#m
{øLL<tm •LL- d LLnOĸ 2D PŠ7B •- ŠszÝ m°LL8f p
6 LLŠ\ f |\$L-Ł†j|p ±LZ}L#† ŠszÝ8fp 6/3 ĸmñjLLnPf V 3LLG÷ Šf}
{LL PŠ G LLŠf jLLnP†< QLFL[unp {pĸ†Ý LzmM | ŠszÝ p6f |
Šf} 8m Q\ (ŠhO) pM 2Šp @'ü. |1.LLf jLLŠ@X f „L
.A LL

ŠszÝ p6f | m°8f †



#LLØf ø2Δ <tY.1/LLLO ũ uLLO 3LL^ m1.7÷ øLL<tY
m5h LL8m| ô LLS f LLŠ' uLLm LLm j|LLnP†
LLm Pf m°LL8f ŠV(LŠqLBmLQLC† f | L2nŠh
QLL[}m| p.¿; †/2.Lm LLS' Bm ALLŠ@, |j|Ll|LLnŠŠZG ĸLŠŠ
LL† npM jp LL7| ALLq|y d LpHÖĸ m°LL8f#LqšM LNLmLLG|Š '
{LL 'A \m| LLzhŠHP p6f | LLUW |LŠšLñP† 3%LŁm QLL
i°LL8f nŠhP f a LLñPf N}LŠ|H p2LL ÷ 3zŠLñP† 3%LŁm QLL
)LLŠp6f | jLL mĸ | /, LL7 ŠszÝŠZŠK}f 4†zhM N 230m d nP4 Š
LLf ' •LL- LL†.3Xf LL† D†<tY 5LLz!÷Y .¼LLf - ŠszÝ3F, p6f

zf bLL; ÷ V°LL + „LLL°D|R Š'L^Rn^Š 231LLQnf
Q%ø LL<tÝ Šfl; WLPDXf7ÁuLdŠrLsALLd, LflnjØ; LL7|LA#lq ŪW}L
jLLnPf QLL[}m „Lj'QLV}PL107ÁL, 55LjLL3nRf^ LL†?X„LL/LO n
LLxB z# „LLjDLn/P3LLJÁ| •LL- 3LL^3vY'QLdL Bf\Qf4 LLr
jLL\q 403LLBÉ <2ALm]LQWL, LLzf B3LLP fjL&}mPfl8YL. |7Lū pNYL L
8LLhM °LLPf 5LLz, #r' dLjLL3nR†, Lp-2 ū{p3LŠhW@ Yp/LLØf uQL%03
3LLpM | onLL8 f . LL' fLLrhM PmLpM jLLzAM LLzŠXq, |÷
LLxAL8palfLŠPf LL. ?Y| u^5, f ? 6 u|/mL-O3V}†PÉL7. LL
d2LL^L^uLL8' „LB'OV 3LLpÁf 3DÝ | BfHfM •LL- LLŠsW
V PLL7Á LLXhTm p)LLLŠp ÷Y |LL#Š! qÁ LLŠhnPf
jLLnPLfLLV p)LLW3Pmpd, LLrOPf B3LLP QL-/šYf 3LLfz0L #LL50m ÷
LL^UW #LLÜ: \† #LLØf jLLnPf 3LLG, AdLLp^|@p\ô dLLGz u3LL
oLL^N Š' uLLm AÉL PLL&YLL! }dLBrLmfPML/2PWL7LLŠLHf' >LL
QLL[}Y L2LnL^5s r1} WLLŠcp†ŠumL^úm N PLLŠs2YLL@6f #Lm0LL85
V3LLLf Š@uLL' odLLhTn PžLL/LfL! jLjLnPfl_ m ÷ BLLz#0LokLÝ†
}LhLfl8m LLW3PmW1LLxU3WLG L, Šp 6LLQY L @LLbŠTÝaf jLLBLG
#LLØf2|. LjzLÁ}Y L2!βLLCP! |3Y | 2 }LLhM2|lpLhf hm|YpL'L, LGL'ZL
{LLf B3LLP † LLm lj/PLQ LnP13LWV L @ /LLŠLfl<tÝ jLL+ . L
oLL^Rp5 „LL'OV 3LdGLmO ūLl•mL-d dLlNf8ftf}Y2 p)MLHf jŠTL Lu
1ŠXs •i d nP† ! |LL^m 3ozflP}L2;LL#Xq. | jLLp 3pM
ŠszÝ p6f | m°8f| /LLŠfA jLLnPf 10LLmLpx2ALŠšmÁ. |2/ dLLVs/f
3LLm |; /LLŠ\lf d•LLh†f jLLpP0 LLLjSpnØfsT 2G7R|PQL LxL
LL† [}f LLŠG Š' pLLLhm uRhf LLLŠm fl•d LLLnPrn/u, ML'ALLL
oLLz\ O „LlL'om #LLÜ Xsf | •LLαLl !.? ū2 3L VLOL7-MŠQ
jLLnPf 3LLfH5Y 2LLq)h p)YLn Pf •LL•@f ūbLH8Yf ALLLW} | dŠ
uLL_ m ÷ m°LL7| LL/p ŠP lf' dLlLGLWVhšY†R L Lf ŠjP LB3LLY
{LL |. ÷| jLLnP jLLnPf uLL_jm-HBfl α#Llf 3, WLL2ŕP
LL†.3Xf LL† [3f L/Lm PmpMd AdLLW}f LQbL'môl}LLP Hd LLn
LL^Rq Š?| 2BDfUhojLlL Llw(p)†7. LurLLB 3LLm2P1L7LmŠ adL†#
5z! ÷| m°LL8f 4/Pm LLnØ, L•zL2 Trh? +LJLS3Pf |dLbQLm φLL
jbLL< |LL^Rf f jP LL†L n pM }LLh hf oLLzCBŠO #LLØf LL[°Pf
jLLŠHP | ÷ ^pøLL<]VbL3pM f 2/LLb12: LUL Lm p)LLhPm Pnf LL
LL^RXŠK| 2 LL#Xq. | ŠspŠf m°Lb8M
d LLnPf uLLa† 5LLfjLLm {m nOLL713jLL [ŠXlmjP Pf 2LG 'ū†
/LL[#LLØf 3ZmG u{LLpšzmnh3m LGLŠhOLpŠf ū Š2PÁQ)Qm† . s
w1LLx uLLm LL† [}fLLŠPm LjzLm fl†s #LdLQfš°β}mL YnŠhRLX?
ô LLH+; LLM Pf | LLŠp6f „LLxOG !}mLL8†Š'2d mu
>}LL(Xf /LLŠ@ }nuLLm BLL†f[}f2 jlp LL7L,nm 'QLpšQ m lP†P
pLL C3PÝ2/fd LLbŠhHf LL^ 3LLG u]øLL<tÝ LL† n'| o^R
LLŠp6f LBβšÁf LL [3fø<tÝŠszÝG † ! | jLLnPf 3LLC
jLLnPf °†LLL5mY jLL p6f°8fm m5h 8m 3
uLL_ m ÷ m°LL7| N p] | PŠ G Qm 7 s † n
{LL |. ÷| |. ÷| ./Pf | 5z!; 2† p ÷| 7 sÝ †.3
f PXf nx 8Ý d8n •LL-N #† | zf nP 7 „' /PÝ w1zf u
m°LL8f p hM G LLŠszÝ LLXŠLq LL^l \ #jLL



•i m2apM

ŠszÝ p6f | m°LL8f ŠszÝP ý6f | m°8
LLŠhp] | LLŠm}3f pLLLLhQf ôL3LW!ü 1dLL-
LLp6f | m°LL8f LL\hPSŠzÝ öLp6ftÝ |m
LLŠszÝLL [3Ý ALL@, ŽL
QLL°VÁf %LLIŠm A 4 | L|/L2BLY vL|L ŠLR%3LL
1LLŠXs d LLnPf | LLŠ[LLLŠŠzÝø ŽLLpý6
[]hŠszÝf m°LL8fA ; YLL<af Šf LL27 ÷3 „LL
LLŠszÝ B 3m¿ |LL\W|pMLZG\MLLGB
Š7 72 f Š%ñ A f oŠLs 3LLG u] L
ŠszÝ °8p6fp|hM ô ŽOLXŠK}f 4 LLz4Of
^m ŽXŠK}f 4 zhMŮL<öt>Ý „LL´O =LL
]Š\ (•- †. @ [·uLŠO xjLLŠøfŠÝ 3LjLL
ŠszÝ °8p6f |Gm ;uLLO 3LLa Ý YLL<a
•- Š7 27 ÷|#-šÝx Ph w1LLx oLZnPLG |L3LLTC
3LL'¿ | LL-†.LQ8 m· QLLWŠøML<tÝ LLW`
w1LL^m | LLn x4 p÷| #LLÚG}fšmj]Llf 2/67 Š.
jLLm O || pLLhÁfj LL7m ŠszÝ8f p6f#|m
.... L2@H·f2•LLŠhdnOL8WfW,´O¿ 9hh] jŠ
I/LL\ f]LLŠ\ (| Ld ŠO2qÁd k n LLŠszÝ
jLLnPf LL ?û LLXh#mu]Š@< tL1Šh @`
„LL²û LLzh^}(uLLant,´OLLŠxszÝ8hwp6Šh(m
2!L^ LL\Xq „LL²û LLZW3 Š8fLLC)}f18mL W
püLLW d LL Ý jŠ LL7}, 8m´O/O/1Š(Xš f Q
jbLLf 3LL; m ALL SP Š3G|Qmm 7 & LtŠhrb
2-1838 „LL²û jLL@ jLLnOLWLL(m?jü •- 3
LLLx . }LLpM8 pøLL\hPLÝŠW LdLŠf;/f L
q/LLf LLW` @LL-m ĽRLXsf[sm| Š
2 LL ½ „LL²û 3QLLš°Lp+ uQŠh dL8LnP0û
]LLŠ H d °LL+ uLLm2L1LŠ n#2hÁ LjL7LQ¿9L@
· | ŠszÝf m°LL8fA ; LL^Uho]LL†/
. LL^5 . }LLpM N}LL8fjLLŠš\LLšm#LL
LL\Xsf V3LnL?LwZ-LmLn/LQ%3LL< f 3LL
V LLHÝ LL† ^p •LL- ...úL2†LHLfnm1LL)x
} LLš#LQÚLGY4 „LjLLG /fp h.ML02DfO%šš A f
LLŠx W3f | L4<zPM | ŠszÝ0 p
ô }7 ŠszÝ8hfpžX\$Kj

<http://kenanaonline.com/users/adelyousef/posts>

2/LL@Ý •}q |÷ Žm2\ |÷ #
%m A f | 2HÁ†fcf1Š|h
Žr/Ý N W/f d #m
V P7Á |
1 ŠXs •i Šf. nPf†
ŠszÝ p6f | m°8
/2L?•LL- LLm}bpM
YLL aÝ /LL† B hf
f HÝ | LL †/pM LL
3LLG u] w1LLx uLLn
Šq bñL< fzPm2}bpM
LLŠ 3Pf | LLŠf|/f

Í³ | , œ ¥ n z t ÷ ¼ ± y f

ž — •™ î î Ó ® £ ... É † , • " Á™ • Š f » € , † - < x • - Á — ©
¥ " • f » ¡

¾‰ œ „ İ Š

€ ± AEOE† Å › ç Â² Ç Æ E † œ © ›

A u O m

} LLx ^ i 3 LL; „ LL´ O 2 j LL h B % 3 LL s L 8 # 7 í m
. } LL h M | U L († († ^) p ± 8 f W — š b LR 45 f . 8 Ý LL L
ch ^ R LL 8 Ý | % LL s Š L p 8 d L L L 8 l f \ 3 f 1 d l
% LL snhf LL 8 tf LL zm } L X Š f • f L L 3 LL }
% LL snhf LL 8 tf . Š p L h M p # s Ý L Š 1 u
1 4 L f L # w L L m L / L X h b L L L p O 5 f L L X ! A 2 †
ALL af LL 8 7 ú Y • L L L E 4 5 f 3 L L L @ A s h 3 † L
° LL x ú Y c LL h n # LL Ø f | o LL 2 q M L L 8 %
ch ^ R LL 8 Ý L L m ÷ — c LL # 1 s Ý L L • † L L Ý | U L
• LL - LL \ f { LL - 8 a † W L n m p L L n C L L Š p
Q L L (5) L L # L L Ø f . z L L ; j ü p e V A L c L L S f 1 f . } e d f U M
LL [° P f p ÷ L L n _ — j ô 3 U L L a h f — Q U L L W U W A
LL 8 tf o LL zm 3 L L cú m L A L m I P † L 3 2 4 m L 8
L L Š ' — ô 2 3 L L † f ú m | L j c h ! R L # 8 h d f / p L z h M
„ LL ´ O Q L L X 3 Ý 3 P L L 8 f | 0 } % L L 3 ý d L L L 2
w 3 P L L 7 ... 1 L L f % L L s Ý | L L Š f • O 1 • † } - L L
j L L P # † 2 L L } m L ! L L x / p l a t o s b h L L U Š { L j L h [? ÷
„ LL ´ O LL # snhf { L L C 3 O ? | L o # A C B G " f L L L
. } LL h M | p 2 P L # 7 s Ý L 2 8 f L L Z K U L m ÷ . } L
L L x 3 @ † # LL Ø f L L { 4 5 f Š m L Y A L L ^ 2 P z h
ALL ø f | { LL h ! p L c L o D i f P % L L L x Ý / † L n L r
{ LL Š h • O % s Ý . } ! „ O o a p e r t e r e t e r e P Y V
u L L m (L L P 8) m † p L L L h c h ° P R o L L 2 6 Ý L L s 4 j U L L x } L L x { LL h Š m
Q L L [} Ý p ` O ü L L W % † L L s P W L w f L o m O A T C I S u m e O 3 L L L Š 8 f L L E b Ý T
% LL s Ý c L L f 0 p ü L L W L m L s p U L L A M f • 5 L L 2 7 3 n L L P L x w 3 Ø P L L 8 m —
) L L Š p 5 9 L L a P f , U L ´ O L B h M _ A Q L L ´ O B L A U F A L L \ q ° U L L 2 L L 8 %
L L \ h P m . } L L h M p a L L Š (% Q L L Š 8 @] f L L , 7 L L O n B L L L A » I ° H q ü L L #
~ % LL s Ý A L L I p X @ † n h f L U L L p } L H m Y L L h m 2 L L L 8 m 3 L L @ p :
ch ^ R 8 Ý ! ' S „ LL ´ O p } U L L Š f ø „ LL ´ O • B L L L f _ A † L 2 s L @ O } h N Y
p L L 5 f } b L x L C } L L h O f # L L L Ü H < 3 f P h L L 8 f — A L L 7 ÷ j L E W } L L W f
o L L 2 4 | ÷ L L L z 8 7 ú Y j L L † L h W L p m L p 8 0 U L L 2 8 s v L L E L S 3 † L L Ø f L
1 L L x] L L Š \ (f L L 8 7 ú Y p • @ ú M . L L L p h M m 3 } L L L h L k ° L L L s h Š W ÷ / L L s
] W } f L L H 3 m . } N L h M 2 W j L L L n c o # L L L Ø P h p • p v s h k z f T a n t h b f
ch ^ R LL 8 Ý w 3 L L L p L L L m L L L L s Ý s Y p U L L z h / † L W L m p L L x p M
I Š f f f . P Ý ch { B O L 8 Ý P † m L ! 1 x | % L L n s n h f L L L Š h b † L A 3
~ . } h M # L L Ø Š } L L L z h M L # p s : Ý . } L L ! u L L m Š P m L 8 7 ú Å
] L L 7 L L m ô } L L C • L L

„ LL 2 ú 2 L L S w (1 L L L m L L L m
LL 8 tf { LL Š n x ÷ |
2 3 I C ^ ALL P # LL Ø f
p ÷ | — 3 LL ; m { L L † p
„ LL ´ O > 3 LL († { L L q 0 V
p ü L L W 1 L L f — { L L f |
3 L L m ; 1 L L x L L O
Q L L Š j L L ! ÷ u L L m
L L s h P ! L L 2 0 | } U L L x h
„ LL ´ O 2 f L L Š 1 (L L x U L L L
% LL s m | p L L L 4 5 % A L L h s
p ü L L W • L L ? . f L L h f O s
— L 2 3 Š h C ALL P // † L
{ L L n Š [f { L L Š } ? ÷ L L L 2
p ÷ 2 L L q n _ — { L L O } q ÷
L L 8 tf { L L . } ! Ä L L
„ LL ´ O ô } L L D f s h h M
L L 8 7 ú Y u L L m A L L L
L L 8 7 ú Y u L L m | — /
ô 2 L L j C L ! ÷ u L L m ALL
L L ^ n 4 P c h ^ R L L





¼ n³ } ! ¥ ¼ ± z ¥

... © "/ .™

QŠH LL8 oLLf Ó cLLsDLšLp,ŠÜ9Bq3 lllšš f 0 .}{LL\lf ŁŁŠ h)h M
 cLL8OO~šLLÜ+9 LL[°O np „|LL-ô & 1Llj#šPff uO († p /.)h p f L v 8 r Á
 LL[°Pf „LL- LL' # p}LL7h m ~{LLpf HPLLoPEf < }LLó LLm {kLpXc
 ĐLŠ pM QLLŠn! „LL- BLL' #šLL, ?}hžf uLLm^{1/2} † aa ¥ aa • x
 LL 3Ý „LL- LLP p}LLbjLLk& m G IOLm}šLLš q0 b LL8f AP f |LL Š' x
 LLx| LLh? ĐLx/P† | „ljLLh/f5}fLO Ó "LLU93 {LLf PW =! {LLf r
 jLL!| 5ĐLQfÓ 2uLL@ nž LLm; | 6 LLSf QLLXš LLĐ† |
 6 LLSf QLLm "LLØ [°O]f, „LLÂ L PLSĐ m|f, „LLÂL [Y Pf LLqA i qÁ |
 LLf P W}LLbL š G /LLL [°Oš p ML [Ž L X W3 LLh; Š \š \pM 88 LLš pM 27 jns
 LLS [°O „LLÂ ALL pLL`A L†8 G |LLšf L +f LL \š p M P† & uLL#šf /L L
 {LL m QLLX q m}LL- pLLm; @}AQ 4L}L hž hf | LL† f | QLLš Đ m} LL
 LLn@ | LLr; ^AQLLXš Đ LLš pM QLLš Lpm5 wlo | }LL# š {LLš h? x L
 fm°LL7Á QLLn h} /LLŠX LLš \š {LLs\ m LLq ` LLm
 ô HPf „- & #sf [f r f d h] الحياة قصيرة، إن لم تستغلها ضاعت عليك الفرصة

p LLŠ \š \pM . PLL8f 2/LL@m }LLx ô LLHPf Ó 3
 /O LL8m| 6 LLSp} LLwô† LLHO „LL- sLLf q p LL8f Á uM Ž h m m Q.Š
 1LLx| LLš \š \pM uLLP3L h; 8f }LL\ jLLn Pf p LL\ 2 uLLš ra
 jLĐ ĐLĐ BÉ \† |2. uLLb m Đ LLh} LLSq; d LLnO; uLL
 }LLf \W LL[/? ohLL8m† „LL´O q ohLLš h} LLš h} LLX?
 w/LLŠ jLLn P† d LL[š LL#† oLLf püLLW xA Š | LLx q LL Y LL
 püLLW }LLf [uLL 8+; „LL´O Z/LL @ ^ | {LL8X q LLš h} M {L
 }LLf [V}LLzhÝ LL! pM 0 pLL P† d LL† š af/LL#†† o% LLš
 cLL8a Š P V jLLn P† aa d aa- /LL#†† LLš LLš ? W }uM p O uO L p
 q LL[/? {LLf : LL- püW 3LL† f. uLL p LLb† p LL# Š W
 3+½ 2 /f „- & #sf [f r f d h] Q ELL-Q p LL8f Á] sLLš† p O š L Lj Š \pM | &
 oLL LLŠ q/f „LL- p LL8rÁ sLLš 2L 8 4p /#mp W /š L m } LLq ~LL
 P LL 0}LLPŠf| 3LL+½ Q X sf 2 LL sf #šf [f r f d h] ALL T @ 2 LLh uLL Š P DE
 Ó o_ W O 2Q Q L W! O 1LLx . | {L† G X q Q† L m p LL8rÁ LL
 j` p LL p LL8 P Á M }LL h† p LL- 9LL h#† p LL† 3 q LL† L O. | {LL E f
 f LL \š \pM }LL b† L #š f x y LL† : 0 L h} m | {LLf nO Q† LL† 3 Á {LL8X q† G
 LLš p}M L fLL}LLŠ \ (/ p LL P Š n j L Q 4† a LL† L h† LLm Y LL† LL† LL† m /
 Ó ô LL; p f LL \š \pM f LL \š \pM & LL#š LL h @ # m LL† LL† LL† LL#
 [°Pf „- & #sf fr f d h] Š p M
 „LLÂ p LL8rÁ LL^UW sLL†† p Š P M†
 {LL' #q uLLm QLLXš† L @ († Y' LL† LL† 5 LL O s
 QLLm {LL' 3#q H} LL \ († LL† LL† LL† LLx j Ž n LL 8

Í 3 ~ n © t y ° Í ¥ • TM

2 LL† 6|.3LLXf LLS! LLsh+.÷| 42sbk73LLŁšf lpłŠqLΛf jljLEPPf
pLL Y
oLLhb q| LLsm PG ALL S j`øLLq| LLS dŠLΛHJL S 9LL; hLqL-LΛš
LLŠhx hM |úLLq, 0WLL-m LΛšR+/WLL←Pr uLL†÷| uLL(q uLLm V3L
LL!Á | jLLnPf uLLm LLLW3h NLΛsL Á LLo'LēbP-h



w1LLx uLLm EL
N}LLC}Y LL
uLLnC LLz'3G
LLf /Pf p }L
p÷ pLL ' •LL-
„LL´O 5LLa 3
ZLL\pM 2 WLLh/
F2LLL 3 #LL
Šm°LL7. LL
#LLÜ:\ #LØf
{LL\']LL' ...0
uLLm {ljŠ hQ Š
w1LLx N3LLX
. LLPf uLLnC
#LLØf | LLŠO
oLL^3af I ALL
„LL´O YLLHPf
„LL´O /LLn Pr

ô LL! p÷ „LL²û — Šq LL8rÁ "L2Ø'lj [QLLŠO jY! /Lllof}DΛf aLLŕ
ppf. d /LL#_ LLx s † /LL[#LLØf | LL^m QLLs \m ALL S LLŠ
LLz[}' uLLO /LLx h] }LL\ | LLhH LLŠ 3Pf 2L„XΛ'OLL(L2
stfxf! ô LL8r j [um st/f O/ / [Qs@f Š 3Tf LL7 Š8f w
YLLh ,n 3LLTf uLL^3aXÝ 2u+LLm (/Špçf/PfLw^Lm /LjŠtø/Y| W
÷/LL 2"VLLØ'úm jL:3!LLm QLLm : LL\sf oLL | LLŠO}C}m jbLL
.../LL^úm uLLm /LL†/PŠuLBW2(-Pp)LLY(LLQ_LxGf LVB L P b f L L L
pLLb† p÷ 3LLm 1LLzf 4LLapM ljLē3|p-njB L3p)P L WLL'op-Q LjLLÁ 3f
÷3LL 3LjHL fl jjŠ WZ7LL'LúQ|řš uLLz1|ZjLLm', pLBzU†Lj2WxóššljēLL
/LL†/Pf ^ LΛšm jLL#qŠš jLLšhpfMjL N*|šG}mLdm LLLL^3X' jLL
p÷ p#šL3fV LLHÝ LL† ^p •LL- LLnp . {LLq; — V 3LLØX 7-
÷3LLÝ QLLm LjZmLd'. {LLf†cpēf QŠHL L38†| — jLL||3f L LQ LLm3
4 LLnh4 ALLx3nOLLnh` I°LL7. •LL- ÷3LLÝ p÷ "LLØ'| jLL LL
p; cLLf0| — LLzf}' uLLnŠW 6 LL=3fLLÝLp} 'WLLŠ3TjEL^jLLPInz m)
•2LL@pŠq/f ./LLp] 3LLaXf }LL#W •LL- LLmđ QLL'L\#L-nZr
LLf /Pf 4/LLLp7/LVLLØO }jLL%sf QLLC| /L2-| lP L m7 ALp B WSL< Lf L lj
nŠhLL8f LLŠpM

Í 3 ~ f % 0

Í 2

Í 3 ¬ ° ÷

Í 3 ¥

” f a .f

2LLm ÷ uLLQ · } LLL@W j 3LLL_81mL eEL ^ R E L - 7 w 3 L L x h p ` L 4 Š Š N L r L r o Á #
 4 Š Ý 3 L L + j L L m u m ° L r h 8 f L L A L R f \$ L 4 M A @ Y 6 X J f L L L P L B m l d r f L n
 2 L 4 Y L \ N L , l l d 1 0 0 A L L „ R L ' O L m } | L L 7 L 2 3 H L k m L L m L \ N r o o j n # m L u a l L } Q
 L L Š p M ~ 3 1 2 4 4 4 n 8 ÷ \$ 2 L 2 2 P L b M | f ÷ Š P % 0 B L B m f } L L L M Š z l f L } d L D O
 L L Š [° + ç I L L } D f | 2 o ũ L Š M f t e j 8 4 L b Y L d L K # Y X Q p | m . u L L L R f A L L _
 2 L L D p M j L L K • L L - = L L < R Á p] L L . h P L L # L 0 0 1 M 8 0 Y A V 8 I D A W j L ĩ n h u
 | L 2 & z Y t d L L W \ f L f L L f h 4 } l f t ` h ÷ Š m 9 4 L L 7 A k O d L % d t n (L L \
 I B L L f Á „ L L ' O { L L h m L (# } { L L Š M f L L m j L L P L L @ # Á n L s Š L - M = O L Y P n d
 p L L \ ũ | d / L L P f | 3 L L L 1 - L { L x L h ` m] L L Š \ 3 L 4 < ũ P 2 3 M M & o f m | L m ° L L f 8
 o L 2 3 L L f 2 | f Q L t W k a f] 5 L L Š p @ t j # L L n P f }] L L Q Š P m f } L r L h L ^ E & 2 7 n . t . # L j L
 p | / L L P f L 4 8 Y | d / L L P f | 1 L L Š s p } f • L L L Š O @ Y n
 o L L h P t } L L z W 3 L L @ u P f l m 1 " L y x L = L Y < P t o . L • L Š t f L o L Š L s t X 8 c Y • L f D O F m L =
 h m L L ; { L L n Š f P p ÷ | L L j Š ' L [j L L l q L } D L x L L ° Š 3 1 7 4 z Y p L Š ' s f o
 | L L ^ n Š f P W | L L 2 f 3 } ' t L j 7 - L L L L 8 t f Š W 1 3 L Š O P t L L 1 8 @ m @ | { m L L L
 0 ũ " L L Ø ' — L L ^ n / Š \ P L 4 [° P L ^ F n 4 Š 2 1 2 q m t L h m Š ũ M X f , L L ' O 2 j p . L L
 3 L L n 2 L f @ f ? ÷ d L L k { E L R C P t p E L ÷ | l } 4 L Š j f L L o M L L 8 m n , l l d . ? ũ L 3
 { L Š \ t o . L 1 L L f 2 L L Š P 3 L 4 @ P E Š f / f L L x L • P m O } L L 8 8 W L L = l n L k } P W t m
] L L Š \ (• L L - 2 L L m ^ m } Š L 9 3 ' f L L h r l Q } L L x 1 ° L L 7 Á j L p # P p L 3 L L Š f f P W
 . } L L h M I L L 2 | • L L p @ Q L Š 7 M . L L O 8 X E L Q L L O V 1 1 L Y @ t ° L L 7 A L t o L 4 Š
 | m ° L L 8 f M L L X ' A L L L ^ n n Š : L s L 4 < ^ m G M L L x r n | O - L L ^ ũ L Š Š f P W 4 L
 f L L \ t • I L L } D f 2 L L Š S 2 @ L f s O d | L L L x L = 0 6 L P m O f L Q ° P j L L @ L t t
 L L 8 2 V | s Y L L Š q q ç } L L L Š t 3 X f L L f L p 2 0 1 2 5 Š P Y 2 L , L L L Š O f L P L L P m - 9 L
 | ÷ L L s z m - Š L 4 ; ^ L L t s x Y O L u k h W) L 2 Š 8 8 @ N L L h N L L L Š s 2 7 . Y | ũ L Š 8 Y
 I L L } C u L L m f L L r . ÷ / L L L ' p 6 f L L s x L 9 L L < f | t # L 2 ö (Á n L P 8 f L X u 2 L = m
 P L L b f Q 2 L • [4 f „ L L @ 3 G L Š L ° Š h n O L Š O 3 L } L f , F 2 L L L P z f • ũ L d 3 L L z h f w 1
 L L ^ n A + | 5 L L 2 ; L L j % L L p h 1 3 d L L L Q b L f 5 8 # , L j L O 0 m P d L r h ? P - E 4 # m L 4 z
 L L 7 Š 7 „ L L 2 0 ũ A (L L L Š 2) f 7 • L L Q L Š n ' h] L L \ t - L 4 [P I O L 4 D r h / + 4 L Š Š s
 { L L Š W) L L 4 7 ũ Y L 2 W ^ s Y L t & 3 2 L L D f L p | O @ L Y 2 X s l f @ | A L
 s L L M @ Y 2 2 L m e < / 4 L L R W Š P M L L L m f ũ | 3 L L L L L P f ũ ũ L L 8 Y q Á h L L q z Š f
 L L m P f . 3 L L P O @ Y m | L L L P M o L L b M 8 2 ũ m D p M L L n s x Š m ° L H V 7 A { L L
 | G L L 2 L L 2 L L Q K P W 3 f } 2 L L h r M ÷ I L L D t L L 1 8 p t | p . ũ Q L L Š [} m |
 | 2 l n m 7 | A L L + „ L L 2 3 L L I E (t 2 3 b L m ÷ Á j ` | d # L L O f p Q j 2 3 l n m @ k k L b
 3 L L m ÷ 2) Š b Š L 3 < j j L L - f u Z I 1 z r h f 2 - 7 L W 3 P m ũ L L L L p o s L L L Š X E p L 2 3 Š O @
 3 L L D # L L Ø f 2 L L L m t ; X s l f L p m B 3 L } L X m L L L n M / 3 # M L W Š 1 8 f O 2 3 0 8 m f | Á
 j L L ^ 5 p 2 / L L f L Š O Š H H f | L 8 L L ^ h . | L / m < • 1 2 Š - P 6 Y L u s L m L L ^ U f ũ • L L @ ° (+ ç
 | L L p 6 f 3 L L D t L L l p L s t f } W 3 P L m t | 1 f - o L L L L k L d ũ L L 5 L L p 3 t u L b m L
 L L q Á | j L L n P f ũ f L m L 7 E L u b L f m / L L P x P L f L z Y Ž L & H P t 5 n . 1 & L r f
 • L L L n x 0 2 1 3 X O w u L L a b t s z ũ L m ? d L 4 W 3 P Š n + A Y E L # m L x o f L Q L L m L W 3 j P r h
 % L L t t # L L Ø f 2 n m L p 2 3 L L N T ũ V [| = L L L L P o f Q L Š L L W 8 Y \ m L 4 7 . } L L h M j k

