

University of Mosul  
College of Administration & Economics  
Department of Business Administration

|                                                                                                                                                                                                 |                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1.Course name and academic level .</b>                                                                                                                                                       |                          |
| <b>Management Social Responsibility / Diploma in Contract</b>                                                                                                                                   |                          |
| <b>2. Course Code .</b>                                                                                                                                                                         |                          |
|                                                                                                                                                                                                 |                          |
| <b>3. Term/Year .</b>                                                                                                                                                                           |                          |
| <b>2025-2026</b>                                                                                                                                                                                |                          |
| <b>4. Date this description was prepared .</b>                                                                                                                                                  |                          |
| <b>2025/9/1</b>                                                                                                                                                                                 |                          |
| <b>5. Available forms of attendance .</b>                                                                                                                                                       |                          |
| <b>My presence</b>                                                                                                                                                                              |                          |
| <b>6. Total study hours / Total units: 30 hours spread over 15 weeks .</b>                                                                                                                      |                          |
| <b>2</b>                                                                                                                                                                                        |                          |
| <b>7. Course</b>                                                                                                                                                                                |                          |
| administrator's name (mention all, if more than one name)                                                                                                                                       |                          |
| <b>Name: Dr. Shaimaa Mohamed Saleh Hassan</b>                                                                                                                                                   |                          |
| <b><a href="mailto:shaima_m_saleh@uomeosul.edu.iq">shaima_m_saleh@uomeosul.edu.iq</a> Email</b>                                                                                                 |                          |
| <b>Objectives Course .8</b>                                                                                                                                                                     |                          |
| To equip the student with skills and knowledge about social responsibility<br>To enable the student to understand the ethical, legal, and business ethics .dimensions of business organizations | <b>Course objectives</b> |
| <b>Teaching and learning strategies .9</b>                                                                                                                                                      |                          |



|                                                                                            |                            |                                                                                        |                            |       |      |
|--------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------|----------------------------|-------|------|
| Discussions and exchange of ideas between students and instructors<br>Using demonstrations |                            |                                                                                        | strategy                   |       |      |
| Course Structure .10                                                                       |                            |                                                                                        |                            |       |      |
| Evaluation Method                                                                          | Learning method            | Unit or topic name                                                                     | Required learning outcomes | Hours | Week |
| Sharing and raising questions                                                              | a lecture                  | Introductory Description                                                               |                            | 2     | 1    |
| Daily tests                                                                                | Posts and discussions      | The historical roots of the emergence and development of social responsibility         |                            | 2     | 2    |
| Oral questions and participation                                                           | Lecture and participation  | The conceptual framework of social responsibility                                      |                            | 2     | 3    |
| Oral questions                                                                             | a lecture                  | Approaches to corporate social responsibility                                          |                            | 2     | 4    |
| Discussion of reports                                                                      | Lecture and discussion     | Social responsibility and the functions of business organizations                      |                            | 2     | 5    |
| Oral questions and discussions                                                             | Lectures and presentations | Areas of corporate social responsibility                                               |                            | 2     | 6    |
| Oral questions and discussions                                                             | Lectures and presentations | Ethical responsibility of business organizations                                       |                            | 2     | 7    |
| Daily tests                                                                                | Discussion reports of      | Measuring the social performance of business organizations                             |                            | 2     | 8    |
| Discussion and exchange of ideas                                                           | Lecture and discussion     | Corporate social responsibility in business organizations is an approach to sustaining |                            | 2     | 9    |

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|                                |                        |                                                                                   |  |   |    |
|--------------------------------|------------------------|-----------------------------------------------------------------------------------|--|---|----|
|                                |                        | competitive advantages                                                            |  |   |    |
| Questions and discussions      | a lecture              | Social responsibility and its role in achieving sustainable competitive advantage |  | 2 | 10 |
| Oral questions and discussions | Lecture and discussion | Social responsibility in public relations                                         |  | 2 | 11 |
| Daily tests                    | a lecture              | Social responsibility in government ministries and institutions                   |  | 2 | 12 |
| Questions and discussions      | Discussion of reports  | Social responsibility in civil society organizations                              |  | 2 | 13 |
| Posting and asking questions   | a lecture              | Social responsibility of the media                                                |  | 2 | 14 |
| exam                           |                        | final exam                                                                        |  | 2 | 15 |

### grade breakdown Course evaluation and .11

The grade out of 100 is distributed according to the tasks assigned to the student, such as daily preparation, daily, oral, monthly, and written exams, reports, etc

### Learning and teaching resources .12

|                                                                                                                            |                                                 |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                                                                            | Required textbooks (methodology, if applicable) |
| -Nasser Jaradat, Azzam Abu Al Hamam (The Ethical and Social Responsibility of Organizations)<br>Mohammed Fallag (Corporate | (Main references (sources                       |

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|                                                      |                                                                                   |
|------------------------------------------------------|-----------------------------------------------------------------------------------|
| Social Responsibility of Business<br>(Organizations) |                                                                                   |
|                                                      | Recommended supporting books and<br>(...scientific journals, reports ) references |
|                                                      | Electronic references, websites                                                   |
|                                                      | Curriculum update rate                                                            |

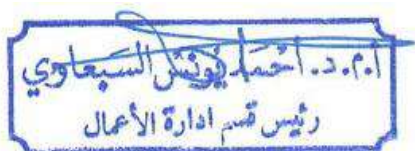
**Name and signature of the course instructor**

  
 اسم وتوقيع صاحب المقرر  
 د. سجاد جعفر  
 ٢٠٢٤/١٢

### Course Description Form

University of Mosul, College of Administration and Economics, Department of Business Administration

|                                  |                                                                   |
|----------------------------------|-------------------------------------------------------------------|
| 1. Course Name:                  | Negotiation Skills and Techniques: Diploma in Contract Management |
| 2. Course Code:                  |                                                                   |
| 3. Semester / Year:              | 2026 – 2025                                                       |
| 4. Description Preparation Date: | 2026-9-1                                                          |
| 5. Available Attendance Forms:   | Weekly                                                            |

  
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| 6. Number of Credit Hours (Total) / Number of Units (Total)                       |       |                                                                                                                                                                                        |                                                     |                        |                   |
|-----------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------|-------------------|
| hours ( 2- Units) -2                                                              |       |                                                                                                                                                                                        |                                                     |                        |                   |
| 7. Course administrator's name (mention all, if more than one name)               |       |                                                                                                                                                                                        |                                                     |                        |                   |
| Name: Dr. Israa Tariq Hussein                                                     |       |                                                                                                                                                                                        |                                                     |                        |                   |
| Email: <a href="mailto:israa_tarek@uomosul.edu.iq">israa_tarek@uomosul.edu.iq</a> |       |                                                                                                                                                                                        |                                                     |                        |                   |
| 8. Course Objectives                                                              |       |                                                                                                                                                                                        |                                                     |                        |                   |
| Course Objectives                                                                 |       | This course introduces the subject of negotiation management, its functions, strategies, modern and innovative methods in the negotiation process, and its most prominent techniques.. |                                                     |                        |                   |
| 9. Teaching and Learning Strategies                                               |       |                                                                                                                                                                                        |                                                     |                        |                   |
| Strategy                                                                          |       | Communicating modern academic, scientific, and philosophical concepts and trends                                                                                                       |                                                     |                        |                   |
| 10. Course Structure                                                              |       |                                                                                                                                                                                        |                                                     |                        |                   |
| Week                                                                              | Hours | Required Learning Outcomes                                                                                                                                                             | Unit or subject name                                | Learning method        | Evaluation method |
| 1                                                                                 | 2     | The concept of the negotiation process, its importance, and its objectives.                                                                                                            | Understanding the nature of the negotiation process | Lecture and discussion |                   |
| 2                                                                                 | 2     | Types of negotiation processes                                                                                                                                                         | Understanding the types and areas of negotiation    |                        |                   |

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|    |   |                                                                       |                                                                        |  |  |
|----|---|-----------------------------------------------------------------------|------------------------------------------------------------------------|--|--|
| 3  | 2 | eterminants of successful negotiation                                 | ntifying the determinants of successful negotiation and its techniques |  |  |
| 4  | 2 | Key elements of negotiation                                           | ntifying the elements of the negotiation process                       |  |  |
| 5  | 2 | Case studies on negotiation                                           | ntifying some ase studies related to negotiation                       |  |  |
| 6  | 2 | ps in the negotiation process                                         | Understanding the steps of negotiation                                 |  |  |
| 7  | 2 | Principles of the negotiation process, negotiation process strategies | Understanding the principles and strategies of negotiation             |  |  |
| 8  | 2 | egotiation methods and techniques                                     | nderstanding negotiation techniques and skills                         |  |  |
| 9  | 2 | Characteristics of a successful and effective negotiator              | ntifying the characteristics of a successful negotiator                |  |  |
| 10 | 2 | oral test                                                             | Discussion and oral exam                                               |  |  |
| 11 | 2 | Legal methods for concluding contracts                                | Understanding the legal methods for concluding contracts               |  |  |
| 12 | 2 | ctronic negotiation: oncept and importance                            | nderstanding the concept electronic negotiation and its importance     |  |  |
| 13 | 2 | Electronic negotiation methods                                        | Understanding electronic negotiation methods                           |  |  |
| 14 | 2 | ypes of obligations in                                                | Understanding the legal                                                |  |  |

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|                                                                                                                                                                     |   |                        |                                                                                                                                                                                                                               |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
|                                                                                                                                                                     |   | electronic negotiation | obligations of electronic negotiation                                                                                                                                                                                         |  |  |
| 15                                                                                                                                                                  | 2 | Written exam           | End-of-course exam                                                                                                                                                                                                            |  |  |
| <b>11. Course Evaluation</b>                                                                                                                                        |   |                        |                                                                                                                                                                                                                               |  |  |
| Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc |   |                        |                                                                                                                                                                                                                               |  |  |
| <b>12. Learning and Teaching Resources</b>                                                                                                                          |   |                        |                                                                                                                                                                                                                               |  |  |
| Required textbooks (curricular books, if any)                                                                                                                       |   |                        |                                                                                                                                                                                                                               |  |  |
| Main references (sources)                                                                                                                                           |   |                        | Published letters and research                                                                                                                                                                                                |  |  |
| Recommended books and references<br>(scientific journals, reports...)                                                                                               |   |                        | Alaq, Bashir, 2010, Negotiation Management, Dar Al-Yazouri Scientific Publishing House.<br><br>Farawneh, Hussein Ahmed, 2020, Negotiation management and Conflict Resolution, Dar Al-Hamid Publishing and Distribution House. |  |  |
| Electronic References, Websites                                                                                                                                     |   |                        | Internet sites                                                                                                                                                                                                                |  |  |

اسم وتوقيع صاحب المقرر  
د.م اسراء طارق حسين

### Course description template

**,University: Mosul :College Administration and  
Economics / Department or Branch: Business Administration**



|                                                                                                                                                                                                            |                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Diploma in Contract Management: Quality Management</b>                                                                                                                                               |                                                                                                                                 |
|                                                                                                                                                                                                            |                                                                                                                                 |
| <b>Course Code .2</b>                                                                                                                                                                                      |                                                                                                                                 |
|                                                                                                                                                                                                            |                                                                                                                                 |
| <b>Term/Year .3</b>                                                                                                                                                                                        |                                                                                                                                 |
| 2026-2025                                                                                                                                                                                                  |                                                                                                                                 |
| <b>Date this description was prepared .4</b>                                                                                                                                                               |                                                                                                                                 |
| 2025/12/7                                                                                                                                                                                                  |                                                                                                                                 |
| <b>/formats / Morning Available attendance .5</b>                                                                                                                                                          |                                                                                                                                 |
| Live lectures in classrooms                                                                                                                                                                                |                                                                                                                                 |
| <b>/ Total number of study hours .6</b>                                                                                                                                                                    |                                                                                                                                 |
| Number of units (total): 3 hours and 3 units                                                                                                                                                               |                                                                                                                                 |
| <b>Name of the course coordinator (if there is more than one, please state it) and .7 academic title</b>                                                                                                   |                                                                                                                                 |
| Dr. Adel Mo Name: Assistant Professorhammed Abdullah                                                                                                                                                       |                                                                                                                                 |
| Email: <a href="mailto:adel_mohamed@uomosul.edu.iq">adel_mohamed@uomosul.edu.iq</a>                                                                                                                        |                                                                                                                                 |
| <b>To enable students to learn theoretically and practically : Course Objectives .8 quality management and its relationship to the management of in the field of .and contracting commercial contracts</b> |                                                                                                                                 |
| Quality theory and the most -3<br>quality scientists important<br>Quality measurement tools -4<br>Dimensions of the quality of goods -5<br>and services                                                    | Course objectives<br>Introduction to Quality Management -1<br>(Theoretical)<br>Introducing Quality Management in -2<br>Practice |
| <b>Teaching and learning strategies .9</b>                                                                                                                                                                 |                                                                                                                                 |
|                                                                                                                                                                                                            | Strategy: Diversify teaching methods for                                                                                        |



|  |                                                       |
|--|-------------------------------------------------------|
|  | management , reporting, and quality<br>.brainstorming |
|--|-------------------------------------------------------|

| Course Structure .10          |                             |                                                                                                                 |                                     |       |      |
|-------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|-------|------|
| Evaluation Method             | Learning method             | Unit or topic name                                                                                              | Required learning outcomes          | Hours | Week |
| Exams<br>Oral and theoretical | Lecture and practical cases | Introduction to Total Quality Management (TQM): The Concept of Quality: Definitions, Principles, and Importance | Theoretical and practical knowledge | 1     | 1    |
| Exams<br>Oral and theoretical | Lectures                    | The historical development of quality (from inspection to total quality management). Quality pioneers in brief. | Theoretical and practical knowledge | 1     | 2    |
| Report writing                | Lectures and case studies   | Quality costs (costs of failure, prevention costs, evaluation costs)                                            | Theoretical and practical knowledge | 1     | 3    |
| Exams<br>Oral and theoretical | Lectures                    | Quality in the pre-contractual stages                                                                           | Theoretical and practical knowledge | 1     | 4    |
| Exams<br>Oral and theoretical | Lectures                    | Product quality dimensions                                                                                      | Theoretical and practical knowledge | 1     | 5    |
| Exams<br>Oral and theoretical | Lectures                    | Areas of Quality Management                                                                                     | Theoretical and practical knowledge | 1     | 6    |
| Report writing                | practical case              | Quality Management Systems and Standards (ISO)                                                                  | Theoretical and practical knowledge | 1     | 7    |
| Exams<br>Oral and theoretical | Lecture                     | Drafting quality conditions in the contract                                                                     | Theoretical and practical knowledge | 1     | 8    |
| Exams<br>Oral and theoretical | Lecture and practical cases | Control and quality assurance during implementation                                                             | Theoretical and practical knowledge | 1     | 9    |
| -Pre preparation              | Lecture                     | Quality measurement tools and contractual                                                                       | Theoretical and practical           | 1     | 10   |



|                         |                        |                                                                            |                                            |   |           |
|-------------------------|------------------------|----------------------------------------------------------------------------|--------------------------------------------|---|-----------|
|                         |                        | problem-solving                                                            | <b>knowledge</b>                           |   |           |
| <b>-Pre preparation</b> | <b>Lecture</b>         | Complementing quality measurement tools and resolving contractual problems | <b>Theoretical and practical knowledge</b> | 1 | <b>11</b> |
| <b>-Pre preparation</b> | <b>Practical Cases</b> | Continuous improvement of contract terms                                   | <b>Theoretical and practical knowledge</b> | 1 | <b>12</b> |
| <b>-Pre preparation</b> | <b>Practical Cases</b> | Auditing and Contract Termination                                          | <b>Theoretical and practical knowledge</b> | 1 | <b>13</b> |
| <b>-Pre preparation</b> | <b>Practical Cases</b> | Case studies in quality management in service organizations                | <b>Theoretical and practical knowledge</b> | 1 | <b>14</b> |
| <b>-Pre preparation</b> | <b>Practical Cases</b> | Case studies in quality management in goods-producing organizations        | <b>Theoretical and practical knowledge</b> | 1 | <b>15</b> |

|                                                                                                                                                                                                                                                                                                                     |                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Course evaluation and grade breakdown .11</b>                                                                                                                                                                                                                                                                    |                                                         |
| The grade out of 100 is distributed according to the tasks assigned to the student, such as daily .monthly, and written exams, reports, etc ,preparation, daily, oral                                                                                                                                               |                                                         |
| <b>Learning and teaching resources .12</b>                                                                                                                                                                                                                                                                          |                                                         |
| nothing                                                                                                                                                                                                                                                                                                             | <b>Required textbooks methodology, ) (if applicable</b> |
| 1- Ta'i, Adel Muhammad Abdullah, (2021) Quality and Environmental -Al for Printing, Publishing and Management, Academics House .Distribution, First Edition, Amman, Jordan<br>2- Quality Management in the Imaging Sciences - E-Book: Quality Management, 7 <sup>th</sup> .ed., Elsevier Inc. Missouri , USA.<br>3- | <b>Main references (sources)</b>                        |
| nothing                                                                                                                                                                                                                                                                                                             | <b>Recommended supporting books and</b>                 |

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|                                                                       |                                                        |
|-----------------------------------------------------------------------|--------------------------------------------------------|
|                                                                       | references<br>scientific )<br>,journals<br>(...reports |
| <a href="https://scholar.google.com/">https://scholar.google.com/</a> | Electronic<br>references,<br>websites                  |
| %20                                                                   | Curriculum<br>update rate                              |

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د. عادل محمد عبد الله

### Course Description Form

|                                                                                        |
|----------------------------------------------------------------------------------------|
| <b>:academic level Course name and .1</b>                                              |
| <b>Public Administration / Diploma in Contract Management</b>                          |
| <b>Course Code .</b>                                                                   |
|                                                                                        |
| <b>:Term/Year</b>                                                                      |
| <b>2026-First semester / 2025</b>                                                      |
| <b>Date this description was prepared</b>                                              |
| <b>2025/9/1</b>                                                                        |
| <b>:Available forms of attendance</b>                                                  |
| <b>My presence</b>                                                                     |
| <b>units: 30 hours spread over 15 weeks Total study hours / Total</b>                  |
| <b>2</b>                                                                               |
| <b>Name of the course coordinator (if there is more than one, please state it) and</b> |