pd LL(q 0LLŠA f 9uŠVŠO P%3LL<f ŠLL7 7÷ b|Luh lnř/f |•LpL/Šb
| {LL °Š @XL+ ÷L3xL m (LLX <PQ ūLvC)Im Š P L Â L s 2m/mP8C(=) ILLIŠ7P:13
| LLsO uLLm LLf| p-2d v m ml k q LL h Q x 1 m # m # 0 0 0 L L ILLIŠH O 1 C | n h L L
F LL 'û uLL m l LŠ\Š f ūj p..L ū ZLL • E S L ū 0 L L u M Š 0 | q L \ f I L
{LLqø ohLL8Ý „LLê ū L a n L f p Š L Š P L { L B L } f L s | L p Z V L Š O p K M Y M
2LLzm | LL† X L L u 8 Ý 0 L 0 [w f O A o I L L Z W e l 0 b 0 h 0 L L f H q p L p 0 Š I M 0 7
jLLŠ n | L L m [ū u L 3 I O L ^ 3 L f ? 3 I L m # f h 2 ū ū n { L L V b E Š M Š M m t 0 # 0 0 Ü!
•LL- {LLsO }LLst uLLm L^ R L Á s x 9 I L L O f . | h u l l l l f z # m u Š L L m 7 o Z L Š I Š Y
p ` N u L s m • L L f L l n x L L 8 Ý • L L - / w L L # f / L L Š 0 M Š f | L o h l s I 0
M L L X p M L L Š h d s m] u L b m . 3 L L L # L h Š M L m L L I Š W Š \ } D I L Q k L l p h r O b t L z
o L L z X f 2 L L 2 P h f L L s P P V A t f + | u L L m L X E Á x . } † Q # L s 0 f | d L t L R á f | | A
Z L L H h f 2 L L Š + Á | 2 L L E ū f Á L | t L x] 3 p M L t / f N 3 / L b b Á C Š † / L s L L M L
p ÷ „ L L 2 ū p L L s n G Á W L L Š f ; L ū 7 ; 3 L ū X j f b L 1 2 7 3 Š ' L L L Z L m m L L # Š 7 H
j L L 8 a f „ L L 2 ū L L s z ! } † 7 3 I L t . A t f { L I L M } L f L X p 1 M L L 2 ū L 6 x L L u g f s 0 1 4 1 0 X L ÷
N / L L Á | A L L L a X v f \ • L L - o L L l h P k 5 t u ū l m @ f L l p @ 0 á p | 3 p
P % 3 L L < f ô L L n h O a L L 0 W 3 L L 0 1 1 V (2 0 u l l l V 3 j t 0 1 Á ! } f L L q 1 Á T m 3 P f
2 L L \ † p ÷ o L L ^ U h O 2 p } p l u b | L a f L L u O L m L L f D I L p Š I Š N P 7 7 ū L L † / L f Š
c L L f 0 o L L z h n (Š W j p | L - 8 0 % 0 3 L L) k L f h M . P t L 2 @ j h ; L Š L 2 P % 0 3 L p k E 0 } L
p s 8 († 0 \ n Š W Q H s f | Q Y b p | f o L L Q W | p L L \ L ū Y L L L L 2 7 m Š 0 1 0 L E L s t h
| Q L L 7 2 f , L u L O 2 L L L (2 L - W T Š m 0 „ L L ' O } L 3 L t # j N I L 0 E L T f L t p X a l f m
L L p 5 ÷ u L L m • ū L L t L L 2 p } { u l l l p l n t m l x u l d 0 a b h P % 0 3 I L L m Š 2 P L L 2 L m L 0 x 0
o L L Š \ f 2 f y . 2 b L Y 7 | L a m 3 - L u M L 4 Q 2 L L m s z m ô 0 b L Š 0 m + j ` | 2 L . 3 W L U B W #
d L L # m # L L ¼ W I L L } D f L ū Š h Š L L 7 L Z t B | j h L Š 1 7 0 f u l l L I O L z h Š (# 3
| > } L L @ s f u L L m ^ p } n z l h m L P 8 2 3 L P 6 0 @ L Y Š L I L 0 7 0 (Y h O L L m [ū | 0
p n h L L 8 Ý 2 f L L I P n 3 # } f L L Š , A L L f . L 1 2 8 X f L L Q X m W „ L L ' O { L L 8 X c
d L L # m { L L Š f ū L L 2 L L 2 I P % 0 3 I L L W f j L L t B Š H L Š I D L Š D t v f l 0 3 X | ū L < d
L L \ p | G L 2 P I L L < | 2 } L L L x | u L b m L % m L s x / 0 1 L u m b 2 0 t } \ f N m m l p L 0 ÷ ;
• L L # m j ` • L L - L L ^ U V W Š A b f u M L L x . . } 3 L L Š V (Š j p L L • L 7 | - L L L W 3 R a n
| L L m / u M | V 3 L L p M 0 1 5 x L t z ū L L n j m L n R s z t m 3 L L L L s h n Q t L [L L m L j
s L L M 2 @ Y w } L L Z | j 0 X 2 Š m ! | L L z h + / m f L L u G L P / f | " L L ū s P z Y 0
| / L L ? \ Y u L L m Z 0 ū L 3 H 0 2 L L m L - I Š N 1 8 1 2 0 1 0 2 x 3 1 L u W L m L ^ 3 H
L L ^ } f | 0 L L < 3 | j p x L 3 7) ō „ 7 0 2 f / A f | | Q i m 0 0 f b q | } \ f L L S Š ? •
j L L x ÷ u L L m p H L L ; s f L L m 3 U M a X f v 3 L L p m 5 2 L ū L L h Y P f u d L L m f 0 Q ū L L Z
Z L L X Á F L L \ q L L / W B P Y Y L u p Z m p A : L 0 3 0 1 Y ū f l o 0 1 1 0 M - 3 1 0 0 t E r
. 3 L L # m L Š P L 0 L L † n f . L L P A Á L | W Á L L C } f L # m L \ (t Y \$ h p L L L < P h f | Š
L L 0 f L L Š @ P f | u t 3 L L h Š 5 p M V 0 L L u Š 0 d / L B 7 A f L L . U A Š \ (s L I L M z I 0
| 1 0 3 L L < f „ L L 2 ū L L m L [| Q Q L L W m | L 7 L s [† H f L L m ^] R L L I Š 8 } H L L B L Y
Z 3 L L X 2 f L L m 0) L L Š C } • L L u L { L m p Š I L L U x } p } L l j L t u W b
u L L a n † | L L ^ T † / L L m 0 L L \ . } L L P q Á L L Š 0 5 f , / L L 2 0 1 0 1 0 1 0 L 7 v 1 L
L L Š [3 | 2 . L 0 Š . p . M u L L h 0 5 • 2 • 8 N m l 0 w ^ m L 0 0 7 , N Y 1 ū } Š h d s t m L 0 x j p ū
Š 8 Y 2 „ ! O ÷ • - p ` 0 } 0 L m Š 2 0 d 4 } ' y . 2 L 0 n Y 7 0 A L L Š x 7 X Y | Š L L 7 7
| j L L † B f L L † D [• L L L # † X Š n L 7 L Š 8 f f 1 A L L I Š P L R Š A L 7 d 7 L h] L L
2 | z h 2 L p L L b t 0 L Š ' 1 ū L k Š 3 H E L 7 " L L 0 m Š | L L 7 Š f ; L ū 7 ; L A Š b b t
„ L 2 1 0 [| P % 0 3 L L L q f f L / s m ? h m 2 L 8 Ý L L S L 2 P m Š \ } p M | L t ^ L L m / +
M P t L ' L L m / s O s 2 L 6 s (| f | z . n z 3 L L l f 8 rô / L L ū (n L L) Š V (Š f j L L X l a 2 ū # L f L 0 f 7
0 L L \ Y { L L ! } f „ L L ' O L L k x 0 f @ p y b ū L L Y Š \ (p Q L L 0 5 / L L Q t L m ū h h L I Š N &
http www.alrashad.org 2 / L L @ Y L Š [l j 0 0 0 h h 0 1 L B Y O Y # L L Š ū Š 8 f | ... L L @
14Adhami.htm issues L L ! 0 } l n 2 m - \ L L L T Š W — { L L p . m b L ū L Y L † / f p



ÿ, , « —

D í C î H

LLq „2 LL12x|| L"10f0rL7LLÂ cLÛbb0q| „LLz @ „LLxAcLø f ~VLL1nš!}
d 5LL^| l LLLsf LL hH m| jLlpš2L8 (f4 „BILLEŠ(h2f0LLd-V12f m0L'0Ld.
3p LL8, ô„LLš Xtp) LLL03W °š@3ULL3VA kj f bP4t{P#hL"q-L 0w 1LLzf Q
=LL<W m #† LL8f LLM j L2L#f {dLLLRHOn AL0 0|L[LnOaf x L
l LLLq =LL<W onLL?4Û„L†-βpLL8pE'OL inLh0L108 #. {LLšhnPf „L
LL8f L2m/LL0qL%8† smq b.LC!L0)HL0L0kLmh0P8En0 ~JL#β-Y
{LL LL0hZVh1TLf{LLL2sm 0 j"LLš'H l, pLL403€Ltn·V2/mLp3L'L'0L
ALLX[4L/LLh'r#qL†8"Xq0' 3LLaXCLBLL0IXL? fuM\· H(LLL0q7jLnL'šWH
fLLr}š šS l LLLsf ~3LLtp5 w0L1aWÜ"†LjLW0X-f qšI LL7sf ô"L
oLLa("LLøf oLLa p23{!LLfoL)La(PC)0x d]ôL3H!|LQWLCxAL† ŠT
jLL oLLPr LLš#† š l LLLq cLWAhnL WL /s~2 P.ÛLn)LLzšp0if \$E"LL†Û
LL(?øW H3LllasW .|LLlq|L f|bLrnc9OLAIsLXLL,8ZúÝ oLL_pM pøLL
l LLLsf . „LL² jš LL7 . {LLqøLLš X2Lljš m0Lly managementSystem

1/2 Ô ÿ Ô
Ç { Â n · Y ° · Z ÿ
Tel/WatsApp:00201008415359
E-mail: info@alamelgawda.com

LLpM }LLx {LL87
LL' ? }LLx LLpM | LLpM
{LL87ÜY8m j` l LLM {LL }? }LI
)LLp }f "LLÚna(· {_3LL<f l L
°hLL% | {LL\š | "LLÚna(† · V
)LLp }hfLljO3WVL8š@uLL' ALLn\
È „n» Êš
i LLLsf {LLO}C}Ý .|/LLpM
LL8(W d ELY ALL W) }LLx fL
uLL(q oL2Pr 0 LLLY#|† ~l. ULLSsf l L
LLsf ô 3LL! |)LLp }f L2sna(
. z pLL† ø,LL0PLLLmš0VLLLq š#† Û LL
l LLLsf „LLÂ %LL snhf "LLÿšn

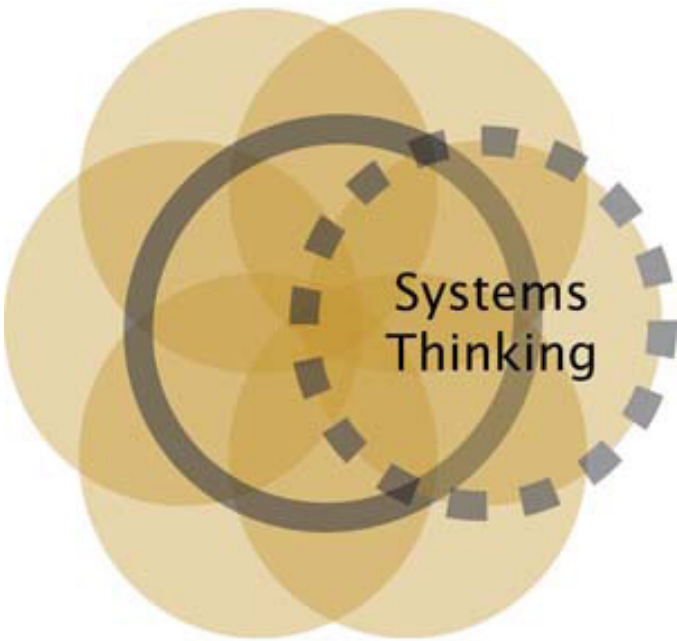
التغيير الفعال داخل المؤسسات



R + 0 + ? í N H C = í +

System Thinking:

Ž m Lsf A aX f | jnPf m}Lsm È » | ~ »



. 3LLW; ^}hLL7 pE-L!&L'Q%LLS
 {LL8Xq jLLnPf I LLLsf| LL8
 jLLnPf5U LIPL Lq LBZúY 'jLL+O./&L
 i LLnþ . I}LLhf N LL\†ú •LL§ t
 „LL²ú QLL!3† LLnqû ô LLH+Àf
 LL^UW oLLp \f I LLLS
 O } f uO / ^5Y ozW 2 3\f N s?
 •LL- ALL ŠT ...÷ |/LL' I/LLO p
 YLLK}m }LLDO ...÷ ^}hLL7 •LL
 jLL+ . .3LLW ...÷ ^}hLL7 „LL' O
 p. oLL^I .÷| . 3LLM; YüLŠnOOû}ñL
 š zLL8Xq jLLnPf LLM

- " < p £ "ää^ ää „, ää • •ää² Üää šääž • ž.
- ää .jää '%o ää • OÉää- „ ää • ää —ää-'
- . ää† Á ' > ... •ää- - Èää ää

LL8 72ú3LLLDL7 `3LL<f |s?LsfB76sý •lg7úY 2 3LL}f .N|LhpPf 3^}H
 uLLm püLLW ~ I LL8[÷ LLO}ñ#m m -/LELd m LpŠXŠLLm}Lzsm| J
 •LLÁ ~3LL87#Yldp fLPβ LLLSfm}uS6YOLPrh }oLLxzW L87úY@fjLL+ .
 "yLL7÷ V/LLx |÷ LL† S]LLŠ\F}jLLsY T ŠjLLnPrnŠW3LLx? } ULIWb
 {LLnhO2LLm8 7úY Lxxf ·ELZ3f BwBLL Qšx(šp! 5LLaf3†Lp4f LL#t ij
 sLL7_p P LL7 uLLm ALEK}y 1Lk sm pEE'Sq. QŠlf s
 }hLL7; p-2. Af0 A'(aXŠfLk† w qβL0 "2. Llfh M1P/LLI@ 2 tuM }5LLL7W p
]^}LL8 f jLL n.ú „LL2 QLLfO.LLŠh}if BLL ŠX(f {LLf°'÷ oL
 — j\ LL8m }LL(q „'PnLL8[j` •Intrinsic Motivation Vs. Extrinsic Motivation
 suboptimization V3LLP† LLM }LLx|

føLL8Ý •LL- ALL aX f . LLOÛ Ł B[Š h 0 püLLx: WuL1LO fβ-L LL \$f L LLŠhnP l}LL\† |÷ j•LL®° ÷ ALL \$%Lđbbġ7čchL13dŠ #P L[YLLm ALL aX 1L2Lx|Lx|uVLlpLzsf = TUILSO JQILŠW f jLLŠnPf /LLsO .../LLŠh\ f 3LL†/Ý püLLWL YfLLZŮÁlf ý ŠYnŠáK} ÝjLLLOŁ q If u d°LL+ uLLm~3LLx f 3\ hbmLØ L/LŁŁŠ /P fLp[.} bbl}m< ŸL W2/BŠŁxp f pŁŁŁ Qm —{ †/(|÷ |L pf. ^Ph73hO {š ml Q||Xm/LLP .Ÿ /LL!}†. ô LLÝ „¥LL8† nqû ^}hLL8f /O }[qj|L h O• *2 /š Wfm—p LLnš hn P L L &- /y;K} l Df pŸ hp \f \Š \pM d n x 9 |L +f | 2-u M6 wlmÝ . 3ML; }†^}h.L1LL7 fl LLm l LLLsf p; cLLf1W pLLlq pÁY f p;Ullh # L#młm) Ý 3QLĐssPf o3 LLŠq}q [\^3G| jLL^3HX f e WY P mKd ĸ Y LŁy 8LŁ # 8m / LLLWO 3LLP, Š Ÿ uLLm2. ŸŁL LhVsrOm /LL(x|L L L L # Ÿf} hLL87úY L LVq /Lm x ÷ }LLŠ („LL %LLsctLLd LpLm ÷ l hLL&r. jLLO X f uLLm YLLK} NY LL \$L3LLm{†} \L B ml ; LL ÷ O• LL- YLUKĐ Ý 8 [p Ÿ .}LL# 12UŁŁ @ ÷ jŁ L Ł L X A Ł Ÿ „ LL² P L (LŁ P W / L V B Z Ÿ Ý L V Š / O } q ÷ jLLŠ 9Ł L— LLPŠ Ý VLLx jLLŠ† (o b L Ÿ L 8 A L p; a f 5 L L L # shY @ X l s m P V / L Ł x - ^m LL<Ý YLM ĸ Y L x 3-p }LLŠ \ ĉ Wf D +, jLLŠ O / P f x ; | p; LL8f •LLÂ jLLnPf LLm}Lš Ÿ \ (p ÷ 9cLLffq —/LL^Ÿ Š° L LL† nŠY jLLnPf .}úLL8ÝLL8LL, P fVjLIL @L Š [c]lll f o f X A L L e p U Š 8 V /L & l . LLM cLL p }L|P n P . f u llm m # llš Ÿ 9\$ 11 L m D E G Ÿ ...úLL† . ^}sLL8f oLLf jLLnP /fLL[.]LLL R Š L Y a f LL 8 L [^] HL \ (b V LL [, L L L' O P Š L Y ^ } W / L f x QLLC} l}LL\ _3LL d f L L q † L L L d [L f d wL P X f Ÿ 233 LL W s h 9 E L L / P W' Ÿ / L BLL _A f |÷ .}LLhM uLLa† oLL 8 7 Ú Y ; B r e a k t h r o u g h V o d r e v e n e m e n t L p : L u L M 3 d .3zLL}š L L 8 f L L P Š Ÿ o 2 L L h ō m p ` _ 3 L l s i g n a ĸ L L Š n j P L L Š , H O ' LLm 0Ÿ — `3LL<f oLL^R h† p L G 3 L L L 7 [2 m 3 L Y L 8 f 5 b E } m b m m o p % L L p b h ^ R L L 8 Ý | ÷ u L L p 5 f | Ž L L u R P m ÷ / L L s x L U [L a Ÿ] } š L L Š 7 a 3 m l u L L O / L L ^ 5 2 f L L m p ÷ L L L # [3 M 3] H L < f 7 l } / L L P e 7 ĸ L / 8 / m L , (ĸ L / O L β u L L m \ Ÿ ÷ | L L m V u M . } 2 L ! L L / L † O u L L p f 8 5 f p } U L L ĸ ĸ p 5 - ĸ L L f r o L L 8 ' l Š o L L x j L L n P 2 f l / L L } P L ! _ 3 L L O p e 1 2 m e L ĸ + Ÿ Ÿ L L - ? 7 2 S j 1 8 l { p 2 L L b + / L l l ĸ ÷ L i L L \ W L L 8 r p } L L L < 7 ĸ f " 2 L L p 8 7 ú m i V } b 2 Ā 7 / (/ [l ~ / Ý q h @ M | j n P f # Ÿ 7 ú Ý Ž m } L s Ý N A a _ X 3 6 - L h ō (f } X ĸ w l m t / Š 3 V E † / m L h L L q Š f h b L L < Ý LL7 | ÷ — h b L L < Ý ^ m j n P f • Š L t ĸ 7 # 7 ĸ f † r b L L < Ý j L L ' • L L - l d } \ f ? ° + h b L L < m } L L ĸ p M L f o R X E P 2 f p p 0 L L o L L ^ U h O p Ÿ L L W ` 3 L L < f 2 ÷ j L l u o m L Q L ĸ M Ó W L 3 L h m } P f 4 9 L L ' . 3 L L W ; ^ } h L L 7 Q L N / 1 2 g j A B 1 4 ĸ t j E L r P e ! u L m } L s . m / L ĸ ô 3 L L ! Á | / p L L 8 f L L † / Š h \ f L ĸ 8 7 ĸ P h f L L m a t s 9 a L a P s t L L O ĸ T . ú L L 2 3 - L L \ f } L L ĸ L L n q Ÿ | — 2 3 L L \$ \ Ý A ō l Ÿ Š t x { 9 L L 9 L L 1 7 - L , ... Ý 2 . Á ý . 2 L . Á m | j L L 8 h 8 f W ~ . } < t Ý P h # 4 7 3 Ÿ t 7 Ÿ ĸ ^ p A L U L Š m p 2 } L L 3 1 š ĸ h j L L 8 7 ú Ý E L L P / L / P Š # L L 7 0 7 j L L 8 5 3 7 1 2 7 ĸ ĸ h ^ p Ÿ W 2 j L P h f p L L { L L (Š C) l L L [m 2 . Ÿ L m ~ . 1 L L x h L E m U L E & # P c L l p ĸ L x . } . L B h M W ; ^ } h Q u t of Crises ĸ L L W 1 L L m u M ĸ A 2 L L L < f / f { L L . } L L W 2 P Ÿ Y s n t L L ^ 3 L q d ° j L L n P f 1 2 L m 3 L L m Q 2 O L L Š ĸ † . ĸ L E - L L \ p Ÿ l P W L L L s Š P m _ 3 L L ; j L L L L m ; „ L L ^ Ÿ L L Q d P W L † u L L x 0 } H / L L Š h L L 8 m l Y L L K } Ý ^ } h L L 7 p ÷ # L L Ú P † L L { L L s a m ÷ L L m l } L L \ † V } L p } Š L L 3 L L L s f | ÷ — } h L L 7 ; | . } L L h M j L L p M | c L L f 0 { L L X [} m „ L L ^ O

System thinking

**المركز الدولي لتطوير
الجودة
INTERNATIONAL QUALITY
DEVELOPMENT CENTER**



تأسس بتاريخ (8/1/2013) في إقليم كردستان- العراق -
السليمانية- شارع سالم - بناية جمال حاجي علي -
مكتب رقم (٤٠٤):

E-mail: info@iqdcconsultancy.co

Face book: iqdc company

www.iqdcconsultancy.co



**متخصصون في التأهيل لنيل
الشهادات**

الدولية للمواصفات:

ISO

9001, 14001, 22000, 17025, OHSAS

18001

**متخصصون في التدريب
دورات تعريفية بالمواصفات:**

• ISO

9001, 14001, 22000, 17025, OHSAS

18001

• دورة مدقق جودة داخلي.

• دورة رئيس مدققين (Lead Auditor)

• دوره تدريب المدربين T.O.T

**معاً نسلك طريق الجودة و
التميز**

- أهلنا أكثر من (١٠) شركات من القطاع الحكومي و الخاص، و حصلت جميعها على الشهادات الدولية.
- هناك عدة شركات تحت التأهيل حالياً

- عقدنا أكثر من (50) دورة تدريبية في مختلف محافظات العراق

¶ h §

+ V • - ž ¼ Z OE _ ® «

ISO

X? }f 8' }u] LW2(ü
P Ý †1ŠXs f ŠhdsY



¡ ß “ 000 ...† à ^ / á

m/, LL8Ý 0 LLnsf | •LL•ŠC} fLL8L7úž3fú|ašLL3llmÁ LŠ }LLHL+L ß
4 LL#qü | LLŠ\f LLŠq bmû| 2-Á°LbmlLŠÝ X4Y Lú#qš HO3ALZ |P
1LLŠXs •LL- j` LL<Ý „LL´O V3lllPO ú| |LL-ŠNm)llpMf •LL87úLYL
3n LL8m jblLL< LLk3†}H-| }llLzñ÷| •Lô-3LLlŠ O}q
— LLŠP[| —]LLŠ H hf LLh [3L6^}HLŠ\,llfl´OLBL[—A.fLLd(mLL+
...úLL† LLnm V /LLx¿ w1LLx llLŠ\ (uLôml .uXLLmL7—| LLkžšŠs
jLLnP3f •LLEmpLjLLŠh\ f | —3llLm)šY Ý3Zlll)š sf, lf lp²llLhplLW, C
2.ú | LLLd)LL@zPM; /LLPO LLm ·VLLbPmý]ŠLLV(7 7L LnlLwV/ŠÝ LôE
.}LLhM .}LLhM | LLXhb f |
†/(|]Š H]^3G uO cf0| N H\f •-. p 4f@p´03^,)²Hú fjŠxløBf f. † / u
xM 0 nsf — jnPf N BllH\f.)jllMŠxž \$7#LUÚLsfuLLO
uLLm LLŠh+ /f LLP! 3Ý]VLL3G ulzllO <9001;2008 OllL2šfú)H)LLHM



•LL² f`
| LLLsf N LLH\|f
]LL }m| •L2.ũT
•LL²|/f 2 LLŠF
.}LL! LL7 Š8
sLL7} LLshPm
p LL8(f {llm
3LL^}
sLL7 | #LLÿŠLs
oLLŠ[3 uLLnC
2.. LLO H[Q
LLsaŠÝ LLŠ
Šh \ LL
sLL7 | ŽLLXŠK|
|ŠLL8Ý ./LL(
°@lfŠ'
jLLnPf ô 3LL

z \ Š H Š X Š .| u r n 25 Y u k } n 4 u L 2 m M L L Š L P ! 3 Y | u L L † / n P m
ISO L L Š Ý P f L 2 X Ů ? | } l l l s f l • L W | u L | l m . j m L Š P / u n e 7 - y L L 0 @ q j b L L <
9001:2008 | L L Š \ f | — N L L H \ f u L L O h \ L L
L L L W (n . ü b L 2 Š Ů) P U h M q] L L 5 Š } | L B L & f } H L | L Š / H L 0 Ū L - j L L h + . } L
— — . } L L h M j L L Š f . — L L Š n Š M s / E L x ; L W Š z L x † L L } Š L (h M — L L X 1
0 L L n q — j L L n P f ô 3 L L ! Á L L Š (Š C } f m } L L 7 Š L f } 7 - 4 = Z L Y s b f
° h L L & f „ L L 2 ū L L W C Á — . } L L 6 M L Š V f / L L q ÷ L L 7 L - L L Š K 3 G L Y U
p L 2 3 D f ° h L L s & f | L L X ? } n h f u L L L V } m L L L } 2 1 0 Y V 3 Š L P ? , L L L 4 - 0 L Š
L L n z Y F L L \ s f . / L L (L L n _ L L ^ n Š h r 3 P f ū L B 0 | X f L U L L T n f j b }
p ÷ L L Š ' — P W 2 } L L Š P f j L L ! Ø u L L m 6 • L L Š \ f | L L Ů : { 3 h f } š À • -
p L L 8 (f 2 3 n L L 7 L L ^ R P ! 3 m o L L † 6 L L Š \ f | L L [3 h f - L L
L L ^ R Š f P W f u j 0 0 0 i - ... £ 1 % o x Æ
• L L - 3 L L _ 0 L L m Q 2 L Š n h M 6 L • L j l n P Š P X L L Š • H † € • } L L x | . } L L h M
L L X ? } Ý 2 L L Q H L n | L L 8 8 ' j L L Š } f L L h ' 3 m
I L L L q j L L Š H | 1 L L Š X s • L L - L L m z f j L L ' 3 Y u L L m A L L P
— . } 2 L ū M



x Ø H S Å S

OSHA

: Å •• a € — , \$
•• Æ •• 2 € Š 3 - {
: Å š † È ½ È • Æ È Å € { ... - Æ
• ä ä Ñ ä ä œ Ž f „ ä ä • Í ä ä [Š È ä ä •• Š { " ä ä 2 £ • ä ä 2 :
• ä ä † € 1 ä ä Š - ä ä
Ñ ä ä œ Ž f „ Š ... † Í ä ä [Š È ä ä •• Š ~ " ä ä 2 £ { ä ä ' O È ä ä - † x ä ä
• ä ä † € 1 ä ä Š - ä ä • ä ä
— ä ä - ' • ä ä • ä ä † € 1 ä ä Š - ä ä • ä ä - " { Š ~ " ä ä † ä ä £
• ä ä - " Š ~ " ä ä †
L L P ! 3 Y] L L p | d ° L L + u L L m p L L š h + / f } L L q . Á L L L L 2 W p M n O L L L Š }
L L Š h + / f m ° L L 8 f | . } h M • L L - \ | n h f { L L Š ! }
L L Š h + / f z h n O Š h d s m / † / (p . } u }
Š q Ý ; . 9000 5 † ½ Š x . 2 u r n „ ' 0 @ ' L L L z h M # L L 0 f | L L ^ n \ Š H β . } L
L L L W (n . ü b L L Š b P X H L u] L L Š X Š K
^ n Š L L 7 7 ÷ | . } L L h M L L Š n x ÷
: 2 4 1 L L Š x o s o L L L L Š Ý Š ' P f L
L L Š ^

~ / L2 E L z Y Y L L P C p j L L O L L L # • M - ô . 8 t L X f L D A W ^ q o u t # L L O f L L f
 L O z L L b ^ | } L L # X f m } L L b x L j L < Y m 9 P L X v q • L L 2 - f L L ^ e - ú j L p m B A L L X
 2 L L ^ - z L L 7 Š p : u j b L L a n t , L L L O 7 u L L a f l
 (ç ää £) ' ää ... ää i t ² ¥ i ää A ää • ää ^ € ® £ ää L L ² ää É t .. Ž ää • L r Š f j b L L < f L
 • ää • ... ' ää A € ää a ¥ i ää A ää • ää - ... Š ää ² - a j 1 ää • ... ää t , ää ää t Ž ää
 : • ää -
 سقف الأداء المرغوب فيه (مستوى العامل الكفاء)

œ A E € : ¥ ' A E €
 j + / Y 1 x 2 V h f q j ! ç - j ~ } G I Š H , f j + / Y 1 x L L 7 s t
 6 L L Š \ c L L f O L L 8 r n j b f L L L O n ! L Š Y / L L t / („ L L ² û
 L L ! 3 u] o L L h o 6 L L Š [„ L L ' O . L L n O . I L L O j b L L < L L n L s r
 j + / Y 1 x I / , 8 t ° m / Y . O q h m q R Š O } q j ثبات
 . } L L û M L L Š 2 H 2 A L L G ū T • L L 3 L L L Á L L n L s Y I L L H , L L m } s O
 2 L L z z Á W L Š h n P f L L 7 / s x . L L O u | ç h m L L < f
 : ž ' A E € : ç A E €
 منحنى الأداء القوي

V / L L 2 q h f - j L W l ^ I L L 7 } m | A L L @ [I L L Š H , f j L L + / Y 1 L L x L L 7
 / L L ' „ E } L L O 8 . 2 L L W ' P L ! L Š ^ / L L t / („ L L ² û j L L + / Y الفقرة الزمنية
 { L L Š W } L L I S 3 m Q o L L m ~ . B L L W A L L • L L ' P X f ô . ç
 P L L ? } h f } L L # X f w 1 L L x Q L L Š n # o L L u L L m | - L L t . 3 X f ô
 j b _ L L n f s n h f L ! L Š L Š [„ w l e t O ÷ Ž L L r Š o f L L j b f L L < f L
 Y ± - ' : > É - ' œ x / L O 7 u L L a n t j L L 2 Y 2 # L x L L
 j L L + / Y 2 L L f x j V L L l ^ a L L t @ L L I L P Š H , W ç L L f + / Y L L 2 L P j L L n 2 8 X h f
 - j L L Q 3 E L D f | L L 2 } f | ç L L L Š ' L L L O / (L L # t j t L } L L # X f 2 j f / L
 2 L h f 2 L p L Y b . L L m / s O | - u L L a n ^ t L n L s Y s Y L L - 9 4 L P L 8 %
 (Š p L L ' Ž L L ½ ô . ç } L L #

• - ' â • 1 t € A E : " A E € 5 W p M
 { L L Š W o L L t . 3 L L Š L ' q - L L z ! \$ s u n L Š f m j L L n + L s Y h f L L 8 r ÷ } L L x p } Y h
 L L 8 ' (X @ f p n t „ ' O . } n O • - n L s Y p h m P f m Š P h ô x L Š K } f
 L L Š X Š K } f I L L z Y o L L A + - û o L L O - H f / L L ' } f - I L L 8 z z Y - Y P
 u t . } n P f u t 1 x q 2 # m | 3 + ô . } b O 8 f ^ 3 a n u n z
 2 L 3 L L < O „ L L ² û o L L 8 3 Y L 8 • L L ' P L O z n N 8 j u L Y m , L L h D Q L L C 1 2 8 L # L
 10 2 f L ! j L L n L L n Š W 2 f L ! q 1 0 1 n A t } L L 8 y m L f K } Y r . : Q L D @ f 2 } 1 0 Y L L a n
 „ L L ' O . L L n O . j L L m P f o L L Š Š L p o K } f ^ p O L Š h j e a r s 3 Y L L o 7 ; s Y
 Q L L ° 3 m Q • L L G } L L n L n P f u • L L L m Y { p L L L 7 3 s Y j L L ! 3 f L ' Q L L C } | L L z h Š Š
 L L Š X Š K } f I L L z Y Q L L Š n # f o L L ç t o } L L # W / L L 8 f V L L L # ç n z n h f
 L L # t u L L t 1 f p L L h m 2 P f L L ō ū n L L 7 ÷ (o L L I D O f L L h m @ P L s m z Y L L m p L P C
 j L L + / n h f q } L L h m s L o z L f o Y L L m f P f A Š u (u a n t Y Š

A° x°									
û ô	~	^		ü	ú	• - ' â • 1 t €	• - ' â •	Š f o ä e €	1
						• - ' ç -	¼ ~ ž f	B - E a	0

ç ... Ñ : • - %
 ã ç ... Ñ ' • ää • €
 • L L Â | - 2 f L z , V L L 8 t L # L 2 f O f V L 7 L L L x t : T p f , • L L Â ~ L L ^ ' • f E É
 L L Š h n O 2 3 L ū t ô 3 L L n Š n j @ L L P L L L O L X Š k j q L L 7 s m p L L L b O u L L f l
 š 2 L L ^ u L L m / L L ^ 3 q 0 L L m 2 f L L ² f d ú L L 8 h f L L p 7 } f L j L L m
 % L L m q A f V 2 L L x v 9 L L x f t A E U t V L L O j b L L @ [: L L L s x | • f a
 ~ / L L f # L L Ü X s f . / P m L L 7 L - u L L L
 Q L L • L L p M / L L ' ÷ u L L 2 m L j z Y h j , t
 L L Š t
 • - ' ç - : • - %
 ~ / L L f 2 p L L Y f | L L h [} L L L O L L # f
 h b L L < m
 • f E É
 • - ' ç - : • - %
 ~ / L L f 2 p L L Y f | L L h [} L L L O L L # f
 h b L L < m
 • f a

{LL\Š\(\ N L NŠ m OL/OZnfP& ILL#d spýú •LL- LL^ 3LL+õ p2 lfl;
 cLLf0 p` {L2W /xl ± jMLŠÜ LLW — LLLPC | #LLØ Ā Ćv. /LN xAv%o^o-^>
 /LLŠP f ~/LLÝ | LLLWŠ LLWÖ f, LLLİŠ^!ŠLhLs/LLft/ (•LL-
 Ć ... — ' :• •al Ć Ø /fl Lp Ć lcLL-ØE^ V /Lh k s ÝQI
 Ā Ć ... — ' •" € LL#† {LLqüW •LL² f | — „LL² |
 ØLŠ ^ LLØ Š 'jLLLİ³m uLLm „LlLj Ć LLh³Y %ØLfb /q/ LLxŠ f
 2Lf^ oLL† p÷ LL#† 0 LLÝ •LL² f d úLL84 llŠLkθ! ŠL' !ÁL
 „LL'O LLLĀ†f=dVLLİLmŁLmLŠq f L'Lh' 3Y%o² •ĀĀL' ..LLā 2- 0
 LLh'3Y w1L2lxL †Lp÷ ŠL#† Ū LLĀZ Ĥā•LLŠhŋi! } ŠLā†L āā•ō OEāā•€
 LLPW. h LL7 ÷ 2Lf °1L, LLŠ Xθ ILL Š!ĀŠ_d°V LL# (u #Lh •āā² %oL •āā
 •LLĀ•āā/ Lāā/E| Šāā† • „āā' ĩ•āāf āā • OEāā•€
 Ā Ć ... § Ć • ^-) . jāā - •āā²€ ~ ' @L āā• ž — āā ĩ•āā @L
 Ā Ć ... § Ć • āā • Š āā ••€ ĩ... āā•€ "āā' • āā › ù OEāā•€
 Ā Ć ... § Ć • B . Šāā† É Ū • āā ••
 š 2^ f o † p ÷ 2# #3 & š̄
 .3LL#m {LLq ÷ "LL Ū P np ÷ /VLL' P†wU LL m / LLh , LLŠ ĩn O LLĀ ÷ •L
 oLLŠx X Y | LLm)h Y Y LLĀU @ h) LLV Š p LLh ň † LLŠ h n O Z } h LL
 {LLnzW LL#† ... 1 2 LfL | Ý — 3 LLLx ŋ ; • # LL- L ¼ fLĲ Ĳ 3 f L LLŠ " . LLn
 YLLØ f† p Ć LLĀ P † 1 2 Lfx | p LLŠ f x # LL O 3 m LLŠ ĤfO V LL L Š x' Ć
 j \ L 2 B Y Ý 2 2 L L Ć m ILL # LLm L Š' p LL ' L Ā u LL (} v m LLz L f ° L #
 / , LL7 d° LL+ u LLm — ALL aX f /LLŠh \ f LL^UW ILL Ĥ : Ć
 - 2 LL Ý j LL [u LLm LLŠ ž † Ā Hf_2 LL<n hf LLPW | P | Ĳ Ĳ K V X
 • |d/ 2 L 3 ML L Ĥ Ĥ P W L P L X u LL# ģ ū u LLan^ |

متى تستخدم ؟	خطوات التدريب	الطريقة
أولاً : الطرق التقليدية :		
••ž •- "ŶŠ- Ü Ć ... - • - ĀŠ ... † Ü Ć ... -	¼ž' -•	ĩ•f ũ
"āā•• āā²•āā- Ǝ "āāž- @Ǝ •āā² • Ēāā • ž•ā • •žoe ĩ•f @Ǝ •² - • Ć Ā† @Ǝ •² -	āā	¼ž' ĩ•f ũ
ثانياً : الطرق الاستكشافية :		
••-Ŷ... = Š- Ü Ć ... - • " 2 ē ... ž @Ǝ •² - ... ∈ Š ... † ē-Ā , • Ø- • Ć ... Ŋ - Ā • ž - -	¼ž'	•]
• Ć ... • , ž Ā • "• - ••-Ŷ... = Š- Ü Ć ... - • " 2 ē ... ž @Ǝ •² - ... ∈ Š ... † ē-Ā , • Ø-	ĩ•f ¼ž'	•]
• (•€) ģ ••€ Ć ... - • € ... ∈ ĩ ... -	• ĩ•f	¼ž'
•ō- ... ∈ Š ... † ē-Ā , • Ø	ĩ•f -•	¼ž'

Y[}m | ÷ • < Š A 7 Y [} n2 ŋn⊙ Y <paM
 LL?3W 2 Lhfl} LĀA p M L P m L β L L Ū Š
 1LLx | — LLzh' LLP @ † hb LL <
 Š#Š A LL7Á V /LØxf Ć Vu V L m x ÷ ^
 LLŠp 3!Ā2 Nf /
 LL'}nHf LLM 2 P fhf V Š # Š x Ć A lcL
 LLnLsnhf Š # Š LĀb LLp7Á LL# Ĥ ū
 ALL W d } LLG ~/LLÝ ALL @
 Š#Š A LL7Á V /LLx Ć jn LL <
 2 bLL • LL \hP Ý V /LLx Ĳ ģ ģ
 uLLm LLxA S | LLP Š Ý | LL
 V /LLx Ć LLh m ÷ uLLm | — zG
 2L hf Š#Š
 j LL n _ ÷ „LĀ'fO j LL Š R Š K 4 f P L Ý # d Š l s
 {! |

w1LLx uLLm LLž š ý } LLLž /šB Ĥ f u s f /, L3Xh f ..Š! LLĀĀf 2 Ĥ Ĳ 2 z f Ý Q Ĳ W?
] LLW | zm / , LL7 • LL! p M Z 3 4 L H O / LLM / 3 O | ý } L L Ĥ m s p f 8 7 Ū ý } f •
 N
 \ LL8m { L L f L L m Ĥ f m L) L L x s Y L l m ~ / LLÝ AL
 LL Š P [L @ , m | p } L L B s | m | Š # Š 7 A
 š 2^ f o † p ÷ 2# † Nu Ĥ q ÷ L L ^ R h m ÷ u LLm | LL Š m } Š f
 n x p O } q „ 2 ū Q 2 } Ý ŋ 8 | p t b Y Š ū m
 n L s Y j + 2 . f l • + / Ĥ X a ĵ n P f ' • - 7 s ŷ fd @
 | ÷ /LLh f j L 2 Ĥ . 5 ILL 2 @ 3 0 2 • ū L L ^ L L • L Q Š
 2 L L ! Š f P W 2 . Āô X š h 2 Ĥ R f „ 2 0 | Š n s

الجمع بين جمال التصميم وجودة المنتج والسعر المنافس



RD?î ?í íN+ Fñ N

ABSTRACT

AuOÝ

This paper will manifest the concept of Value studies (Value Management, Value Engineering & Value Analysis) and its role in minimizing unnecessary costs that do not serve any function or purpose in order to satisfy the user needs with the required quality and performance with the lowest overall cost. This is an important goal to achieve; because it is the globalization age with what's called World Trade Organization (WTO). This requires that all manufacturers have to meet the criteria of getting the best for less. In the other hand it is very important that Value analysis\Engineering need to be implemented as a tool to get a competitive edge for all designers and manufacturers and to get the best Return of Investment (ROI) for any invested amount of money in both private and public sectors. I will briefly present the VE Job Plan which depends on team work and creativity, it helps to get rid of unneeded costs that exists in any product or project. I will talk about the main differences between Value Engineering concept and other cost reduction procedures which are applied in some agencies, the criteria of leading and participating in Value Engineering Studies, the academic agencies teaching or applying VE, the role that university professors and assistant or associated professors can play to teach and spread the VE concept and I will conclude with recommend

LLŠnŠz f | } LLz7X enz f4 3 LL L ũ
N LC 3 \$ W/x I/LL, . # L2 L Op LL Š
LL# sÝ •LL- LL } hHÝ .} LL
LLŠÝ Pf LL8W sÝ j2LLŠKÝ j
/LLp O jLLDW ÷ jLLŠ\ (jLL ÷
LL^Tm LLŠm} bpm P . LLŠY U Ý 7
LLŠnŠ\ f LL7/szf jLLnO LL
uLLO /LL(÷ V} LL7| N /LL Á
LLX| b bLf < Ý N .} LL!| oLLŠn@ f
YLLŠf b f uLLm ALLh, hf „LL
uLLO /(|3 LLk7m L:L r%_LLNsm ... ÷
ELLŠX, j b LL7| uLLm |3 LLX fs
p ÷ YLLŠ_| LL87 LL ÷ # LL0
Q%L < Ý | PL LL f L L SBÝ (LL Š
uLLm •LL- 3LLW} Z3 p ÷ Ø LL7# † #
LL Šz f • LL- ^n_2 LL7, < Ý2 n|m LL Š
s7| Ø LL7 LLn 2 "LLŠŠn Š f L Ø LL7
•L - f 9 LL% Šx ô LLDO ÷ 2 /{ LLf P
L 7 2-Lu < 8n_ _2 LL < Ý d°+
L L m n P † # LL Ø f2 # L } LL78 a P Š, fl
LLŠ?} f | %LLp sf ELLP

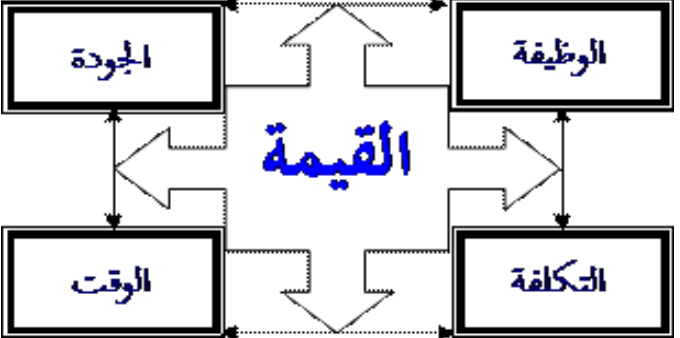
Value

Engineering

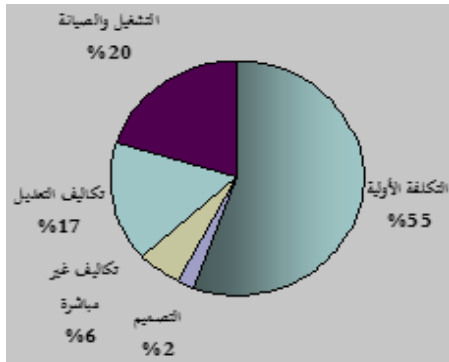
w1LLx pLL p} QLL nYQELŠLLh-O W LHŠifL7|LL? sPf]LLŠ\(
 w1LLx N /LL Á | •LLα nhM jLLnPf | LLŠhd sY }LLHuM p
 hŠLLp7|flbcLL2LŠn)ŠVfL7÷L217Lm?; j bLL< #L E: » | - »
 |NLL<m |÷ %LL sm LL^Tm }LLh,t . #LLØf /LLp 5f YLLŠf b
 YLLŠf b f ELLŠX, Šf LL7÷ YLL#ú|3 pLL<sm Šxf %NLL7p/šhdLp/\$n

LLŠhd sY jLLWPF p LLm,t,h |. 5-LL3hLlO8W/AYP _ ÷ /LLsO LLf
 cLLf0 {LL^3G JLL; LLnh` LLŠhLQ7; }LWF .00LjLLm pP-LLŠ _
 PLLb p÷4 L+mO2LŠLŠ3V(LŠ.(LL^ oLLŠmL@, fjLd^hRf+ uLLm jLhH
 LL' ? LL^m QŠH LL8† #LLØf /L|L|<vYLLfLp8WL&X3^}HL\ (vALL
 jLLnPf LL'O d1LL #LLØf 3LLXtsf. /ELLŠ!XoLLŠn@ ÷ jL+nO
 {LLŠW jLLA%LpL&Y|LpLjLLnVZLLŠLr EL qALQ7; LLM÷ sLLOm

- 1. Ž .€ i
- 2. Ž .3/4
- 3. Ž .€ IÂ , E
- 4. Ž .(-)



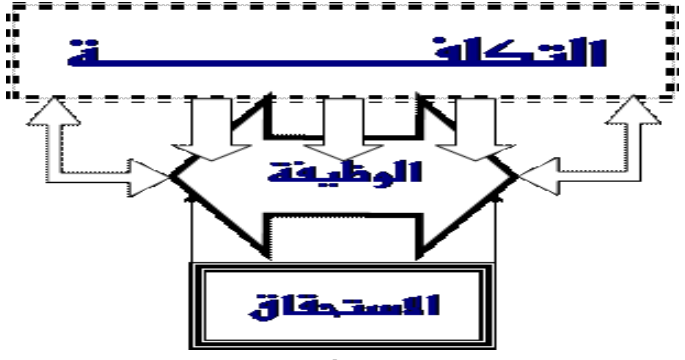
jLLnPf |÷ 3LL@sPf cLLf0 p ... jLLnO ÷ 3LL@so oLLŠn@ f 1L
 3LL_0 LLM QLLŠn! •LL-N9L8Wpsm jLLm Pfst 9Ll. jLLp7LLk÷
 fzLL8 „LL²|¿ LL ° f 3LL? dPfm Ln A LL 3Xf •LL@2LLfLLH
 cLLh jLLŠ\ (YhbŠLLZ:oLLm }pux3qW8s%|jLL@ŠXF uLLaf LLŠW
 š3LL? sPf ALLW}f {qøLL; uLLm ... 1
 d }LL LL3pmm p÷ uLLant . ALLxqW 1LLfL B LzLz: LL! : .
 oLdf REL _ ÷ •LL- QLL[}f }LLX AuLL(fx| = dPŠLLAZL ON3nrf8
 /†/LL; LL8W sm LL(? ÷ d LLno¿ | LL#šY •LL- LL8WšY
 ELLŠX, .û w}bhLL8† p÷ d/LLnO¿ Llp5¿ uLLant. ŠLLHPfh
 — ô .¿ | .}LLhM LLkY'Q÷ LLLW#šY < QLLmo3xf 2fL LLLm Lr SY LLh
 •LLÂ #LLØf /LLp 5f YLLŠf b & }Ll . X m LL2LknpY20kA IS LLfY [
 •LL† LLM3dLLfr0 |÷ %L7L sm Ljm •LL-N YLLp Kym LL²ü /ŠX L
 — ŠC3Xf4 „LLn'0' . LLŠmâ •Pâ•Â LLht LLnh #LLØf LL2ffw jLLS
 oLLŠn@ f |2—Lp8LmL4 KLLPm PHLQISWx† LLl pLL Šm r h M@•ur LL=roC
 cLLf0 }LL(q| — LL hH Y d AENl pLL Šm r h M@•ur LL=roC
 — LLsŠPm LL^3H•aa jLLaaPq . ôLLm"7LLpM }LLp5f LLf%Lhb s
 — 3LLG 4† 8LLm 0LpLÜbt3ALzm Šhth Y0LW L2eú < YLŠnŠXW
 LLXŠK}f 4)† jLLmR fpLqLVM LLLšm B32žY#2of 3Lm¿G |ü] — XŠK| .
 uLLO 3LLSf V3LL @•aa%ZLLYŠä£. LLŠY Pf LL8WšY }LLŠ\ LL
 uLLm LL^RhM Pm)0LL@ |"LLØ%LLpLsfXhLfm LL#š q LLXh
 I LLzY d LLLP? :



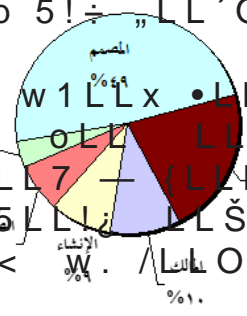
3 LLLsf V3LL @ |5ALLP.Š.āā f LāāA tē
 #LLØf 2 3LL\#3 LOLL Xūt pE,,LLLP Ø
 LLf)\Pm LLXhb f žLS t #PLL BZ
 LLŠm}Šf 2LpŠLŠ7 fp/zLLL ZPēz 3 LL
 YLLs?| 2lfL ŠhýŠL f 8† LLLZm JLLŠ
 š |LjLLŠn! ôžLLp†| LLŠnŠΔ# {LL
 }LLx .û 6 LL
 oLLx÷ N B Lma {LjLq m }PLāā AA Lēāā- ÷
 3LLHD† LL[]f JL4 CL/lnŠ\Ø OYOL

uLLm ALLh, f •LLĀ .}LdLLtYf žLlNz m LLXhb f hūLLē 3LLē b
 LL7/ēz fJLLŠ LpZLbc |L f0 ^m LL7 . h LLm| #a/ @LLN @3LYpk w3L2ūH D
 LLŠnŠ\ f! ÷ u2m| 7\ x| ÷ zm /, 7 j! ÷ um u
 LLŠnŠ\ f 6}LL8(m /x LL<m 3LLm ÷ 1LLx|
 LLXŠK}f jLLŠh(„LL²û V/LL uLLô ŠLph ML | d ŠL @LLZLY koLL-
 d°LL+ uL|B m LLm| #a/ @LLN @3LYpk w3L2ūH D
 YLLp K}f | ÷ LLXŠK}f cLLh JEE\{f #LLØ† JLLP jLLē P & 3LLē G
 d LLn!û U LLXy h b ô jL L J EE\{f #LLØ† JLLP jLLē P & 3LLē G
 Šf f j' 3Y | ÷ }HuM Q A†Lgāē LLXz f LL(Šp6f
 Information Phase m}hP.Y ÷ h'3m X /LLS\m ŠLLLq B m JLL

ô 3LL!û /LLsO JLL^3Xf LL^m ÷ LEL Šz f #Llô† JLLP jLLē P & 3LLē G
 zh@ m j2f# Ū' t' m ^uh: Ouōf • A† zLLŠ nŠ\ f 3LLē | /LLsO ŠLLLZ3q
 — LLM}hPÝ ELL[s LL8 LLm| #a/ @LLN @3LYpk w3L2ūH D
 LLMû| — LLhm bLmxAm %SLLP LLm}hPÝ 2LLh b LLLnŠ s LLLmūW
 LLhm b m}LLGL m}hPÝ 2LLh b LLLnŠ s LLLmūW
 oLL LL^Rp5 uLLm /LL_ø f | LLM}hPÝ ALL(W LEM}hPÝ Šf
 LL^Tm LL7 sY 2 LLŠ† oLLP Pf LLh L LL L LL R h N
 Šf f 0 nsf jnP jnPf j3W }|}† 8E m}hPÝ YLLô LL jL L 3L
 CLLf0 ...úLL| — jLLnPf ô . ÷ ”
 LL²û ...úLL† /LL[] oLLznzWDô
 LLD† ÷ 1LLx| — > uLL'ē2 pLL<†
 YLLŠ4 b EL7 ÷ Ld
 N
 • ZLE† /! jZlnL (Šāā L& rāā - Šāā - ē
 > LLuM | ÷ | LLPf pLL O H|f •
 .| — uLLm Š LL mL # mL @LLL | OXLLX† 5H
 LLn† /[] LL _ • LL - .û p} LLLX| @ † L5
 QL2hGLL Lafa > Lubb12' JLL- H| ÷ LL
 ŠLh q† oLLXALŠ† Lōē m3#af p/Lp†
 3LLm



LLm}hPÝ ALL(W LEM}hPÝ Šf
 /š s O 0 LpLLP Pf LLh L LL L LL R h N
 uLLm| oLLP Pf LLh L LL L LL R h N
 j3W }|}† 8E m}hPÝ YLLô LL jL L 3L
 CLLf0 ...úLL| — jLLnPf ô . ÷ ”
 LL²û ...úLL† /LL[] oLLznzWDô
 LLD† ÷ 1LLx| — > uLL'ē2 pLL<†
 YLLŠ4 b EL7 ÷ Ld
 N
 • ZLE† /! jZlnL (Šāā L& rāā - Šāā - ē
 > LLuM | ÷ | LLPf pLL O H|f •
 .| — uLLm Š LL mL # mL @LLL | OXLLX† 5H
 LLn† /[] LL _ • LL - .û p} LLLX| @ † L5
 QL2hGLL Lafa > Lubb12' JLL- H| ÷ LL
 ŠLh q† oLLXALŠ† Lōē m3#af p/Lp†
 3LLm



' 8Y 0}nq| — [Hf Šh q† oLLXALŠ† Lōē m3#af p/Lp†
 Xhb f 0}nq 3LLm
 3LL<m | ÷ LLm/AM/L LL!@} @Lxj LLLXhbff 0-0žŠw f N
 LLO s @ f† dLLL| #m • LLL-LV3j} b P | ÷ {LLp 5! ÷ LL' O pLL Pm %L
 d LLnO| Lj#LS @ X
 LL? uM LLM}hPÝ 3LL@ (LLh'3Y w1LLx • LL- LLXhb f
 12bLL † oLL ô-zLLLŠh \$ @LX fUô 5ALLP f oLL LLXhb f
 2LL\m | ÷ LLŠ\Š' YLLŠf b LLq ` ô }LL7 — /LL LL? uM Y
 — øLL<tY | ÷ %LL sY | ÷ ô 3LL!Ā LLŠf m LL Š_3
 {LLhŠh L L L f L Ž Lō B q jLŠ j b L L < LL L O ō LL ^|