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| academic title                                                                                                                                                                                                                                                                                                                                                                                                                  |                              |                                                                                         |                                  |       |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------|----------------------------------|-------|------|
| Name: Dr. Shaimaa Mohamed Saleh Hassan<br><a href="mailto:shaima_m_saleh@uomeosul.edu.iq">shaima_m_saleh@uomeosul.edu.iq</a> Email                                                                                                                                                                                                                                                                                              |                              |                                                                                         |                                  |       |      |
| Course Objectives                                                                                                                                                                                                                                                                                                                                                                                                               |                              |                                                                                         |                                  |       |      |
| Understanding the concept and nature of .1<br>. public administration<br>Understanding the concept of public .2<br>administration, its origins, and the<br>difference between public administration<br>.and business administration<br>Identifying the importance of public .3<br>administration and its relationship to other<br>sciences<br>Standing is one of the most important<br>.functions of the administrative process |                              |                                                                                         | Course objectives                |       |      |
| Teaching and learning strategies                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                                                                         |                                  |       |      |
| Discussions and exchange of ideas between students<br>and instructors<br>Using demonstrations                                                                                                                                                                                                                                                                                                                                   |                              |                                                                                         | strategy                         |       |      |
| Course Structure                                                                                                                                                                                                                                                                                                                                                                                                                |                              |                                                                                         |                                  |       |      |
| Evaluation<br>Method                                                                                                                                                                                                                                                                                                                                                                                                            | Learning<br>method           | Unit or topic<br>name                                                                   | Required<br>learning<br>outcomes | Hours | Week |
| Sharing and<br>raising<br>questions                                                                                                                                                                                                                                                                                                                                                                                             | a lecture                    | concept of The<br>public<br>administration and<br>its relationship to<br>other sciences |                                  | 2     | 1    |
| Daily tests                                                                                                                                                                                                                                                                                                                                                                                                                     | Posts and<br>discussions     | Traditional and<br>schools classical                                                    |                                  | 2     | 2    |
| Oral<br>questions<br>and<br>participation                                                                                                                                                                                                                                                                                                                                                                                       | Lecture and<br>participation | The nature and<br>concept of<br>planning:<br>components and<br>obstacles                |                                  | 2     | 3    |

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|                                  |                            |                                                                  |  |   |    |
|----------------------------------|----------------------------|------------------------------------------------------------------|--|---|----|
| Oral questions                   | a lecture                  | Methods of studying organization and principles                  |  | 2 | 4  |
| Discussion of reports            | Lecture and discussion     | Human Resources Management Jobs / Description and Analysis       |  | 2 | 5  |
| Oral questions and discussions   | Lectures and presentations | Control steps and types                                          |  | 2 | 6  |
| Oral questions and discussions   | Lectures and presentations | Coordination: Concept, Importance, and Types                     |  | 2 | 7  |
| Daily tests                      | Discussion of reports      |                                                                  |  | 2 | 8  |
| Discussion and exchange of ideas | Lecture and discussion     | Definition of the general budget                                 |  | 2 | 9  |
| Questions and discussions        | a lecture                  | Leadership, sources of power, and leadership study methodologies |  | 2 | 10 |
| Oral questions and discussions   | Lecture and discussion     | making -Decision methods and types of decisions                  |  | 2 | 11 |
| Daily tests                      | a lecture                  | Communications: Nature and Importance                            |  | 2 | 12 |
| Questions and                    | Discussion of reports      | Time management and Japanese                                     |  | 2 | 13 |

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|                              |           |                       |  |   |    |
|------------------------------|-----------|-----------------------|--|---|----|
| discussions                  |           | management            |  |   |    |
| Posting and asking questions | a lecture | Review and evaluation |  | 2 | 14 |
| exam                         |           | course -of-End exam   |  | 2 | 15 |

### Course evaluation and grade breakdown .11

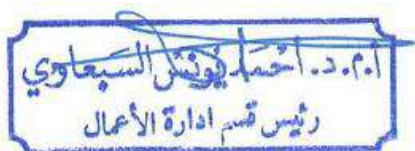
The grade out of 100 is distributed according to the tasks assigned to the student, .such as daily preparation, daily, oral, monthly, and written exams, reports, etc

### Learning and teaching resources .12

|                                                                                                                                                  |                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
|                                                                                                                                                  | Required textbooks (methodology, if applicable)                               |
| Public Administration: Concepts, Functions, and Activities, by Talaat Hafez -Abdel Wahab Sindi, Dar Al Publishing and Distribution, Saudi Arabia | (Main references (sources                                                     |
|                                                                                                                                                  | Recommended supporting books and (...references (scientific journals, reports |
|                                                                                                                                                  | references , websites                                                         |
|                                                                                                                                                  | Curriculum update rate                                                        |

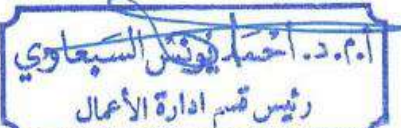
**Name and signature of the course instructor**

  
 اسم وتوقيع صاحب المقرر  
 د. محمد بن عبد الله  
 ٢٠٢٤/٤/٢٠



## Course Description Form

|                                                                                                                                                                                                        |                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1.Course name and academic level .</b>                                                                                                                                                              |                          |
| Responsibility / Diploma in Contract Management Social                                                                                                                                                 |                          |
| <b>2. Course Code .</b>                                                                                                                                                                                |                          |
|                                                                                                                                                                                                        |                          |
| <b>3. Term/Year .</b>                                                                                                                                                                                  |                          |
| 2025-2026                                                                                                                                                                                              |                          |
| <b>4. Date this description was prepared .</b>                                                                                                                                                         |                          |
| 2025/9/1                                                                                                                                                                                               |                          |
| <b>5. Available forms of attendance .</b>                                                                                                                                                              |                          |
| My presence                                                                                                                                                                                            |                          |
| <b>6. weeks 15 Total study hours / Total units: 30 hours spread over .</b>                                                                                                                             |                          |
| 2                                                                                                                                                                                                      |                          |
| <b>7. Course</b>                                                                                                                                                                                       |                          |
| administrator's name (mention all, if more than one name)                                                                                                                                              |                          |
| Name: Dr. Shaimaa Mohamed Saleh Hassan                                                                                                                                                                 |                          |
| <a href="mailto:shaima_m_saleh@uomeosul.edu.iq">shaima_m_saleh@uomeosul.edu.iq</a> Email                                                                                                               |                          |
| <b>Course Objectives .8</b>                                                                                                                                                                            |                          |
| To equip the student with skills and knowledge about social responsibility<br>To enable the student to understand the ethical, legal, and business ethics<br>business organizations dimensions of busi | <b>Course objectives</b> |
| <b>Teaching and learning strategies .9</b>                                                                                                                                                             |                          |
| Discussions and exchange of ideas between students and instructors<br>Using demonstrations                                                                                                             | <b>strategy</b>          |

  
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| <b>Course Structure .10</b>      |                            |                                                                                                                |                                   |              |             |
|----------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------|-------------|
| <b>Evaluation Method</b>         | <b>Learning method</b>     | <b>Unit or topic name</b>                                                                                      | <b>Required learning outcomes</b> | <b>Hours</b> | <b>Week</b> |
| Sharing and raising questions    | a lecture                  | <b>Introductory Description</b>                                                                                |                                   | 2            | 1           |
| Daily tests                      | Posts and discussions      | The historical roots of the emergence and development of social responsibility                                 |                                   | 2            | 2           |
| Oral questions and participation | Lecture and participation  | The conceptual framework of social responsibility                                                              |                                   | 2            | 3           |
| Oral questions                   | a lecture                  | Approaches to corporate social responsibility                                                                  |                                   | 2            | 4           |
| Discussion of reports            | Lecture and discussion     | Social responsibility and the functions of business organizations                                              |                                   | 2            | 5           |
| Oral questions and discussions   | Lectures and presentations | Areas of corporate social responsibility                                                                       |                                   | 2            | 6           |
| Oral questions and discussions   | Lectures and presentations | Ethical responsibility of business organizations                                                               |                                   | 2            | 7           |
| Daily tests                      | Discussion of reports      | Measuring the social performance of business organizations                                                     |                                   | 2            | 8           |
| Discussion and exchange of ideas | Lecture and discussion     | Corporate social responsibility in business organizations is an approach to sustaining competitive .advantages |                                   | 2            | 9           |

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|                                |                        |                                                                                   |  |   |    |
|--------------------------------|------------------------|-----------------------------------------------------------------------------------|--|---|----|
| Questions and discussions      | a lecture              | Social responsibility and its role in achieving sustainable competitive advantage |  | 2 | 10 |
| Oral questions and discussions | Lecture and discussion | Social responsibility in public relations                                         |  | 2 | 11 |
| Daily tests                    | a lecture              | responsibility Social in government ministries and institutions                   |  | 2 | 12 |
| Questions and discussions      | Discussion of reports  | Social responsibility in civil society organizations                              |  | 2 | 13 |
| Posting asking and questions   | a lecture              | Social responsibility of the media                                                |  | 2 | 14 |
| exam                           |                        | final exam                                                                        |  | 2 | 15 |

### Course evaluation and grade breakdown .11

The grade out of 100 is distributed according to the tasks assigned to the student, such as daily preparation, daily, oral, monthly, and written exams, reports, etc

### Learning and teaching resources .12

|                                                                                                                                                               |                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                                                                                                               | Required textbooks (methodology, if applicable) |
| -Nasser Jaradat, Azzam Abu Al Hamam (The Ethical and Social Responsibility of Organizations)<br>Mohammed Fallag (Corporate siness Social Responsibility of Bu | (Main references (sources                       |

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|                |                                                                                   |
|----------------|-----------------------------------------------------------------------------------|
| (Organizations |                                                                                   |
|                | Recommended supporting books and<br>(...references ( scientific journals, reports |
|                | Electronic references, websites                                                   |
|                | Curriculum update rate                                                            |

**Name and signature of the course instructor**

  
 اسم وتوقيع صاحب المقرر  
 د. محمد أحمد  
 ٢٠٢٤/١٢

### Course Description Form

|                                         |                                                                |
|-----------------------------------------|----------------------------------------------------------------|
| <b>13.Course Name:</b>                  | Diploma in Project Management / Diploma in Contract Management |
| <b>14.Course Code:</b>                  |                                                                |
| <b>15.Semester/Year:</b>                | Second Semester of the Academic Year 2025-2026                 |
| <b>16.Description Preparation Date:</b> | 2025-2026                                                      |

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|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>17.Available Attendance Forms:</b>                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| In the lecture hall                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>18.Number of Credit Hours (Total) / Number of Units (Total)</b>           |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 15 Hours / 1 Units                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>19.Course administrator name (mention all, if there is more than one)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Name: Assoc. Prof. Dr. Nour Ali Aboud Al-Obaidi                              |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Email: nour.abood@uomosul.edu.iq                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>20.Course Objectives</b>                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                              | <ul style="list-style-type: none"> <li>Teaching students the principles of project management and teamwork necessary for undergraduate studies, including planning, scheduling, and project control, to achieve the desired goal. This is done through the use of mathematical and quantitative methods and modern software to find the time needed to complete the project at the lowest cost in normal and urgent circumstances</li> </ul> |
| <b>21.Teaching and Learning Strategies</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                              | <ul style="list-style-type: none"> <li>Using Smart Whiteboards as Advanced Learning Tools</li> <li>Providing theoretical lessons</li> <li>Extracurricular Activities</li> <li>Seminars</li> <li>Curriculum development in accordance with international competitive standards</li> <li>Adopting contemporary teaching methods that enhance the process of teaching, learning and intellectual development</li> </ul>                         |
| <b>22. Course Structure</b>                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                              |


  
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| Week | Watches  | Required Learning Outcomes             | Unit or Subject Name                                                                                                                                                                                                 | Learning method                                                                                                                                                                                         | Evaluation Method |
|------|----------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1    | One hour |                                        | <ul style="list-style-type: none"> <li>✓ Introduction to Project Management</li> <li>✓ The Concept and Characteristics of a Project</li> <li>✓ The Difference Between a Project and Operations</li> <li>✓</li> </ul> |                                                                                                                                                                                                         | Theoretical Tests |
| 2    | One hour | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ The Evolution and Importance of Project Management</li> <li>✓ The Role of Project Management in Modern Organizations</li> </ul>                                             | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture In class.</li> <li>- Download the lecture on Online Classroom.</li> <li>- Download an online link To Lectures Related.</li> </ul> | Theoretical Tests |
| 3    | One hour | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Types of projects and their environments</li> <li>✓ Project</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> </ul>                                                                                                                        | Theoretical Tests |

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|   |           |                                              |                                                                                                                                                                        |                                                                                                                                                                      |                      |
|---|-----------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
|   |           |                                              | classification<br>(construction,<br>service, technology,<br>government)<br>✓                                                                                           | In class.<br>- Download the<br>lecture on<br>Online<br>Classroom.<br>- Download an<br>online link<br>To Lectures<br>Related.                                         |                      |
| 4 | One hours | Understanding<br>and clarifying the<br>topic | ✓ The internal and<br>external project<br>environment<br>✓ Stakeholders and<br>their roles<br>✓ Projects in the<br>public and private<br>sectors<br>✓                  | - Giving a<br>theoretical<br>lecture<br>In class.<br>- Download the<br>lecture on<br>Online<br>Classroom.<br>- Download an<br>online link<br>To Lectures<br>Related. | Theoretical<br>Tests |
| 5 | One hours | Understanding<br>and clarifying the<br>topic | ✓ Project Lifecycle<br>✓ Project Lifecycle<br>Stages<br>✓ Characteristics of<br>Each Stage<br>✓ The relationship<br>between the project<br>lifecycle and<br>contracts; | - Giving a<br>theoretical<br>lecture<br>In class.<br>- Download the<br>lecture on<br>Online                                                                          | Theoretical<br>Tests |

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|   |           |                                        |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                         |                   |
|---|-----------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   |           |                                        | challenges at each stage.<br>✓                                                                                                                                                                                                                                                     | Classroom.<br>- Download an online link<br>To Lectures<br>Related.                                                                                                                                                      |                   |
| 6 | One hours | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Project Launch</li> <li>✓ Project Charter</li> <li>✓ Defining Project Objectives and Scope</li> <li>✓ Stakeholder Analysis</li> <li>✓ Project Feasibility (Economic, Technical, Legal)</li> <li>✓</li> </ul>                              | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link<br/>To Lectures<br/>Related.</li> </ul> | Theoretical Tests |
| 7 | One hours | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Project Planning – Basic Concepts</li> <li>✓ The Importance of Planning for Project Success</li> <li>✓ Elements of a Comprehensive Project Plan</li> <li>✓ The Three Constraints of a Project (Time, Cost, Quality)</li> <li>✓</li> </ul> | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link</li> </ul>                              | Theoretical Tests |

  
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|    |           |                                        |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                         |                   |
|----|-----------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           |                                        |                                                                                                                                                                                                                                                                              | To Lectures<br>Related.                                                                                                                                                                                 |                   |
| 8  | One hours |                                        | <ul style="list-style-type: none"> <li>✓ Project Scope Management</li> <li>✓ Defining the Project Scope</li> <li>✓ Work Breakdown Structure (WBS)</li> <li>✓ Scope Control</li> <li>✓ Scope Definition Errors and Their Impact on Contracts</li> <li>✓</li> </ul>            | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture In class.</li> <li>- Download the lecture on Online Classroom.</li> <li>- Download an online link To Lectures Related.</li> </ul> | Theoretical Tests |
| 9  | One hours | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Time management and project scheduling</li> <li>✓ Identifying and sequencing activities</li> <li>✓ Estimating activity durations</li> <li>✓ Time grids (PERT – CPM)</li> <li>✓ Preparing the project schedule</li> <li>✓</li> </ul> | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture In class.</li> <li>- Download the lecture on Online Classroom.</li> <li>- Download an online link To Lectures Related.</li> </ul> | Theoretical Tests |
| 10 | One hours | Understanding and clarifying the       | ✓ Project cost management                                                                                                                                                                                                                                                    | - Giving a theoretical                                                                                                                                                                                  | Theoretical       |

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|    |           |                                        |                                                                                                                                                                                             |                                                                                                                                                                                      |                   |
|----|-----------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           | topic                                  | <ul style="list-style-type: none"> <li>✓ Project cost estimation</li> <li>✓ Project budget preparation</li> <li>✓ Cost control</li> <li>✓ Financial variance analysis</li> <li>✓</li> </ul> | <p>lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p>                        | Tests             |
| 11 | One hours | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Conflict Management in Projects</li> </ul>                                                                                                         | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p> | Theoretical Tests |
| 12 | One hours | Understanding and clarifying the topic | <ul style="list-style-type: none"> <li>✓ Project Risk Management</li> <li>✓ The Concept and Types of Risks</li> <li>✓ Risk Identification and</li> </ul>                                    | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the</p>                                                                                                         | Theoretical Tests |

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|    |           |                                        |                                                                                   |                                                                                                                                                                                      |                   |
|----|-----------|----------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           |                                        | Analysis                                                                          | <p>lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p>                                                                       |                   |
| 13 | One hours | Understanding and clarifying the topic | <p>✓ Risk response strategies</p> <p>✓ Contractual risks in projects</p> <p>✓</p> | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p> | Theoretical Tests |
| 14 | One hours |                                        | <p>✓ Sustainable project management</p> <p>✓</p> <p>✓</p>                         | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an</p>                                                | Theoretical Tests |

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|    |           |  |        |                                        |  |
|----|-----------|--|--------|----------------------------------------|--|
|    |           |  |        | online link<br>To Lectures<br>Related. |  |
| 15 | One hours |  | ✓ Exam |                                        |  |

### 23.Course Evaluation

Distribution of 100 marks according to the tasks assigned to the student such as daily preparation, daily, monthly, written oral exams, reports, etc. etc.

10 Grades: Seminar

5 Grades: Preparation, Daily Attendance , and Duty

15 Marks: Exam

70 marks: final theoretical exam

### 24.Learning and Teaching Resources

Nicholas, J. (2007). *Project management for business and engineering*. Routledge.

Introduction to Project Management, by Professor  
Najm Aboud Najm, 2013

**Name and signature of the head of the  
department or branch**

Assoc. Prof. Dr. Ahmed Younis Al-Sabawi



**Name and signature of the course  
author**

A.M.Dr. Nour Ali Aboud Al-Obaidi

### Course Description Form ( Morning and evening study)

|                                                                     |                                         |
|---------------------------------------------------------------------|-----------------------------------------|
| 1. Course Name:                                                     | Healthcare / Health Diploma             |
| 2. Course Code:                                                     |                                         |
| 3. Semester / Year:                                                 | 2025-2026                               |
| 4. Description Preparation Date                                     | 1-9-2025                                |
| 5. Available Attendance Forms:                                      | My presence only                        |
| 6. Number of Credit Hours (Total) / Number of Units (Total)         | 15 hours per semester. 1 hours per week |
| 7. Course administrator's name (mention all, if more than one name) |                                         |

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Name: Dr. Ali Dhunou

Email: [alialjader@uom](mailto:alialjader@uom)

## 8. Course Objectives

| Course Objectives                                                                 |   |
|-----------------------------------------------------------------------------------|---|
| Introducing the student to the basic concepts of healthcare;                      | • |
| Equipping the student with skills to deal with the various aspects of healthcare. | • |

## 9. Teaching and Learning Strategies

| Strategy |                                                                  |
|----------|------------------------------------------------------------------|
|          | Lectures, discussions, Q&A sessions, and                         |
|          | Learning videos                                                  |
|          | Self-directed learning                                           |
|          | Daily, monthly, and                                              |
|          | Activities and research projects requiring research, summarizing |

## 10. Course Structure

| Week | Hours   | Required Learning Outcomes | Unit or subject name       | Learning method                        | Evaluation |
|------|---------|----------------------------|----------------------------|----------------------------------------|------------|
| 1    | 1hours  | Knowledge and skills       | Introduction to Healthcare | Lecture, Brainstorming, and Discussion | Assessment |
| 2    | 1 hours | Knowledge and skills       | Concept of Healthcare      | Lecture, Brainstorming, and Discussion | Assignment |
| 3    | 1 hours | Knowledge and skills       | Healthcare Systems         | Lecture, Brainstorming, and Discussion | Assignment |

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|    |         |                         |                                                     |                                              |              |
|----|---------|-------------------------|-----------------------------------------------------|----------------------------------------------|--------------|
| 4  | 1 hours | Knowledge and skills    | Managing Health Crises<br>Times of Conflict and War | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 5  | 1 hours | Knowledge and skills    | Contemporary<br>Challenges in<br>Healthcare         | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 6  | 1 hours | Knowledge and skills    | Preliminary Exam                                    | Written Exam                                 | ated<br>ice  |
| 7  | 1 hours | Knowledge and skills    | Health Education and<br>Community Awareness         | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 8  | 1 hours | Knowledge and skills    | Global Healthcare                                   | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 9  | 1 hours | Knowledge and<br>skills | Health Security                                     | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 10 | 1 hours | Knowledge and skills    | Comprehensive<br>Healthcare                         | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 11 | 1 hours | Knowledge and skills    | Sustainable Healthcare                              | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 12 | 1 hours | Knowledge and skills    | Effective<br>Communication in<br>Healthcare         | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 13 | 1 hours | Knowledge and skills    | Future of<br>Healthcare                             | Lecture,<br>Brainstorming,<br>and Discussion | Signm        |
| 14 | 1 hours | Knowledge and skills    | Healthcare Ethics                                   | Lecture,<br>Brainstorming, and<br>Discussion | Signm        |
| 15 | 1 hours | Knowledge and skills    | Final Exam and<br>Discussion                        |                                              | nte<br>ultip |

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اسم وتوقيع صاحب المقرر  
 ا.م.د. علي ذنون يونس جادر العبادي

## Course Description

|                                                                           |                                                                           |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 11. Course Evaluation                                                     |                                                                           |
| Grades are distributed between the endeavor (30 marks) and the final exam |                                                                           |
| 12. Learning and Teaching Resources                                       |                                                                           |
| Required textbooks (curric                                                |                                                                           |
| Main references (sources)                                                 | turescan 2025: Health Care<br>applications (American College              |
| Recommended books and references<br>(scientific journals, reports...)     | liance on the scientific foundations<br>based on research, reports, and r |
| Electronic References, Websites                                           | Global Healt                                                              |

## Form

|                                                                    |                                                         |
|--------------------------------------------------------------------|---------------------------------------------------------|
| <b>1. Course Name:</b>                                             | Human Resource Management / Hospital Management Diploma |
| <b>2. Course Code:</b>                                             |                                                         |
| <b>3. Semester/Year:</b>                                           | First Semester of the Academic Year 2025-2026           |
| <b>4. Description Preparation Date:</b>                            | 2025-2026                                               |
| <b>5. Available Attendance Forms:</b>                              | In the lecture hall                                     |
| <b>6. Number of Credit Hours (Total) / Number of Units (Total)</b> | 30 Hours / 2 Units                                      |

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|                                                                              |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
|------------------------------------------------------------------------------|----------------|-----------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------|
| <b>7. Course administrator name (mention all, if there is more than one)</b> |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
| Name: Assoc. Prof. Dr. Adhwaa Kamal Hussein Al-Jarrah                        |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
| Email: adhwaa_kamal@uomosul.edu.iq                                           |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
| <b>8. Course Objectives</b>                                                  |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
|                                                                              |                |                 |             | <ul style="list-style-type: none"> <li>Enabling the student to deal with the data of the contemporary business environment, enhancing the student's abilities in the field of human resource management, dealing with the human resource, adopting an organized work methodology, and avoiding improvisation to achieve long-term goals, in addition to having the student to know how to develop strategic options in dealing with the human resource that contribute to achieving competitive advantage and sustainability.</li> </ul> |                |                   |
| <b>9. Teaching and Learning Strategies</b>                                   |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
|                                                                              |                |                 |             | <ul style="list-style-type: none"> <li>Using Smart Whiteboards as Advanced Learning Tools</li> <li>Providing theoretical lessons</li> <li>Extracurricular Activities</li> <li>Seminars</li> <li>Curriculum development in accordance with international competitive standards</li> <li>Adopting contemporary teaching methods that enhance the process of teaching, learning and intellectual development</li> </ul>                                                                                                                     |                |                   |
| <b>10. Course Structure</b>                                                  |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                   |
| <b>Week</b>                                                                  | <b>Watches</b> | <b>Required</b> | <b>Unit</b> | <b>or</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Subject</b> | <b>Learning</b>   |
|                                                                              |                |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                | <b>Evaluation</b> |

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|   |           | Learning Outcomes                      | Name                                                            | method                                                                                                                                                                                                  | Method            |
|---|-----------|----------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Two hours |                                        | ✓ Human Resource Management Concepts and Historical Development |                                                                                                                                                                                                         | Theoretical Tests |
| 2 | Two hours | Understanding and clarifying the topic | ✓ Function Analysis                                             | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture In class.</li> <li>- Download the lecture on Online Classroom.</li> <li>- Download an online link To Lectures Related.</li> </ul> | Theoretical Tests |
| 3 | Two hours | Understanding and clarifying the topic | ✓ HR Planning                                                   | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture In class.</li> <li>- Download the lecture on Online Classroom.</li> <li>- Download an online link</li> </ul>                      | Theoretical Tests |

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|   |           |                                        |                          |                                                                                                                                                                                                                         |                   |
|---|-----------|----------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   |           |                                        |                          | To Lectures<br>Related.                                                                                                                                                                                                 |                   |
| 4 | Two hours | Understanding and clarifying the topic | ✓ Recruitment            | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link<br/>To Lectures<br/>Related.</li> </ul> | Theoretical Tests |
| 5 | Two hours | Understanding and clarifying the topic | ✓ Performance Evaluation | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link<br/>To Lectures<br/>Related.</li> </ul> | Theoretical Tests |
| 6 | Two hours | Understanding and clarifying the       | ✓ Training &             | <ul style="list-style-type: none"> <li>- Giving a theoretical</li> </ul>                                                                                                                                                | Theoretical Tests |

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|   |           |                                        |                |                                                                                                                                                                               |                   |
|---|-----------|----------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   |           | topic                                  | Development    | lecture<br><br>In class.<br><br>- Download the lecture on<br><br>Online Classroom.<br><br>- Download an online link<br><br>To Lectures<br><br>Related.                        |                   |
| 7 | Two hours | Understanding and clarifying the topic | ✓ Burnout      | - Giving a theoretical lecture<br><br>In class.<br><br>- Download the lecture on<br><br>Online Classroom.<br><br>- Download an online link<br><br>To Lectures<br><br>Related. | Theoretical Tests |
| 8 | Two hours |                                        | ✓ Job laziness | - Giving a theoretical lecture<br><br>In class.<br><br>- Download the lecture on                                                                                              | Theoretical Tests |

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|    |           |                                        |                            |                                                                                                                                                       |                   |
|----|-----------|----------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           |                                        |                            | Online Classroom.<br>- Download an online link<br>To Lectures<br>Related.                                                                             |                   |
| 9  | Two hours | Understanding and clarifying the topic | ✓ Job satisfaction         | - Giving a theoretical lecture<br>In class.<br>- Download the lecture on<br>Online Classroom.<br>- Download an online link<br>To Lectures<br>Related. | Theoretical Tests |
| 10 | Two hours | Understanding and clarifying the topic | ✓ The voice of the workers | - Giving a theoretical lecture<br>In class.<br>- Download the lecture on<br>Online Classroom.<br>- Download an online link                            | Theoretical Tests |

  
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|    |           |                                        |                              |                                                                                                                                                                                                                         |                   |
|----|-----------|----------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           |                                        |                              | To Lectures<br>Related.                                                                                                                                                                                                 |                   |
| 11 | Two hours | Understanding and clarifying the topic | ✓ Workplace bullying         | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link<br/>To Lectures<br/>Related.</li> </ul> | Theoretical Tests |
| 12 | Two hours | Understanding and clarifying the topic | ✓ Talent Management          | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture<br/>In class.</li> <li>- Download the lecture on<br/>Online Classroom.</li> <li>- Download an online link<br/>To Lectures<br/>Related.</li> </ul> | Theoretical Tests |
| 13 | Two hours | Understanding and clarifying the topic | ✓ Happiness in the Workplace | <ul style="list-style-type: none"> <li>- Giving a theoretical</li> </ul>                                                                                                                                                | Theoretical Tests |

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|    |           |  |                   |                                                                                                                                                       |                   |
|----|-----------|--|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|    |           |  |                   | lecture<br>In class.<br>- Download the lecture on<br>Online Classroom.<br>- Download an online link<br>To Lectures<br>Related.                        |                   |
| 14 | Two hours |  | ✓ Self-management | - Giving a theoretical lecture<br>In class.<br>- Download the lecture on<br>Online Classroom.<br>- Download an online link<br>To Lectures<br>Related. | Theoretical Tests |
| 15 | Two hours |  | ✓ Exam            |                                                                                                                                                       |                   |

### 11.Course Evaluation

Distribution of 100 marks according to the tasks assigned to the student such as daily preparation, daily, monthly, written oral exams, reports, etc. etc.

10 Grades: Seminar



5 Grades: Preparation, Daily Attendance , and Duty

15 Marks: Exam

70 marks: final theoretical exam

## 12. Learning and Teaching Resources

Matthias Zeuch Johnson Electric International  
Murten, Switzerland, Handbook of Human  
Resources Management. (2016). Springer Reference

HUMAN RESOURCES IN HEALTHCARE Managing  
Success, FOURTH EDITION, Bruce J. Fried and  
Myron D. Fottler, Editors, 2015.

Human Resources Management, Gary Dessler,  
2009, Al-Marrekh Publishing House, Saudi Arabia.

Name and signature of the head of the  
department

Name and signature of the course author

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أ.م.د. أحمد يوسف السبعوي  
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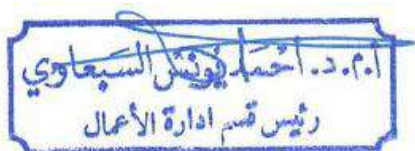
أ.م.د. ر. احمد دحلان

## Course Description Form

### 1. Course name and academic level

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|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scientific Research Methodology and Quantitative Statistics</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>2. Course code</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>3. Semester/Year</b>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Second Semester / 2025–2026                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>4. Description Preparation Date:</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 01/02/2026                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>5. Available Attendance Forms:</b>                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Full-time (in-person) – Classroom lectures and computer lab sessions            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>6. Number of Credit Hours (Total) / Number of Units (Total)</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 30/30                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>7. Course administrator's name (mention all, if more than one name)</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Dr. ahmed yusif fathee albjaree                      ahmed_yosif@uomosul.edu.iq |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>8. Course objectives</b>                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Course objectives                                                               | <p>This course aims to:</p> <ul style="list-style-type: none"> <li>• Introduce students to the principles of scientific and evidence-based research.</li> <li>• Develop the ability to formulate research questions and hypotheses.</li> <li>• Explain research designs (descriptive, observational, experimental).</li> <li>• Teach methods of data collection, classification, and summarization.</li> <li>• Apply descriptive and inferential statistics in solving real problems.</li> <li>• Use statistical software for data analysis and interpretation.</li> <li>• Enable students to report, write, and critically evaluate research studies.</li> </ul> |



## 9. Teaching and learning strategies

Strategy:

- Interactive lectures
- Practical lab sessions using statistical software
- Case studies and real datasets
- Group discussions
- Assignments and mini research projects
- Problem-solving exercises

## 10. Course structure

| Hours | Evaluation method | Learning method    | Required Learning Outcomes                               | Unit or subject name                   | Week |
|-------|-------------------|--------------------|----------------------------------------------------------|----------------------------------------|------|
| 2     | Quiz              | Lecture            | Understand research concepts and evidence-based research | Introduction to scientific research    | 1    |
| 2     | Assignment        | Lecture + exercise | Formulate descriptive and relational RQs                 | Types of research & research questions | 2    |
| 2     | Quiz              | Lecture            | Identify variables and scales                            | Variables & measurement                | 3    |
| 2     | Test              | Lecture            | Understand validity and bias                             | Research design fundamentals           | 4    |
| 2     | Homework          | Lecture + practice | Apply sampling techniques                                | Sampling methods                       | 5    |
| 2     | Assignment        | Lecture + lab      | Design questionnaires and protocols                      | Data collection methods                | 6    |
| 2     | Quiz              | Lab                | Distinguish qualitative vs quantitative data             | Data classification                    | 7    |
| 2     | Practical test    | Lab                | Compute means, variation, graphs                         | Descriptive statistics                 | 8    |
| 2     | Assignment        | Lecture + lab      | Compare means and proportions                            | Comparing groups                       | 9    |
| 2     | Quiz              | Lab                | Analyze relationships between variables                  | Correlation and regression             | 10   |
| 2     | Test              | Lecture            | Understand probability rules                             | Probability basics                     | 11   |
| 2     | Quiz              | Lecture            | Explain standard error &                                 | Sampling distributions                 | 12   |



|   |            |              |                                    |                              |    |
|---|------------|--------------|------------------------------------|------------------------------|----|
|   |            |              | distributions                      |                              |    |
| 2 | Assignment | Lab          | Estimate parameters                | Confidence intervals         | 13 |
| 2 | Practical  | Lab          | Conduct statistical tests          | Hypothesis testing           | 14 |
| 2 | Project    | Presentation | Write and present research reports | Reporting & research writing | 15 |

## 11. Course Evaluation and Grade Divisions

- Quizzes: 10%
- Assignments/Homework: 15%
- Practical/Lab work: 15%
- Midterm Exam: 20%
- Research project/Presentation: 10%
- Exam: 30%

**Total: 100%**

## 12. Learning and teaching resources

|                                                                               |                                                                                                                                                                            |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Required textbooks (methodology if any)                                       | Dunn, P. (2025). <i>Scientific Research and Methodology: An Introduction to Quantitative Research and Statistics</i> . CRC Press.                                          |
| Main References (Sources)                                                     | <ul style="list-style-type: none"> <li>• Research design and statistics lecture notes</li> <li>• Statistical software manuals</li> </ul>                                   |
| Recommended supporting books and references (scientific journals, reports...) | <ul style="list-style-type: none"> <li>• Introductory Statistics textbooks</li> <li>• Scientific journals in research methodology</li> <li>• Case-study reports</li> </ul> |
| Electronic references, websites                                               | <ul style="list-style-type: none"> <li>• Online statistical tutorials</li> <li>• R / jamovi / SPSS resources</li> <li>• Open datasets for practice</li> </ul>              |
| Curriculum update rate                                                        | 14%                                                                                                                                                                        |



د. أحمد يوسف الفارح

Name and signature  
of the decision holder  
Dr. ahmed yusif fathee albjaree

رئيس القسم  
د. أحمد يوسف السبعاني  
أ.م.د. أحمد يوسف السبعاني  
رئيس قسم إدارة الأعمال

Name signature of the head  
of the department

### Course Description Form ( Morning and evening study)

|                                  |                                                              |
|----------------------------------|--------------------------------------------------------------|
| 1. Course Name:                  | Strategic management – Higher Diploma in Hospital Management |
| 2. Course Code:                  | AEBA26_F3002                                                 |
| 3. Semester / Year:              | First– 2025-2026                                             |
| 4. Description Preparation Date: | 1/ 10 / 2025                                                 |
| 5. Available Attendance Forms:   |                                                              |

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رئيس قسم إدارة الأعمال

My presence only

6. Number of Credit Hours (Total) / Number of Units (Total)

45 hours per semester. 3 hours per week

7. Course administrator's name (mention all, if more than one name)

Ayman jasem Mohammd Name: assistant prof:

Email: ayman\_jasem@uomosul.edu.iq

8. Course Objectives

Course Objectives

This course aims to provide students with a general and comprehensive overview of the intellectual foundations of international business management and its models, international organizations and agreements, and to define culture and knowledge, their types and dimensions, according to the proposals presented by some researchers.