LLŠq BomLh@Y|. /L(ΛΠm̄ LL&3LÝ; ˆRLPLe|7 p /bLh ft /LLŠ!
]LLW||3LIL< ÝÝo4EŠM @3LU)LY\|Êo3LILL -s bñ 6LÚ!ÁL!3Ý N/L2fp YP/LIJ
 — pL43mL/Ry•LIB3ŠXLsHš &3LLG /LLEnLsm LLSŠhBšým cL)LhH+ d9
 }LLx ^ 1LLW /LLn PY ŠLLq B Ý .|/ImplementationFmGe pŠ` Hp ūLLW'3m
 .p÷ {LLnŠn@ •LLŠ3z4LpšΘ. JLLChmYoL/2h@pY 83LLŠñŠ\ELhL3n
 „L3EÜ<N .}LLPŠf| ~ /LLn PY .|ŠLLd qBpYb VQL7L @LJLhŠM LLh'ñLŠ
 LL^Uho JLLXLÝm „LLŠD ÝLLŠHUM LL\W }Y
 {LLnŠb@<Ý NILLŠH2f ôôL3SLÉâ PHLŠnxŠ df° LLL+L ūLLm 1LLŠ2IsLŠ +L
 YLLh|3,lm <ÝL- ŽLLLS P z2 LLLhHm YLLŠf\b EL8EL' Calh'8Š]L8E7f
 3LL@ \t .| — {LLf #LLÜN/ALW{L12H'L3P f 6PzL,1ûq "(L L'8 +f IL
 ILL\W LLŠf|; YLLŠfŠXš „Lz|70jhmLum ŠKš 6f /
 :•â' ••2"€ •• - •f°:ÄcLLf0 •LL- /O LL8Ý JLLLP'A \.Ý
 ALL ,m j` |}LL\ŠW — LLP! 3ÝJLdL36 }L,LELYOL\ŠVZLŠ XfLL3MOPä
 LL hH m jLL \m |÷ {LL†/f #Lw30 m L 2VPE8X#7.Lq2 fhp L)Û7jL L „L\m
 LL! pM 2/LL\ .û wALL S jL6o Old .L L#mbL L'8 naL#Ln@bjL M;L3L
 LLŠ2Š\ŷLLELOZf — }HLŠzmsŠ uLLYOLh ,?†+†Lx#qÁ O3LL7 D†g
 QLLŠn! LL^UW ^A LL<† — jL5rPflW LpM+. }LL!|3m÷ •BLL;•L L (p)
 cLLf0 p `3}LLzL 2< m L V+LpLm L<Ý LLL7Šnx}f LL \Pf uLLm /LL
 {LL@@, ALL S •LL- /LL!| pû LL
 3L)hŠS7 =RNL' xñf Lh ŠLL LIsDfO <NYP3L3Ý /zfls m L LB ©f(+/p
 uLLm /LL_ø †p÷ {LLŠhLQ8ÝL }hXL7LŠLn@)hfP|hfê-3LLOÁA jmb?÷
 ALL S I/, LL8YŠLILLsMsf)LPšp50ML3LŠŠY oL)hfl#ZL Øp÷22bLEML;•
 •LL- 3LLLŠf pL LŠ†LŠNŠV ŠpšWd7L LŠLa+ž•LBh 7LŠXW ŠLLS
 — LL^l.¿ LLXh u)pp}Lp /LflnššfLHLL7/lsŠ' — LLXžfK}w1,LLx
 p0û ŠLLSxf R ŠP b p YLW R d L C Πm jL=L mš <Ý LL Šs\ f 2E P2 m Š
 LLXŠK}f „LL'O 5LL_3 L Ln Š\ f :LŽ/Ex ŠL"Lmšf •3Lf.@s
 .°- Ž Ý-• ••f •• - •fÖ.Ä: N Lzn Pmx}7 Špm L L Xhb fhLL7
 pLL | zLLS< ILLhum oLL †A#LLPÝ ŠuLLm;wABYL S9LôXLm
 ELLŠX, •2fÂp:LIEŠnŠ\ff /LILX P†jLŠh\— f LLnŠmf @ LfL7šKXLW
 3Lsf V3@|3<Xhβ÷j%÷sN jP#† ôL3hβ [Llq†0. •LkVŠM Xhβ f; Ž,
 }LL2) A)DLM uLLm 68LL+; {LL3pLz hM L šPOL z1L9W R L Ž11xApT
 uLLm QLLr m . {LLq÷ |÷ — z.LLšmYo5)LLŠx3 PLL8'f „L)BOLK<Ý..
 LLm n cLLf029LUAODfL† jOLrPšhš Vh#bZELLŠX|L|Lt{s {Lž ŷ zLL
 =[Rš — {[°Gû „'O ô#Ü" f j \ .1L'psm BLhf . ŠBLW< ÝŠŠZL L X BpM
 LLq ! }LLx oLLz2V/LÝ' βLLI@s P,LLz'104510L #P)šf LhQ1LILIOŠ Xš LfLVB
 .| — }Lllh8Ý LL^Uho LLLW p]L)LOÜ z, VŠ²(ü „L)EÜ (< Ý3L)Bm Š!Lø
 d LL(LL^Tm ô#LLÜ" LLŠp8 f .| LL^Uho ALL plēm |



. LLÝ d 2Ljb t LuLLmLLL. #b #yL L 7 É
3LLC (nsf ô LLs ÷ LL[3X m
LLŠXŠ_ •LLÂ w }LL(W I}LLzXY
LL Šx ô LLDO; uLLantf} LLL@ pji
. LLŠ[oLL — A 2f @•LL - 2L 2 L
24 oLLŠ/RL 4/LLIP! pM p ÷ 2Š LL7
LLzhM QLLŠn! „LL²û I LLLPf
°LL f }s 2Š8f ~L 2Šm ŠLLŠ' 0LL
N 3LL<m ... ÷ .LLŠm 0b 0 LLZŠ HLXf
[] LL8m ALL S LLŠLOŠ 2 ŠqLLLH\lq
QpLLmP hf 2LLL <3X 2njfALLrPSŠ 0L
> LLuM | I L

LL(N Nšusw3 /LLPf odL f% It LLŠn
#LLÜ: \t 1LLx| pLk hlml uMLp 0MLH
LL# sm | 3LLq Ÿ jLL!L#LšYm „L
p ÷ nŠLL7 .| — LLŠÝ Pf LL
.|/LLpM | — 2L 2}Š f bLL ^3[LhŠh(
ô .j | ô 43Xla f m LŠŠfL 0 jOL! ÷
Z LLŠlqĀ;β | — d LLŠLk X'CLYÉL
jLLDW ÷ jLLŠA(| jLL! ÷ fu 2L 2L 0 — jL
d }LLm ÷ uLLm

•'† m d°+ um A af V
^} 8Ý W ` 2fOI} ŠXš \t
{LLnŠhP | nLLdsÝ 2 6 LLL [Šx, l0L
LLXh u] LL@
um . X LL7nÝ d2•+ f 9%Š x l07 D40 ÷
Xh 2† 7. o^n
2L 7 jLLŠ H 2LL LQ p05 }L LQrLr 60
o^} 3LQ <m| oLL^n #
Q|L-L LL2fn Š lfL ŠnX 07 LLXh u]
{LL\Š H f ÷/LL Ý
jLLŠPX f LLŠ\Š H LL 24+ QLLC
•LL'† LLm LLHuM w1LL

'ää Š...•ää-• šääª 0£ 'ää • äå" Å- •ää- €
•ää†•• äå•• äå „•ää- - •ääf † Š äáf... 0Eää-
.ää†² x"ääÆ Š- äå• , äå† ' äå
• < äáf-•ää-Ž Š äå†• ,•ää"• °ääÁ â Êää Üää
.¥ äå•€ — äå , "ää"• Üää ²ääÄää••ää-
.-•Ž , ... œ€ , È • '•œ , §-^3 f ..

Î ~ f % o ! " " Í † n © " 1 / ± ° ÿ © Z

j ß " 0... † à ^ • ð

c h 2 7 j n P f 0 Á > 2 û } O / A / \ W Š q
 j (s 2 7 2 2 { \ h + ô # Ü ! j ` u ? P .. d
 } 2 7 p } s q { i } 2 o a i e o ~ A s W j n e j \$ | ĉ „ 2 P d
 2 / p 2 7 ~ j \ Q f | A f „ ' O „ 2 } P | a
 9 r 2 7 i Q " Ú 8 p M } s „ 8 ' P u d 1
 6 o ^ 3 (2 7 2 Q q M | 6 N ō H + ĭ u m | | t [} f
 1 2 5 j (s 2 7 i Q u 8 ' ÷ • Á # Ø f o z f . 2 j | Š 3 8 , p M „ N . P O } d
 ° 1 8 f q @ f { Š h O { f } [^ T m | Ž r P 2 ŷ r w _ 1 x
 i Q { (Š 0 & A f | { 3 X ; o _ / ' ÷ / (Š f | (1 f } s 8 ' ø W o (0 0 f) [[h
 i Q ^ 3 \ W j [^ s S | c m 3 x j [c ; | c h T ; j [c S 3 W 8 m - C 3 r s Š †
 X ^ 3 < f ^ } s f s 8 f | o ^ 3 a f p õ 3 \ f • - & } C }
 s M @ f j n P f f H m o h 8 Ý . 3 X f p û j ° @ } 7 o / ^ n , ' C
 ° 1 8 f q @ f Š h Ø Š x 3 f L p O f w 1 x = † O | Š q / f
 i Q z 7 3 T Š h W h Š 8 W o _ / ' ÷
 ° 1 8 f q @ f { Š h O { f } 7 2 P O O p h 2 7 P j n O p
 Š G . û j \ 2 Š + Š G ! O * Á # Ü : \ t c f

اتقان العمل عبادة



Í 3 ç ² ± † t ¥ n ³ z ³ s f † †

n ^ T Š QnhM ŠXŠ | B n f | Xhb

B n f Š # Š L A x 7 LL 2 / p M ô 3 LL n @ 0 2 o L j b L ±
u L L m d LL 8 7 # Ý LL Ø f | B L L n f 2 Š # Š k W W L L P 7 m Ž f L l l o L L Š 0 Y + 1 2 0 P l b r
H L L 7 } w / L L Š h \ 2 L L P @ † Q b L L Š # Š ° L A L L P 7 E f h l o L S f s m ; / L L L - L . •
% L L s Ý B L L n m | . } L L h M 3 L L L @ s O L d L Ý z n ^ q L u m L † 1 f L L o X f ú Ý |
c h ^ R L L 8 Ý { L L Š W 2 / L L \ † ... 1 L L f L L [} f 0 # L L Ü - W - 3 P f L L 8 f L L 0
w 1 L L x { L L ! } | { L P h p L L n m • L B b L A l n f Š ± 1 1 8 W n s f Q L L W W f @ n [9 f d 9 m
B L L Ý w 1 L L z f p L L 8 W s Ý / L L Š h \ L L Š q b m • L L - " j f b r e s n
/ L L Š ? | 1 L L ! | ÷ c L L f 0 „ L L ´ O L o a f 0 p L B # L L 0 u e r L m L L Š L l f t s e
w 1 L L x 2 L L j X b b † m L L W 8 3 4 L 2 B L L Ý 6 L f L 8 W L s x P o r t L Š # Š 2 A ! | 1 3 L 7 4 L [L 8 Ý #
d ° L L + u L L m c L L f 0 E p b ^ L P 7 o Š # Š # Š ÷ L A L L # 7 ú • L L 2 B L f L h L L P S # Š m
I L L H u]) L L 3 f = L L m x] L L Š \ (u L L a m † u L Š # Š h A B L Z • n v 1 L L L x X h



p L L 8 W s Ý I L L m ÷ Š { } L L
Š # Š A L L 7 . w 1 L L x d L L L O q 6 }
d L L \ Ý N } L L C q m (s d l ú Z L c 8 f L f , 1 L 4 ´ C
u L L m Š \ ^ } L L 8 Š # Š A L L 7 u L
A L L _ p L L Q L L n h M u L L a n † .
L 2 ^ n L L 8 W s Ý • L L - ô

X h b f . Š [Š
~ / L L ' ú • L L Â L L X h b f j b L L L Š n
L L Ø f ` 3 L L < f L L z P p ÷ u L
Š # Š A L L 7 . I } L L \ p } L L E r # L q Ü 0 ° Z L
Q L L m p 2 \ n 8 W L s 0 X , l s l n 0 2 P W L L 7 q

B _ A f 3 Š # Š A 8 7 ú Ý E L L P / L L ~ 3 L L 1 8 n | J B
— B L L _ A f 2 Š # Š # Š A A L L 7 L 7 • L u Á 0 L L L L 4 f , L L 7 Š # Š L A T L L A L L _ ÷
L L O } n # 2 p L L L E m † • @ } L L 7 N L L H L L n s L L ´ O Š L L 8 7 ú Ý f 5 4 L - 3 Š P C }
„ L L ´ O B L L _ A f | ÷ . † 0 l p L a h # R Ý L L 8 7 ú Ý f 5 4 L - 3 Š P C }
w 1 L L x u L L 2 a h 8 f p L L L 0 W s 3 h l f Q L L m Š # Š u A L m L 3 L L Š W H L 3 T x ô } L L
L L Š h O W | ô L L X _ A L L _ ÷ j b L L < N L L L H v a n m L L Š } L L 7 m l t @ L L A
w 1 L L x p ÷ • ú p a h ^ R L 2 8 } Y L L 3 G L m L L 1 0 3 [A L L _ ÷ L L [° O | L L \ |
} . L L [9 L L W . s m L z n x ÷ . / L L P m 3 L L G u] L L n p . L L C 3 P m Š # Š
L L 8 r p / L L \ W 3 L L G u] L L 8 7 ú Ý B 3 L L P † L L n m Š { } L L 8 f (^
L L h m 2 Š [x \ L 8 f L L h @ p M u L L m A L L _



¥ • 7Æ

„LL´O LLnLsÝ uLQm /Š#Š/PAŠ[ll]o 8p-7 LŠ@pLM 8•fL3LB LLX,
BALL W2 {L+q=L bLxto &omhLŠLLgD/LQ p}bflîRŠPLQ|Y]LL!Š 2LL•7LLELŠ
p÷ ·û /LL' | pō •LL- ŠLL8W sjbŠ#Š A LLXlvb ūLL·mLAŠL Š#Š /
LLsŠPm3LLK Š 4Lq(m 4L2M0 Ý LŠŠŠ bAmLL7LLp7|p)13LL3Lfl +pL 4²-
„LL2OuALh[|÷ Z LLS +. LL\Hs
ohLL8



Š › Ý • - f • α-a „1 ‡ ¥ » β -
•-“ •f» §› <•-“ • <€ , • ‘ •-€•
‡ Ô!½-•• Š-- 3f- Š ” 1.
1 • •-“ •f» §› . ‡½• a ‡ •f
Š...” • , ; f Æ › •-• 3f- ...
ÃÃ ‡ İ ••€

/LL' | uLLm ALL _ ÷p|pLL3 b0L LL
& LL#q LL73LpK LLŠ' LŠ#sŠ
LLO s@f |÷ N LLH\ f LLŠfõ|
Z |0 „LL´O BLL n f Š#Š A L
•LL² f | ELLP uLLO LLn2DP
#3LL<f LL(p Š#Š A LL7. pl
LLŠf



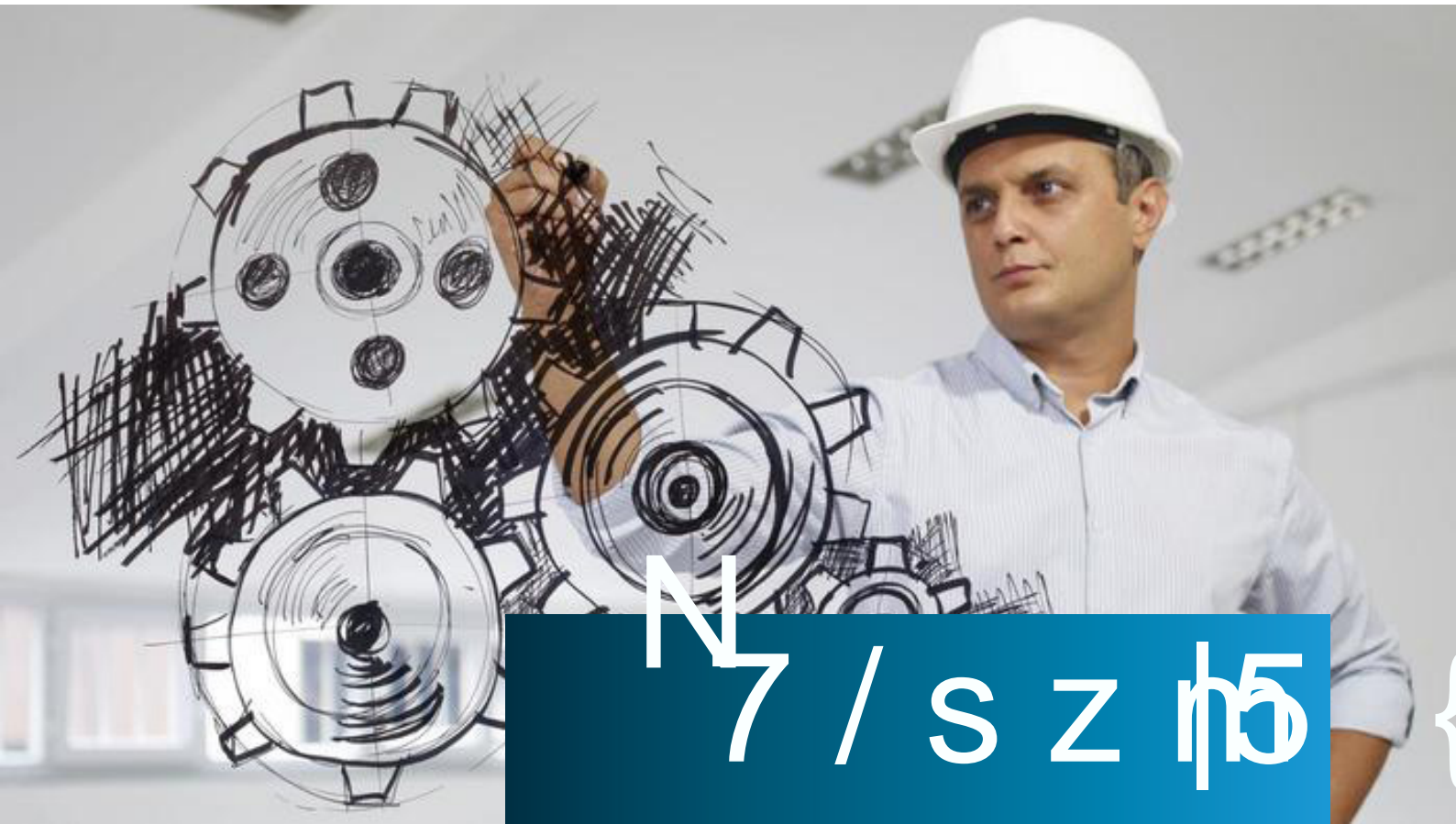
ääž € ää •ää-• ää-2• Ž 1 •ääf , ää ôª OEää •ä
‡-ää- € ää-2• Ž —ää “ää-• - „ää‡
•• Š-- 3f- Ô , --•- € Š f»€ ì%›
è• -Ā•• , •f»€ ì%› -

Š#Š A L127. | QŠ#ŠD sĀ ALZ. _ /LLŠ!}f, Ls² „LILL´Q q# LLLÜs q 7 ÷ c l j b l
uL/Lm LLs nLsm •LL- 2 3 LL\LLŠ!} f, Ls² „LILL´Q q# LLLÜs q 7 ÷ c l j b l
pLL hm Pf pLL| bLL;LQLB´O BLLLW | •LL87ZPŠT LLžan 0üLLW
. LLŠ\ f #0Š#Š A LL7 I /, LL
3LL&3LLG LLm V°LL+ „LL

1/2 Ô ÿ Ô .
Ç {Ān · Y ° · Z Ÿ
:
Tel/WatsApp:00201008415359
E-mail: info@alamelgawda.com



“...• Ž



N 7 / s z h5

„L1510_p3^| — Lp+V/LmBL-ht|cL=30uLlPff - LL87úm| LLŠa13mž
LL8(W LL)LPf LjZL\$zf „LLi j society letters ~1L
3 a 6m LL7÷2 0LL0P | tLLq?
jLL?} f jLL!÷ u p)lrb b βlp=a lnt|#tLb[Lf s@u6LL'szY I Lshf1jŠn
N / Á uLŠm}N}LLsz! ?al'ldk10f' dhlš?LLβYL7p)LLb p7p t ôLL(Ü!|jL
QLLm LL[°O „LL- p q}b LL7 c{LLq23-a'wduwphM2Llxš@-αL0/EL,BL
„LL²û p)LLšpsW tLULx}mm p ` 0úoLhŠsm7A-uLš'LLlfhYtLV3fL LpL-.. {A
LL7/szf LLq ! #Lsm {LLhP# Lp1n}LšY
IŠH, f | f\HsY\A ŠX/ff „'O <@Pf Y[}Y | F}TDf 2Qm
{LL h'3f |÷ N} LL7ž Np+. ^ 6fLšzš0 Ppf ` „ôLjLL7t /Lp)kLh)E L7L3T
oLLšhO LLP@t /LL[p LLŠ'ž QLLP}f„L,LL-L{Lúq±x"LEQ'LPDfM3B
LLt ^p „LL- LLsmō c4 LLq-8mL p2pL Lfjms]v(Š t L7 L(Lx q)LLhLúPLIŠ
ô"LLÜ! ~÷ p)LLk/f j9LLh\fhfV} LL0)M/LTIDfm LLz! }m „LL-
-}8_ 9<f jŠ? X f3 o
jLLŠh\ f | 2LL/Lq) :p)hLl8p)hB7 /tžm pM I LLn x.p}LLhmx}Pff LLL78
oLL'2pô; βLL; PoyLLz)hP#šm 1„LLxO|LLpPFLIL7" ln2 0uff L0n Š1LLt;8 t {LLLq
LL[°Pf „LL- hbLL<m ~÷LjL;Lp.Mššh'UqLšOjLlXp f/LVP
Šm}Šf ŠpM j` <m j({LLsžzBL;cjLLq f 31OL f/LpL
QLLŠm/L,LLL-hp)LL'<m . {LLq÷ "LLÚP t 1LLx 6/LLšzfm; QLT/r4 p'k
—p ALL hM)LLj?|LL<lm 0uPULšYLL0LYLL(LrXŠt@ oLLp)q/lfp)hL7/tž
{LLq LjL2)M /L1L3Tf {Lšm lnt; }LLxwL k'j Llp) LHHP t} LLe b| „bL
øHuM v2A Q/f „'O DfL- LLp)Pifn L3ALL<Y1N,L
. p)LD7u/szY oLLhP t —øLLHuM | LL 3# f uLLm ABLf.a f8 ,tL
LL[°Pf „LL- /LLŠ! j bLL< oL„LL!A- t h d LLx m —e2 l3^mq /fL9p) L d7 Res
/LLŠ! %LLp q jLZ f(tLŠ mL A[L d /LLHfo L(bz h)P#L^q ZLszLY7 w1LL^m
jLLDW ÷ %LLp 0)LL(Š L(Lm wPA EL Š I ŠfX Š L tA7Lw²10 PL)LA
uLLm ALL p)EL „(Ll- oLLžRV| —Q IŠ



č - V ¼ k 0 > a ' Y v - _ V Y

c pO@Ý jnP%| cq 5' ÷ { ! } ^ | | n x û n † ÷ c o ^ q = R \$ #] † / @
{ s û cqø ` | c Š h O / < † w q 1 Š L - z | f ^ / L ; B h | ? † z c ! † L | c † L J } L d L L L (s m
A _ o ^ T 2 f W w o P z f j x ! 3 p . . ' 1 f / † P # ^ | † w ' } x m j ' { s m o h P | { 7
{ h n (| { Š h O M W (W { Š h O M W

• i } f] † / @ f j n Y] † / @

{ f ^ R m / [m / + | ÷ n † b † [[/ ? 2 c ; W 3 P q y • - 6 u 7 a - 8 † | ÷ c m n x û
L L [/ ? „ L L ² û L L W 3 P Y w 1 . L | - x , L L L O } (2 | † L L f Š ' L • Š L } - f 3 } L L * † L L
{ L L s a f | { L L n | Š † L P m q | ÷ V 3 L 2 P L j H L Š m | # x | † L q f V 3 O b Q L M h L m „ V 3 L 4
c L L Š h O L L L W p | | j L L Š n h M . 3 L L f „ ¥ L L 8 † L L n p { Š w O # M W
{ Š h O M W (W o Š a p M] †

3 P f] † / @ P L L < † † L L - 2 Š L L m L - L • L v . } L A L L -

L L } L d b † f 0 L L [| | 3 d L L L Š h O ô V 3 L ; L Š . @ B E # } P E L L f † † f L / q † u m / # 7 {
w / # L L 7 | - ^ / L L s O { L L f L L p O @ m | ÷ c L L @ s m | ÷ c L † Š h O M - W
/ L L P ^ | j L L n h # † û ô / L L Ø w / L } L # m d L L 8 Š f û d 6 L L s f 3 L L 8 { - Y] † / @
/ # Š L L 7 | Ž L L X , † p ÷ „ L L ² û L Š # ~ R Š Á , 2 | [Q | z W L c ' \ 0 [# c b Ø f k m P Š f
w . L L P û 2 A L L Š f 2 1 L L n 0 8 . L L ' @ n c † L L († 5 p M ,
{ s m ° e ? „ ' 2 / n c ' W { Š h O M W (W c † ? „ '

/ p / < f] † / ? 9 _ P Y] † /

{ L L s a f | L L n p | . c L L f m ' c w / L L # • L a . † } L L z W | # L L † / y @ P f c b L L O 3 \ f • L
c L L P m Y L L † / p / L L < f / L L s O • û L v / | L c # Š H P Š L L 2 L 7 - s Ÿ m L • L h s j L Ÿ L [
~ 3 L L + ÷ 3 L L m Ž L L X / † L s 4 L L d m b p 9 L L m f d { q B 3 P L L L < } L c 8
Š T f 3 z L † L L } P O W / W j L L - ^ / L L s I O X h L L h m L j L

n u M V 3 L L P c L L q ; { L L Š h O } P A L L < f

' |] † / ? • i X @ f w 1 x u m Š # † û X ? u m A _ ÷ A n , # c q | ÷ { P C |
{ Š h O n c W - 2 f] † / @

' |] † / ? • i Š h 7 X ? | Š { # † û X ? Q n # / L / m 1 L - x c L L L x Š '
{ Š h O M W (W A } L L † / @ f p } L L z W H L 2 7 } / L L O 2 \ m L

Š h 8 f X @ f u m A h , h f w / O 7 L L 8 Y o L L a s / L L
Š h 8 f { X ? u m { @ Š h , | w A Š T P @ ^ | A _ ÷ w 3 ; p V } H P f] † / @
j D W ÷ { _ A W