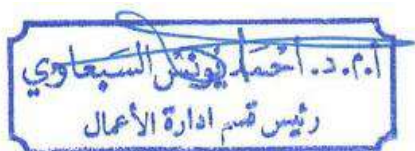
9. Teaching and Learning Strategies

Strategy

1. Cognitive strategies by focusing on analyzing and detailing the subject and the reasons for preferring one method over another for the subject.
2. The strategy that focuses on brainstorming
3. The strategy that relies on observations, discussion and analysis
4. Cooperative Learning
5. Active Learning
6. Skills Diversification

7. Course Structure

| Week | Hours | Required Learning | Unit or subject | Learning | Evaluation |
|------|-------|-------------------|-----------------|----------|------------|
|------|-------|-------------------|-----------------|----------|------------|



|   |         | Outcomes                                  | name                                                                                                                                                                                    | method                                       | method                   |
|---|---------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------|
| 1 | 2 hours | Strategic approach to management          | <ul style="list-style-type: none"> <li>Why the Nature of Strategic Management Is Important</li> <li>Managing in a Dynamic Industry</li> <li>The Nature of Health Care Change</li> </ul> | Theoretical with case studies and discussion | Posts with semester exam |
| 2 | 2 hours | Model of Strategic Management             | <ul style="list-style-type: none"> <li>The Dimensions of Strategic Management Combining the analytical and Emergent Views</li> </ul>                                                    | Theoretical with case studies and discussion | Posts with semester exam |
| 3 | 2 hours | The level and orientation of the Strategy | <ul style="list-style-type: none"> <li>The Link between Levels of Strategic Management</li> <li>The Importance of leadership</li> </ul>                                                 | Theoretical with case studies and discussion | Posts with semester exam |
| 4 | 2 hours | External Analysis                         | <ul style="list-style-type: none"> <li>Why External Analysis Is Important</li> <li>The Goals of External Analysis</li> </ul>                                                            | Theoretical with case studies and            | Posts with semester exam |

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|   |         |                                             |                                                                                                                                                                                                                                               |                                              |                          |
|---|---------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------|
|   |         |                                             | <ul style="list-style-type: none"> <li>The Limitations of External Analysis</li> <li>The Process of External Analysis</li> </ul>                                                                                                              | discussion                                   |                          |
| 5 | 2 hours | Service Area Competitor Analysis            | <ul style="list-style-type: none"> <li>Why Service Area Competitor Analysis Is Important</li> <li>Further Focus within External Analysis</li> <li>A Process for Service Area Competitor Analysis</li> </ul>                                   | Theoretical with case studies and discussion | Posts with semester exam |
| 6 | 2 hours | Internal Analysis and Competitive Advantage | <ul style="list-style-type: none"> <li>Why Internal Analysis Important</li> <li>The Process for Internal Analysis and the Search for Competitive Advantage</li> <li>organize the Internal Analysis Process – Using the Value Chain</li> </ul> | Theoretical with case studies and discussion | Posts with semester exam |

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|    |         |                                    |                                                                                                                                                                                                                       |                                              |                          |
|----|---------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------|
| 7  | 2 hours | Directional Strategies             | <ul style="list-style-type: none"> <li>• vision Mission</li> </ul>                                                                                                                                                    | Theoretical with case studies and discussion | Posts with semester exam |
| 8  | 2 hours | Directional Strategies             | <ul style="list-style-type: none"> <li>• Values strategic goals</li> </ul>                                                                                                                                            | Theoretical with case studies and discussion | Posts with semester exam |
| 9  | 2 hours | Identifying Strategic Alternatives | <ul style="list-style-type: none"> <li>• Understand the Decision Logic of Strategy Development</li> <li>• Understand the Role of Directional Strategies</li> <li>Understand Adaptive Strategy Alternatives</li> </ul> | Theoretical with case studies and discussion | Posts with semester exam |
| 10 | 2 hours | Identifying Strategic Alternatives | <ul style="list-style-type: none"> <li>• Understand Market Entry/Exit Strategy Alternatives</li> <li>Understand Competitive Strategy Alternatives</li> </ul>                                                          | Theoretical with case studies and discussion | Posts with semester exam |

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|    |              |                                                 |                                                                                                                                                 |                                              |                          |
|----|--------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------|
| 11 | 2 hours      | Evaluation of Alternatives and Strategic Choice | A Process for the Evaluation of the Alternatives                                                                                                | Theoretical with case studies and discussion | Posts with semester exam |
| 12 | 2 hours      | Evaluation of Alternatives and Strategic Choice | <ul style="list-style-type: none"> <li>Link Strategy with Situational Analysis</li> <li>Evaluate and Select Adaptive Strategies</li> </ul>      | Theoretical with case studies and discussion | Posts with semester exam |
| 13 | 2 hours      | Evaluation of Alternatives and Strategic Choice | <ul style="list-style-type: none"> <li>Synthesize and Identify Implications</li> <li>Strategy Choices – Strategy Map</li> </ul>                 | Theoretical with case studies and discussion | Posts with semester exam |
| 14 |              | Value-Adding Service Delivery Strategies        | <ul style="list-style-type: none"> <li>Why Value-Adding Service Delivery Strategies Are Important</li> <li>Implementation Strategies</li> </ul> |                                              |                          |
| 15 | Midterm exam |                                                 |                                                                                                                                                 |                                              |                          |

#### 8. Course Evaluation

Grades are distributed between the endeavor (30 marks) and the final exam of the course (70 marks)

#### 9. Learning and Teaching Resources

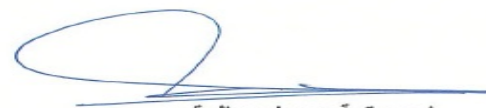


|                                                                               |                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Required textbooks                                                            | <ul style="list-style-type: none"> <li>Peter M. Ginter., Jack Duncan., and Linda E. Swayne., (2018), Strategic Management of Health Care Organizations, Eighth Edition, John Wiley &amp; Sons, Inc., Hoboken, New Jersey.</li> </ul>                                                                                                                                          |
| Main References (Sources)                                                     | <ul style="list-style-type: none"> <li>Arverson, P., Rohm, H., Wilsey, D., Perry, G., Halbach, L., and DeCarlo, J. (2010). The Strategic Management Maturity Model. Cary, NC: The Balanced Scorecard Institute.</li> <li>Christine Oliver, (1991), Strategic Responses to Institutional Processes, The Academy of Management Review, Vol (16), No (1), PP 145-179.</li> </ul> |
| Recommended supporting books and references (scientific journals, reports...) |                                                                                                                                                                                                                                                                                                                                                                               |
| Electronic References, Websites                                               |                                                                                                                                                                                                                                                                                                                                                                               |

**Head of Department**  
**Assist. Prof**

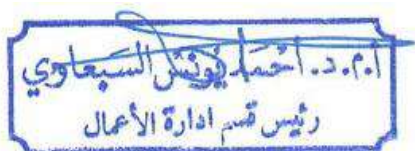
**Dr. Ahmad Younis Al-Sabawi**

**Course Professor**  
**Assist. Prof**

  
اسم وتوقيع صاحب المقرر  
أ.م.د. أيمن جاسم محمد

### Course description form

|                                       |                                                                          |
|---------------------------------------|--------------------------------------------------------------------------|
| <b>Course Name and Academic Level</b> | Health Information Systems / Postgraduate - Professional Diploma Program |
| <b>Course Code</b>                    | N/A                                                                      |
| <b>Semester / Year</b>                | 2025-2026                                                                |

  
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|                                        |                                                          |
|----------------------------------------|----------------------------------------------------------|
| <b>Date of Description Preparation</b> | February 1, 2026                                         |
| <b>Attendance Mode</b>                 | In-person (Face-to-face)                                 |
| <b>Total Credit Hours / Units</b>      | 15 Hours / 1 Unit                                        |
| <b>Course Coordinator</b>              | Ayhab Fakhry Yousef (Email: ayhab_fakhry@uomosul.edu.iq) |

### 3. Course Objectives

- 1. Understanding HIS Infrastructure:** To introduce students to the fundamental components of health information systems, including hardware, software, networks, and databases, and how these elements interact to support health operations.
- 2. Improving Healthcare Quality and Safety:** To demonstrate the central role of information systems in enhancing patient safety, reducing medical errors, and increasing the efficiency of clinical and administrative processes within healthcare institutions.
- 3. Supporting Evidence-Based Decisions:** To enable students to utilize data and information extracted from health systems to support evidence-based clinical and administrative decisions, contributing to improved health outcomes.
- 4. Managing Electronic Health Records (EHR):** To understand the principles and practices related to the design, implementation, and management of Electronic Health Records, ensuring data integrity and EHR interoperability across different healthcare departments.

### 4. Teaching and Learning Strategies

- Interactive Lectures:** Simplification of health information system concepts through active dialogue and discussions to link theoretical concepts with real-world healthcare scenarios.
- Case-Based and Problem-Based Learning:** Presentation of real-world cases from hospitals or health centers to analyze challenges and propose solutions using health information systems.
- Collaborative Learning:** Organizing students into groups to study and present on specialized topics such as EHRs, data management, and information security.
- Practical and Applied Learning:** Training students on health record templates, database structures, and **medical reports** to understand the operational mechanics of information systems in health institutions.



- **Continuous Evaluation and E-Learning:** Utilizing quizzes, assignments, presentations, and educational videos to monitor student progress and enhance engagement.

#### 5. Detailed 15-Week Course Structure

| Week<br>Outcome<br>s | Hours | Required<br>Learning      | Unit/Topic                                 | Learning<br>Method                   | Assessment<br>Method                             | Content<br>Details                                                                                                    |
|----------------------|-------|---------------------------|--------------------------------------------|--------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 1                    | 1     | Knowledge & Understanding | Introduction to HIS                        | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | System concept, health information concept, and the importance of HIS in the health sector.                           |
| 2                    | 1     | Knowledge & Understanding | General Systems Theory                     | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of a system, components, characteristics, and the relationship between the system and the information system. |
| 3                    | 1     | Knowledge & Understanding | Health Applications of Systems Theory      | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Health systems as an integrated system; inputs, processes, and outputs in health institutions.                        |
| 4                    | 1     | Knowledge & Understanding | Data, Information, and Knowledge in Health | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Definitions of data, information, and knowledge; the differences between them; and practical                          |

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|   |   |                           |                                        |                                      |                                                  |                                                                                                          |
|---|---|---------------------------|----------------------------------------|--------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------|
|   |   |                           |                                        |                                      |                                                  | health examples.                                                                                         |
| 5 | 1 | Knowledge & Understanding | Health Information and Data Management | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Health data collection, processing, storage, and the use of information in medical decision-making.      |
| 6 | 1 | Knowledge & Understanding | System Development Life Cycle (SDLC)   | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of the life cycle, stages of the system, and the importance of the life cycle in health systems. |
| 7 | 1 | Knowledge & Understanding | Health Information Systems Analysis    | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Requirements study, system analysis, problem identification, and solution design.                        |
| 8 | 1 | Knowledge & Understanding | Design and Development of HIS          | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | System design, system construction, system testing, and application within hospitals.                    |
| 9 | 1 | Knowledge & Understanding | Types of HIS                           | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Electronic Health Records (EHR), hospital systems,                                                       |

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|    |   |                           |                                            |                                      |                                                  |                                                                                                    |
|----|---|---------------------------|--------------------------------------------|--------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------|
|    |   |                           |                                            |                                      |                                                  | laboratory systems, and pharmacy systems.                                                          |
| 10 | 1 | Knowledge & Understanding | Measuring HIS Success                      | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of system success, user satisfaction, information quality, and system efficiency.          |
| 11 | 1 | Knowledge & Understanding | Mobile Health (mHealth)                    | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of mHealth, mobile applications in health, and the benefits of mobile systems.             |
| 12 | 1 | Knowledge & Understanding | Privacy and Healthcare Cybersecurity       | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Health information security, data confidentiality, protection of medical records, and cyber risks. |
| 13 | 1 | Knowledge & Understanding | IT-based Collaboration and Health Networks | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Electronic teamwork, health information exchange, and health networks.                             |
| 14 | 1 | Knowledge & Understanding | Internet of Medical Things (IoMT)          | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of medical IoT, smart devices, remote patient monitoring,                                  |

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|    |   |                           |                                 |                                      |                                                  |                                                                                                                       |
|----|---|---------------------------|---------------------------------|--------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|    |   |                           |                                 |                                      |                                                  | and medical applications.                                                                                             |
| 15 | 1 | Knowledge & Understanding | AI in Health and General Review | Discussion & Practical Demonstration | Attendance, Participation, and Daily Preparation | Concept of Artificial Intelligence, applications in diagnosis, medical decision support, and a general course review. |

#### 6. Course Evaluation and Grading Policy

The final evaluation is based on a total score of 100 marks. The grade is distributed according to the following student obligations and tasks:

- **Attendance, Participation, and Daily Preparation:** Consistency in reviewing course materials, attendance, and readiness for active discussion.
- **Exams:** This includes daily quizzes, oral assessments, monthly exams, and formal written examinations.
- **Reports:** Submission of required academic reports, medical report analysis, and research assignments.

#### 7. Learning Resources and References

##### Main References (Core Sources):

- Coiera, E. (2015). *Introduction to health informatics* (3rd ed.). Springer.

##### Supportive Books and References:

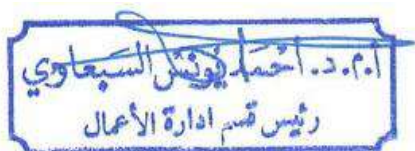
- Tan, J. (2010). *Health information systems: Architectures and strategies*. Wiley.

##### Electronic Resources and Websites:

- Shortliffe, E. H., & Cimino, J. J. (2014). *Biomedical informatics: Computer applications in health care and biomedicine* (4th ed.). Springer.

##### Curriculum Update Percentage:

- 20%



اسم وتوقيع صاحب المقرر  
أ.م.د. أيمن جاسم محمد

د. إهاب فكري

Dr. Ayman Jassim Mohammed Dr. Ihab Fakhri Al-Shammari

## Course Description Form

|                                                                     |                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10.Course Name:                                                     | Financial management                                                                                                                                                                                                                                                     |
| 11.Course Code:                                                     | Diploma of hospital management                                                                                                                                                                                                                                           |
| 12.Semester / Year:                                                 | 2nd course/ 2025-2026                                                                                                                                                                                                                                                    |
| 13.Description Preparation Date:                                    | 12/3/2026                                                                                                                                                                                                                                                                |
| 14.Available Attendance Forms:                                      | In-person lectures                                                                                                                                                                                                                                                       |
| 15.Number of Credit Hours (Total) / Number of Units (Total)         | 30 hours / 15 units                                                                                                                                                                                                                                                      |
| 16.Course administrator's name (mention all, if more than one name) | Name: Professor Doctor: Nameer Ameer Al.Saigh<br>Email: <a href="mailto:nameer_alsaigh@uomosul.edu.iq">nameer_alsaigh@uomosul.edu.iq</a>                                                                                                                                 |
| 17.Course Objectives                                                |                                                                                                                                                                                                                                                                          |
| Course Objectives                                                   | <ol style="list-style-type: none"><li>1. Understanding the differences between traditional finance and modern approaches to financial management methodology.</li><li>2. Framing the aspects of Financial management within the financial ratios and Analysis.</li></ol> |

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|  |                                                                                                                                                                            |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>3. A comprehensive and expanded presentation of risks, both traditional and extreme.</p> <p>4. Identifying the priorities of various types of financial statements.</p> |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 18. Teaching and Learning Strategies

|          |                                                  |
|----------|--------------------------------------------------|
| Strategy | Discussion, dialogue, and oral and written tests |
|----------|--------------------------------------------------|

### 19. Course Structure

| Week | Hours | Required Learning Outcomes           | Unit or subject name                                                            | Learning method                                     | Evaluation method                                                                                                                            |
|------|-------|--------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | 3     | Introduction in Financial management | Approaches to studying Financial management (methodology, trends, and content). | Traditional methods.                                | Attendance and participation .                                                                                                               |
| 2    | 3     | Financial Environment                | The evolution and transformations                                               | Case study method.                                  | 1. Attendance and participation.<br>2. Individual assessment: through the quality of discussion, asking questions, and presenting solutions. |
| 3    | 3     | Financial statements                 | The relationships among statements.                                             | Presentation of selected Firms and financial ratios | 1. Attendance and participation<br>2. Individual assessment: through the quality of                                                          |

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|   |   |                           |                                                                                  |                                        |                                                                                                                                                                                                                                                                                                                              |
|---|---|---------------------------|----------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                           |                                                                                  |                                        | discussion,<br>asking<br>questions,<br>and<br>presenting<br>solutions.                                                                                                                                                                                                                                                       |
| 4 | 3 | <b>Financial Analysis</b> | <b>Financial ratios And<br/>bench marks &amp; Iraqi<br/>stock exchange ISX60</b> | <b>Problem-<br/>solving<br/>method</b> | <b>1. Attendance<br/>and<br/>participation</b><br><br><b>2. Presenting<br/>discussion<br/>panels,<br/>raising<br/>questions,<br/>and<br/>presenting<br/>solutions</b><br><br><b>3. Group<br/>assessment:<br/>Ideas<br/>presented in<br/>the required<br/>assignments<br/>and the<br/>quality of<br/>their<br/>discussion</b> |
| 5 | 3 | <b>Time value</b>         | <b>Interest rate &amp;<br/>inflation</b>                                         | <b>Problem-<br/>Solving<br/>Method</b> | <b>1. Attendance<br/>and<br/>Participation</b><br><br><b>2. Individual<br/>Assessment:<br/>Through the<br/>quality of<br/>discussion,<br/>asking<br/>questions,<br/>and<br/>presenting</b>                                                                                                                                   |

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|   |   |                                                            |                                                       |                                    |                                                                                                                                                                                                                                                                                                    |
|---|---|------------------------------------------------------------|-------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                                                            |                                                       |                                    | <p><b>solutions with data</b></p> <p><b>3. Group Assessment:</b><br/>The ideas presented in the required assignments and the quality of their discussion</p> <p><b>4. Final Exam (Semester)</b></p>                                                                                                |
| 6 | 3 | <p><b>Presentation of financial reports (H&amp; E)</b></p> | <p><b>Official statement analysis and reports</b></p> | <p><b>Microteaching Method</b></p> | <p><b>1. Attendance and Participation</b></p> <p><b>2. Individual Assessment:</b><br/>Through the quality of discussion, asking questions, and presenting solutions</p> <p><b>3. Group Assessment:</b><br/>The ideas presented in the required assignments and the quality of their discussion</p> |

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|   |   |                                 |                                                               |                                       |                                                                                                                                                                                                                                                                                         |
|---|---|---------------------------------|---------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 | 3 | <b>Capital budgeting</b>        | <b>First decision ( Investment criteria)</b>                  | <b>Traditional Methods</b>            | <b>1. Attendance and Participation</b><br><br><b>2. Individual Assessment: Through discussions on fluctuations and advanced statistical measurement methods.</b>                                                                                                                        |
| 8 | 3 | <b>Working Capital Policies</b> | <b>second decision Policies of financing &amp; investment</b> | <b>Problem-solving method</b>         | <b>1. Problem-solving method</b><br><br><b>2. Microteaching method: 1. Attendance and participation</b><br><br><b>2. Reference studies and real-life experiences</b><br><br><b>3. Group assessment: Ideas presented in the required assignments and the quality of their discussion</b> |
| 9 | 3 | <b>Capital structure</b>        | <b>Third decision (Finance decision and</b>                   | <b>Traditional methods using real</b> | <b>1.Attendance and</b>                                                                                                                                                                                                                                                                 |

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|    |   |                   |                                 |                                                                    |                                                                                                                                                                                                                                                 |
|----|---|-------------------|---------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                   | ratios)                         | data.                                                              | participation.<br><br>2. Individual assessment: through the quality of discussion, asking questions, and presenting solutions.<br><br>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion. |
| 10 | 3 | Dividend decision | The fourth decision and results | Description and elaboration of modern types through brainstorming. | 1. Attendance and participation.<br><br>2. Individual assessment: based on the quality of discussion, posing questions, and presenting solutions.<br><br>3. Group assessment: ideas presented in the required                                   |

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|    |   |                                                 |                                 |                             |                                                                                                                                                                                                                                             |
|----|---|-------------------------------------------------|---------------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                                                 |                                 |                             | <p>assignments and the quality of their discussion.</p> <p>4. Daily and semester exams.</p>                                                                                                                                                 |
| 11 | 3 | <p><b>Fundamentals of Risk &amp; Return</b></p> | <p>The models</p>               | <p>Microteaching Method</p> | <p>1. Attendance and Participation</p> <p>2. Individual Assessment: Through review of available data and management models.</p> <p>3. Group Assessment: Ideas presented in the required assignments and the quality of their discussion</p> |
| 12 | 3 | <p><b>Portfolio management</b></p>              | <p>Formation and comparison</p> | <p>Microteaching Method</p> | <p>1. Attendance and Participation</p> <p>2. Individual Assessment: Through the Quality of Discussion, Asking</p>                                                                                                                           |

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|    |   |                                                     |                                                               |                                    |                                                                                                                                                                                                |
|----|---|-----------------------------------------------------|---------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                                                     |                                                               |                                    | <b>Questions, and Presenting Solutions</b><br><br><b>3. Group Assessment: The Ideas Presented in the Assigned Assignments and the Quality of Their Discussion</b><br><br><b>4. Daily Exams</b> |
| 13 | 3 | <b>Financial institution &amp; Financial market</b> | <b>Financial super structure and Economic infra-structure</b> | <b>Interconnections Discussion</b> | <b>1. Attendance and Participation</b><br><br><b>2. Individual Evaluation: Through the Quality of Discussion, Asking Questions, and Presenting Solutions</b>                                   |
| 14 | 3 | <b>Financial Crises</b>                             | <b>Theories , Models</b>                                      | <b>Discussion Sessions</b>         | <b>1. Attendance and Participation</b><br><br><b>2. Individual Evaluation: Based on the quality of discussion, posing</b>                                                                      |

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|    |   |                       |                               |                                    |                                                                                                                                                                                                                                                                                          |
|----|---|-----------------------|-------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                       |                               |                                    | <p>questions, and presenting solutions</p> <p>3. Group Evaluation: The ideas presented in the required assignments and the quality of their discussion</p>                                                                                                                               |
| 15 | 3 | International finance | International financial flows | Oral and written exams and essays. | <p>1. Attendance and participation.</p> <p>2. Individual assessment: through the quality of discussion, posing questions, and presenting solutions.</p> <p>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion.</p> <p>4. Daily</p> |

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|                                                                                                                                                                 |  |                                                                                                                        |  |  |                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------|--|--|-------------------------------------------|
|                                                                                                                                                                 |  |                                                                                                                        |  |  | exams.<br><br>5. Final exam<br>(semester) |
| <b>20.Course Evaluation</b>                                                                                                                                     |  |                                                                                                                        |  |  |                                           |
| The grade is distributed out of 30 based on the tasks assigned to the student, such as daily preparation, daily, oral, monthly and written exams, reports, etc. |  |                                                                                                                        |  |  |                                           |
| <b>21.Learning and Teaching Resources</b>                                                                                                                       |  |                                                                                                                        |  |  |                                           |
| Required textbooks (curricular books, if any)                                                                                                                   |  | Brigham,Hutson,2019,fundamentals of financial ..management, McGraw-Hill                                                |  |  |                                           |
| Main references (sources)                                                                                                                                       |  | 1.international finance theory and policy, 2018, eleventh edition,Paul, R.Krugman, Maurice, Obstfeld and MarcJ.Melitz. |  |  |                                           |
| Recommended books and references (scientific journals, reports...)                                                                                              |  | Issued by Financial markets, Financial institutions                                                                    |  |  |                                           |
| Electronic References, Websites                                                                                                                                 |  | Websites for additional data and publications regarding the methodology of each lecture.                               |  |  |                                           |

رئيس القسم  
د. أحمد يونس السبعاني  
أ.م.د. أحمد يونس السبعاني  
رئيس قسم إدارة الأعمال

أسم وتوقيع صاحب المقرر  
أ.د. نمير امير الصائغ

أ.م.د. أحمد يونس السبعاني  
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|                                                                                                                                                         |                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Quality of Health Services/Diploma in : Course Name and Academic Level .1</b>                                                                        |                                                                                                                                 |
| <b>Hospital Management</b>                                                                                                                              |                                                                                                                                 |
| <b>Course Code .2</b>                                                                                                                                   |                                                                                                                                 |
|                                                                                                                                                         |                                                                                                                                 |
| <b>Term/Year .3</b>                                                                                                                                     |                                                                                                                                 |
| 2026-2025                                                                                                                                               |                                                                                                                                 |
| <b>Date this description was prepared .4</b>                                                                                                            |                                                                                                                                 |
| 2025/12/7                                                                                                                                               |                                                                                                                                 |
| <b>/Available attendance formats / Morning .5</b>                                                                                                       |                                                                                                                                 |
| Live lectures in classrooms                                                                                                                             |                                                                                                                                 |
| <b>/ Total number of study hours .6</b>                                                                                                                 |                                                                                                                                 |
| Number of units (total): 3 hours and 3 units                                                                                                            |                                                                                                                                 |
| <b>coordinator (if there is more than one, please state it) and Name of the course .7</b>                                                               |                                                                                                                                 |
| academic title                                                                                                                                          |                                                                                                                                 |
| Name: Assistant Professor Dr. Adel Mohammed Abdullah                                                                                                    |                                                                                                                                 |
| Email: : <a href="mailto:adel_mohamed@uomosul.edu.iq">adel_mohamed@uomosul.edu.iq</a>                                                                   |                                                                                                                                 |
| <b>students to learn theoretically and practically To enable : Course Objectives .8</b>                                                                 |                                                                                                                                 |
| <b>.in the field of healthcare service quality</b>                                                                                                      |                                                                                                                                 |
| Quality theory and the most -3<br>quality scientists important<br>Quality measurement tools -4<br>Dimensions of the quality of goods -5<br>and services | Course objectives<br>Introduction to Quality Management -1<br>(Theoretical)<br>Introducing Quality Management in -2<br>Practice |
| <b>Teaching and learning strategies .9</b>                                                                                                              |                                                                                                                                 |



|  |                                                                                             |
|--|---------------------------------------------------------------------------------------------|
|  | Strategy: Diversify teaching methods for management , reporting, and quality .brainstorming |
|--|---------------------------------------------------------------------------------------------|

| Course Structure .10          |                             |                                                                        |                                     |       |      |
|-------------------------------|-----------------------------|------------------------------------------------------------------------|-------------------------------------|-------|------|
| Evaluation Method             | Learning method             | Unit or topic name                                                     | Required learning outcomes          | Hours | Week |
| Exams<br>Oral and theoretical | Lecture and practical cases | The concept of quality and health service                              | Theoretical and practical knowledge | 1     | 1    |
| Exams<br>Oral and theoretical | Lectures                    | Definitions of healthcare service quality and management               | Theoretical and practical knowledge | 1     | 2    |
| Report writing                | Lectures and case studies   | Service levels of healthcare                                           | Theoretical and practical knowledge | 1     | 3    |
| Exams<br>Oral and theoretical | Lectures                    | Health Organizations' Functions                                        | Theoretical and practical knowledge | 1     | 4    |
| Exams<br>Oral and theoretical | Lectures                    | The different dimensions of health service quality                     | Theoretical and practical knowledge | 1     | 5    |
| Exams<br>Oral and theoretical | Lectures                    | Components of a healthcare quality system                              | Theoretical and practical knowledge | 1     | 6    |
| Report writing                | practical case              | Categories that are focused on during the design of the health program | Theoretical and practical knowledge | 1     | 7    |
| Exams<br>Oral and theoretical | Lecture                     | Health staff management and quality of                                 | Theoretical and practical knowledge | 1     | 8    |

  
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|                                             |                                    |                                                                 |                                            |   |           |
|---------------------------------------------|------------------------------------|-----------------------------------------------------------------|--------------------------------------------|---|-----------|
|                                             |                                    | health services                                                 |                                            |   |           |
| <b>Exams</b><br><b>Oral and theoretical</b> | <b>Lecture and practical cases</b> | Tools for measuring the quality of healthcare services          | <b>Theoretical and practical knowledge</b> | 1 | <b>9</b>  |
| <b>-Pre preparation</b>                     | <b>Lecture</b>                     | Foundations for building quality services in hospitals          | <b>Theoretical and practical knowledge</b> | 1 | <b>10</b> |
| <b>-Pre preparation</b>                     | <b>Lecture</b>                     | Quality assurance in healthcare services                        | <b>Theoretical and practical knowledge</b> | 1 | <b>11</b> |
| <b>-Pre preparation</b>                     | <b>Practical Cases</b>             | Quality of health service and the Sustainable Development Goals | <b>Theoretical and practical knowledge</b> | 1 | <b>12</b> |
| <b>-Pre preparation</b>                     | <b>Practical Cases</b>             | Case studies of quality healthcare services                     | <b>Theoretical and practical knowledge</b> | 1 | <b>13</b> |
| <b>-Pre preparation</b>                     | <b>Practical Cases</b>             | Case studies of quality healthcare services                     | <b>Theoretical and practical knowledge</b> | 1 | <b>14</b> |
| <b>-Pre preparation</b>                     | <b>Practical Cases</b>             | Midterm exam                                                    | <b>Theoretical and practical knowledge</b> | 1 | <b>15</b> |

  
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Course evaluation and grade breakdown .11</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                         |
| distributed according to the tasks assigned to the student, such as daily The grade out of 100 is .preparation, daily, oral, monthly, and written exams, reports, etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                         |
| <b>Learning and teaching resources .12</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                         |
| nothing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Required textbooks methodology, ) (if applicable</b> |
| <b>1- Ta'i, Adel Muhammad Abdullah, (2021) Quality and Environmental -Al Management, Academics House for Printing, Publishing and .Distribution, First Edition, Amman, Jordan</b><br><b>2- Yazouri -Bakri, Marketing of Health Services, Dar Al-Thamer Yasser Al ,Publishing and Distribution Scientific .Amman, Jordan</b><br><b>3- Shiraz Muhammad Khader, (2022), Quality of Health Services, First .Edition, Academy House for Printing and Publishing, Amman, Jordan</b><br><b>4- Health Care services, Project on Strengthening Technical Competency for Consumer Protection in ASEAN.</b><br><b>5- Delivering quality health services: a global imperative for universal health coverage ISBN 978-92-4-151390-6 WHO ISBN 978-92-64-30030-9 (PDF) OECD © World Health Organization, OECD, and International Bank for Reconstruction and Development/The World Bank, 2018</b> | <b>Main references (urcesso)</b>                        |



|                                                                       |                                                                                |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------|
| nothing                                                               | Recommended supporting books and references scientific ) journals, (...reports |
| <a href="https://scholar.google.com/">https://scholar.google.com/</a> | Electronic references, websites                                                |
| %20                                                                   | Curriculum update rate                                                         |

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د. عادل محمد عبد الله

### Course description template

|                                                                                 |
|---------------------------------------------------------------------------------|
| <b>1:Course name and academic level .</b>                                       |
| <b>Organization and Organizational Behavior: Diploma in Hospital Management</b> |
| <b>2 .Course Code .</b>                                                         |
|                                                                                 |
| <b>3 .Term/Year</b>                                                             |
| Chapter One :2026-2025                                                          |
| <b>4 .Date this description was prepared .</b>                                  |
| 7-2-2026                                                                        |
| <b>5.e formats Available attendanc .</b>                                        |

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| weekly                                                                                                                                                       |                        |                                                                                                             |                                                                                                                                   |                   |      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------|------|
| <b>6. Total number of study hours / Total number of units .</b>                                                                                              |                        |                                                                                                             |                                                                                                                                   |                   |      |
| hours 2                                                                                                                                                      |                        |                                                                                                             |                                                                                                                                   |                   |      |
| <b>7.Name of the course coordinator (if there is more than one, please state it) and academic title .</b>                                                    |                        |                                                                                                             |                                                                                                                                   |                   |      |
| israa_tarek@uomosul.edu.iq :Name: Dr. Israa Tarek Hussein; Email                                                                                             |                        |                                                                                                             |                                                                                                                                   |                   |      |
| <b>8 .Objectives Course .</b>                                                                                                                                |                        |                                                                                                             |                                                                                                                                   |                   |      |
| Introduction to the subject of organizational management and its related organizational behavior, modern management methods, and modern leadership behaviors |                        |                                                                                                             |                                                                                                                                   | Course objectives |      |
| <b>9 .Teaching and learning strategies .</b>                                                                                                                 |                        |                                                                                                             |                                                                                                                                   |                   |      |
| modern academic, scientific, and philosophical c Conveying oncepts about the tool Organizations                                                              |                        |                                                                                                             |                                                                                                                                   | :Strategy         |      |
| <b>10 .Course Structure .</b>                                                                                                                                |                        |                                                                                                             |                                                                                                                                   |                   |      |
| Evaluation Method                                                                                                                                            | Learning method        | Unit or topic name                                                                                          | Required learning outcomes                                                                                                        | Hours             | Week |
| Contributions + Reports<br>Attendance +                                                                                                                      | Lecture and discussion | Understanding the concept of an organization and its early beginnings                                       | Organizational ,Overview (Vision Mission, Objectives, Types of Plans)<br>Importance of the Organization to Individuals and Groups | hours 2           | 1    |
| Contributions + Reports<br>Attendance + +<br>Discussions                                                                                                     | Lecture and discussion | Identifying the different types of classical schools and the main of assumptions each school                | Classical schools and their most prominent pioneers                                                                               | hours 2           | 2    |
| Participation + Reports<br>Oral + Attendance +<br>Exam                                                                                                       | Lecture and discussion | Understanding humanistic schools of thought and their similarities and differences from traditional schools | Humanistic schools and what are the most important experiments conducted by Elton Mayo                                            | 2 hours           | 3    |
| Contributions + Reports<br>Attendance +                                                                                                                      | Lecture and            | Identifying the most prominent                                                                              | Modern schools their types and )                                                                                                  | 2 hours           | 4    |

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|----------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------|-----------|
|                                                          | discussion                   | contemporary schools                                                                                   | most important (pioneers                                                                                        |                |           |
| Contributions + Reports<br>Attendance + +<br>Discussions | Lecture<br>and<br>discussion | Understanding the organization's internal and external environment and its effects on the organization | <b>Organizational Environment (A detailed overview of the organization's internal and external (environment</b> | <b>2 hours</b> | <b>5</b>  |
| Contributions + Reports<br>Attendance +                  | Lecture<br>and<br>discussion | Understanding the organization's life cycle and its importance                                         | <b>life Organizational cycle</b>                                                                                | <b>2 hours</b> | <b>6</b>  |
| Contributions + Reports +<br>Attendance                  | Lecture<br>and<br>discussion | Understanding and analyzing the hospital environment through case studies                              | <b>Presenting some case studies</b>                                                                             | <b>2 hours</b> | <b>7</b>  |
| Theory exam +<br>Participation + Reports<br>Attendance + | Lecture<br>and<br>discussion | Understanding a number of leadership theories in the modern era                                        | <b>Key leadership theories</b>                                                                                  | <b>2 hours</b> | <b>8</b>  |
| Contributions + Reports<br>Attendance +                  | Lecture<br>and<br>discussion | Understanding the importance and dimensions of organizational structure                                | <b>Organizational structure: its importance and dimensions</b>                                                  | <b>2 hours</b> | <b>9</b>  |
| Contributions + Reports +<br>Attendance                  | Lecture<br>and<br>discussion | Understanding the behaviors of successful a leader and the difference between them and a manager       | <b>Behaviors of a successful leader</b>                                                                         | <b>2 hours</b> | <b>10</b> |
| Contributions + Reports<br>Attendance +                  | Lecture<br>and<br>discussion | Understanding the concept and importance of work teams for                                             | <b>Teamwork: The Concept and Its Importance to Individuals and Organizations</b>                                | <b>2 hours</b> | <b>11</b> |

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|----------------------------------------------------------|------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------|----|
|                                                          |                              | organizations and individuals                                             |                                                                                        |         |    |
| Theory exam +<br>Participation + Reports<br>Attendance + | Lecture<br>and<br>discussion | Understanding social intelligence: its concept and measurement indicators | Social intelligence concept, ) components, manifestations, and measurement (indicators | 2 hours | 12 |
| Contributions + Reports<br>Attendance +                  | Lecture and discussion       | Understanding the types of communication and their strategies             | Administrative communications within the organization and strategies                   | 2 hours | 13 |
| Contributions + Reports<br>Attendance +                  | Lecture and discussion       | Understanding organizational culture and its components                   | Organizational culture (its components and effects on individuals and the organization | 2 hours | 14 |
| Theory exam                                              | -of-End course exam          |                                                                           | course exam-of-End                                                                     | 2 hours | 15 |

#### 11 .Course evaluation and grade breakdown .

#### 12 .Learning and teaching resources .

|                                                                                                                                                                                                                                                                                 |                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                 | Required textbooks (methodology, if applicable                                |
| and research Published letters                                                                                                                                                                                                                                                  | (Main references (sources                                                     |
| 1-Ann and John Doerr, Principles of Management, 2019,<br><a href="https://openstax.org/details/books/principles-management">https://openstax.org/details/books/principles-management</a> in your citation<br>For<br>2- Stephen P. Robbins & Timothy A. Judge,<br>ORGANIZATIONAL | Recommended supporting books and (...references (scientific journals, reports |

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|                                                                                                    |                                 |
|----------------------------------------------------------------------------------------------------|---------------------------------|
| BEHAVIOR, 2021, 19th edition, Robbins and Timothy A. Judge, published by Pearson .Education © 2023 |                                 |
| Internet sites                                                                                     | Electronic references, websites |
| 13.3%                                                                                              | Curriculum update rate          |

اسم وتوقيع صاحب المقرر

د.م اسراء طارق حسين

### Course Description Form

|     |                                                                       |
|-----|-----------------------------------------------------------------------|
| 22. | Course Name:                                                          |
|     | Healthcare Services Marketing / Higher Diploma in Hospital Management |
| 23. | Course Code:                                                          |
|     |                                                                       |
| 24. | Semester / Year:                                                      |
|     | 2025-2026 / Second Course                                             |
| 25. | Description Preparation Date:                                         |
|     | 1/9/2025                                                              |
| 26. | Available Attendance Forms:                                           |
|     | Lectures                                                              |

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|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27. Number of Credit Hours (Total) / Number of Units (Total)                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 30 Hours / (2) Units                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 28. Course administrator's name (mention all, if more than one name)              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Name: Asst. Prof. Dr. Ahmed Yousef Al-Bajari<br>Email: ahmed_yosif@uomosul.edu.iq |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 29. Course Objectives                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Course Objectives                                                                 | <ul style="list-style-type: none"> <li>• <b>Understanding Foundations and Evolution of Healthcare Marketing:</b> Recognizing basic concepts, historical development, and the radical transformation in healthcare services marketing within the digital era.</li> <li>• <b>Employing Digital Technologies and AI:</b> Exploring how to apply modern technology, such as Artificial Intelligence (AI), Big Data, and social media to enhance hospital service quality and develop marketing campaigns.</li> <li>• <b>Analyzing Patient Behavior and Enhancing Digital Literacy:</b> Study healthcare consumer behavior, recognizing the importance of Digital Health Literacy, and applying "Design Thinking" and relationship marketing to enhance patient engagement and satisfaction.</li> <li>• <b>Integrating Sustainability and Strategic Communication:</b> Developing strategic marketing plans that integrate Sustainable Development Goals (SDGs), adopting positive and effective communication skills, and building cross-sector partnerships to improve healthcare outcomes.</li> <li>• <b>Evaluating Funding Strategies and Global Competitiveness:</b> Analyze various healthcare system funding models, medical service pricing strategies, and studying the impact of Big Pharma and Generics to build a strong competitive advantage in the market.</li> </ul> |
| 30. Teaching and Learning Strategies                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Strategy                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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## Lectures and Discussions