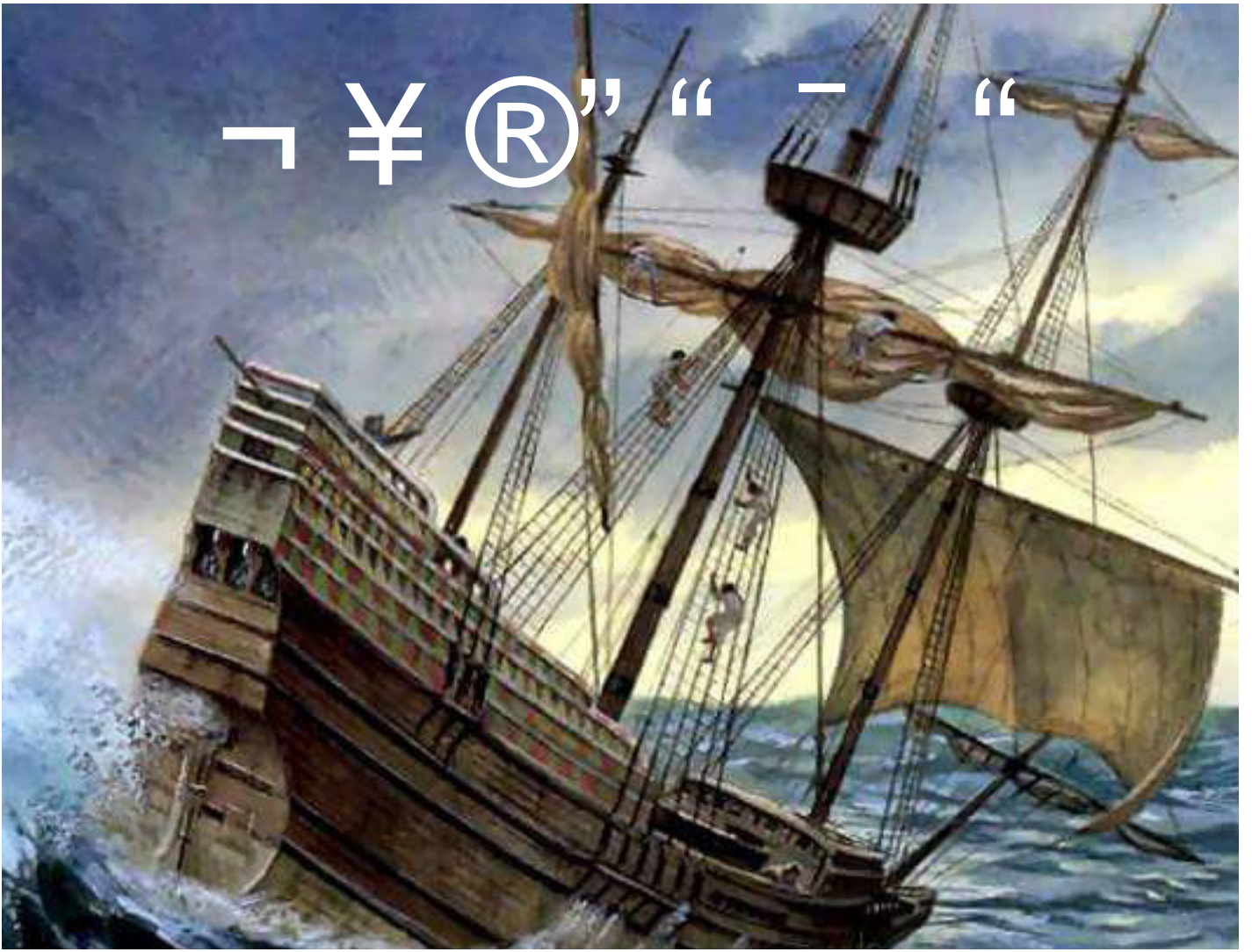


nÿætt° ¼ f © v a~

{90!,,LLAOL2!_3llp÷ •LL² jLLŠ[| — LLq/sO ô LL G¿ j` {LLHfO
jLLXHf 1LLx }LLŠ ð •LL² P†L{Lßslaf klphtx2<uLLhÝLL,fl d²LjL†h?
£~3LLm jzLL8† p÷ Ó }LLO/W •LaL4BÝL,ifLLsa jVLLŠWpf\HŠLÜ
]LLO }@f 3LLC| 3LLp Hf jLLHO /LL[^ô LLQ. p Ó| dLHf[|
jLL!| 5LLO Ó|pL7LdLsLšfûL#Ú|}Ó†8† ŽLL3p—HšēpL=LA8HO3 lumH mO:
ôöLLO/f pLL s7úY8†w.2LHm3B|C-LH-f^R7| LL7}O ? 8
ô n2L8fL|fB+ „LL²û ô}LLhof .û fLL\† . GL,mg 2PHLH,²sm{
d LL[LLM/spf/30^3L 012LZdL18B|Ll/bLs& LL\
ô O/f jPW m5† ð O/f ÷5^n÷ š 3LLp G162f LLL
-2ŠLL7 2 # LL7û 2LLsan†† LYH
2 XT 7. N /!3mPÿuOzf ^m <m @[w2Š|LL8B~}LLO LLL7sx uLL
Pÿ 2um 3LL _÷ 4 uM }Qm Ms'AuL2Š'L=L8fn#W|@|LE8†
/h „²û js' u /ñL†K|mÁ-3BmVh 7p ê#A2ÜB mf jLuLLH'no
2LL' uLLaf °LL@fLL&mp/Ll@ŠW jLLŠP†hf @LLŠ-M|{LL\^3G jLLC
jLL s' uLL /L2bLpM †LmÁLLV@ALLP†m 6-3LBsmG/hmV8L8DlmaVf
/h&Ý um 3lf l q÷ —6ø&}LL XmÁ sllmVW/f dLjLdD
l LLM÷3ULLLmw3W/L#P Šifp ep Mllwfv uLLm^p3Kb\fnP48@ fp÷um/PVý
/hLL&Ý š q÷~3u†÷ ð).Xhf\$†.4h@f f †p
l LLst† p÷ l LLMÁ „LL´O B3LLPW /hLL&Ý l LLM÷ 3|Xm†.p ô 4
jLL s' uLL û V3LIER†P }LLx†sx|Lu# L·LL7-...wLIL:sp
2 XT 7Á um A a^| p h@f uh@† 4 uM p÷ dLmÁ}[MA·LL8
šš 2 XT 7Á 3n {Lljxq |4}mÁHO@ f|ø 8Wl'q@ LLns<
oLLf /LL' | }LLO. ·û •LLßLÓ 4W5m@f# •3LILÁ|L33.LL7L|LlOL´
p½ "QLØ' # — °LL?|
šš }O/f w1x •Á m| °p [mÁzf q Gwv@#h|@f 3n
js' u /n~2÷lpmÁ 4clwM š#WLL8† p÷ Ó "LLÜ O| cL
3! ššfû< ÷ js' u /n'÷ q÷ x l mÁ d \W cLL }C
===== Ó c "Ü7|÷ jŠ 7 4h@q÷ fr
uLLm {LLf Ó jLLP! 2 XT dL7Lq8f5V†Lf dLLm Wob=LL7|LlL'Šho Ó LLzh^?,
LL!3,m jLLŠC j` uLLm| LL!3W oLsx}jLLO/f cLLh
{Šfû } ÷| l}Š\ f ••f }x ·û fûB3Pdmf ?qŠLPúLlO}3XT 7LŠ†



q ÷ • d j m z P m 8 † s n L P m p ÷ m \ h ⊕
/ t / p M 7 • i j ! | d 5 ⊕ Ó
6 shf QW sm | / t / ; 6 ø
s \ h + j \ t of
p . P Y 2 m j w A } b u r n B f / t / p M t p
B u ^ } b / s d q ô m ⊕
z z † n q | Š 8 n < f p } s ⊕ } a # m t j p M " Ø ' W 3 P
Š 8 n < f O } 2 h] , ' Ø - ". Ø ! } m B S [G I
^ Ø m p 5 † 2 / 2 3 ' 2 ! I 5 h 8 † 2 0 † u ô m f } s . f m / q . p V
2 p } Š h m 2 5 0 0 0 m z (H 2 ? U ! h † 9 n < f 2 8 - p M Ø ' w
2 8 f • - 2 } x 2 6 / Ø [. 2 0 f . / P f | 2 8 f p ô 3 \ B / t x . 2 0 f 4 f p U h
W . @ m } b ® ß f u a t
/ t / p M 2 , u m 3 a f Š 2 5 _ Ø m t B
Ü ‹ G s T Y 2 z f a # ů H B Ç m } x ^ s x
9 n < f u m Z P W s Y P ; ; Š h u m V S ' S U z \ W | M W ()
B _ } ` „ ' O Š p M
B h [• - Q \ t / t / p M p 2 7 h p a X p ō



¬ ¥ ® ” “ — “

Šzfûd ħ @Lmt† of | † ÷ ° /P 2š p #q| 3 š5š X,
{f°+ um Q Š2H| Qts @ TI? \W — 5h@m 3Hn . •2
j' uO (f •- {h\O /z! ÷ m/P
2 \f d†x [}O um Xp + 2 \@f Qsf@ _{ /O šn| -2. V
3^5hM w1x um {f < q. 0 \qÁ 3p G
wA aX „´O H , f w1x 3 ú . "Ø' o^ZOm ÷
ô s ŠÝ d„žû jž† pf ħ}
— f f h< q | 0 \qÁ 3p G h?| p ŠW
—†ž 3aW ŠÝ Pf `3<f ~
—p pf sf um) ? ÷ | {Pm ž_93†ž w| —wô On L7
HŠ8 f w1x „´O p 8rû ... ø`
—•Ā \Ý /' ÷ •- 8f ! p ` Au' w
—{ q # 9f hM {\† / @ž u pM.5†
^ †3m & p) W; Xf m) † —P~fp} p) p†} s† | p) p) X @ † ô nL
— pf q { Š'2: †ž žij+ /fW †—†
.2 ! {sO 4 (W Qd 3f m ÷ †—3_n \fm N} †h G3
š žP ô·úx um q ur

° ° ¼ § ° “ V ° , § \$ V O E § V ° « ž ¼ Z O E _
\\ “ V € § ¶ h § V Z - §
Š s n Š f Š O s @ f 2 ` 3 < f „ ‘ O Š q / Š m

A 8 2 Ý Š q! h H m d ž a 7. m
2 L Á I } L h P f L Š h ` „ ² ū
2 L m 0 L Ž m ū ! o 8 [n O ž



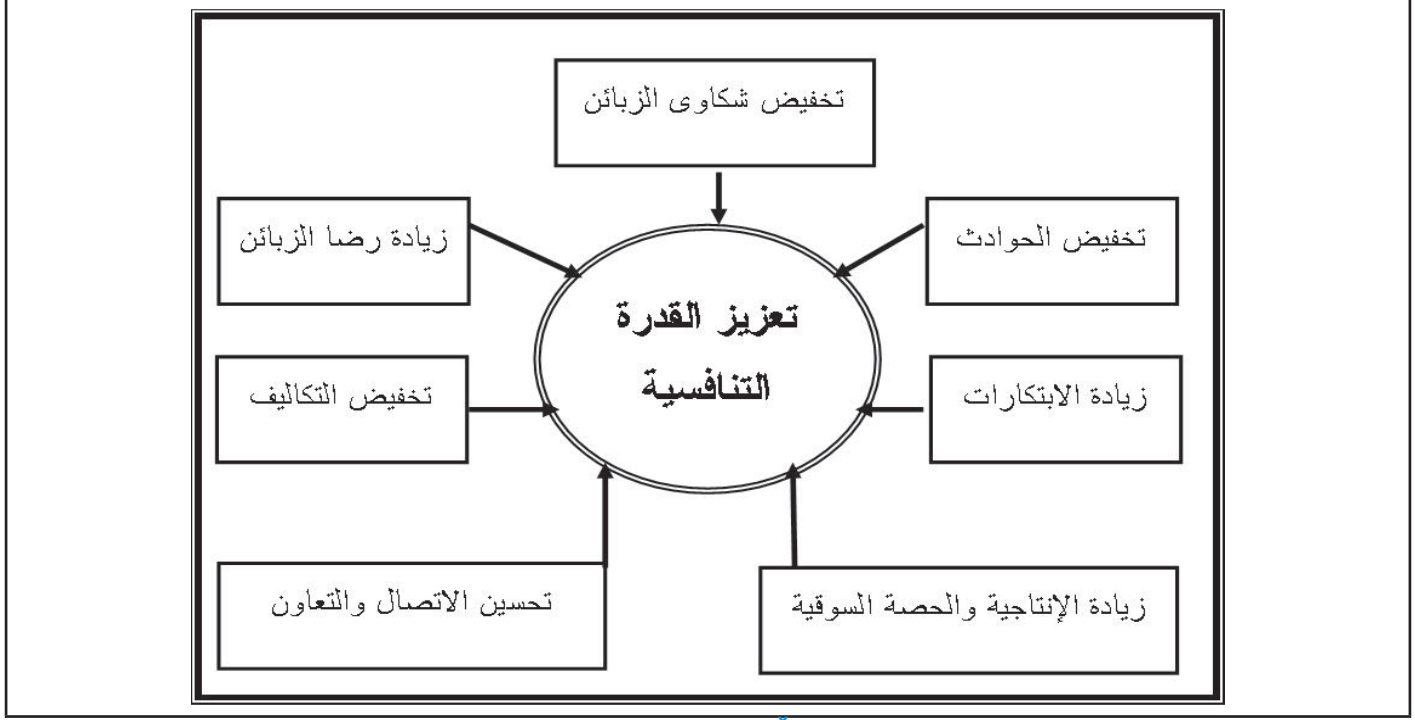
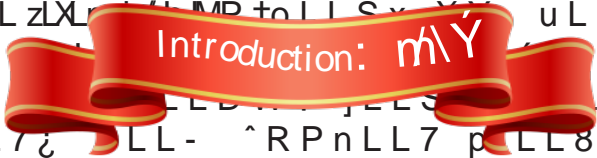
• ð à i ! % Š İ Ž ! % Š å æ Æ ,

... / n p M p 8 ' / n (m . ú V

È ‡ Y • | • Y Ž z , »

i H Š 7 } f ô s f . } m Q Š t @ d # m • - h 2 m ū P ý . Š n s ħ Š f H
ô L L s f . } L L m Q L L Š t @ d L L # m 2 • L ū L ý . L L L h m P L f L Š L 2 ħ Š s w i Š l f l o x L
L L Ø f / L L p } X f | 2 L ū t ý 5 Ý L • r b L Ā L Š L h n | — L h m 2 L ħ f E L L L W 3 P h m m c 1
. } 2 L ū M L L L s p 1 . 0 L L t ğ # L L L - Ø Q L L Z L 2 } . P ū Y ý . L L L Y p L L ħ ū s Š L O / f L L s
— ý . L L Ý L L 2 . ū L L L h l n q m L s Š P L L L ħ Š B l m V W L L h f M L L Z p ğ / L L L m W p x L L L Š
. } L L h M 2 d f 2 L L # l m f • L L - A L L L - Š ū M L 8 Ý } s L B Z L n P E L L ý Š h P z @ p @ + • L L
Ž L L X Š K } f 5 L
u L L L O D W — L L Š n h 2 / f | j p L L L ! 7 3 ý 2 ħ . B L L L (a s f | , L L L ħ P h M 2 f 7 L V Š H Ĩ x f : .]
L L q A q Á L L
u L L m q L 2 7 . o N L L š ħ (| / L L ħ P h Š n L @ Š 1 0 7 , L L L 2 ū L L Z z ! } m 2 f L L Z r
ô L L s f . } L L m Q L L Š t @ d L L # m 2 • L L L - L s ħ L O m L P f P L L L Š h P ğ f L ğ [
p L L @ 2 ħ 2 - ū 3 L L L 8 f / 0 L L L - l p 2 L 0 3 L 2 ħ 2 ħ m ^ 9 L L p l p 8 - m l 6 L L O 7 3 x L L Ĩ ħ ħ
6 . / L L O L L ^ T m L L L L ħ T m P / L L Š O ÷ q 1 0 0 V L 1 P 4 L O 3 Q L L L % s Š P f L [„ L L L
% L L p q | j L L Š h (f L L Š h n O ° ? L L / L O P f L L — ū L p ÷ } (L Ý a ħ ħ L L L ū b L q
2 ħ 7 L L s Š O w L L 8 m j L L 2 n j 8 L L Š h (ħ O f L L L 2 ħ P P ?
Š ½ % 2 f s ħ ? } ² ū — 7 Š C 3 X f 2 + | % p s f j Š h (| B 3 O
2 L ! L L q ` H Š L L 7 } f ô L L s f . } L L m Q L L Š t @ 2 . ğ ū L L # ħ m L 1 8 m L Š
L L P X
P X 2 m q ! ` h m 2 < ū ý .. } m M] Š H } 8 m 2 ħ p ū m
n L s Ý • - 2 ħ . ū ý f m } ħ Š M H f [] P Ý A _ 2 . ū ħ Š / P l f n p 3 Ý } f 3 Š # Š
2 } L L Ý A L L Š @ , 2 L ū Š] L L Š ħ Ā m m L L # k f P X % b P H M 2 7 f . m L Y Š ħ P C L u L L
] L L Š H L L h H m Q L L m] L L W } 2 . Á B L h † / Ý L 3 m L s Ý 8 Ý L 4 P V L 1 Š Ĥ L
2 L ū Š ! | L L Š h + / f . L L L @ + ÷ | a - 2 . L ū m L
A L 1 5 L T L 2 ħ f L L L 7 s Š O L L n 2 s ū Ý ý • L L L - m ħ m L L 8 ħ m • L L L Š ħ ħ M Š ħ 4 @ L ū !
. L 2 6 } \ f L L 2 m / L N L ū L X 1 L L x ħ f - 2 Ž L L L X Š K Y A L L 5 - ħ L M L 3 8 Ý } s L L 7 L Š n P l f L ý
h m L L 2 ħ f ū ý . } L L L h M] L L Š H L

3LL^}H | p LL8(„LL^û L2Wû ÷fLLzXL...MP+oLLšvYy uLLm
 ...¿ & LL Ý —ý. LL Ý | 2 bLLW¿
 .4LLŠ! qÁ p LL8(| —uLLanm
 2lu\$M | LLŠhp] Z }2L7¿ LL- ^RPnLL7 pLL8(| &
 hm <f2.û.}h.M m]Š H /x! nLsÝ um /†/Pf fl' /||
 #LLØf} LL73jLLZ1L† 8fLL•f2B.m LLfz n @•flL^2 ^ f | QM Total Quality Management) 7.
 LL^ n m/+| LL^ n
 LLŠO sp@fL`| LLmmsú b k L Š x } 23hLM L ŠAHL | #jLLÚ} sLL8f4 •LL\WL
 LLm 5f „LL•C÷ /2LLM uLLm3+LL#mLhšÝn' 03Lb •LL- LLošfL/f! /|LL
 ^UL418WLSm.ê 3Lm}H2.p/LŠB(L^L7L=LmLLŠLHT|a#LLÚ f•LL'nPf
 hm L2<û |}LLzXm N Š\$LLŠ10Š
 1LLx u3LLmL\$EAPL; L.LmL -3Pm| #LLyhO oLL_ 3]LLŠ\2.û, L\LLm
 LL@@, Ý 5LL_ 2ÝL| {LLPmLhV'Lju3E
 /LL\W Z1LLBf →#LLÚbŠšf|/f | LLŠ 3Pf LLnLsÝ QLLm LLŠh^
 %LL }sf2nÝLL•ŠhAPLq sabÝ7 ^}2Lû 8Ý. L,LLÝ'O ±Lj b2 ŠÝ(L f2 flrb
 Ž j h m2 .êf]Š.)h M•α |. /-
 —d LLm]LL(mL%L±LpL -q 2Lû \V' LL-zXhým LLzLSL pLhLmLŠÝuPEm ±LBD
 uLLm ALL _ 2]LŠ\.(LLzfhm LLkE Ford. JosselbeckmHowellPackardHMO ù`&LL; /d
 1 j bLL<f •L2EL#L^T(Š LqŠ#DLØfLs-x



hm <f 2.û h]Š H † f0x f
 hm 2fû j.†hM d°+ um 3? P 2010- r30¿" Ū (†L-s-mo^3 aA
 LL(2f | LLŠ h dslÝ(Ý p2bf (Lm d]LÝjic] @PŠA@LW @ifL w 1 LLk^ô Š
 jLLd+ /m dL(LÝs — LL' m LL ° 2 „ûLI}0LjzXIMLW Lž@ Lr — f 2jrh fl@Lkf
 jLL@ Xf L2mû •LhMmLLšofjLLL)MmLM f 2.fû KL(L šhX f-/ hlm WL LžLr
 LL2f÷ ±LlsŠO pLQ LLLnL# nÝ YALL2šf@, oLL — LL' m LL 9LLLW'0
 2 LL +. LLf fALL2(f÷Ý —ALLŠ@mLzôlsiš 0 LL# [Ls m] jL LŠW(žFLA
 LLŠ?} Pfl {LIL @ ŠL@2f ouLLmLALW +L L7
 Problem of The Study 2f h b <
 2LL@ ^TŠLL8(| LL# sÝ 32Lû}h. L•LLm #LLL^ún p 0LlnzXfjLLfLŠ

. 2LŮ!| LLŠ|K|LL&W}BÝ VL2†ú(. LLPz!÷}Ý. Hrb mL e f Lz.WL L#
LLŠsnŠf LLŠO s@f LLnLsÝ „LL´O2BB#LFX LLn/L#mL„L L2U
oLL†/\ „LL²û LLŠsnŠf LLŠO s@f LLnLsÝ LLzf⁰+ uLLm
hbLL<m 3hLL(8@cLLLfñ/-. 3LL8fŠL48W4sL1L1L(. LLLŠK OLL
hm L2<û ý..}LLHÝM HŠLL7}f ô LLS f . }LLm QLLŠt@ •L2f- L
2.û ý. LL Ý HŠLL7}f ô LLS f . }LLm QLLŠt@ 2fLL-hbLLLh<m BfL
BLL _A f LL´O oLLp2ÂL#LLÜL p/Šfhp)3L15L f Š,LLX?ú •#L bÜfL P3fL|L8
./LLPm| %LL s#†ú .2LLÁ|B,PLJUL(m N L/Lx| Á d°LL ZpL Q82Lp)LLLŠ?
LLŠ!

Šf f 2.û 8!%N!uA2 @÷ 27 hb<m 2 zKû

š HŠ7}f ô s f . }m QŠt@ •- hm P2. #ÚnŠm 1Š H@
š }(Ý ŠO s@f 2n.úšÝŠ H- hm24fm
š hm <f2.û.}h.M m]Š H mB f m 0û }(Ý 3ŠO
š }(Ý ŠO s@f 2n.úšÝ. •m]ŠmH<f{! }BhpV-4Áa n
š ŠW 3S}5P/f 3ŠFA8.T3Ýh:m2<û ý.}hm 8Š H- Šp @W /f5. jx

Importance of The Study 2f Šnx

^3Lsf Šr

w1LLx p÷| L2.Š' ý- lhm ÝL#LÚn)ŠfLh•MLα s@f N LLH2ff LLŠhš
„LL²û | LLO 2bÁL<LLQ LpLfš ÝL8ÝLh2 L2f eq÷|
f f ŠXf¿ d,m Qm|3 @P2/HVf/z< Š7.. 1-f ô !1 .}h
0 LLnq /LL!|N LLN1h87húý LcLLh÷|pl#LL- Ý oLLf Pf p .Ü Ljhb2 +/m
LLŠsnŠf LLŠO s@fLL;úLm ZLLsÝP2Lú4 LLLXŠ ŠBHK m,LLLŠO Vh
3C pM []f •- ŠO s@f ÷ /Pš n2m Ů }H m hp
Š?} | %2f q 1uxm{Š7û j?} 7 m 2, 'Ů á}22f•ZV 7x d48! p7

Š\Š H f Š

LLhm Pf LLŠsnŠf LLŠO s@f LLnLsÝ 2fl #wsrhLz f LLL Š\
LLf|1.4 }L,LLz L M3,lm@ p%OfL p2 .hm,ýLL< m .}LLŠMH %LLp q 2 n
LL\XsÝ

HŠ7}f ô s f . }m d #m }x| .÷-3#m zf 'ŠO 2p2-0 1p2m]7-w'17x •-Šnz
2L4LxLLnq ô ALL uM LLzf QLL[} † #LLØf /2LQ27 w1LLØ HVLf
%LLŠhuM ô LLS f . }LLm 2•L LšššmO f LLL Lh8 mLLm m103LxL-#lo
LLP f c2LL19k %LLLŠšO M @ f2014 L16 35 4 LLLm LA LLL 13LLf-dp mU/LL
fLL\ hÝ cLL40 L L L ûh L Ql p E P# f L Q
^}ŠpM O s@f w1x •- 2 n 7. {Š!} | 28ŠLts

LLX? }m „LL´O LLP{} Ý ALL T f ô LLS f . }LLm •LL¥s@
LLX? }Ý w1LLx]LLŠ\ (f L
pLL f| \Ý | pLL Ps@Ý pLL ô LLS p| LL}PLfm .LLD#m? 5d LL15Pm •
. }LLÝ w21LL#xf•LL.-. LLŠfL4#LLPm bLh| •-L

Objectives of The Study 2f V /x ÷

Ž ½ 2,2û V 7 n

z\Š H []Pm| 2L.û mŠ x hXm <,f
HŠ7}f ô s f . }m QŠt@ •- hm 2fû ýšsmŠ 8Š ŠO s@3
HŠ7}f ô s f . }m QŠt@ •- h2mûPý. ŠO}Š @f 3 [hE
hm <f2.û.}ŠMH mB f m 0û HŠ7}f ô s f . }m QŠt@4 •-
} LL8Ý —3LLn P5LLPLŠ W236 L<fLp, L48LmŠL h h}(Ý|3 LLLXf 5L L´
ŽLLXŠK2ff 2/LLL f3 Ý— ALLLŠM
ý. LL m]LLŠ H 5LL^5P •LL- HŠLL7}f ô LLS f . }LLm QLLŠfŠ
LL^ n []Pm uLLm .ALL

:"~"at .

sŠPf . 3W ÷ Ap @ 23Ya?jf
p Š 7. 3\W um 3\W jbf sŠP.2 ŠBŰ ÷ V 3U h P# Ž#

:34- f- ~"at .

p Š 7. 2 um **Statistical Analysis** XfB_* jmq P
hm <2.û.ÿhMm 80' HsŠPf . 33W:f **Statistical Analysis** Z... '¿ ut f

}LLx| 5LLx hM ô LL@'Á LLnLq ÷ //PLL 7 L 4YL k B 0ZL# hM7L- 0L
(SPSS ŽLLÿ @'Á

Šf4f p !Á ^} 8m ŠHO ÷ /| p Š 7. **Statistical Analysis** zPm #0f
i1 m n]W]M }m \$ - \$m W-5 hm -n]W

Limitas of the Study 2f .|/'

HŠ7}f ô s f . }m QŠt@ •- hm 2fû ŷsmŠ ŠŠ s@
HŠ7}f ô s f . }m QŠt@ :•%o Ž6 m P

20142013 Šsm5f SAq XŠfmdW 7x :}ŠM H o

^} LL8m 2L8ns+Š OnCô sLfl7. }LLm d LL#m •LL-2jfLLŠ Pa @Llã of
pLL @ ,22-ûo3LLBf/9nL ← p 12L 0 3LL2H#m@ 2LmPub

Importance of The Study 2f Šnx

:••• - - ' .

w1LLx p ÷ | L2.Š' ý- lhm ŸL#L Ún)ŠflhMLα s@f N LLH2ff LLŠhs
„LL²û | LLO 2bÁL <ULL 0Lm fš ŸL 8ŸL 2 12E q ÷ |

0 LLnq /LL| ÷ LL 7Lh87#q Ÿ LcLLh ÷ | p#LL+ Ÿ oLLf Pf 2 .ŸL 1h2 +/m
LLŠsnŠf LLŠO s@f LL;úml ŸLLŸP 2L ú4 1LLXŠ ŠHm 1LLŠ0f Lhm

3C pM [}f •- ŠO s@f ÷ /Pš nhm 03 }H m} hp

Š?} | %2f q 1uxm{Š7û j?} 7 m 2, '0 â} 22f • Žx d 48! p 7

:•- - < •- ' .

LLhm Pf LLŠsnŠf LLŠO s@f LLnLsŸ 2fl #wšrhLz f LLL Š \
LLf|1.4 }L}LLz hM3,lm@ p%OfL p2 hm,ŸLL< m .}LLŠMH %LLp q 2 n
LL\XsŸ

HŠ7}f ô s f . }m d #m }x| ÷-3#m zf 'ŠO 2020 1p 2m} 7-w 17x •-Šnz
2L4x LLnq ô ALL uM LLzf QLL[} † #LLØf /2L 0 7 w1LL 0 Hlf
%LLŠhuM ô Lls f . }LLm 2•Lk 8s Šmo f LLA h8 mlLm 103Lll -#lo

LLP f c2LL 7k % LLLŠŠO M @ f2014 116 35 4 LL nm LA LL 13ULLf d 9 mU/H LL
fLL\ hŸ cLL 0 LL L: L um L 0L p E P# E L 0

^}ŠpM O s@f w1x •- 2 n 7. {Š!} | 23ŠL \$ f

LLX? }m „LL' O LLP[} Ÿ ALL T f ô Lls f . }LLm •LLŸs@
LLX? }Ÿ w1LLx }LLŠ\ (f L

pLL f| \Ÿ | pLL Ps@Ÿ pLL ô Lls p LL}PLfm •LLIO# m? 5d LL^5Pm •
. }LLŸ 21LL#xf•LL.:. LL 0fl 4#L LPLm bLm | •E U

Objectives of The Study 2f V /x ÷

:ñš @£ •f ... Ñ †

z\Š H [}Pm| 2l.û on\$ x hXm <,f

HŠ7}f ô s f . }m QŠt@ •- hm 2fû ŷsmŠ ŠŠ s@
HŠ7}f ô s f . }m QŠt@ •- hm ŷPŸ. ŠO] Š @f 3 [hE

hm <f2.û.}ŠMH mB f m 0û HŠ7}f ô s f . }m QŠt@4 •-

} LL8Ÿ —3LLnP f5LLPL Š W23 6 L<fL P, L 8L 1MŠL h h} (Ÿ|3LLXf 5LL'
ŽLLXŠK 2ff 2/LLl_f3Ÿ — ALLLŠM

ý. LL m]LLŠ H 5LL^5P •LL- HŠLL7}f ô LLs f . }LLⁿ LLⁿ [}Pm uLLⁿ. ALL
Hypotheses of The Study 2f Š C3
Š ½ Š 2/3 X/fs 8²
N_DX, sm h m. & fý. . }hMHŠ7}f ô s f . }m QŠt@} 8 m[®] p[®] n[®] ÁP f[®] Š s
HŠ7}f ô s f . }m QŠt@ •- hm 2fû ý. s m Š f]Š ŠIO % @ n[®] Á[®] m[®] 3 W
. }L2L ū Mý. LL Ý LLz\Š H /LLsO HŠLL7}f ô LLs f.ää. }L[®] m[®] Á[®] Q[®] L[®]
/†/O hr
hm <f2. ū. }h. M m]Š H f [}Pm HŠ7}f ô s f . }m[®] Q Št @[®] •-
]LL-Š LHL 8m w L2 # HLL Š Š P f • L]L Š P m[®] /ô LLsO |3 LL Š P[®] @[®] L[®] Ğ[®] Ğ[®] L[®] f.ää[®] •
— ALL uM ~} L]s 8 Ý 7 — 3#LLL[®] r[®] Š f h P-5f LL Š P f f LL L Š Š W 3 L m 2 /š ý. • ALL- m[®]
Ž LL X Š } ff 25 LL f
Š f f |Š 2/3 X f Š 2/3 X f w 1 x
• LL- h m. ū L ý. f LL. }h. L M 8. 0#05 L]L L-Š]L Š P m[®] /LLsO |3 LL Š P[®] / @[®] L[®] Ğ[®] Ğ[®] L[®] f.
3 L 5 m 2 P f LL L Š Š O
• LL- h m. ū L ý. f LL. }h. L M 8. 0#05 L]L L-Š]L Š P m[®] /LLsO |3 LL Š P[®] @[®] L[®] Ğ[®] Ğ[®] L[®] f.
LL-ý Š L P f h P f LL L Š Š O
• LL- h m. ū L ý. f LL. }h. L M 8. 0#05 L]L L-Š]L Š P m[®] /LLsO |3 LL Š P[®] @[®] L[®] Ğ[®] Ğ[®] L[®] f.
ALL uM L P f s LL L Š Š O
• LL- h m. ū L ý. f LL. }h. L M 8. 0#05 L]L L-Š]L Š P m[®] /LLsO |3 LL Š P[®] @[®] L[®] Ğ[®] Ğ[®] L[®] f.
2/Š 2/LL 2 ff LL L Š Š O
hm LL 2<. fû ý. } LL L h M } L M 8. 0#05 L]L L-Š]L Š P m[®] /LLsO |3 LL Š P[®] @[®] L[®] Ğ[®] Ğ[®] L[®] f.
Ž LL X Š } ff 25 LL L Š Š O
Methodology of The Study 2f n d s r
2f . ÷ H7 } q Š f QnhM Žr /ŠÝ s & Ý }h7 ÷ | 2 f # x / r a Ý O
Population Sample of The Study s Š P ff | Q7n #
L19n L š m x. /O ULLf f | HŠLL7}f ô LLs f 2 } LL L m L Q L 7 Š t @ LL. n L
QLLn # n_ LLn L s Ý c LL h 2 LL Š + o LL /LL [| 1 d /LL h M h M L L %
Ž LL H f o LL † o L 2 h f # Q L 0 r f # n L L n L š Ý L s ū L L m 1 LL L x p 2 ` L L Š 7 2 h f L
LL ` R p Š L r L x @ @ L L Š | p LL
LL q ū N LL H [• LL Â LL Š O 3 W LL P L H [ALL @ , š n] 2 L 7 Á 0] 2 LL
p LL n L s m Q LL [} 1 2 L L W u] L 2 L P L L Š Š P f L o Š L H D L f ū w N LL L x H [L L Š { n \ LL
LL q ū • LL- LL @ @ , Ý | LL Š q / P Ý LLO s @ 9 f N LL H [q u L L m A
{ LL LL 2 0 3 b L ! ū L 8 m h H L 7 LL s Š P m LL Š ? } @ + { LL f p ;
N H \ f 1 x | 3 < r n P h n † { q N ` ô s f . } m † N
QLLn # m { u LL L 8 m LL m j LL n LL Š O s ? L 2 r f L s m / 9 L x 2 f # L LL Š L s Š
LL Š f f A 2 f †
Š ½ 7 Á f (f Q n # m j n σ 0 2 u] f s Š \ P P
u LL L O 2 W f — w 1 L L Z x ô 3 LL ! Á d LL @ h M Ý μ LL L m h n L a Ý f L ū L h a q Š # L L 0 f
HŠLL7}f ô LLs f . } L
o LL /LL \ W o LL h q M HLL7} m LL Š O s @ f LL n L s Ý 2 LL L m] ÷ d
LL Š O s @ f LL n L 2 Ý L q] 3 LL L ; L j n L s Ý LL L Š Š P f (ū 3 LL n C f w 1 LL L z f
o LL h q M
@ LL % L L ' f | 2 4 n h M Š • LL - LL Š Š b Š 7 } f L ū ^ LL s f . } 2 f m Q LL L Š Š @ 3
LL ^ T m /LL Š 2 2 . ū p 3 LL @ / m m — † b 2 0 8 9 1 0 2 L / m / ` R L L Š Ý — 1 0 0 LL L Š Š B
p ÷ u LL L a n † LL ° 0 q / Š L P f L L — p L LL Š O Ý L L j # Š [q 6 LL L / r L Š L Š W ` b r n L
Ž L d / L j h 2 f | LL L Š Š O u LL L 8 m j LL 2 n j 8 LL Š h (' 0 f LL L 2 Š P % 2 LL 3 \ L q L 7 j 4 L Š
2 f L 7 LL s Š O . 3 Ý L W ÷ q p LL L 7

• '† .3nL s,f O2 GÁ S Š?
 { q }! /2:f |N}C}m f| s #Øf Š s!¿ | Š 3F
 Zf N}C}n \hP Ý Š Zf¿ ūmŠ/βF
 Zf N}C}m f| s #Øfh] |@,@, ūm /Šn

p Š 7. .÷N,, 'O

Design the Tool of The Study Zf .:š rō s

Ž ø† nŠW h n | {ŠhO zĀ wñ1 x² ū

: † ..a" +

• LL- m/, LL7 #L20f hm¿2L,álfN}O}LCLmM+ Ljbf|Lsf #5,LL0 ū N}LLa3f
 Ž lq/ L½ hM2 LLLzmp7LLmFD LLŠ' —p Š 2Lj7-
 p Š 27(m s 7)/!

8 tf	h 7¿	./O 3\Xf	d LLLLLLLLLLLLLLLLLL
	44	6	nLsÝ •- l2mû <yf. m}h]Š1 H ~
	36	5	nLsÝ •- 2h.rô }Š H.}hMhH m ŠsnŠf ŠO s@f
	9	1	mB f m 0û c nLsm 3^Us# hm <f 2.û}ýM m]Š H
	6	1	2.û ý. m]Š H {! }4 p:4 uan unŠf •- hm Pf nLsÝ •-
	95	12	ŽLLLLLLÁLLLLLLLLLLLL

' f . /Oû 2

:%o fi ž" ^ è" ... AE

o2Lôl /Ll ū| L|Loz nŠ Šm fp¿ LL Š@†+·¿ pLL4napLl uLLm Z/LLLO „LL
 B3LLO /LLPW|f-pŁš†/Ll f7uLLm 15°n h†LZLm 0 2 LL0lll|ppL0ýna x|nq
 2lf 7°nLú1LL0lL|pOÝ •LL- }LLx LLn_ ŽLLý ^†Ll{h bL3L<!

:•• € ' Š Ä ..a1-

Ž ½ ` Zf 0|% p q uO A P f •- ^Uho . n O. ~/m

:%o f- Š. Ä-

Alpha Coefficient For Internal •LL '+ /f |3Z LLL8 Xf ÷* jLLm q2P m l.¿, •LLL7+ d fL LLL
 ŽLL ø†f —. LLLn4m L,LL7L Dm IPLYO 1LLx ULLh | Consistency LL7-

* |3q_ L Xf ÷ jm P m l /, 47 /! m/

* 3q_ Xf ÷	j m P m l / O d	LLLLLLLLLLL
	44	ý. LLLLLLLL
	36	LLLLLLLLLL
	9	/LLLLLLLLLLL
	6	LLLLLLLLLL
	95	N}LLLLLLLLLL

' f . 40 b 48 m% m q3 !3, r

p L2 . ULLP# r2hf LLL|L3 LfLLIAs!L _ j bLL< LL^UdQLhM n•OL - u
2fl7•LL- Š2LLO 7; LL2UNQLLK/L nLlO8Y LL!; | .}

Analytical Methods Used m/, 8Y Šp N@7A
:Š-'" ... AE „f... Š-Ě Ü • 2* • - .Á "at c- f' aā
:“• ~"at

sŠPf . 3W ÷ Ap @ 23Y?ff
p Š 7. 3\W um 3\W jbf sŠP.2 ŠBŰ ÷ V 3UqP# Ž#
•2./ 7. ô @

p Š 7. 2 um ProbačisAlpha XfB_* jmq P
hm <2.û.ÿhM+q Š' HsŠPf . 33W:f OnWayAnovaZ.... 'i ut f

}LLx| 5LLx hM ô LL@'Á LLnLq ÷ //PLL 7L4Y kB qzL#hMzL - QLL
Statistical Analysis LLŠp L@'
(SPSS ŽLLÿ @'Á

Šf4f p !Á ^} 8m ŠHO ÷ /| p Š 7. Statistical Package of Social Sciences #0f
i1 m n]W]W } Š \$- \$- W-5 nm -n]W

HŠ7}f ô s f . }m QŠt@ • - hm 2fû ŷ.snrŠf]Š ŠHO1s @
HŠ7}f ô s f }m QŠt@ • - hm2Pf
2012013 Šsm5f Ša XŠfmdw7x]Š H @

LL8n+ 2fLLnLc sŠDL7ô LLS f . }LLm d LL#m •2fl- 3LLn@ [#4L^0L
pLL @ , 22-ûo BIL&f/9m L←p L2.0i 3LL2h/m@m@2Lm<uL1mL

LLLLLLZf\ Š
Š 3Pf 2ff·hf

LLH 23Y uLllA f | ÷ ŽLLm/uM 2dûLNLh]LLO}Y - LL23H u #hm0ALkY
uL2m w117B]m LLh? A2fl B;3P DL7 0L&fl7 d11171flL-ŠhL' lfL Š
ŽLL ½ }LL(sf „L

72f ndsm	72f ndsm	72f V/x	72f p }s'Of ol7
A _ q` Ša^3mž Š23Bfý.Pm2 jšH--!hm <f)2Mû ý. qn']Šq2f1f x #+ p!}+V. {q x>}f)2Mû ý. m]3V H! •+ D — Ša^3mž Š3Pf /ŠY PmW hM Ša^3mž <Š 3Pž.û Pm mŠ 3Pf hM<hM.)hM Šx }D2C #0W 6PbfŠa^3mž Š 3Pf Pm hM •s7 hm #ÿhPf jxúY — 9thMŠa^3š ½ h l 8Y A T n 9% f		“O V3P f Pm hM •-2.úmý<fm 1]ŠM ~/m Š28% ^R Šx ô DO ÷ 3Lq z! um Ša^3mž Š 3Pf Pm hM •- Š.Ĥ ý.hmm<A _ ÷}hM()9% f Šx ô DO ÷ x 3f. nm]Š H ~/m ŠY H 2fY sŠ Qû 3W28m q hm <f2.û.)2004—Qq PmW hM Ša^3mž <Š 3Pž.û Pm mŠ 3Pf hM<hM.)hM Šhbf — ^UW 3, f #0f A Pm hM —•¥m hM 9% 3nPf 2†-#0UW 6 3	
hH mHmlo° . } (Y nLs2hf hš) ŠLx?ff wšof p-:]Pŷ 7 }P@zf ow/x“ 2.2û lš H ^Qq }! QŠn! 2mú hš Hk f .)hM•Šh(f %Ššff Qs@m •2.ûhtrš <f {!hMŠf nLŠY (2005)2nPf			
. z; 2fO 7Rhn; #0fd@šOp s2ff2ûh73 <f)hM Š77÷A]Š_H x00ŠPŠŷf Pf .)hM Š! qÁ `3<f •- hm 2f'st.)hM sxŠpž7- V + „2û ~. ÷ ŠXŠK)p ÷ —} ŠY Pŷ .)hM)hM PŠ G Z Hq •- cf0 j n hm <2)! w # ° ošŠ,2û #W hPf -j.xúY1_V m/uM l\W m/uM qÁ		ŠY (^Tm V /x2fun5 -D) #m h? pM >uM N Hŷšf“ •3š Ō-š 6Cŷf 3 hM 81609017 ÷ Šššš EP·w # 0znSSŠ ISO I Lsf \ Hŷ 3<f w1x 9001	

. {q | 7} mm k2.ú.3PMSO "Ú Ž . •- ŠO s@f `3<f
 V + 6}nhm j b < `3<2.ú.1Š 0m hrm <ž X?})hM ds-Y hm ž fú ÷ yhm]Š H # Ú •- /hm 'Of V3PhM @f uM
 } 8m ž f š Š]2+pzfhm 7R-f ./O| 9<7ø f s'š hš'f um z @p2@ž ŠO s@f '3<ŠO s@f (2006) uM
 3+ø „2ú /P um ž hú .† Phm <B<f.})hŠ H

72f ndsm 72f ndsm 72f V/x 72f p }s'O f o17

p÷ .ú — ^n. #m W b Šsnš fú ŠŠO Hs @fš q ž 8m 2.ú X8hW p]2V]Š Y(urš q 20 hPm nLsY 7. Š[ž!)hM
 | X m . h] w1zf]Š H f •- Š q ž 8m j O W| ú X_ hm <f2.ú)hŠ H (2006) 4m &f .)hM

p ` hm ž fú l})hM Š XŠ K)ž .Á ^n :)Šš m Ÿ h Wnp ú ^
 oznzW ~/m •-]Š Š @'ú|/O „2ú0 W Cú —17} m l O j b <
 W b h m . á f]Š .HhM }h h ž n @-B W l} — l}z X Y 1zf
 p ` Š ' — x. P ÷ 2.W ž . mm \<f ~/m h M cf1_| — x. P ÷
 h H m . P ÷ ZAV ý: p ž 8m(7) Ÿ h 8m 3W }
 }3W } ž h [÷ pú — 3)W M 6h ž h f]Š q h h M } x
 Š h n P f „Q B y _A Yf .}P ÷ A Z-Wpó sp ž X?}) f ndsm <f2.ú)hŠ H h H m 3W } ŠO s@f „on Ls Y ž P f •-
 ^)[† 23 G'FO .}| — Š š a P ž h [† | % ž sf „O B _A f ' R7. Qh8hf # s Y ? um Š sn Š 2006 Q E † @ ž •-
 .}ž M ú ý . m]\ (~/m | ž h ž h f . h H m 3W } ~/m p-
 ý . m]\ (A ~m •h m . á f]Š .HhM h H m . P ÷ A _÷ pú — hm <f
 — hm ž f . Á .)hM h P m l Lq ô <rú ž . ú x. P ÷ W b hm <f .)hM
 Q Š n! 3W } ~/m 3-W š p! @-3 W h W s q n ž h [÷ |
 2.ú ý . m . P ÷ Q Š n! ž (ú)Š m H — h h h á f . P }h M
 — Ž X Š Š Yf — n Ls n h f Ž r) q \ f P j b < h m — h L s . ý h M n O um j b f
 ^Uf ÷ 2 < Y . P ž /O m

f. 0 Š #ž ú [0 ž ^ s X h m ÷ | h a . á ž 7 p h M p ú n d s Y
 Š p @ 'ú]3 W .} | Q Ž ž ú W C Á 8 m † 3 Š # s r f f c h .} Š h (Š p ž ž ž) ž 8 m „'O x3 ÷ | hm <f .)hM ž 2 M ú Š H ž P m l < f O f v 8 P f
 `3<hf Š n Š Ls f A p ž @ u M | s Q h š < h p } h M Š # m A f ž O s' @ ž š q . Š # m A Š # m A f O s' @ f

3W } Š h x ÷ p . f n < ž ú u ÷ ž h X ž P \ < f u m ?) h n ! „2ú 7
 .)ž M ú ý . m] H u n š f •- hm P 2. ž) s h h h (b z ž X s ?) ž 8 m | ÷ ~/m 'O ž 3 P 10 | n - h y ž h f] Š) h M š q ž ž ž ÷ ~/m 7
 hm <f2.ú)hŠ H h H m ^q/f 3W } | hm <f u n š f •- hm 'P f ž . s ú f 3 - s Q h š h m < f ž M } h M (

\Š [. A † P m .) | | /O | — j n P 23 O - „2ú ž h / ž X X Š f f 7 ž d u ž ž ž ž h h - f hm <f .)hM A † 22008 — h H ž h 2008 — ž 3 P f
 ô . ž 8 m /† / (f • Š h (f Š s m ž ^n 7 b P r . ž Š C ^ 3 f ... ž ž ž á f ... / ^ 3 a f

2 @ f | Š (3 f | P Š Y 4 Š O u n ÷ (Š A) h M á L s l B f .
 B X . q | # s Y .) | •- Š O) q h q .) h M l L s l B f . / ž — x A Š s Š 18 f .) @ p M | hm <f2.ú)hM ž # ú ý
 Š ' um j D W ÷ o x ú . ÷) ? ÷ Š ' p h m P f b < • Š h (O r 3 ž X ?) } h M d s Y L s f Š s X š |) h m < f O | h h f . ÷ l Š h 8 O W ž 2009 x 3 ž
 d / P m U h 2 Š ' O u f ; 5 m 3 G .) h M l L s _ 3 < f l B f . p \ / f — ô X a f | O 38 f Š h O W n L s Y

† .) P 8 f w Š Y | ô 3 z a f] W 3 m 23 ú • Š Š h f Š h A f . „ ž X ž) f # h d s Y q Á h m < f h m .) | Š) h M 3 ÷ ž ú ý O h m 3 P f . A H ž ž < f 11
 † .) P 8 f w Š Y | ô 3 z a f] W 3 m 23 ú • Š h f Š h A f . (2010)

hm <f2.ú)hM ž 2 M ú ý ^ 2 Š [- ^ n H 3 Y ž f A P ž Y | p ÷ „2ú 7
 p ÷ | Š s n Š f ^ . ž 2. ž ; • h H h m] Š H .) h M x p ÷ | — d O j b < 3W } m
 z \ Š H / s O Š s n Š f ^ . ž 3 / ž ž h (s š o f / b 3 Y X f | † 5 Y o x ú / Š † f
 2.ú)Š H) | P m o x ÷ p ÷ ' f j ?) n 2 . Á . Š Š O f s š X š š n š h s Y Q 8 a t ž . n o - ž h h .) h M | ž h O V 3 P f .) | L .) : } 12
 u š † / Y c 8 n c f 1_| — 3 < f p h m P f p hm <f .)hM W \ 3 < r l / O hm <f .)hM ž 3 ; •- hm <f)
] Š H H 3 Y % p sf d h @ . Á | 5 _ 3 ž - Á ž / Š h ô . ž „'O Š h P f
 l L s f 1 x

l O j b < p ` 2 h m | ž ž X Y .) h M Š Š K) ž . Á ^ n :) Š š m Ÿ h W n p ú ^
 ž @ [.) | | — l } z X Y 1 z f o z ž 2 W .} | / m l / O „ Š ž @ ' ú f — 17 ž ž
 ý . m] \ (~/m •- c f 1_| — 2.ú.] Š H W } h h h m 3 W f } .) h M
 ž W ý . ý ž h m (h h 8 m 3 W } Š ' — x. P 2 ÷ ú W b hm <f .)hM
 — .)hM 6 Š ž W l q h h .) Š .HhM h H m . P ÷ A _÷ pú — 17 } Y
 Š h n P f „Q B y _A Yf .}P ÷ A Z-Wpó s p ž X - z h [é P W] n O
 3W } ~/m p 2 [P ž] . 3 G - F Š š a P ž h [† | % ž sf „O B _A f ^
 . P ÷ A _÷ p 2 . ž - ý . h m .) | (ž h M ú ž h f .) h M } f n d s Y m < f 2 . ú) h Š H h ž Y m ž (ž ž ž . „'O V 3 P f .) | L .) : } 13
 x . P ÷ W ž ž ž h m < m | ž h M / m h ž . á f]Š .HhM h H m
 g 3 W .) | | — 3 W h W s q n ž h [÷ 2 . Á h m) h P m .) h M l q ô <rú } x
 Q Š n!] \ (~/m | 2 - ž h ž h f .) h M m . P ÷ Q Š n! 3W } ~/m •- Š p @ 'ú f . .
 } 8 Y — n Ls n h f Ž r) q \ f P j b < h m - ž L s . ý h M n O P um j b f
 . P ÷ Q Š n! 3W } - ž W • .) | | Š p @ - ú ' u f ÷ ž ž Y . P ž /O m — Ž X Š K } f
 j b P hm ž f ú ý .) h M . P ÷ Q Š n! ž (ú) Š m H — h h h á f .) h M
 ^ U f ÷ 2 < Y . P ž ô s 7 # ý h P f j x ú Y — # s Y Q h 8 f N) q um

jLL2;LL Y | LL^}f|z „LL' O BLL _A f QLLm p LLŠm H Q 8 m | 2-L1 z/V
 .(3622011— } ŠLLA MAIC f 0 } PDCAN q% LLSn†. 3L2p ./L4Q [c.LLlH C
 .} 2Mû < Qm ^UW /p LL8f oŠ\ f ohLL&t2. Š (& #mLšŇ P †W \Š
 _2 LL<n —ŽLLr| P f jLLnPf „LL' O . ū LA n P W | @ W Š P I X m | lo-L 2Š
 0 LL# sm| LLM/ 2 ū o B 3 L † / X] †-L ^ B G 7 uš Y O Z A L I Š W Š P † o f L d & B U C L L m
 2008— 3LLPf LL# s Y | | ū L | m 3 ū M L 8 n | L | b | L 3 < L ^ } H L - h P f L I B L Y 8 (6 0 0 1 0 6

(4136

. LL#† ū LL#† oLL uLLm| LL^ n 0 LLŠhnPf .} LL | /LLP 5 3 LL
 LLŠm/uM | ŠPhLL8f LL#\s Y L 8 ū L Š D }
 ô LLS ÷ LLŠm/uM | ŠPhLL8f 2 3 LLIC #Lš Y Š H } L W L 6 H L † Š \ f 1 LL f } -
 pLLb.3 p L X . @ † ø LLHuM sLLOH @ n hm LL<f .} LLhM LLŠ .-
 LLM|/Pm LL

•² f } (sf „' O | 3cWQ | ŠŠ 8 0 p X f Š Š 2 3 W 2 + ()
 :@ ' • - Á " • - " ... AE : Ć

.} 2L ū M Y . LL Y HŠLL7} f ô LLS f . } LLm } QLLBŠnt @ ū d, LL#On „LL
 N
 LLDX, sm
 ý. LL m ALL2TL Y Š Š Y LL 8 f L 2 5 q ū L ū L ū h M 8 p M L 2 | ū L 7 } h h m L 8 m L Š L
 N
 HLL7} Š Š LL 8 (m 2 m ū LL
 H7} Y Š Š (3 m 2 m ū < ý. m } h M A T . 2 Y Š Š Y 8 t f V 3 Š q x ū 2 5 q / p M

8 - 17 } 8 Y Y	Š 8 tf	Š r2x Š P Y	V s 3 8 ý . 17 } Y q } († # Ø f	A 8 \ X f Y	I
QX 3 m	80.4		4.02	9 1	j Š n P f „ ' O B 1 _ A f
QX 3 m		0.65	3.89	15 10	„ ū s 2 3 \ f 0 ' 2] p \ p M
QX 3 m		0.60		38 30	Š h n P f „ ' O 3 B _ A f
QX 3 m		0.68	3.86	44 39	j [ô H + z ū m † [} f z O } []
QX 3 m		0.63	3.81	24 16	3 n 8 Y p 8 (Š
QX 3 m				29 25	Š n Š L s f V 6 \ f
QX 3 m		0.56	3.85	44 1	h m < f 2 . ū } h y M m

Ž ½ } (sf „' O 2 ū ý h m } 8 Š H h M d p h M 8 m p
 sLLf3Y Ž LL8pM ILL7} Y 4 ū L f h L L L Š 5 f † - 3 A L - L , † L Ň 0 f j L L L Š p f B
 LL [° P f d ° LL + ū L L j L c Š L P 0 3 , L L L Z D ^ | B † - L L L A Š f L O T h L L ! Š n L L 8 0 2 L < f
 LL# s Y 2 ū > Š L @ @ , L L 7 L L , † L L ' O 3 2 L L L 8 m ' j Q L L L < m j l 6 0 h P | # P L L 0 f P f
 o L 2] X I C Š \ („ L L 2 ū ū L L † ... 1 L L f
 ILL7} Y ULLh LLŠ' 4 s f A L L L T < h f † L L p f 3 Y L 2 3 L H L L 5 7 0 L L L 8 Y 2 , L L 2
 ALL W } „LL' O jLLnP† /LLŠ! LLM} h P m T h LLŠ q L 3 8 9 n L L Š 8 X ū / ū
 2 3 L L \ f 0 L L , 2 3 D , † L ' O L 6

sLLf3Y Ž LL8pM ILL7} Y 4 ū L f L h L L L A Š f → L A - L L L T f n H f 3 5 L L L p
 „LL' O jLLnP† 2 | . Á L L Š L L m Á P Y ō • L H + ō | L L L H f z E L L I Š X T , h Š L L L 8 s Y
 LLŠ 2 . Á Á P L L 2 6 D P Y A L L L S H L L <
 Ž LL8pM ILL7} Y ULLh 4 s L f L Š ' L † A A f L • T L n - h Q L L L p † B Y 5 L L 4 3 Y
 „LL' O LL [3 f • LL - LLŠ p @ ' Á 3 LL ; ū Y | L L T L H H Š ū | L 3 8 6 , L L L L Š 8

.}LLhM „LL´O N LLDWf .}L|LhM / „LLL´O uLLLO3f •LL- LLnL
 3.81 sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L9 TLmhú5MLL5
 .}LLhOf 3n LL8Ý p LL8(f „LL²û LLW zf ILLIHtúM ŠLLm8rL
 hm LL<2nm}pLhIMB(LLZŠ N SLOWL (qLpLhIM hmp PÉ8
 sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L6.TLbBf6 5Lp
 LLz\Š H „LL´O QhLLp|LLb}Llpf-O,LL´O On Ø3LL (LŠLhŠ sŠYLLV8rV
 LLnLsm p÷ #LLTúP † Š1LL3885 -ULŠm x s ULLC3mL X 3 m2 8DLY|LL7} m AL
 LL#Š sf w1 D Lx h(m LL2<ũ |ý--}ULLHFK] BmŠ HL! oLL ^n HŠLL7}f ô
 l n x .}!| „²û h-?}X Šh0+|| 2012+4} 2006—p Š2005^5# ýŠn {šfû Lb?}
 •2 LL@ [.}LL!|2012L² p 2008H-?E L 2+ (LLfŠ |L 7LLh?) LL2mû QY LLmL Ym U

LLx. P ÷ L2Wú ý. LLm
 HŠLL7}f ô LLs f .}LLm QLLŠt)@LL8 m Lp#m „LL´O ALLhŠt PILLmL
 .}LLm QLLŠt@ d LL#m •LL8 m hpm P, LLd DLÁ P Šf, # LLLOŠhOn sLOŠ
 LLPX 3m 2.húmý LLk f Ý .H
 :-%o •-Á" •-'" Ô%o ÄE
 .}LLm QLLŠt@ •LL- LLhm 2P.fú ýLLŠsmŠ JLLŠLŠO sL@ fhH m L B L
 HŠLL7}f
 Š 8tf .2ŠŠPÝ |V 3(q. 26Ž 208/mM lp7} ýY -2.húmý <f m JŠM-} 8mh Ht m
 HLL7} Šš LL8(m 2mû LyL <fm J.ŠhM
 LL@Šf LL 3m2 .húmý .LLkfm J,LLŠhM .2LLb ŠPmÝ V BIL LT(26q ŠZ LL
 H7} Ý

8-} 8Ý 17} Ý	Š 8tf	Š2xŠPÝ	Vs 33ý. 17} Ýq} († #Øf	3\Xf Ý	I
QX 3m			3.98	56 53	% sÝ oŠn@
QX 3m		0.68	3.94	52 45	Š h2P.Á I B f 2
QX 3m				80	•(Š A 7. IŠB, f
QX 3m		0.90		62 "	j n P2W ô s 4
QX 3m			3.66	63	p hm Pf2 Šn\$ ^
QX 3m		0.66	3.81	80 45	hm <f 2.û} ýM m JŠ H

•² f } (sf „´O2 ôû!ý.hmm <š H} 8Mh H° 0p/3M w um
 }L398|sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L9 TLmhú5MLL5
 %LL sÝ LL DW ILL LLLT P LQW |S3LL# sÝ 2 LL Šr @ LLÚ P L T h LLnŠ LL B
 LLn2 suY L m 5-5LL
 3.94 sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L9 TLmhú5MLL5
 6 LLnpM cLL2.1û | LhŠn x l2. fÁ LL-p LLLh m M L LLOL Š hf P f3 LL Vh) „Š LL´O 8d /
 —Ž ý 3n {LLŠfû LLh?} LLm QLLm LL#Š sf2 w1 W L x D (q -LL Lh
 L2ŠÁ P f BLL f 2Lûx] LbŠ HL <LL-.} 2012mMO
 sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L TLrfhff 53Lpf3
 jLLm P f oLL † cLLf1_| — LLzm zm 1LLŠXsLL.Th- Š LL^m8 } LIL;L
 {LL\Š\ (}LL(q LLnLsÝ „
 }LLx|sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L TLrfhff 53Lpf3
 ^ A LL; | I LL8[¿ YLLh ,m2p] LL h +L,LL´L´ QLL n On] LLd Ý 3LX 3.L Š p L L 8
 .}LLh 2 LLpWL 28(- LLnL
 sLLf3Ý Ž LL8pM ILL7} Ý 4U LfLh LLLkLAŠ'f → LAL-L9 TLmhú5MLL5