### 31. Course Structure

| Week | Hours | Required Learning Outcomes                                                                                                                                              | Unit or subject name                                                                                              | Learning method   | Evaluation method |
|------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| 1    | 2     | Introducing the concept of health marketing and the ability to distinguish between medical services marketing and traditional commercial marketing.                     | Introduction to Healthcare Marketing: Basic Concepts, Historical Evolution, and Current Status.                   | • Active Learning | • Participation   |
| 2    | 2     | Acquiring skills in designing awareness and marketing campaigns across digital platforms and understanding how to manage the digital reputation of health institutions. | Role of Social Media and its Impact on Healthcare Marketing.                                                      | • Active Learning | ☑ Participation   |
| 3    | 2     | Analyzing factors that contributed to the success of health digitization in emerging markets and the ability to extract lessons for application in different contexts.  | Digital Transformation of Healthcare Marketing: A Comprehensive Analysis of the Chinese Experience as an Example. | • Active Learning | ☑ Participation   |
| 4    | 2     | Understanding the relationship between                                                                                                                                  | Healthcare Marketing in Light                                                                                     | • Active          | ☑ Participation   |

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|   |   |                                                                                                                                                            |                                                                                         |                          |                                |
|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------|--------------------------------|
|   |   | health system funding methods (insurance, government funding) and the formulation of competitive strategies for hospitals.                                 | Funding Sources<br>Competitive Advantage<br>Building Tools.                             | <b>Learning</b>          |                                |
| 5 | 2 | The ability to integrate Sustainable Development Goals (SDGs) into the strategic vision of health organizations to enhance social responsibility.          | Integrating Sustainability with Healthcare Marketing in the Digital Age.                | • <b>Active Learning</b> | ☑ <b>Participation</b>         |
| 6 | 2 | Understanding the role of AI in disease diagnosis and improving medical service accuracy as a marketing and essential service tool.                        | Artificial Intelligence in Medical Services<br>Healthcare: Applications and Challenges. | • <b>Active Learning</b> | <b>Participation and Tests</b> |
| 7 | 2 | First Exam                                                                                                                                                 |                                                                                         | • <b>Active Learning</b> | ☑ <b>Participation</b>         |
| 8 | 2 | Designing marketing content tailored to patients' health literacy levels and ensuring medical information is delivered in a simplified and correct manner. | Digital Health Privacy and its Importance for Medical Marketing Success.                | • <b>Active Learning</b> | ☑ <b>Participation</b>         |
| 9 | 2 | Critiquing and analyzing national health policies and their impact on the geographic and class-based equity of marketed services.                          | Challenges and Opportunities of Healthcare Systems.                                     | • <b>Active Learning</b> | ☑ <b>Participation</b>         |

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|    |   |                                                                                                                                                                              |                                                                             |                   |                       |
|----|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------|-----------------------|
| 10 | 2 | Recognizing the psychological and emotional aspects of health marketing and the ability to use innovative tools (such as storytelling) to build patient loyalty.             | Cross-sector Partnerships and Relationship Marketing.                       | • Active Learning | ☑ Participation       |
| 11 | 2 | Applying design thinking steps to innovate solutions centered around actual patient needs and facilitating their journey within the hospital.                                | Design Thinking" Healthcare Marketing.                                      | • Active Learning | Assignments and Exams |
| 12 | 2 | Understanding how to use AI algorithms to improve operational efficiency in hospitals and reduce waiting times.                                                              | Role of AI in Optimizing Hospital Service Quality: Network and Development. | • Active Learning | ☑ Participation       |
| 13 | 2 | Evaluating the legal and political frameworks necessary for the health system's transition from traditional to fully digital patterns.                                       | Policies for Digitizing Healthcare Systems.                                 | • Active Learning | ☑ Participation       |
| 14 | 2 | Mastering verbal and non-verbal communication skills for health practitioners and understanding the impact of "Positive Communication" on improving the institution's mental | Strategic and Positive Communication Healthcare Professionals.              | • Active Learning | ☑ Participation       |

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|                                                                                                                                                        |   |                                                                             |  |                   |                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------|--|-------------------|-----------------------|
|                                                                                                                                                        |   | image.                                                                      |  |                   |                       |
| 15                                                                                                                                                     | 2 | Second Exam                                                                 |  | • Active Learning | Assignments and Exams |
| 32. Course Evaluation                                                                                                                                  |   |                                                                             |  |                   |                       |
| Grade distribution out of 100 based on student assignments such as daily preparation, daily quizzes, oral, monthly, and written exams, reports... etc. |   |                                                                             |  |                   |                       |
| 33. Learning and Teaching Resources                                                                                                                    |   |                                                                             |  |                   |                       |
| Required Textbooks (Methodology, if any)                                                                                                               |   | commended Supporting Books and References (Scientific Journals, Reports...) |  |                   |                       |
| Main references (sources)                                                                                                                              |   | Modern Foreign Articles                                                     |  |                   |                       |
| Electronic References, Websites                                                                                                                        |   |                                                                             |  |                   |                       |
| Electronic References, Websites                                                                                                                        |   |                                                                             |  |                   |                       |

Name and Signature:

Asst. Prof. Dr. Ahmed Yosif Al-Bajari

### Course Description Form

University of Mosul, College of Administration and Economics, Department of Business Administration

|                                    |
|------------------------------------|
| 34. Course Name:                   |
| Logistic Management / Master Level |

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 35.                                                                               | Course Code:                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                           |
| 36.                                                                               | Semester / Year:                                                                                                                                                                                                                                                                                                                                                          |
| Semester Two / 2025 – 2026                                                        |                                                                                                                                                                                                                                                                                                                                                                           |
| 37.                                                                               | Description Preparation Date:                                                                                                                                                                                                                                                                                                                                             |
| 1/ 9/ 2025                                                                        |                                                                                                                                                                                                                                                                                                                                                                           |
| 38.                                                                               | Available Attendance Forms:                                                                                                                                                                                                                                                                                                                                               |
| Attendance in the classroom is mandatory                                          |                                                                                                                                                                                                                                                                                                                                                                           |
| 39.                                                                               | Number of Credit Hours (Total) / Number of Units (Total)                                                                                                                                                                                                                                                                                                                  |
| 30 hours / 2 units                                                                |                                                                                                                                                                                                                                                                                                                                                                           |
| 40.                                                                               | Course administrator's name (mention all, if more than one name)                                                                                                                                                                                                                                                                                                          |
| Name: Dr. Amer I. Hadid                                                           |                                                                                                                                                                                                                                                                                                                                                                           |
| Email: <a href="mailto:amer_asmael@uomosul.edu.iq">amer_asmael@uomosul.edu.iq</a> |                                                                                                                                                                                                                                                                                                                                                                           |
| 41.                                                                               | Course Objectives                                                                                                                                                                                                                                                                                                                                                         |
| Course Objectives                                                                 | <p>Explaining the basic concepts, principles, and theories of logistics management</p> <p>Analyzing the challenges facing the implementation of logistics</p> <p>Evaluating the responsibilities of logistics management</p> <p>Assessing the impact of logistics management practices on organizational performance</p> <p>Raising awareness about the importance of</p> |

  
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|                                      |       |                                                                                                                                                                                                 |                                        |                                                                        |                                                         |
|--------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------|
|                                      |       |                                                                                                                                                                                                 | logistics science                      |                                                                        |                                                         |
| 42. Teaching and Learning Strategies |       |                                                                                                                                                                                                 |                                        |                                                                        |                                                         |
| Strategy                             |       | 1. Interactive lectures and seminars<br>2. Case study analysis<br>3. Group discussions and debates<br>4. Problem-based and experiential learning<br>5. Digital and technology-enhanced learning |                                        |                                                                        |                                                         |
| 43. Course Structure                 |       |                                                                                                                                                                                                 |                                        |                                                                        |                                                         |
| Week                                 | Hours | Required Learning Outcomes                                                                                                                                                                      | Unit or subject name                   | Learning method                                                        | Evaluation method                                       |
| 1                                    | 2     | Explanation of the basic principles of logistics management                                                                                                                                     | Introductory Overview                  | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 2                                    | 2     | A theoretical and practical presentation                                                                                                                                                        | The Origins and Evolution of Logistics | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |

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|   |   |                                          |                                  |                                                                        |                                                         |
|---|---|------------------------------------------|----------------------------------|------------------------------------------------------------------------|---------------------------------------------------------|
| 3 | 2 | A theoretical and practical presentation | Logistics (Conceptual Framework) | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 4 | 2 | A theoretical and practical presentation | Logistics Activities (1)         | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 5 | 2 | A theoretical and practical presentation | Logistics Activities (2)         | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 6 | 2 | A theoretical and practical presentation | Logistics Activities (3)         | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 7 | 2 | A theoretical and practical presentation | Logistics Activities (4)         | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |

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|    |   |                                          |                                    |                                                                        |                                                         |
|----|---|------------------------------------------|------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------|
| 8  | 2 | A theoretical and practical presentation | Green Logistics                    | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 9  | 2 | A theoretical and practical presentation | Reverse Logistics                  | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 10 | 2 | A theoretical and practical presentation | Agile Logistics                    | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 11 | 2 | A theoretical and practical presentation | Logistics Models and Approaches    | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 12 | 2 | A theoretical and practical presentation | Challenges of Logistics Management | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |

  
 د. أحمد يونس السباعي  
 رئيس قسم إدارة الأعمال

|    |   |                                          |                                      |                                                                        |                                                         |
|----|---|------------------------------------------|--------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------|
| 13 | 2 | A theoretical and practical presentation | Information Technology and Logistics | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 14 | 2 | A theoretical and practical presentation | Supply Chains                        | Lectures, case studies, discussions, problem-solving, digital learning | Oral and written exams, assignments, and weekly reports |
| 15 | 2 |                                          | Exam                                 |                                                                        |                                                         |

#### 44. Course Evaluation

Final exams: 70%

Weekly quizzes, class activities, and submitted reports: 30%

#### 45. Learning and Teaching Resources

|                                                                    |                                                                                                                                                                                                                            |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Required textbooks (curricular books, if any)                      |                                                                                                                                                                                                                            |
| Main references (sources)                                          | Olive, Francisca, July 2023, What Is Equipment Logistics                                                                                                                                                                   |
| Recommended books and references (scientific journals, reports...) | 1- Mustafa, M. F. M. S., Namasivayam, N., & Demirovic, A. (2024). Food Cold Chain Logistics and Management: A Review of Current Development and Emerging Trends. <i>Journal of Agriculture and Food Research</i> , 101343. |



|                                 |      |
|---------------------------------|------|
| Electronic References, Websites | 15\% |
|---------------------------------|------|

  
د.م.أ. عامر عبد الحليم

### Course Description Form

|                                                                                 |
|---------------------------------------------------------------------------------|
| Course Name:                                                                    |
| 1. Production and Operations Management / Master of Business Administration     |
| 2. Course Code:                                                                 |
| 3. Semester / Year: second                                                      |
| 4. Description Preparation Date: 2026/9/1                                       |
| 5. Available Attendance Forms: Mandatory attendance for 15 weeks                |
| 6. Number of Credit Hours (Total) / Number of Units (Total): (3 hours per week) |
| 7. Course administrator's name (mention all, if more than one name)             |

  
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Name: Asst. Prof. Dr. Safwan Yaseen Hassan Email:

[safwan\\_yasen@uomosul.edu.iq](mailto:safwan_yasen@uomosul.edu.iq)

## 8. Course Objectives

|                          |                                                                                                                                                                                                                                                                                                                                   |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course Objectives</b> | <p>1- Qualification and preparation of graduates capable of working in the governmental, private, and mixed sectors, as well as Iraqi and international private companies.</p> <p>2- Developing the skills of workers in production planning.</p> <p>3- Developing mental skills to diagnose problems and propose solutions..</p> |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 9. Teaching and Learning Strategies

**Strategy** | Delivering the scientific curriculum to students in the best way.

## 10. Course Structure

| Week | Hours   | Required Learning Outcomes | Unit or subject name                           | Learning method | Evaluation method |
|------|---------|----------------------------|------------------------------------------------|-----------------|-------------------|
| 1    | 3 Hours |                            | Introduction to Production and Operations      |                 | Monthly daily     |
| 2    | 3 Hours |                            | Production and Operations                      |                 | minations the     |
| 3    | 3 Hours |                            | Strategies                                     |                 |                   |
| 4    | 3 Hours |                            | Product Design and Development                 |                 | Final examination |
| 5    | 3 Hours |                            | Capacity Planning                              |                 |                   |
| 6    | 3 Hours |                            | Factory Location Selection                     |                 |                   |
| 7    | 3 Hours |                            | Master Production Scheduling                   |                 |                   |
| 8    | 3 Hours |                            | Material Requirements Planning (MRP) System    |                 |                   |
| 9    | 3 Hours |                            | Just-In-Time (JIT) Production                  |                 |                   |
| 10   | 3 Hours |                            | Computer-Aided Design and Manufacturing System |                 |                   |
| 11   | 3 Hours |                            | Lean Manufacturing System                      |                 |                   |
| 12   | 3 Hours |                            | Cleaner Production System                      |                 |                   |
| 13   | 3 Hours |                            | Holonic Manufacturing System                   |                 |                   |
| 14   | 3 Hours |                            | Intelligent Production System                  |                 |                   |
| 15   | 3 Hours |                            | Rapid Manufacturing System                     |                 |                   |
|      |         |                            | Artificial Intelligence Applications           |                 |                   |

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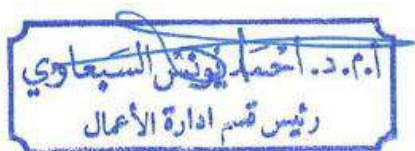
|                                                                                                                                                                     |                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| 11. Course Evaluation                                                                                                                                               |                                                        |
| Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc |                                                        |
| 12. Learning and Teaching Resources                                                                                                                                 |                                                        |
| Required textbooks (curricular books, if any)                                                                                                                       | Operation management<br>Krajwisky & Ritizman 2021, ed4 |
| Recommended books and references<br>(scientific journals, reports...)                                                                                               |                                                        |
| Electronic References, Websites                                                                                                                                     | some online sources                                    |

|                                                                                                                                                                                                                                                                              |                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>This course description provides a concise summary of the course's key features and the expected learning outcomes for students, demonstrating whether they have made the most of the available learning opportunities. It must be linked to the program .description</b> |                                      |
| College of -University of Mosul<br>Administration and Economics                                                                                                                                                                                                              | 1. Educational institution           |
| Business Administration Department                                                                                                                                                                                                                                           | 2. / University Department<br>Center |
|                                                                                                                                                                                                                                                                              | 3. Course Name/Code                  |
| Specialized programs for early crisis detection, determining its size and type, and using scientific and logical approaches to crisis management in order to find a method for managing it, or what is called crisis                                                         | 4. Programs that he enters           |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| management, with a distinctive mechanism for confronting crises and finding a technique directed at unavoidable emergencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       |
| theoretical lectures -Daily attendance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Available forms of .5 attendance      |
| quarterly                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Semester/Year .6                      |
| 45                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Total number of study .7 hours        |
| 1/9/202                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Date this description was .8 prepared |
| :Course objectives .9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |
| <p>The objectives of studying crisis management lie in responding to emergencies and maintaining the safety of community members. Effective communication during crises is crucial, as successful crisis management vital and effective element relies heavily on maintaining communication, a during emergencies. The ability to plan before emergencies occur is also important; crisis management helps in developing a preparedness plan for sudden emergencies. These plans are used to manage critical moments and strategies for responding to critical emergencies such as natural develop st disasters and infrastructure failures. Furthermore, the ability to handle hazardous materials is essential. Hazardous chemicals in some factories and ties, and crisis management helps institutions can cause injuries and fatali train individuals in handling hazardous materials and ensuring everyone's safety during crises. Finally, leveraging technology during emergencies is important; crisis management helps in utilizing modern technologies and ocial media for effective and vital communication during crises and critical s emergencies.</p> |                                       |

|                                                                      |
|----------------------------------------------------------------------|
| Learning outcomes, teaching and learning methods, and assessment .10 |
| A. Teaching and learning methods                                     |



## Knowledge

By the end of this course, the student will be able to

1. It enables the student to learn about the mechanisms for implementing and managing the crisis.
2. He understands the strategic role of crisis management.
3. It is familiar with the most important means and requirements for managing crises of all kinds.
4. He gains the fundamental knowledge and practical skills he needs to manage crises.
5. He understands the key challenges facing a crisis management specialist.

## Cognitive Skills –B

By the end of this course, the student will be able to

1. He applies the knowledge and scientific facts acquired from this course in practical cases.
2. He applies the knowledge gained in the field of crisis management.

## Interpersonal skills and responsibilities (c

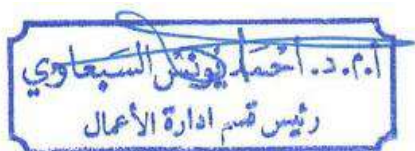
By the end of this course, the student will be able to

1. He has the ability to bear responsibility, through voluntary teamwork.
2. He has the ability to meet the major challenges facing a crisis management specialist.
3. He will have the opportunity to apply the knowledge he has gained in class to the specific issues facing crisis management.