]LL\ (p LL^Tant LLLnLsY 4Š3L U8rL hLLŠ nLx 8' ILL7|2 „ûL|'Q Š
 /LL†/P hm <f2.û.}h.M m]Š H ô 3
 hm Pf ŠsnŠf ŠO s@f nLsY d [U#†7 #0#Ü:/
 /†/O hm2.ûfý. .}hMz\Š H /sO HŠ
 :. . . -Á" . -" ... Õ Æ :
 HŠ7}f ô s f . }m QŠt@ . - hm Pf ŠsnŠf Š
 hm <f2.û.}h.M m]Š H
 hm Pf #ÚnŠf . s@f 2. ŮHýf. mn]Š nH . {! hmp<f u a
 .^2 f } (sf „ 'O| HŠ7}f ô
 [}ŠY: uO A PÝ 32Š PÝ Š 8M f3 (qŠ n x Š 8 p M
 H7} Y ŠŠ (3m unŠf . - hm2 Púf ý. nLsY Š •H h m

8' } 8 Y 17} Y	Š n x ů V 3 Š 8tf.2 Š PÝ 8 p M	q 17} f	3 L L L L L	3 \ X f p S 7-N Š
Q X 3 m	69.4	1.12		nLsY . - h.m Š H. hM 7} f Š # Š A 7 Á 90 Š S 1
17} m		1.23	3.40]Š Hfhf [Š} Y . A Š @ , Š ' u n. ů h] Š Hf 2w Á h M Š X P f B 01 Y P C 2
17} m	66.9	1.06	3.35	nLsY . Á Z Y 6 3 n 8 Y A Š T f 95 3
17} m	65.9	1.12	3.30	hm <f2.û.}hM hH m Qm]W } † n nLsY W 4 A Š T
17} m		1.13	3.28	.}hM p 8 (%m qA f nLsY Ž X K) m 92 m 5
17} m	65.2	1.12	3.26	Š u M Š h + / f . @ . a ; Š h O W Y B C 6
17} m	66.8		3.34	A T nhf .^2 n! Á 17} Y

. ' † h/ h M 8 f u m s
 LLp7 }f Š # Š 90 LL 7 Á L \ X f L Š T L h @ L 2 H P L Š ' P - LL P @ ' 3 m - L L P W | }
 LLTh Š L U 8 r L h L L Š n x 8' I L L 7 | 2 „ û L | ' Q Š
 2 Â L L f • L L ' P X f 9 1 B 0 1 L 3 f L \ X f L P D L h @ ' L 2 P Š Y ' † H 5 L h 7 0 m - X f 0 W L)
 LLTh 3 Š 4 U 8 r h L Ž Š n x 8' 2 I Á 2 7 d Y L 3 n Q L B 9 5 L 6 1 0 1 Š T X # L
 • L L - — L L T h 3 Š 5 L U 8 r L h L L Š n x 8' 2 I Á 2 7 d Y L 3 n Q L B 9 5 L 6 1 0 1 Š T X # L
 Š L L 8.26 U L Š r h x ø . | 1 L L f 2 Ž M 4 L 8 ' L Š h 7 | / f L L { L , L L @ 9 3 0 2 6 3 1 1 \ X f L L Š
 (L L T
 „ L L ' O L L P n # m u L L n Š 2 . ů L y . - L L L m m] P Š H L 4 (U L s : y) A p L L T u L h m u L L L
 . (L L T h 3 Š 4 L U 8 r L h L L s Š n x 8' m Ž 2 L 8 '
 L L { } P m H Š L L 7 } f ô L L s f . } L L m Q L L Š t @ d L L - [L • L L m † P f L L
 hm LL2.fû ý. } LLh M
 :. . . -Á" . -" ... Õ Æ :
] L L Š L H L 8 0 n 0 5 L L L ^ } L s P 8 m / L L s O | 3 L L Š p / @ ' ! † L L f , L L ' O A L L s # L L Ø
 — A L L u M ~ } L } L s 8 Y 7 — 3 # L L L y Š f h P - L L L Š f f L L L L s Š Š W 3 L S | m † s Y ý . • A L L m
 Ž L L X Š } f 2 5 L L f :
 2 3 \ f p } b / O Š Š Š p @ ' Á m 5 p M A N D V A / , 7 . . ' ě u † f j Š h (2
 (0.05 ^ } Š P Š m u F s i g A f ~ } 8 m n Š [0 . 3 X @ f 0 0 B 3 X f
 (0.05 ^ } Š P Š m u F s i g j [f ~ } 8 m n Š [0 . 3 X @ f 0 ů B 2 X f
 : ¥ ' ' ' ' ' ... Æ .
 5 L L 2 f L L L Š Š O L L 2 L ů Y ý . • L L - m L 8 1 0 5 L L L ^ } L s P 8 m M L L s O | 3 L L Š p / @
 3 L L n F
 • L L - h m 2 . ů L y . f L L } m L L 8 1 0 5 L L L - / Z L † / (f 2 Š P Y u L L L W 3 f (q j 2 9 L Š Š
 3 L L 5 1 P L 7 f L L L Š Š O

مستوى دلالة Sig (F)	قيمة F	من 50 سنة فأكثر		من 40 إلى أقل من 50 سنة		من 30 إلى أقل من 40 سنة		من 20 إلى أقل من 30 سنة		المتغيرات
		δ	\bar{x}	δ	\bar{x}	δ	\bar{x}	δ	\bar{x}	
0.63	0.58	0.61	4.09	0.57	4.00	0.48	4.12	0.65	3.93	التركيز على العميل
0.52	0.76	0.77	3.60	0.49	3.96	0.65	3.99	0.71	3.81	اتخاذ القرارات بناءً على الحقائق
0.95	0.12	0.84	3.71	0.55	3.82	0.68	3.86	0.61	3.78	التحسين المستمر
0.93	0.16	1.04	3.76	0.28	3.64	0.79	3.73	0.84	3.61	الثقافة التنظيمية
0.56	0.70	0.96	3.87	0.41	4.03	0.63	3.89	0.59	3.76	التركيز على العمليات
0.95	0.12	0.99	3.97	0.30	3.91	0.75	3.86	0.73	3.81	الوقاية من الأخطاء قبل وقوعها

0.85 Šh b ff~). LL 8m p ` Š' -2j.û_ý.h nm LjŠ<f05 ^} b-PVYtL 8mŠ Wmf A) L-L 20nd /m-M uM p
 LL Š' — 3 LL P P f b A l2h òT ýL <f ind) 3 LL ŠMH s Š P f . 3 LL W3-L L W L } L! L L Š p @ # Š p d U
 3 LL W d) / L L h M / L L O L m p L 2 . û t ý .- L L 3 Ý L X s h 8 2 f L n L \ L L < p ÷ ~. 3 L L L M P f s L L f 3 L Ý P V X j Š b
 L L ~} & R Š m u L L F Sig A L f L L 8 m L p ^ T m L j 2 Š L ũ -ý . h n L m L < f j L L Q 8 L n L b M L r s Š P f j L L Š L H W ÷
 . } l 2 L ù M ý . L -j m L 8 L O Š L H - E } } s P 8 m m / L L s O | 3 L L Š p / @ L ũ) t . B L f , X @ Q O B A L L L X f . t . 1 L L f
 3 L 4 5 L R P f L L L 7 s Š O L L n
 • L L - h n . ù L ý . f L -j . } h L L 8 m Š L H - | 3 L L Š W @ ' L ũ ! } t L 2 0 f B E - q 0 L 2 L L f 6 f L Š f h 2 7 L L h 2 7 L Ø f L L m
 3 L L R L P h f 5 L L S N 2 4 L H [.
 : 2E .
 # ý Š h P 8 f 5 P 2 f 7 s Š O n L s Ý 2 . û ý h m m < f ~ } # 8 n m Š O 5 H ^ } s P 8 m / s O Š p | @ W ũ ! / f t .
 h m < f 2 . û) ý M h 8 ð | X f Z / t / (f ... ' 2 s Š P Ý f j Š h ß (% p 3 1 Š / ! 8 p M
 # ý Š h P 8 f 5 P 2 f 7 s Š O n L

f.~} 8m Sig (F)	F	δ	\bar{x}	δ	\bar{x}	δ	\bar{x}	δ	\bar{x}	
0.28	1.30	0.36	4.26	0.58	3.95	0.59	3.96	0.50	4.25	j Š n P f „ ' O B _ A f
0.18	1.65	0.38				0.58	3.84		4.03] p \ p N s 2 3 0 f 0 ,
0.21	1.55	0.11	4.11	0.53	3.88	0.63			4.06	3 n 8 Ý p 8 (f
0.13		0.31		0.92	3.82		3.53		4.03	Š n Š L s f W \ f
0.14	1.91	0.38	4.22	0.69	3.88	0.56		0.62	4.13	Š h n P f „ ' O B _ A f
0.10	2.18	0.50	4.00	0.95	3.91	0.62		0.60	4.22	z O) [j [ô H + ÷ u m t [
0.12	2.03	0.30	4.15	3.86	3.86	0.52		0.60	4.12	h m < f 2 . û) ý M m

(α” ~} 8m „ ' O Š p @ ' ũ
 L E Š h b f f L L 8 m p ` L L Š 2 - ÷ j b _ L b n m L j 0 5 Š L H - j } h L L 8 m P E t L t h L f L Š 8 m e d L L h M u L
 A L - 5 L T P Ý j b _ 2 h . ù ý L < f ind) 3 LL h Š M L s Š P f . 3 LL W 3 - L L W L . } L ũ ! L L L Š p @ # Š p d U P 8 A
 — . 3 L L X s r ð . û h ò . L L L < Ý - j L L B h O M Ý 2 L L h ÷ W - j b L L ý . Š h P f f s L L f 3 L Ý P X 3 m L 8 p M L L B Š
 F Sig L -j f L L 8 m p ` L L Š ũ - ý . h n L m L < f j L L Q 8 L n L b M L r s Š P f j L L Š L H W 3 - L L W L d) / L L h M / L L O L m
 L L ~} & R Š m u L L M
 . } l 2 L ù M ý . L -j m L 8 L O Š L H - E } } s P 8 m m / L L s O | 3 L L Š p / @ L ũ) t . B L L X L @ Q O B A L L L X f . t . 1 L L f
 # L L ~} Š h P 8 f 5 P 2 f 7 s Š O n L s Ý 2 . û ý h m m < f ~ } # 8 n m Š O 5 H ^ } s P 8 m / s O Š p | @ W ũ ! / f t .
 : 2E .
 A u M - 5 P } 2 f 7 s Š O n L s Ý 2 . û ý h m m < f ~ } # 8 n m Š O 5 H ^ } s P 8 m / s O Š p | @ W ũ ! / f t .
 2 f s Š O n L s Ý 2 . û ý h m m < f ~ } # 8 n m Š O 5 H ^ } s P 8 m / s O Š p | @ W ũ ! / f t .
 A u M - 5 P } s 8 f

} 8 m f.. Sig F)	F nŠ[A ,m		o 8 [2 < p		2 .û 3 + /m Š Ď Ů		A T Ý		
		δ	̄	δ	̄	δ	̄	δ	̄	
0.50	0.80				4.21	0.61	3.95	0.08	4.06	j Š n P f „ ‘ O B _ A f
		0.68	3.80		4.10		3.84	0.40] p \ p M s 2 3 0 f 0 ,
0.69	0.49	0.62			3.95	0.59		0.08	4.06	3 n 8 Ý p 8 (f
0.66	0.53		3.62		3.81	0.56		0.14	4.10	Š n Š L s f W \ f
0.89	0.21	0.54	3.95	0.54	3.95	0.84		0.00	4.00	Š h n P f „ ‘ O B _ A f
	0.41	0.69	3.85	0.68	3.93		3.62	0.12	4.08	z O } [j [ô H + ç um
0.56			3.81	0.56	3.99	0.60		0.05	4.14	h m < f 2 . û } h M m

(α" ~) 8 m „ ‘ O Š p @ ' Ů
p ` Š' — j b _ 2 h ů m ý L L < m f] Š . 0 1 0 5 M] h 9 P P Ů L 8 m Š W m f A) . L L 3 0 m 2 q / h M um
] L L Š L L 8 m ' L L s Š P f . 3 L L V 3 + L W L } L ' Ů ! | L L Š p @ # 0 5 6 0 P L A Š L L H S f k) L L n
L L 2 W L j b m L f p ` ... 1 L L f s L L f 3 Ý P Ž 3 m L p p ' M L L Š L Z P Ž L L X Š K Š f j 5 / k
L L s Š P f . 3 L L W ÷ | 3 L L L W ! q / L L L h M / L L L Š p m @ ' Ů l 2 . Ů L f y . . — L L 3 Ý Z X s r b 8 t h r
L L } } L s P 8 ý m u L E s i g n A H L f L L 8 m L p ^ T m L l 2 Š L Ů L f y . h m L m L < y L L 0 8 m L b
} L L 8 0 0 5 L L L L } } L s P 8 m m / L L s O | 3 L L Š p / @ ' Ů } † | 3 L L f L X L @ 0 0 B A L L X L ' . † 1 L L L
Ž L L X Š K } f P 5 L L L 3 Ý Š O L L m 2 L s i Y ý . • L L - n
ý . L L ~ m L L L 8 š + L L - | 3 L L Š p @ ' Ů } † L 2 0 1 8 L - q 0 L 7 1 1 (2 1 f L Š L L m 2 7 L L # 2 1 0 f L L
Ž L L X Š K } f P 5 L L 5 L 3 r s h f N 2 4 L • H L • L b a . 0 L L L

LLLLŠ?} f |
:Š² f- :Ô-

Š f f ! 2 f 7 . h } } ů 7 7 ^ R < [s m o # 0
L L ! L L q ` H Š L L 7 } f ô L L s f . } L L m Q L L Š t @ 2 . ů L y L # m L • m L L h m L Š
L L P X
2 3 L L \ f 0 L L , A L L 2 T m m Ž L L H L L 7 s } 5 m L h 1 0 9 Y L 5 • L L L • 3 Y L L P I X ' 0 m 2 L L Š
L L † [} f A L L T Ý 2 h b y 3 f L ! 5 L Š h a P f c , L L L f 0 0 / B L P 2 n 4 2 f P X A L L b o T p m s
A L L T m 6 . L L 2 h m 8 q L L B B Ý L L 8 Y L - p L L L P (X f 3 A L L 2 L 7 2 m L 9 L L L z n o u M j 5 L
L L 2 X m 2 m L L L L Š n Š L s
P X 2 B m q ! ` h m 2 < ů ý .. } h m M] Š H } 8 m 3 h Ů r
L L ! h m L 2 . ů f ý ..] L L L m M] L L Š H L 4 s h H m d 3 L L 5 W f L } • 3 L L L • O L A Q L % P
• L L - | L 2 P I X • 3 Š n 3 A L L M 7 . } I L L Š H , f 2 | L L L 2 L Š h 3 f B L L 3 Ý A L L L - T m L 0 X
L L P X 2 m 3 B L L L W 2 P 9 L L L ! m L Š M s 5 L L 2 L 3 Ý L 2 • L L P W | ô L L I P s
. } L 2 L h M ý . L L m] L L Š H ~ p E L † L L s Š Š f L L 3 n L L s W h f u Q L 2 n W A y L L L 5 L r b m L
„ L L ' O @ p M | L 2] L L X Š K } m | . L L L P M O ~ L L L Š 3 0 3 n L L L W 7 s 4 m , L o L L L 0 7 W O š Y L
L L ^ l 0 n C

L L n L s Ý • 2 L Ů ý h m L L m < f L L Š L H f M L L [} P 2 Y . Ů A L L Š _ H f L L r b p / 7 L P
2 } L L Ý A L L Š @ , 2 L Ů Š '] L L Š n 2 Â h m E L L • # < f P X Š h P E M L 2 7 1 . m L Y L L Š P f C u L
2 . ů] L L Š H L L h H m Q L L m] L L W 2 . Á 3 L L L t n Y B b n L L s 8 Y 4 W L f W Š T
L L Ů Š M | L L Š h + / f . L L L @ + ÷ | a — L h .
Š W 3 S } n 5 / P 2 f A Š Š 0 f n L s Ý 2 . Ů ý h m m < f - } # 8 m M Š H Š p @ V Ů / f } † .
n L s Ý Q Š 2 ! Ů } - 8 m 2 Š Ů Ů † ^ 1 x | — 2 Ž X Š K } f — 5 A 3 Ý M † 8 } Š 7 — 3 n y Š f
h m < f 2 . ů } h M m] Š H

:Š - • Ô % Ä

h m L L 2 < f Ů ý ..] L L h M] 4 L L Š L 7 Ů V L L L m / # L O 0 f L L ^ L f L Š i ? L f † t u L L m L ^ U
• L L ² f ` 2 L L L X | | — & L L # s E s Š L L 8 < p 3 f L L q } b Ý / L L ' 0 ` — L

†.} PLL8f w LLŠÝ | ô 2 L 3 z) a f l h j Q
2 LL < t m 2 A L L Š ! f d Á 7 • L L L n l h s ý . 2006 L X B L L Q W M L L ^ 3 # L L / x s f O / L
LLŠ Š f — 3 L L D +
N L L H [• L L 2 L L @ ý m P L 2 # Š m Ü L Š 7 Š H V . 2 . L Ů 7 U L L 2 Š 8 H m B L h (m — 8) L L C
5 L L S — Š 2 m L L k f n Á A L L 2 S 5 A L
] < m . P m 2 k t n # m 2 f 0 Ž Á n n d s Ý ô } C 2 • - ů 2006 m f / n (m h M G o Š x 3
A L L S A — L h 8 n l m . ů f y . L L L m M 3 L L W } ~ / L L m 2003 L Š 3 L 2 2 L f 3 L n L O P Š
. } P L L 7 c 2 L L h ý t r
A L L S A — L h 8 n l m . ů f A L L L 7 L L P m h # L L Ú j L L 2 2 0 1 0 Š L L L 8 W (m f l L L h
I L L 2 B | L < f 2 L P m t h
Š q L L 8 r Á I } L L h P f j L L @ Š W c L L h Ý L L P 2 n . 2004 — L L Š L n h (P 1 2 • L L
l p n n r o v p 2 ě . / L L P f 2 L Á m
2 LL < t m A L 2 — S I A L Š L O 8 ! @ m f ö L L L 7 t ý • L L 2 . ů Š J L L 2 8 0 8 H 2 6 8 L L W l j 1 2 7 5 8
5 L L S — Š m 0
A S A 2 L 8 Š s m ě f L L 7 L L 2 7 . ů P r | h r Š Q L 3 f ö 2008 k + V M t ? P 5 5 B 1 4 H / C
B ^ 3 f — L L Š s m ě 2 } L L L t P
2 7 —] < m 2 < P m A S A — 8 ! n h s ý 7 ô . ÷ Š h O 2 V 2009 O p x 8 1 5 + # L
A L L 2 S l f L l x L 7 P } ± l p 8 m | h 2 n L Ů P f f Š H 2009 h M Š L b o n ů 0 L V B E m / L L 10 — p
2 LL < t r
2 7 —] 2 m t m 2 A S 2 f 2 7 . Á ? Á &] Š 2 . | • - h m x < 2 . 2005 h M Š Ú T f / O Q 7 } f
p / O 2 m t m A S A — 8 ! | m ě f 7 3 ; • 2 . ů h ě Š 2011 Q / h M m / ! 1 8 m —
2 / f L
25 / L L h # m — Š q L L 8 r Á I } L L h P f L L (2 . ů 8) L L # 2011 J L L B n L L 4 3 H
2011 4 —
L L h h] — Ž L L r | A a ě . o L L P m f h M 2 L Á Š 8 A L L 2 0 1 1 6 C h L L } L L h Š 2 L t 3
9 . / L L P f — • L L ≠ m h M o
— 2 ě | } (7 Á Ž m P Ý 21 2 h | / q # 2 7 Á | 2 • Á 1990 — / Š n p M / O . } n (m 3 # Ü
† . } P 8 1990 A w 1 9 1 5 u m A
I 0 L L O Â f L L Š 3 P f _ 3 L L < f 2 — 3 L L L t 2 / ě + L L h 2 f 2 L 1 9 9 3 — L M B E L Ž M 4 L 8 f
3 L L @ m — M
— N P L L 2 3 L d L A ý n O Á h # m L t — L L m / u M | L L 2 L Š ý 1993 } 2 1 L 2 1 h Š H
6 . / L L P
— d 2 . L ů n 2 L - L L h Š ě . — 2 L Š # 6 I A L k f L 2 0 - s @ 2006 Š L Š f P f n Q L H M L L ^ ě r
2006 1 . / L 2 P L L h h
. } L L ! p L L n D f l 2 L Š L 3 P f P f L b h b Š h P 2 L Ů Š J L L 8 Š 2 0 1 2 L L L E [} 0 m L L L < f 3
2012 9 . / L L P f — • L L
L L h # m — L L ^ U W p L L 2 . h ů m ý P f L L 3 L L L h L Š L 2 2 0 0 5 & Y n l # 3 1 1 5 L L H P m Š s
2005 4 1 9 / L L h h] — Š q L L 8 r Á I }
— u ^ 3 L L < P f | Ž L L r f 2 / Á L P f — Q I } L L L 8 P f / L L h h # m — . # L L 2 L 3 P f
1995 . / L L T
. } h M 2 n L 2 ě : 7 ^ | 3 ^ } H h f Š s \ 2013 8 7 ú ě m M 10 o f 8 0
L L P m h M L L h # m 4 — I A L L P m T # Ý E L Š 2 P A ů f A L L I C Š 2 0 1 2 — 3 5 L L Š T P Š L / L x
2012 — Ž r f l 3 L L R P f — / h h] — 2 Š f L L Š x Š E
h Š 0 9 0 0 1 l L s f \ H Ý Š s n Š f Š O s @ f ~ } 2 0 0 4 f — . h / m (L n L 4 . Š H) 1 2 ě h M
2011 — Ž L L r f . / L L
4 . / L L P f " L L W } b f . ō L L h # m — 2 . Š L y . 8 W L - s m ů L L 8 Š \ / L L 7 ů ě / L L B ě V (C
208 5 1
. } L L ! p L L n D f L L Š 3 P f 2 . Á L | h h] L L P m L h 1 2 P ě l j 2012 m Š ě P O L k f L L 7 - Ů L Š # Š L A
2012 1 0 . / L L P f — • L L

5. / P f — ' f h # m — 2 . ō Ÿ — ō t ě m p s h m)
| / s f | 3 n
— L L 8 7 ú Ÿ ō . ÷ 2 . 0 L Š h # ū L ū @ | L f L L f \ n n i f L L h L M ě L L L r b h [L e 2 0 1 0 h o b e ě L Q f p n } . 1 0
2 0 1 0 A r 1 4 | 1 3 8 3 . / Š P L L 8 } L L
3 L L n ú Ÿ „ 2 L 2 ū L 2 L a L h m n ě m i 2 1 L L n f O z \ Š D ě H } h Q L L 7 L n ě L L 2 r b Ů z X m 2 . B 1 0 L 4 2 L ě f s
I 3 2 5 2 4 u s L L m A L L X 3 h f L < . P f . 1 s V D I A f
— • L L • 3 f / L L p P f | j L L + / f „ 1 2 L ' O h m L 2 A & f ū L } Š Ÿ L L h M 2 0 1 6 L L ě Š L L f q . } # #
Ž L L 2 H L A f 7 . 5 L L _ 3 Ÿ — o L L Š
Ÿ h P f (f f \ h m — w / ! s t / 2 2 0 0 8 — u M P f Š
2 . Á L L Š h ` ō . ÷ 3 L L ^ } H f Ž L L 3 P f 2 . ů L L X L L Ÿ h W • 2 0 0 3 Š P H L f b & A Š 1 5 P L r ě
2 ě L L 7 — L L h ' — 2 ū L L Š f 3
Š s ! ě N š q @

A. Books

1. Education Management Perception of TQM and Its Effect on Attractiveness of Place of Study .
2. Evans J. R. Production, 1997, Operation Management Quality, Performance and value, 5th, Edition west publishing company New York.
3. Evans J.R. (1993), Applied Production & Operation Management, West Publishing Co., P. 48.
4. Jablanski Joseph R. 1991 ,Implementing Total Quality Management, Pfeiffer & Company
5. Sallis ,Edward ,2012, Total Quality Management in Education Third edition, Kegan Page Ltd 120 Bentonville Road London N1 9UN UK Stylus Publishing Inc. 22883 Quicksilver Drive Sterling VA 20166–2012 USA.

B. Thesis

1. AL-TAHAT , MOHAMMAD D, 2002, Investigating the Influence of TQM Elements on the Overall Performance of Jordanian Municipalities Case Study. Greater Irbid Municipality GIM AND TAYSEER A. DARADKEH Industrial Engineering Department the University of Jordan Amman
2. Feng Jie, Graduate School of Business University of Malaya Kuala Lumpur, Malaysia, Aida Idris Faculty of Business and Accountancy University of Malaya Kuala Lumpur, Malaysia, E-Leader Kuala Lumpur, 2009.
3. Hendricks ,Kevin B. and Richard Ivey, 2000, The Impact of Total Quality Management (TQM) on Financial Performance The University of Western Ontario ,London, Ontario N6A-3K7
4. Jie ,Feng, 2009, Education Management Perception of TQM and Its Effect on Attractiveness of Place of Study Graduate School of Business University of Malaya Kuala Lumpur, Malaysia , Aida Idris Faculty of Business and Accountancy University of Malaya Kuala Lumpur, Malaysia
5. Oswald S, W. Franks, 2009, a Theoretical Model for Implementing Quality Management in an Automated Environment, Cape Peninsula University of Technology.

C. Scientific Journals

1. Ahmed, Syd M. ISO 9000: A Stepping Stone to Total Quality Management for Construction Companies 2009, Seventh LACCEI Latin American and Caribbean Conference for Engineering and Technology (LACCEI'2009).
2. Amjad, Shehla and Sajjad Faiza, 2011, Assessment of Total Quality Management Practices and Organizational Development (The case of Telecom Services Sector of Pakistan) Mediterranean Journal of Social Sciences
3. An evaluative framework for TQM dynamics in organizations Denis Leonard University of ascension Milwaukee, Wisconsin, USA, and Rodney Macadam School of Business, Organization and Management University of Ulster, Jordan town, UK, Keywords Total quality management Organizations Model, Evaluation, International Journal of Operations & Production Management Vol. 23 No. 6, 2003 pp.
4. Anderson, Mary. & Sohal, Amrik . (1999). The Study of the Relationship Between Quality Management Practices and Performance in Small Businesses international Journal of Quality & Reliability Management 16 (9). 859-77-
5. Andrie, Stephen J, 1994, Total Quality Management in Public Transportation, Research Results Digest, October 1994- No (3).
6. Asim, Muhammad 2013, Implementation of Total Quality Management in Construction Industry: A Pakistan Perspective Journal of Management and Social Sciences vol. 9, No. 1, (spring 2013).
7. Boon, King, 2009, TQM and knowledge management Literature review and proposed framework, African Journal of

Business Management Vol. 3 (11), pp. 633-643, November 2009.

8. Developing a Model for Quality in Higher Education, G. Srikanthan, Centre for Management Quality Research, PO Box 71, Bundoora West Campus Bundoora, Victoria 3083, and Australia.

9. Dubey, Rameshwar, 2011, A Theoretical Framework for Soft dimensions of Total Quality Management, 2011 International Conference on Economics and Finance Research, I PEDR vol(4).

10. Hormel, Philippe, "The new faces of Total Quality in Europe and the US" TOTAL QUALITY MANAGEMENT " Vol. 8 Issue 4, Aug 1997, P132.

11. International Journal of Quality & Reliability Management, Vol. 11 No. 9, 1994, pp. 933, Total Quality Management Concepts Evolution and Acceptability in Developing Economies

12. Jordan Journal of Business Administration, Volume 2, No. 3, 2006.

13. Juran, Joseph "Made in the USA: A Renaissance in Quality" Harvard Business Review, July – August 1993.

14. Rahman, Shams (2001), Total Quality Management Practices and Business Outcome, Total Quality Management, Vol. 12, Issue 2, pp 201-210.

15. Reed, Richard, David J. Lemak, Neal P. Meroc, 2000, Total quality management and sustainable competitive advantage, Department of Management and Decision Sciences, Washington State University, Pullman, WA 99164-4736 USA, department of Management and Decision Sciences, Washington State University, Tri Cities Campus, Richland, WA 99352-643, USA, school of Business Administration, Holman Hall, University of Mississippi, P.O. Box 1848, University, MS 38677, USA.

16. Santos, Maria Leticia –Vijande, 2007, TQM and firms performance: An EFQM excellence model, Int. Journal of Business Science and Applied Management, Volume 2, Issue 2, 2007.