## B. Assessment Methods

1. Daily exams
2. Monthly exams
3. Homework
4. Daily participation

## C. Thinking skills



|                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>: By the end of this course, the student will be able to</p> <p>1. He possesses fieldwork skills</p> <p>2. He possesses the skill and ability to keep up with technological developments</p> <p>3. He possesses the skill of linking theory with practice</p> |
| <p>D. General and transferable skills (other skills related to employability (and personal development</p>                                                                                                                                                       |
| <p>and Reviewing case studies and the possibility of reviewing departments institutions to learn about the mechanisms of the Human Resources Management Unit and all practices related to that department</p>                                                    |

| Course structure.11 |                 |                                                |                                                                          |       |      |
|---------------------|-----------------|------------------------------------------------|--------------------------------------------------------------------------|-------|------|
| Evaluation Method   | Teaching method | Unit/Course or Topic Name                      | Required learning outcomes                                               | Hours | Week |
| Daily exams         | theoretical     | What are ?crises                               | Identifying the types and nature of crises                               | 3     | 1    |
| Exams               | theoretical     | Leadership and its role during times of crisis | Understanding the role of leaders and methods of dealing with the crisis | 3     | 2    |
| Exams               | theoretical     | Crisis management strategy                     | Identifying the important most crisis management strategy                | 3     | 3    |

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|            |             |                                                                                                                                             |                                                                                      |   |    |
|------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---|----|
| Exams      | theoretical | The role of information systems in crisis management: Studies related to the relationship crisis between management and information systems | Statement on the role of information systems in crisis management                    | 3 | 4  |
| First test |             |                                                                                                                                             |                                                                                      | 3 | 5  |
| Exams      | theoretical | Crisis management stages and decisions made at each stage                                                                                   | Defining the -decision making process in crises                                      | 3 | 6  |
| Exams      | theoretical | Administrative functions and their contributions to addressing and mitigating the crisis                                                    | Statement of administrative ,functions specifications, and types of crisis decisions | 3 | 7  |
| Exams      | theoretical | Crisis management through quality management                                                                                                | Statement of Quality Management Standards for Crisis Management                      |   | 8  |
| Exams      | theoretical | Study cases                                                                                                                                 | The global financial crisis and the 19-COVID crisis                                  | 3 | 9  |
| Exams      | theoretical |                                                                                                                                             | Creative                                                                             | 3 | 10 |

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|       |             |                                                                    |                                                                             |   |    |
|-------|-------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------|---|----|
|       |             |                                                                    | thinking in crisis management:<br>The role of thinking in crisis management |   |    |
| Exams | theoretical | Global cases of marketing crises and ways to address them          | Advantages of the thinking process and handling marketing crises            | 3 | 11 |
| Exams | theoretical |                                                                    |                                                                             |   | 12 |
| Exams | theoretical | -Decision makers' skills in handling world -real global situations | Illustrating world -real applications of global crises                      | 3 | 13 |
|       |             |                                                                    |                                                                             |   | 14 |
|       |             | Second test                                                        |                                                                             |   | 15 |
|       |             |                                                                    |                                                                             |   |    |

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|  |                                                                                                 |
|--|-------------------------------------------------------------------------------------------------|
|  | Infrastructure .12                                                                              |
|  | :Required readings<br>The course textbook ▪<br>Other ▪                                          |
|  | Special requirements                                                                            |
|  | Social services (including, for example, guest lectures, vocational training and field (studies |

| Acceptance .13 |                            |
|----------------|----------------------------|
|                | Prerequisites              |
|                | Minimum number of students |
|                | Largest number of students |

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اسم وتوقيع صاحب المقرر  
 "م.د. صفوان" 

## Course description template

|                                                                                                                                                                                                                                                                                                                                             |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>1. Course name and academic level</b>                                                                                                                                                                                                                                                                                                    |                          |
| <b>Scientific research methodologies and statistical analysis skills</b>                                                                                                                                                                                                                                                                    |                          |
| <b>2. Course Code</b>                                                                                                                                                                                                                                                                                                                       |                          |
| AEBA25_F404                                                                                                                                                                                                                                                                                                                                 |                          |
| <b>3. Term/Year</b>                                                                                                                                                                                                                                                                                                                         |                          |
| 2026-2025                                                                                                                                                                                                                                                                                                                                   |                          |
| <b>4. Date this description was prepared</b>                                                                                                                                                                                                                                                                                                |                          |
| 2025-9-1                                                                                                                                                                                                                                                                                                                                    |                          |
| <b>5. Available attendance formats</b>                                                                                                                                                                                                                                                                                                      |                          |
| <b>Actual presence</b>                                                                                                                                                                                                                                                                                                                      |                          |
| <b>6. hours / Total number of units Total number of study</b>                                                                                                                                                                                                                                                                               |                          |
| 2                                                                                                                                                                                                                                                                                                                                           |                          |
| <b>7. Name of the course coordinator (if there is more than one, please state it) and academic title</b>                                                                                                                                                                                                                                    |                          |
| alaa_abdalmawjod@uomosul.edu.iq : Email Alaa Abdulmawjod Alani .Name: Dr                                                                                                                                                                                                                                                                    |                          |
| <b>8. Course Objectives</b>                                                                                                                                                                                                                                                                                                                 |                          |
| <p>course on scientific research methodologies at The the Knowledge Management Institute aims to stimulate students' thinking skills on how to diagnose and solve research and field problems, as well as to introduce them to the nature of scientific research ologies and how they can be applied in method .administrative research</p> | <p>Course objectives</p> |
| <b>9. Teaching and learning strategies</b>                                                                                                                                                                                                                                                                                                  |                          |
| :Strategy                                                                                                                                                                                                                                                                                                                                   |                          |



# Course Structure .10

| Evaluation Method   | Learning method           | Unit or topic name                                        | Required learning outcomes                                       | Hours | Week |
|---------------------|---------------------------|-----------------------------------------------------------|------------------------------------------------------------------|-------|------|
| Exam and discussion | Attendance and discussion | Introduction to Scientific Research                       | Introduction to scientific research                              | 2     | 1    |
| Exam and discussion | Attendance and discussion | Objectives and characteristics of scientific research     | Identifying the goals and characteristics of scientific research | 2     | 2    |
| Exam and discussion | Attendance and discussion | Quantitative and qualitative research                     | Understanding quantitative and qualitative research              | 2     | 3    |
| Exam and discussion | Attendance and discussion | Types of scientific research methods                      | Identifying the types of scientific research methodologies       | 2     | 4    |
| Exam and discussion | Attendance and discussion | Induction and deduction in scientific research            | Understanding induction and deduction in scientific research     | 2     | 5    |
| Exam and discussion | Attendance and discussion | How to write the problem statement in scientific research | Learn how to write the problem in scientific research            | 2     | 6    |
| Exam and discussion | Attendance and discussion | How to write the importance and objectives of scientific  | Getting to know How to write the importance and objectives of    | 2     | 7    |

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|                     |                           |                                                           |                                                                    |   |    |
|---------------------|---------------------------|-----------------------------------------------------------|--------------------------------------------------------------------|---|----|
|                     |                           | research                                                  | scientific research                                                |   |    |
| Exam and discussion | Attendance and discussion | Formulating hypotheses in scientific research             | Understanding the formulation of hypotheses in scientific research | 2 | 8  |
| Exam and discussion | Attendance and discussion | Primary and secondary data collection tools               | primary Identifying and secondary data collection tools            | 2 | 9  |
| Exam and discussion | Attendance and discussion | Literature of the study the Writing theoretical framework | Learning how to write a theoretical framework                      | 2 | 10 |
| Exam and discussion | Attendance and discussion | How to write an abstract and introduction                 | Learn how to write an abstract and an introduction                 | 2 | 11 |
| Exam and discussion | Attendance and discussion | Study tools test                                          | Identifying methods Study tools test                               | 2 | 12 |
| Exam and discussion | Attendance and discussion | Descriptive data analysis                                 | Understanding descriptive data analysis                            | 2 | 13 |
| Exam and discussion | Attendance and discussion | research Testing hypotheses Relationships                 | Identifying the test Relationships                                 | 2 | 14 |
| Exam and discussion | Attendance and discussion | Testing research hypotheses Influence relationships       | Identifying the test Influence relationships                       | 2 | 15 |

**and grade breakdown Course evaluation .11**

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|                                                                                                                                                                       |                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| The grade out of 100 is distributed according to the tasks assigned to the student, .such as daily preparation, daily, oral, monthly, and written exams, reports, etc |                                                  |
| <b>Learning and teaching resources .12</b>                                                                                                                            |                                                  |
| Quality of Scientific Research / Ali Ibrahim Ali Obeido                                                                                                               | methodology, if ) Required textbooks (applicable |
| Principles and Methods of Scientific Research / Abdul Aziz Mustafa                                                                                                    | (Main references (sources                        |

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د. عبد العزيز العلي

### Course Description Form

|                                         |                                                |
|-----------------------------------------|------------------------------------------------|
| <b>1. Course Name:</b>                  | Strategic Management / Master                  |
| <b>2. Course Code:</b>                  |                                                |
| <b>3. Semester/Year:</b>                | Second Semester of the Academic Year 2025-2026 |
| <b>4. Description Preparation Date:</b> | 2024-2025                                      |
| <b>5. Available Attendance Forms:</b>   |                                                |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| In the lecture hall                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <b>6. Number of Credit Hours (Total) / Number of Units (Total)</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| 30 Hours / 2 Units                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>7. Course administrator name (mention all, if there is more than one)</b>                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Name: Dr. Iman Bashir Mohamed                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| Email: aiman_basher@uomosul.edu.iq                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>8. Course Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <ul style="list-style-type: none"> <li>Enabling the student to deal with the data of the contemporary business environment, enhancing the student's abilities in the field of strategic response to business challenges, adopting an organized work method, and avoiding improvisation to achieve long-term goals, in addition to having the student to know how in the field of developing strategic options that contribute to achieving competitive advantage and leadership.</li> </ul> |  |
| <b>9. Teaching and Learning Strategies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| <ul style="list-style-type: none"> <li>Using Smart Whiteboards as Advanced Learning Tools</li> <li>Providing theoretical lessons</li> <li>Extracurricular Activities</li> <li>Seminars</li> <li>Curriculum development in accordance with international competitive standards</li> <li>Adopting contemporary teaching methods that enhance the process</li> </ul>                                                                                                                           |  |

  
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of teaching, learning and intellectual development

## 10. Course Structure

| Evaluation Method | Learning method                                                                                                                                                                                                     | Unit or Subject Name                                          | Required Learning Outcomes             | Hours     | week |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------|-----------|------|
| Theoretical Tests |                                                                                                                                                                                                                     | ✓                                                             |                                        | Two hours | 1    |
| Theoretical Tests | <ul style="list-style-type: none"><li>- Giving a theoretical lecture<br/>In class.</li><li>- Download the lecture on<br/>Online Classroom.</li><li>- Download an online link<br/>To Lectures<br/>Related.</li></ul> | ✓ Strategic Direction (Vision, Mission and Goals Perspective) | Understanding and clarifying the topic | Two hours | 2    |
| Theoretical Tests | <ul style="list-style-type: none"><li>- Giving a theoretical lecture<br/>In class.</li><li>- Download the lecture on<br/>Online Classroom.</li></ul>                                                                | ✓ Strategic Architecture                                      | Understanding and clarifying the topic | Two hours | 3    |

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|                   |                                                                                                                                                                                      |                                      |                                        |           |   |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------|-----------|---|
|                   | <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p>                                                                                                                  |                                      |                                        |           |   |
| Theoretical Tests | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p> | ✓ Business Models and Revenue Models | Understanding and clarifying the topic | Two hours | 4 |
| Theoretical Tests | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p>                 | ✓ Strategic Value                    | Understanding and clarifying the topic | Two hours | 5 |

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|                   |                                                                                                                                                                                                                                             |                                                          |                                        |           |   |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------|-----------|---|
|                   | Related.                                                                                                                                                                                                                                    |                                                          |                                        |           |   |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> <li>In class.</li> <li>- Download the lecture on</li> <li>Online Classroom.</li> <li>- Download an online link</li> <li>To Lectures</li> <li>Related.</li> </ul> | ✓ Strategic Positioning                                  | Understanding and clarifying the topic | Two hours | 6 |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> <li>In class.</li> <li>- Download the lecture on</li> <li>Online Classroom.</li> <li>- Download an online link</li> <li>To Lectures</li> <li>Related.</li> </ul> | ✓ Competitive Collaboration                              | Understanding and clarifying the topic | Two hours | 7 |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> </ul>                                                                                                                                                            | ✓ Strategic Bridging and Strategic Alignment in Business |                                        | Two hours | 8 |

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|                   |                                                                                                                                                                                      |                                              |                                        |           |    |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------|-----------|----|
|                   | <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p>                                       | Administration                               |                                        |           |    |
| Theoretical Tests | <p>- Giving a theoretical lecture</p> <p>In class.</p> <p>- Download the lecture on</p> <p>Online Classroom.</p> <p>- Download an online link</p> <p>To Lectures</p> <p>Related.</p> | ✓ Structural conjugation (genesis) emergence | Understanding and clarifying the topic | Two hours | 9  |
| Theoretical Tests |                                                                                                                                                                                      | ✓ examination                                |                                        | Two hours | 10 |

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|                   |                                                                                                                                                                                                                                             |                                                                   |                                        |           |    |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------|-----------|----|
|                   |                                                                                                                                                                                                                                             |                                                                   |                                        |           |    |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> <li>In class.</li> <li>- Download the lecture on</li> <li>Online Classroom.</li> <li>- Download an online link</li> <li>To Lectures</li> <li>Related.</li> </ul> | ✓ Strategic sovereignty                                           | Understanding and clarifying the topic | Two hours | 11 |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> <li>In class.</li> <li>- Download the lecture on</li> <li>Online Classroom.</li> <li>- Download an online link</li> <li>To Lectures</li> <li>Related.</li> </ul> | ✓ Seminar (Discussion of Duties)                                  | Understanding and clarifying the topic | Two hours | 12 |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> </ul>                                                                                                                                                            | ✓ Strategic planning, intuition and discovery happen by chance as | Understanding and clarifying the topic | Two hours | 13 |

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|                   |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                            |  |           |    |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------|----|
|                   | <p>In class.</p> <ul style="list-style-type: none"> <li>- Download the lecture on</li> </ul> <p>Online Classroom.</p> <ul style="list-style-type: none"> <li>- Download an online link</li> </ul> <p>To Lectures Related.</p>                                                                                  | a competitive advantage                                                                                                                                                                                                    |  |           |    |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> </ul> <p>In class.</p> <ul style="list-style-type: none"> <li>- Download the lecture on</li> </ul> <p>Online Classroom.</p> <ul style="list-style-type: none"> <li>- Download an online link</li> </ul> <p>To Lectures Related.</p> | <ul style="list-style-type: none"> <li>✓ Benefits of Strategy Making/Intuition and Rationality Model Integration</li> <li>✓ Strategy Making Factors / The Advantage of the First, Second and Last Moving Person</li> </ul> |  | Two hours | 14 |
| Theoretical Tests | <ul style="list-style-type: none"> <li>- Giving a theoretical lecture</li> </ul> <p>In class.</p> <ul style="list-style-type: none"> <li>- Download the lecture on</li> </ul> <p>Online</p>                                                                                                                    | <ul style="list-style-type: none"> <li>✓ Competitive Strategies and Sustainability</li> <li>✓ Principles of Competitive Strategies</li> </ul>                                                                              |  | Two hours | 14 |

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|  |                                                                                                                                                    |                                                                                                                                                  |  |           |    |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------|----|
|  | Classroom.<br>- Download an online link<br>To Lectures<br>Related.                                                                                 |                                                                                                                                                  |  |           |    |
|  | - Giving a theoretical lecture<br>In class.<br>- Download the lecture on Online Classroom.<br>- Download an online link<br>To Lectures<br>Related. | ✓ Dynamic environments and how to maintain a competitive edge<br>✓ VIRO Competitive Advantage Assessment Using the Competitive Advantage Pyramid |  | Two hours | 14 |

### 11.Course Evaluation

Distribution of 100 marks according to the tasks assigned to the student such as daily preparation, daily, monthly, written exams, reports, etc. etc

10 Grades: Seminar

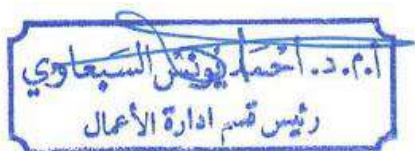
5 Grades: Preparation, Daily Attendance , and Duty

15 Marks: Exam

70 marks: final theoretical exam

### 12.Learning and Teaching Resources

|  |                                                              |
|--|--------------------------------------------------------------|
|  | Sultan, Hikmat Rashid & Othman, Mahmoud Mohamed Amin , 2020, |
|--|--------------------------------------------------------------|



|  |                                                                                   |
|--|-----------------------------------------------------------------------------------|
|  | Dar Al-Akademiyoun Company for<br>Publishing and Distribution / Amman<br>– Jordan |
|  | Sefrey H. Dyer paul C.Godfrey<br><br>Robert J.J ensen David J.<br>Bryce(2025).    |

A.   
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أ.م.د. إيمان بشير محمد

### Course Description Form

|                         |                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Educational Institution | University of Mosul                                                                                                                                                                                                                                                                                                                                |
| Department / Center     | Business Administration                                                                                                                                                                                                                                                                                                                            |
| Course Title / Code     | Organization Theory                                                                                                                                                                                                                                                                                                                                |
| Program                 | Master's Degree                                                                                                                                                                                                                                                                                                                                    |
| Attendance Mode         | In-person and on schedule                                                                                                                                                                                                                                                                                                                          |
| Semester / Year         | Semester-based                                                                                                                                                                                                                                                                                                                                     |
| Study Hours             | 45 hours per semester                                                                                                                                                                                                                                                                                                                              |
| Date of Preparation     | 01/09/2023                                                                                                                                                                                                                                                                                                                                         |
| Course Objectives       | Fundamental concepts of organization theory, traditional and modern models, organizational design, performance measurement, organizational environment, organizational development, quality culture, organizational structures, organizational effectiveness, organizational relationships, conflict, change, and development in the 21st century. |

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|                   |                                                                                                     |
|-------------------|-----------------------------------------------------------------------------------------------------|
| Learning Outcomes | Students gain advanced understanding of organization theory and contemporary organizational issues. |
|-------------------|-----------------------------------------------------------------------------------------------------|

### Teaching and Learning Methods

Lectures, classroom discussions, and research assignments. Lectures begin with an overview of the topics and end with a brief review. Discussions are used to enrich understanding and exchange viewpoints. Students are assigned reports and research related to the course.

### Assessment Methods

Assignments, examinations, attendance, and classroom participation.