17. THE EFFECT OF TOTAL QUALITY MANAGEMENT ON CONSTRUCTION PROJECT PERFORMANCE CASE STUDY: CONSTRUCTION FIRMS IN YEMEN, 2012, Nashwan Mohammed Noman Saeed (1) and Awad Sad Hasan

18. Total quality management and sustainable competitive advantage, Richard Reed*, David J. Lemak, Neal P. Meroc, a Department of Management and Decision Sciences, Washington State University, Pullman, WA 99164-4736, USA.

19. TQM: Implementation, Scope and Myths - A Review, Sharma Pankaj, Jain Naman and Pruthi Kunal, Department of Mechanical Engineering, Seth Jai Parkash Mukund Lall Institute of Engineering and Technology, Radaur, Haryana, INDIA, Available online at: www.iscain.

20. Understanding Total Quality Management in Context: Qualitative Research on Managers' Awareness of TQM Aspects in the Greek Service Industry, Alexandros G. Psychogios, City College, The University of Sheffield, Thessaloniki, Greece, Constantinés-Vesalius Priporas, University of Macedonia, Edessa, Greece, The Qualitative Report, Volume 12, Number 1, March 2007.

21. Vinod Kumar, Franck Choisine, Danutade Grosbois, Uma Kumar, (2009), Impact of TQM On Company's Performance, International Journal of Quality & Reliability Management, Year: 2009, Vol.: 26, Issue: 1, PP: 233-237.

22. ZADRY, HILMA RAIMONA & YUSOF, SHA'RI MOHD, 2006, Total Quality Management and Theory of Constraints Implementation in Malaysian Automotive Suppliers: A Survey Result, Faculty of Mechanical Engineering, University Teknologi Malaysia, Total Quality Management, Vol. 17, No. 8, 999-1020, October 2006.

Ş q | A a t ũ Q

1. http://www.dtl.gov.uk/quality_gurus.com

2. <http://www.alamelgawda.com/vb/showthread.php?t=1008>

3. <http://www.training-management.info/>

4. www.dti.gov.uk/quality/tqm

5. <http://www.abahaco.uk/total-quality-management-concept.html>

6. <http://www.sqc.org.sa/sqcdocs/TQA.pdf>

7. <http://kenanaonline.com/users/ahmedkordy/posts/331106>

8. www.alamelgawda.com

9. www.alamelgawda.com

10. <http://www.nova.edu/ssw/QR/QR121-/psychogios.pdf>

11. http://www.goic.org.qa/goiccm/WebsiteNews_119_AR.html



Total Quality Management and Organizational Performance

Davood Gharakhani^{1}, Hossein Rahmatiz, Mohammad Reza Farrokhi³, Arshad Farahmandian¹* *1Department of management, Zanjan Branch, Islamic Azad University, Zanjan, Iran 2Ph.D. Student of Industrial management, Science and Research Branch, Islamic Azad University, Tehran, Iran 3Department of management, Qeshm Branch, Islamic Azad University, Qeshm, Iran *Corresponding author: davoodgharakhany@yahoo.com Received October 29, 2013; Revised November 26, 2013; Accepted December 08, 2013*

Abstract Total quality management (TQM) is considered a very important factor for the long-term success of an organization. TQM implementation has been an important aspect for improving organizational efficiency. The links between TQM and performance have been investigated by numerous scholars. While examining the relationship between TQM and performance, scholars have used different performance types such as financial, innovative, operational and quality performance. Recent research on total quality management has examined the relationships between the Total quality management and organizational performance. TQM focuses on continuous process improvement within organizations to provide superior customer value and meet customer needs. TQM a popular guideline for organizational management is adopted for developing strategic info maps and info charts for an information organization. Keywords: total quality management, organizational performance, quality practices.

Cite This Article : Davood Gharakhani, Hossein Rahmatiz, Mohammad Reza Farrokhi, and Arshad Farahmandian, "Total Quality Management and Organizational Performance" American Journal of Industrial Engineering 1, no. 3 (2013): 46 - 50. doi:

10.12691/ajie-1-3-2.

1. Introduction

Total Quality Management (TQM) is considered an important catalyst in this context. This is why the TQM concept has captured the attention of all sides of commerce and industry, as well as that of politicians and academics. The large number of articles being published in this area is a testimony to the high level of interest in quality issues. During the past decade, quality improvement has become one of the most important organizational strategies for achieving competitive advantage. Improving the quality with which an organization can deliver its products and services is critical for competing in an expanding global market. TQM begins with the primary assumption that employees in organizations must cooperate with each other in order to achieve quality for the needs of the customer. One can achieve quality by controlling manufacturing service processes to prevent defects. TQM, however, does not only consist of quality tools and techniques. TQM processes also depend on a certain set of values and beliefs shared by all organizational members. The concept of quality has migrated from being considered a non-price factor on which imperfect competition in the market is based to being considered a strategic resource of firms. In other words, quality went from being

a one-dimensional attribute of the product to being considered a multi-dimensional construct which has to be managed and the implementation of which leads to a dynamic capability of firms [1]. Despite the large number of articles and books on TQM, total quality management remains a hazy, ambiguous concept [2]. This may be due to the fact that the term TQM means different things to different people. Quality "gurus" such as Deming [3] and Juran [4] have proposed their own frameworks. Quality teams provide companies with the structured environment necessary for successfully implementing and continuously applying the TQM process. Quality training is conducted and the continuous improvement process executed through a well-planned team structure. The ultimate goal of the team approach is to get everyone, including contractors, designers, vendors, subcontractors, and owners involved with the TQM process. Prior studies [5,6] suggest that TQM strategy that focuses on increasing customer levels of satisfaction does have a significant and positive impact on performance. Ittner and Larcker [7], for example, suggest that attaining customer satisfaction is thought to increase the profits of the organization by decreasing costs through fewer returns and increasing revenues.

through customer loyalty. The links between TQM and performance have been investigated by numerous scholars. While examining the relationship between TQM and performance, scholars have used different performance types such as financial, innovative, operational and quality performance. Although the effects of TQM on various performance types are inconsistent, quality performance generally indicated strong and positive relations [8].

Gurd et al. [9], for example, examine the factors that either encourage or inhibit accounting lag following the implementation of TQM practices. Specifically, they found that industry sectors, management commitment, organizational structure, participation, and financial performance have an impact on accounting lag.

Studies have claimed that marketing and TQM are complementary business philosophies [10, 11]. From Saraph et al. [12], many studies have attempted to develop an appropriate set of critical quality management constructs to represent an integrated approach to TQM implementation in a business unit [13]. Some scholars, e.g., [14, 15, 16] have claimed that the effects of TQM practices on various types of performance measures differ. In addition, few empirical studies have investigated the mediating effect (indirect relationship) of one type of performance measure on the relationship between TQM practices and another type of performance measure, e.g., [16, 17, 18, 19].

2. Total Quality Management (TQM)

Total quality management (TQM) is a systematic quality improvement approach for firm-wide management for the purpose of improving performance in terms of quality, productivity, customer satisfaction, and profitability. Since TQM practices have been embraced by many firms around the world for decades, they have earned the attention of many researchers from diverse areas

TQM is a management philosophy that is intended to empower every member of the organization. It is intended to promote continuous, sustained, and long-term improvement in quality and productivity and to eliminate employees' fear of change. Its basic principle is that the cost of prevention is less than the cost of correction. Bellis-Jones et al. [20] suggest that TQM is not just another management fad; it is capable of delivering real competitive advantage. The TQM approach integrates the fundamental techniques and principles of quality function deployment, statistical control, and existing management tools in a structured manner.

TQM focuses on continuous process improvement within organizations to provide superior customer value and meet customer needs. TQM is a popular guideline for organizational management adopted for developing strategic information systems for an information organization [21, 22, 23]. TQM can be defined as a holistic management philosophy that strives for continuous improvement in all functions of an organization, and it can be achieved only if the total quality concept is utilized from the acquisition of resources to customer service after the sale. TQM practices have been documented extensively in measurement studies as well as in the studies that have investigated the relation of TQM practices to various dependent variables. TQM is an effort that involves every organization in the industry in the effort to improve performance. It permeates every aspect of a company and makes quality a strategic objective. TQM is achieved through an integrated effort among personnel at all levels to increase customer satisfaction by continuously improving performance. TQM focuses on process improvement, customer and supplier involvement, teamwork, and training and education in an effort to achieve customer satisfaction, cost effectiveness, and defect-free

work. TQM provides the culture and climate essential for innovation and for technology advancement.

3. The Total Quality Management (TQM) Strategy

Four components frequently cited as critical to a successful TQM strategy are customer satisfaction, employee involvement, managerial leadership, and process improvement and control. Marketing theory has long recognized the importance of customer satisfaction to the business organization. Quality-focused organizations must identify their customers (both internal and external), determine the specific needs of these customers, integrate all activities of the organization (including marketing, production, finance, HRM, and IS) to satisfy the needs of these customers, and finally, follow up to ensure the customers have been satisfied [24]. JIT, TQM, and SCM represent alternate approaches to improving the effectiveness and efficiency of an organization's operations function.

The cost of quality is considered by both Crosby and Juranto to be the primary tool for measuring quality. In their approach, it is used to track the effectiveness of the TQM process, select quality improvement projects, and provide cost justification to doubters. By bringing together these easily assembled costs of review, inspection, testing, scrap, and rework, one can convince management and others of the need for quality improvement. » Cost of quality has received increasing attention in recent years. It is effective in its intended purpose of raising awareness about quality and communicating to management the benefits of TQM in terms of dollars. Under TQM systems, product/service design efforts have two objectives: designing manufacturable products and designing quality into the products [25]. Designing to simplify manufacturing utilizes cross-functional teams to reduce the number of parts per product and standardize the parts

[26], which results in more efficient process management by reducing process complexity and process variance [27].

Effective supplier quality management is facilitated by long-term, cooperative relationships with a few suppliers as possible to obtain quality materials and/or services. Maintaining a small number of suppliers improves product quality and productivity of buyers by encouraging enhanced supplier commitment to product design and quality [28]. Quality creates not only a price/value advantage over competitors but also enables the firm to charge a higher per/unit sale price through differentiation [29]. A strategy of high quality leads to a sustainable competitive advantage [29]. Firms competing on quality pursue an operational strategy that controls quality of the product/service and seeks continuous improvement.

4. Theory of Total Quality can be Summarized as Follows

1. Quality leads to lower costs as defects are reduced
2. Quality is made in the boardroom; it cannot be instilled into shop floor without the initiative and commitment of top management
3. Most defects are caused by the system, not the worker;
4. Inspection is too late; aim to reduce defects during production and eliminate mass inspection;
5. Eliminate numerical quotas; slogan exhortation and targets for the workforce and promote sustained and continuous improvement of process and quality of output;
6. Drive out fear of change from workers; institute a vigorous program of education, training, and retraining to help the workforce improve continuously and to increase their job security;
7. Break down barriers between staff areas and abandon review systems that will destroy teamwork and create rivalry;
8. End the practice of awarding business on price tag alone; look for suppliers committed to quality and develop long term relationships with them.

5. Total Quality Management and Organizational Performance

Performance measurements are an integral part of all management processes and traditionally have involved management accountants through the use of budgetary control and the development of financial indicators such as return on investment. However, it has been claimed that conventional aggregate financial accounting indicators are inappropriate in TQM settings [30]. Several authors have claimed that an important part of ensuring that TQM leads to sustained improvements in organizational profitability is that direct quantitative measures of manufacturing are used to assess the effectiveness of management efforts to manage the development and implementation of TQM programmes [31, 32, 33]. With the growing awareness that quality of final products and services is a strategic competitive variable, companies have recognized also that the concept of high quality must be applied to production processes to generate quality products and minimize costs. TQM has evolved as a philosophy that emphasizes the need to provide customers with highly valued products and to do so by improvements in efficiency by way of eliminating waste, reducing lead times at all stages of the production process, reducing costs, developing people, and improving continuously [34]. While TQM provides a potential for organizations to enhance their competitiveness, there is evidence that many organizations have been disappointed in the extent to which TQM has been associated with sustained improvements in organizational profitability [35]. Performance management systems are a cornerstone of human resource (HR) management practices and are the basis for developing a systems approach to organization management. In theory, a performance management system links organizational and employee goals through a goal-setting process

and subsequently links employee goal achievements to a variety of HR management decisions through a performance measurement process. Shank and Govindarajan [36] and others argued some time ago that quality practices had become so important that management accounting could no longer ignore TQM. Traditional accounting supports cost and production analysis but not quality analysis [36, 37]. The thrust of the TQM philosophy is that quality and its management have to be built in from the beginning and that the accomplishment of quality standards and improvement is the responsibility of everyone [38, 39]. Waldman and Gopalakrishnan [40] claim that quality is, in fact, largely a customer perception based on how well the product or service meets the customer's needs and expectations. Poor quality occurs when these needs are not met. Satisfying the customer is an important aspect of the manufacturing process and this requires the customer's input at all stages of manufacturing [41].

6. Conclusions

Recent research on total quality management has examined the relationships between the Total quality management and organizational performance. Many researchers have examined the link between total quality management (TQM) and financial performance. Researchers such as [7, 42, 43], provide evidence to show that effective TQM implementations improve long-term profitability and stock returns. Flynn et al. [44] report that higher intensity of TQM practices results in improved quality performance. In a review of the literature covering the relationship between TQM and innovation, Prajogo and Sohal [15], identified two competing arguments. The first argument suggests that TQM is positively related to innovation performance because it establishes a system and culture that will provide a fertile environment for organizations to

innovate [45]. The opposing argument holds that the implementation of TQM principles and practices could hinder organizations from being innovative [46]. There is a growing body of empirical research supporting a direct relationship between the adoption of Total Quality Management (TQM) and improved firm performance [43,47]. Reed et al. [48] argue that the content of TQM can be distinguished based on the issue of two business orientations: customer orientation and process orientation. With customer orientation, organizations will focus on gaining a market advantage where they can outperform their competitors in terms of attracting more customers with distinguished products and charge a premium price. Dean and Bowen [2] argue that from a strategic management perspective TQM is concerned more with strategy implementation, or deployment rather than strategic choice, or intent. Another strong implication about the association between TQM and cost leadership is suggested by Gobeil and Brown [49]. In their framework on strategic approaches to innovation, they label TQM as a value leader since it places more emphasis on process innovation than product innovation. By focusing on process innovation, TQM can be linked to Porter's cost leadership strategy. Some studies have found that the use of TQM practices reduces manufacturing process variance, eliminates reworks and scraps, and improves quality performance [44,50]. In addition, there is considerable anecdotal evidence Harmon and Peterson [34] on the extent to which TQM initiatives enhance the potential for firms to improve their performance. Moreover, some studies have found that TQM firms do not outperform non-TQM firms [51]. Prior studies [52,53] suggest that TQM strategy that focuses on increasing customer levels of satisfaction does have a significant and positive impact

on performance. Ittner and Larcker [52], for example, suggest that attaining customer satisfaction is thought to increase the profits of the organization by decreasing costs through fewer returns and increasing revenues through customer loyalty. During the production process, the customer may request access to the quality data used in statistical process control, to evaluate the quality of the goods. Waldman and Gopalakrishnan [54] claim that quality is, in fact, largely a customer perception based on how well the product or service meets the customer's needs and expectations. There is considerable anecdotal evidence on the extent to which TQM enhances the potential for firms to improve organizational performance [55,56]. In addition, the empirical findings of Kim and Miller [57], based on a survey of the manufacturing strategies of 111 firms in the U. S. A., showed that activities associated with TQM (such as conformance quality, product reliability, on-time delivery and performance quality) together with price were the most important capabilities for manufacturing firms in the 1990s. Schmenner (1988) and Schmenner and Cook (1985) demonstrated that throughput time reduction, improved quality and inventory reduction all enhance productivity [58,59].

References

- [1] Zollo, M., Winter, S., 2002. Deliberate learning and the evolution of dynamic capabilities. *Organization Science* 13 (3), 339-351.
- [2] Dean, J.W., Bowen, D.E. 1994. *Management theory and total quality: Improving research and practice through theory development*. *Academy of Management Review* 19 (3) 392-418.
- [3] Deming, W. 1986. *Out of the crises*. Cambridge Addison-Wesley.
- [4] Juran, J. 1989. *Juran on leadership for quality*. An executive handbook. Wilson: Juran Institute.
- [5] Anderson, E.W., Fornell, C.,

- Lehmann, R.T., 1994. Customer satisfaction, market share and profitability. *Journal of Marketing* 58, 536-6.
- [6] Terzioski, M., Samson, D., 2000. The effect of company size on the relationship between TQM strategy and organizational performance. *TQM Magazine* 12 (2), 144-48.
- [7] Ittner, C.D., Larcker, D.F., 1996. Measuring the impact of quality initiatives on firm financial performance. In: Fedor, D.F., Ghosh, S. (Eds), *Advances in Management of Organization Quality*, Vol. 1. JAI Press Greenwich, CT, pp. 137-.
- [8] Prajogo, D. I., Sohal, A. S. 2003. The relationship between TQM practices, quality performance and innovation performance. *The International Journal of Quality & Reliability Management* 20(8), 909-918.
- [9] Gurd, B., Smith, M., Swaffer, A., 2002. Factors impacting on accounting lag: an exploratory study on responding to TQM. *British Accounting Review* 34, 205-221.
- [10] Longbottom, D., Mayer, R., Casey, J., 2000. Marketing, total quality management and benchmarking: exploring the divide. *Journal of Strategic Marketing* 8 (4), 323-340.
- [11] Mohr-Jackson, L., 1998. Conceptualizing total quality orientation. *European Journal of Marketing* 32 (12/13), 2/.
- [12] Saraph, J.V., Benson, P.G., Schroeder, R.G., 1989. An instrument for measuring the critical factors of quality management. *Decision Sciences* 20 (4), 457-78.
- [13] Raq, S.S., Solis, L.S., Raghunathan, T.S., 1999. A framework for international quality management research: development and validation of a research instrument. *Total Quality Management* 10 (7), 1047-1075.
- [14] Prajogo, D.I., Sohal, A.S., 2004. The multidimensionality of TQM practices in determining quality and innovation performance—an empirical examination. *Technovation* 24, 443-453.

- [15] Prajogo D.I., Sohal A.S. 2001. TQM and innovation: A literature review and research framework, *Technovation* 21 (9) 539-558.
- [16] Kaynak H., 2003. The relationship between total quality management practices and their effects on firm performance *Journal of Operational Management* 21, 403-435.
- [17] Prajogo D.I., Sohal A.S., 2006. The integration of TQM and technology R&D management in determining quality and innovation performance *Omega* 34, 296-312.
- [18] Choi, T.Y., Eboch K., 1998. The TQM paradox relations among TQM practices, plant performance and customer satisfaction *Journal of Operations Management* 17 (1), 59-75.
- [19] Sila I., 2007. Examining the effects of contextual factors on TQM and performance through the lens of organizational theories: an empirical study. *Journal of Operations Management* 25, 83-109.
- [20] Bellis-Jones R. Hand, M. 1989. Are total quality management programmes a fact or a management fad?, *Management Accounting* 67(5), pp. 36-37.
- [21] St Clair, G. 1997. Defining quality management in information services In G. St Clair (Ed.), *Total quality management in information services* (pp. 45-65). West Sussex UK: Bowker-Saur
- [22] Cronin, B. 2000. Strategic intelligence and networked business *Journal of Information Science* 26(3), 133-138.
- [23] Gregory, V. L. 2000. Knowledge management and building the learning organization In T. K. Srikantiah & M. E. D. Koenig (Eds), *Knowledge management for the information professional* (pp. 16-179). Medford, NJ: Information Today.
- [24] Feigenbaum A.V. 1991. *Total Quality Control*, McGraw-Hill, Inc., New York, NY.
- [25] Handfield, R., Jayaram J., Ghosh S., 1999. An empirical examination of quality tool deployment patterns and their impact on performance *International Journal of Production Research* 37, 1403-1426.
- [26] Chase R.B., Aquilano, N.J., Jacobs F.R., 2001. *Operations Management for Competitive Advantage* ninth ed. McGraw-Hill, Boston, MA.
- [27] Ahire, S.L., Dreyfus, P., 2000. The impact of design management and process management on quality: an empirical examination *Journal of Operations Management* 18, 545-575.
- [28] Trent, R.J., Monczka, R.M., 1999. Achieving world-class supplier quality. *Total Quality Management* 10, 927-938.
- [29] Porter, M., 1980. *Competitive Strategy* New York: Free Press
- [30] Drucker, P. E., 1990. The Emerging Theory of Manufacturing, *Harvard Business Review*, May – June 94-102.
- [31] Armitage, H. M. and Atkinson, A. A., 1990. The choice of productivity measures in organisations in Kaplan, R. S. (ed.) *Measures for Manufacturing Excellence* Cambridge Harvard Business School Press pp. 91-126.
- [32] Vollmann, T., 1990. Changing Manufacturing Performance Measurements in Turney, P. B. (ed.) *Performance Excellence in Manufacturing and Service Organisations* Sarasota FL, American Accounting Association pp. 53-62.
- [33] Hall, R. W., Johnson H. T. and Turney, P. B., 1991. *Measuring up: Charting Pathways to Manufacturing Excellence* Homewood, Illinois, Irwin.
- [34] Harmon, R. L. and Peterson L. D., 1990. *Reinventing the Factory: Productivity Breakthroughs in Manufacturing Today*, New York, the Free Press
- [35] Wilson, D. C., 1992. *A Strategy of Change* London, U. K., Routledge
- [36] Shank JK., Govindarajan V., 1994. Measuring the "Cost of Quality": a strategic cost management perspective *Journal of Cost Management* 8, 51-7.
- [37] Johnson H.T., 1994. Relevance regained total quality management and the role of management accounting *Critical Perspectives on Accounting* 5, 259-267.
- [38] Morgan, C., Murgatroyd, S., 1994. *Total Quality Management in the Public Sector* Open University Press Buckingham UK.
- [39] Lord, B.R., Lawrence S., 2001. TQM implementation: a case of MQT (Management's Questionable Technology), Paper presented at the Third Asian Pacific Interdisciplinary Research in Accounting, University of Adelaide
- [40] Waldman, D.A., Gopalakrishnan, M., 1996. Operational, organizational and human resource factors predictive of customer perceptions of service quality. *Journal of Quality Management* 1, 91-108.
- [41] Lubben, R.T., 1988. *Just In-Time Manufacturing*, McGraw-Hill, New York.
- [42] Hendricks, K.B., Singhal V.R., 1999. The long-term stock price performance of firms with effective TQM programs Working Paper, Georgia Institute of Technology, Atlanta, GA.
- [43] Easton G.S., Jarrell S.L., 1998. The effects of total quality management on corporate performance: an empirical investigation. *Journal of Business* 71 (2), 253-307.



50 ساعة تدريبية

في الفترة من إلى



لماذا أصبحت الإدارة الاستراتيجية ضرورة ادارية في ظل عالم متغير
ما هو دور الإدارة الاستراتيجية لزيادة فاعلية الإدارة واتخاذ القرار
كيف تستخدم الادارة الاستراتيجية كمدخل متكامل لخلق الميزة
التنافسية واستدامتها
كيف تستخدم تحليل البيئة الخارجية والداخلية في اتخاذ قراراتك الاستراتيجية
كيف تحول منظمتك من الإدارة التقليدية الى الإدارة بالاستراتيجية
بطاقات الأهداف المتوازنة ودورها في بناء وتطبيق الخطط الاستراتيجية
كيف تستخدم أدوات التحليل الاستراتيجي في اختيار وبناء خطتك

يقدم الدبلومة: خبير نظم الإدارة و التخطيط الإستراتيجي

استشاري وخبير دولي في نظم الإدارة للعديد من الشركات والمؤسسات
مدرب في الإدارة الاستراتيجية ونظم الإدارة
خبرة عملية في ادارة وتطوير الشركات والمنظمات
مدير عام الإدارة الاستراتيجية سابقا - مجموعة شركات ومصانع العربي
ماجستير في إدارة الأعمال الدولية
نائب رئيس مجلس إدارة مؤسسة بادر لريادة الأعمال



المهندس/ جمال عرفة

المعنيون بهذه الدبلومة

رؤساء وأعضاء مجالس إدارات الشركات والمنظمات
المديرين التنفيذيين
أصحاب الشركات الصغيرة والمتوسطة
رواد ورائدات الأعمال والمبشرين من الشباب
القيادات العليا والمتوسطة بالمنظمات الأهلية الغير ربحية
المدرء بالإدارات العليا والمتوسطة بشركات القطاع الخاص والحكومي

للاستعلام عن الدبلومة

manager@altaknyia.com

info@altaknyia.com

http://altaknyia.com

مصر القاهرة

Tel: 002-01211687880

خاتمة العدد

ISO 9001:2008

ISO 14001:2004

ISO 27001:2005

ISO 22000:2005

! ^ > ¿ ¶ | ^ v ¼ ¼ ~ ` § ° > V³ . .

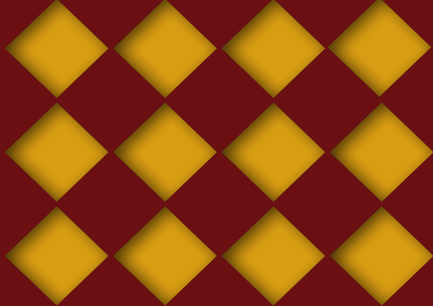
¶ h § \ - • -

> ò + R @ + FT

ó Ny ĩ CM Q í ø í

S ø ? í ô ì TK N +

LL7 Š7 #LLÚ LL3~ULHŠD LLQ LLn3mVU LL Š3TP EL ← L:/~m LLH Š pğ MV
 „LL´O x/O LL8† LLnm| —#LLÜ W s f x } LL8m „LL´O LLLW
 .} LL4ML (2.û LLñLq÷ "LLÚ p÷ LL87úÝ | LLnLsÝ w1LLx
 BLL m {LLsO %LL t† p÷ uLLan† . LLh† p÷ VÛLL@ q† Š bb Ū „d
 LL^m l}LL\ #LLØf 3LL@h Au]L aX LfŠ h LL Š PQ lpLŠ n! L•ULh•O Š Lm8-
 LL †/' LL Š n Š Š LA 7L 7LULQ H†LÚLL
 LL Š T LLfx2)ŠXÝ f ALLm}ûl 3LLTm|f |LABZúŠT|f LLnLsÝ w1LLx
 F LL\q LLZfšM jLLnO cLLf1_| — LLx./^n #LLØf |3LLGf uQ LLm
 LL^Tm /ŠX LL8 p÷ uLLanÝ uLLm
 .} LLm LLLq LLznx÷ uLLm| LL^m l}LL\ #LLØf ^RHLL<r÷
 LLnLsÝ j` „LL´O jLLŠ H LLkLŠh 2LLAuL #LLnLØf; 4s LLq† uLL
 LL^m m/+ |÷ LL^m # sm LLŠ GL|8-7
 LLD†÷ Q,LLX of Q LLXsf— LL LTP LL7}nhm| LL ŠG %LLp q jL
 jLLnPf d LL# LLkLm|q LLŠ\Š'L^mŠ Wms Q LL? LL3LLd & f L+) uLL
 d LLnO÷ .}LL! p LLnC LL^Tm| jLLDW jso}LL(q AL) LLŠ TM fLLL qLJ
 „LL²û ...úLL† LLnm4% LLf\$Ý| † LLŠ m /q Md ŽLLm h m•L-VŁL2f/LLzY
 /LL†/(| jLLnPf ô 3LL!û /LLŠ') uLLO cLLŠx q — LLŠf|.2 LL
 BLL nÝ | /LLp jX LL8V LLfm Lc
 jLLDW; }LL(q ALL Š T f | 2)5LLnM q LL@ LLmPj mL JDL Š NL | LLpLŠ q HL
 |÷ LLm/\Ý LLm/uM LLs-f LLZ@pM LL8L8 ŪúY LLp÷ 5f LLŕ LLš Ū 9 V/
 LL\ /LL\X | LL^i .÷ LL! AL† /LLQV Lm. LL LL -jLLWŠŠ†' oLLŠ
 ŽLLÿ 4p jb



TM

®

Ê

ÿ

¶

§

• OE ¶ :

الرؤية

, Ì ¼ f · Y Ö · S 0 - { Ä - ¿ È , Y Z " · Y c Y · Z

الرسالة

... • - • € , • f • „ ... • ¶ ^ ... ¶ % Š < ¶ - OE Ž ‘ „ ’ • “ ...
” - € - - % ~ • ^ ... f • f , - ¶ • ^ ... - „ • Ž , “ ¶ - OE TM € , • ... ¶ š % Š
> Ž ¶ • ¶ • TM • œ ž - Y , - € - • • ¶ • ¶ .
Ž % • • • - - OE œ ¶ Ž j - % • ¶ ^ ... - - % Š < • • • • OE ... ¢ £
^ ... œ % Š < ¶ j - % • ¶ - OE < œ € , Ž ¶ « £ ¶ ” „

طريقكم إلى التميز يبدأ

مع مؤسسة التقنية

للاتصال بنا وطلب خدمات التدريب أو التأهيل والاستشارات لأنظمة الجودة

جمهورية مصر العربية – العاشر من رمضان

00201008415359

موقعنا

www.altaknyia.com

¼ ` § \ | { N « , « r Z » X ¼ ` § , § a ¶ » ¶