### Weekly Course Structure

Week 1: Historical development of organization theory; early stage and classical organizational thought

Week 2: Modern leadership styles

Week 3: Creativity and change

Week 4: Technology and its organizational impacts

Week 5: Organizational immunity and organizational health

Week 6: Sustainable organization

Week 7: Agile organizations

Week 8: Discussion of student reports

Week 9: Interorganizational relationships

Week 10: Organizational growth, size, and environmental influence

Week 11: Organizational culture

Week 12: Toxic work environment

Week 13: Organizational happiness

Week 14: Organizational relationships (formal and informal)

Week 15: Written examination



### Course Description Form ( Morning and evening study)

|                                                                     |                                                                                      |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1. Course Name:                                                     | organizational behavior                                                              |
| 2. Course Code:                                                     |                                                                                      |
| 3. Semester / Year:                                                 | Quarterly                                                                            |
| 4. Description Preparation Date:                                    | 2025/2026                                                                            |
| 5. Available Attendance Forms:                                      | My presence only                                                                     |
| 6. Number of Credit Hours (Total) / Number of Units (Total)         | 30 hours per semester. 2 hours per week                                              |
| 7. Course administrator's name (mention all, if more than one name) | :Name: assistant teacher Raghad Mohammed Yahya<br>Email: raghad.yahya@uomosul.edu.iq |
| 8. Course Objectives                                                |                                                                                      |

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|                                                                                                                                                                                                                                                                                                                  |                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <p><b>Course Objectives</b></p> <p>representing the scientific material to students. Expanding the academic base for students in the specialization as a complement to the business administration curriculum in previous stages, and as a cornerstone for the specialization courses in the current stages.</p> | <ul style="list-style-type: none"> <li>• .....</li> <li>• .....</li> <li>• .....</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|

## 9. Teaching and Learning Strategies

|                        |                                                                                                                                                                                                                                                                           |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Strategy</b></p> | <p>Cognitive strategies by focusing on analyzing and detailing the subject and the reasons for preferring one method over another for the subject. 2- The strategy that focuses on brainstorming 3- The strategy that relies on observations, discussion and analysis</p> |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 10. Course Structure

| We<br>ek | Hours  | Required<br>Learning<br>Outcomes                                                | Unit or subject name                    | Learning method                                  | Evaluation<br>method |
|----------|--------|---------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------|----------------------|
| 1        | 2hours | Providing students with knowledge about Fundamentals of Organizational Behavior | Fundamentals of Organizational Behavior | Scientific discussion and dialogue with students | Seminar              |

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|   |       |                                                                                        |                                                |                                                  |         |
|---|-------|----------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------|---------|
| 2 | hours | Providing students with knowledge of Organizational climate and work environment       | Organizational climate and work environment    | Scientific discussion and dialogue with students | Seminar |
| 3 | hours | Providing students With Knowledge about the Ethical behavior and social responsibility | Ethical behavior and social responsibility     | Scientific Discussion and dialogue with students | Seminar |
| 4 | hours | Providing students with knowledge of Organizational learning and                       | Organizational learning and knowledge transfer | Scientific discussion and dialogue with students | Seminar |

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|   |       |                                                                                  |                                          |                                                  |         |
|---|-------|----------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------|---------|
|   |       | knowledge transfer                                                               |                                          |                                                  |         |
| 5 | hours | Providing students with knowledge of Organizational conflict and its management  | Organizational and its management        | Scientific Discussion and dialogue with students | Seminar |
| 6 | hours | Providing students with Knowledge about Creativity and organizational innovation | Creativity and organizational innovation | Scientific Discussion and dialogue with students | Seminar |
| 7 | hours | Providing Students with knowledge about counterproductive behavior               | counterproductive behavior               | Scientific Discussion and dialogue with students | Seminar |

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|    |       |                                                                                        |                                                |                                                  |         |
|----|-------|----------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------|---------|
| 8  | hours | Providing students with knowledge about Group and Team Dynamics                        | Group and Team Dynamics                        | Scientific Discussion and dialogue with students | Seminar |
| 9  | hours | Providing students with knowledge about Political influence and power in organizations | Political influence and power in organizations | Scientific Discussion and dialogue with students | Seminar |
| 10 | hours | Provide students With Knowledge about Organizational                                   | Organizational contradiction theory            | Scientific Discussion and dialogue with students | Seminar |

  
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|    |       |                                                                |                          |                                                  |         |
|----|-------|----------------------------------------------------------------|--------------------------|--------------------------------------------------|---------|
|    |       | contradiction theory                                           |                          |                                                  |         |
| 11 | hours | Provide students with knowledge about social intelligence      | social intelligence      | Scientific Discussion and dialogue with students | Seminar |
| 12 | hours | Provide Students With knowledge about Organizational Relations | Organizational Relations | Scientific Discussion and dialogue with students | Seminar |
| 13 | hours | Practical cases                                                | Various case studies     | Scientific discussion and dialogue with students | Seminar |
| 14 | hours | Knowing the extent of students' comprehension of               | midterm exam             | a test                                           | exams   |

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|                                                                                                    |  |                            |                                                 |  |  |
|----------------------------------------------------------------------------------------------------|--|----------------------------|-------------------------------------------------|--|--|
|                                                                                                    |  | the<br>scientific material |                                                 |  |  |
| 11. Course Evaluation                                                                              |  |                            |                                                 |  |  |
| Grades are distributed between the endeavor (40 marks) and the final exam of the course (60 marks) |  |                            |                                                 |  |  |
| 12. Learning and Teaching Resources                                                                |  |                            |                                                 |  |  |
| Required textbooks (curricular books, if any)                                                      |  |                            |                                                 |  |  |
| Main references (sources)                                                                          |  |                            | rious sources from the Internet and the library |  |  |
| Recommended books and references (scientific journals, reports...)                                 |  |                            |                                                 |  |  |
| Electronic References, Websites                                                                    |  |                            |                                                 |  |  |

  
د. رغيد محمد

### Course Description Form

University of Mosul, College of Administration and Economics, Department of Business Administration

1. Course Name:

  
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|                                                                     |                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Resources Management                                          |                                                                                                                                                                                                                                                                                                                                   |
| 2. Course Code:                                                     |                                                                                                                                                                                                                                                                                                                                   |
|                                                                     |                                                                                                                                                                                                                                                                                                                                   |
| 3. Semester / Year:                                                 |                                                                                                                                                                                                                                                                                                                                   |
| 2025-2026                                                           |                                                                                                                                                                                                                                                                                                                                   |
| 4. Description Preparation Date:                                    |                                                                                                                                                                                                                                                                                                                                   |
| 1/9/2025                                                            |                                                                                                                                                                                                                                                                                                                                   |
| 5. Available Attendance Forms:                                      |                                                                                                                                                                                                                                                                                                                                   |
| Class attendance                                                    |                                                                                                                                                                                                                                                                                                                                   |
| 6. Number of Credit Hours (Total) / Number of Units (Total)         |                                                                                                                                                                                                                                                                                                                                   |
| 30 hours/2 units                                                    |                                                                                                                                                                                                                                                                                                                                   |
| 7. Course administrator's name (mention all, if more than one name) |                                                                                                                                                                                                                                                                                                                                   |
| Name: Dr. Ahmed Hussain Aljarjari                                   |                                                                                                                                                                                                                                                                                                                                   |
| Email: ahmed_hussain@uomosul.edu.iq                                 |                                                                                                                                                                                                                                                                                                                                   |
| 8. Course Objectives                                                |                                                                                                                                                                                                                                                                                                                                   |
| Course Objectives                                                   | The objectives of the Human Resources Management course focus on equipping students with the necessary skills to align workforce capabilities with organizational goals, and to utilize these skills to keep pace with changes in the work environment and achieve innovation & excellence performance in business organizations. |

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## 9. Teaching and Learning Strategies

### Strategy

Active Learning: Engaging students directly in the learning process rather than passive listening, such as through discussions, hands-on tasks, and problem-solving.

Differentiated Instruction: Tailoring lessons to meet the diverse backgrounds, skills, and needs of all students.

Explicit Teaching: Clearly defining learning goals and structuring lessons to show exactly what success looks like.

Collaborative Learning: Utilizing group work, such as the "jigsaw method," where students break into expert groups before teaching peers.

Visual Aids & Modeling: Using diagrams, images, and teacher demonstrations to help students organize information and understand complex ideas.

Classroom Discussions: Promoting "academic talk" where students explain their reasoning and engage with others' ideas.

## 10. Course Structure

| Week | Hours | Required Learning Outcomes           | Unit or subject name                            | Learning method                                                                                                                                                                                                            | Evaluation method                                                                     |
|------|-------|--------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 1.   | 2     | Understanding & clarifying the topic | job analysis and talent management to processes | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply</p> | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |

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|    |   |                                     |                                              |                                                                                                                                                                                                                                                                  |                                                                                |
|----|---|-------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|    |   |                                     |                                              | theoretical knowledge.<br>Brain storming                                                                                                                                                                                                                         |                                                                                |
| 2. | 2 | Understanding &clarifying the topic | labor relationship and Collective Bargaining | Visual Learning: Using charts, diagrams, and videos.<br><br>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding<br><br>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.<br><br>Brain storming | Formative Evaluation<br><br>Summative Evaluation<br><br>Assay<br><br>oral test |
| 3. | 2 | Understanding &clarifying the topic | international human resources management     | Visual Learning: Using charts, diagrams, and videos.<br><br>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding<br><br>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.<br><br>Brain storming | Formative Evaluation<br><br>Summative Evaluation<br><br>Assay<br><br>oral test |
| 4  | 2 | Understanding &clarifying the topic | international human resources management     | Visual Learning: Using charts, diagrams, and videos.<br><br>Collaborative : Group work, peer Learning reviews, and discussion to                                                                                                                                 | Formative Evaluation<br><br>Summative Evaluation<br><br>Assay                  |

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|   |   |                                      |                                        |                                                                                                                                                                                                                                                                  |                                                                                |
|---|---|--------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|   |   |                                      |                                        | enhance understanding<br><br>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.<br><br>Brain storming                                                                                                                                  | oral test                                                                      |
| 5 | 2 | Understanding & clarifying the topic | sustainable human resources management | Visual Learning: Using charts, diagrams, and videos.<br><br>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding<br><br>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.<br><br>Brain storming | Formative Evaluation<br><br>Summative Evaluation<br><br>Assay<br><br>oral test |
| 6 | 2 | Understanding & clarifying the topic | safety health And risk management      | Visual Learning: Using charts, diagrams, and videos.<br><br>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding<br><br>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.<br><br>Brain storming | Formative Evaluation<br><br>Summative Evaluation<br><br>Assay<br><br>oral test |
| 7 |   |                                      | Exam                                   |                                                                                                                                                                                                                                                                  |                                                                                |
| 8 | 2 | Understanding & clarifying the       | building positive relationship         | Visual Learning: Using charts, diagrams, and                                                                                                                                                                                                                     | Formative                                                                      |

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|    |   |                                     |                                                        |                                                                                                                                                                                                                                                                         |                                                                                       |
|----|---|-------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|    |   | topic                               | s with employees                                       | <p>videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.</p> <p>Brain storming</p>                                              | <p>Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p>           |
| 9  | 2 | Understanding &clarifying the topic | building positive relationships with employees         | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.</p> <p>Brain storming</p> | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |
| 10 | 2 | Understanding &clarifying the topic | contemporary Challenges of a human resource management | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.</p>                       | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |

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|    |   |                                     |                                                               |                                                                                                                                                                                                                                                                         |                                                                                       |
|----|---|-------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|    |   |                                     |                                                               | Brain storming                                                                                                                                                                                                                                                          |                                                                                       |
| 11 | 2 | Understanding &clarifying the topic | contemporary Challenges of a human resource management        | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.</p> <p>Brain storming</p> | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |
| 12 | 2 | Understanding &clarifying the topic | managing human resources in a small and Entrepreneurial firms | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing real-world scenarios to apply theoretical knowledge.</p> <p>Brain storming</p> | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |
| 13 | 2 | Understanding &clarifying the topic | managing human resources in a small and Entrepreneurial firms | <p>Visual Learning: Using charts, diagrams, and videos.</p> <p>Collaborative : Group work, peer Learning reviews, and discussion to enhance understanding</p> <p>Case Studies: Analyzing</p>                                                                            | <p>Formative Evaluation</p> <p>Summative Evaluation</p> <p>Assay</p> <p>oral test</p> |

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|    |   |                                      |                   |                                                                        |  |
|----|---|--------------------------------------|-------------------|------------------------------------------------------------------------|--|
|    |   |                                      |                   | real-world scenarios to apply theoretical knowledge.<br>Brain storming |  |
| 14 | 2 | Understanding & clarifying the topic | Report Discussion |                                                                        |  |
| 15 |   |                                      | Exam              |                                                                        |  |

### 11. Course Evaluation

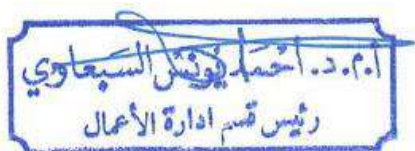
Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc

### 12. Learning and Teaching Resources

|                                                                    |                                         |
|--------------------------------------------------------------------|-----------------------------------------|
| Required textbooks (curricular books, if any)                      | Dessler, G., Human resource management. |
| Main references (sources)                                          | Dessler, G., Human resource management. |
| Recommended books and references (scientific journals, reports...) |                                         |
| Electronic References, Websites                                    |                                         |



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## Course Description Form

|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Course Name:                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                           |
| Financial management                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2. Course Code:                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                           |
| M.Sc.                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3. Semester / Year:                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2nd course/ 2025-2026                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4. Description Preparation Date:                                                        |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 10/2/2026                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 5. Available Attendance Forms:                                                          |                                                                                                                                                                                                                                                                                                                                                                                                           |
| In-person lectures                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6. Number of Credit Hours (Total) / Number of Units (Total)                             |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 30 hours / 2 units                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 7. Course administrator's name (mention all, if more than one name)                     |                                                                                                                                                                                                                                                                                                                                                                                                           |
| Name: Professor Doctor: Nameer Ameer Al.Saigh                                           |                                                                                                                                                                                                                                                                                                                                                                                                           |
| Email: <a href="mailto:nameer_alsaigh@uomosul.edu.iq">nameer_alsaigh@uomosul.edu.iq</a> |                                                                                                                                                                                                                                                                                                                                                                                                           |
| 8. Course Objectives                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                           |
| Course Objectives                                                                       | <p>1. Understanding the differences between traditional finance and modern approaches to financial management methodology.</p> <p>2. Framing the aspects of Financial management within the financial ratios and Analysis.</p> <p>3. A comprehensive and expanded presentation of risks, both traditional and extreme.</p> <p>4. Identifying the priorities of various types of financial statements.</p> |

  
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| 9. Teaching and Learning Strategies |       |                                                  |                                                                                 |                                                     |                                                                                                                                                  |
|-------------------------------------|-------|--------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                            |       | Discussion, dialogue, and oral and written tests |                                                                                 |                                                     |                                                                                                                                                  |
| 10. Course Structure                |       |                                                  |                                                                                 |                                                     |                                                                                                                                                  |
| Week                                | Hours | Required Learning Outcomes                       | Unit or subject name                                                            | Learning method                                     | Evaluation method                                                                                                                                |
| 1                                   | 3     | Introduction in Financial management             | Approaches to studying Financial management (methodology, trends, and content). | Traditional methods.                                | Attendance and participation .                                                                                                                   |
| 2                                   | 3     | Financial Environment                            | The evolution and transformations                                               | Case study method.                                  | 1. Attendance and participation.<br><br>2. Individual assessment: through the quality of discussion, asking questions, and presenting solutions. |
| 3                                   | 3     | Financial statements                             | The relationships among statements.                                             | Presentation of selected Firms and financial ratios | 1. Attendance and participation<br><br>2. Individual assessment: through the quality of discussion,                                              |

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|   |   |                            |                                         |                               |                                                                                                                                                                                                                                                      |
|---|---|----------------------------|-----------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                            |                                         |                               | asking questions, and presenting solutions.                                                                                                                                                                                                          |
| 4 | 3 | <b>Financial Analysis1</b> | <b>Financial ratios And bench marks</b> | <b>Problem-solving method</b> | <b>1. Attendance and participation</b><br><br><b>2. Presenting discussion panels, raising questions, and presenting solutions</b><br><br><b>3. Group assessment: Ideas presented in the required assignments and the quality of their discussion</b> |
| 5 | 3 | <b>Financial Analysis2</b> | <b>Iraqi stock exchange ISX60</b>       | <b>Problem-Solving Method</b> | <b>1. Attendance and Participation</b><br><br><b>2. Individual Assessment: Through the quality of discussion, asking questions, and presenting solutions with</b>                                                                                    |

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|   |   |                                          |                                         |                      |                                                                                                                                                                                                                                                                               |
|---|---|------------------------------------------|-----------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                                          |                                         |                      | <p>data</p> <p>3. Group Assessment:<br/>The ideas presented in the required assignments and the quality of their discussion</p> <p>4. Final Exam (Semester)</p>                                                                                                               |
| 6 | 3 | Presentation of financial reports (H& E) | Official statement analysis and reports | Microteaching Method | <p>1. Attendance and Participation</p> <p>2. Individual Assessment:<br/>Through the quality of discussion, asking questions, and presenting solutions</p> <p>3. Group Assessment:<br/>The ideas presented in the required assignments and the quality of their discussion</p> |
| 7 | 3 | Capital budgeting                        | First decision (                        | Traditional          | 1. Attendance and                                                                                                                                                                                                                                                             |

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|   |   |                          |                                                |                                      |                                                                                                                                                                                                                                                             |
|---|---|--------------------------|------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                          | Investment criteria)                           | Methods                              | Participation<br><br>2. Individual Assessment:<br>Through discussions on fluctuations and advanced statistical measurement methods.                                                                                                                         |
| 8 | 3 | Working Capital Policies | second decision financing & investing policies | Problem-solving method               | 1. Problem-solving method<br><br>2. Microteaching method: 1. Attendance and participation<br><br>2. Reference studies and real-life experiences<br><br>3. Group assessment: Ideas presented in the required assignments and the quality of their discussion |
| 9 | 3 | Capital structure        | Third decision (Finance decision and ratios)   | Traditional methods using real data. | 1. Attendance and participation.<br><br>2. Individual                                                                                                                                                                                                       |

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|    |   |                   |                                 |                                                                    |                                                                                                                                                                                                                                                     |
|----|---|-------------------|---------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                   |                                 |                                                                    | <p>assessment: through the quality of discussion, asking questions, and presenting solutions.</p> <p>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion.</p>                                  |
| 10 | 3 | Dividend decision | The fourth decision and results | Description and elaboration of modern types through brainstorming. | <p>1. Attendance and participation.</p> <p>2. Individual assessment: based on the quality of discussion, posing questions, and presenting solutions.</p> <p>3. Group assessment: ideas presented in the required assignments and the quality of</p> |

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|    |   |                             |                              |                      |                                                                                                                                                                                                                                             |
|----|---|-----------------------------|------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                             |                              |                      | <p>their discussion.</p> <p>4. Daily and semester exams.</p>                                                                                                                                                                                |
| 11 | 3 | <b>Risk &amp; Return</b>    | As a models and developments | Microteaching Method | <p>1. Attendance and Participation</p> <p>2. Individual Assessment: Through review of available data and management models.</p> <p>3. Group Assessment: Ideas presented in the required assignments and the quality of their discussion</p> |
| 12 | 3 | <b>Portfolio management</b> | Formation and comparison     | Microteaching Method | <p>1. Attendance and Participation</p> <p>2. Individual Assessment: Through the Quality of Discussion, Asking Questions, and Presenting</p>                                                                                                 |

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|    |   |                                                     |                                                               |                                    |                                                                                                                                                                                |
|----|---|-----------------------------------------------------|---------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                                                     |                                                               |                                    | <b>Solutions</b><br><br><b>3. Group Assessment:</b><br><b>The Ideas Presented in the Assigned Assignments and the Quality of Their Discussion</b><br><br><b>4. Daily Exams</b> |
| 13 | 3 | <b>Financial institution &amp; Financial market</b> | <b>Financial super structure and Economic infra-structure</b> | <b>Interconnections Discussion</b> | <b>1. Attendance and Participation</b><br><br><b>2. Individual Evaluation: Through the Quality of Discussion, Asking Questions, and Presenting Solutions</b>                   |
| 14 | 3 | <b>Financial Crises</b>                             | <b>Theories , Models, and Generations</b>                     | <b>Discussion Sessions</b>         | <b>1. Attendance and Participation</b><br><br><b>2. Individual Evaluation: Based on the quality of discussion, posing questions, and presenting</b>                            |

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|    |   |                   |                                           |                                           |                                                                                                                                                                                                                                                                                                                                                 |
|----|---|-------------------|-------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                   |                                           |                                           | <b>solutions</b><br><br><b>3. Group Evaluation:</b><br><b>The ideas presented in the required assignments and the quality of their discussion</b>                                                                                                                                                                                               |
| 15 | 3 | <b>Time value</b> | <b>Interest rate and inflation effect</b> | <b>Oral and written exams and essays.</b> | <b>1.Attendance and participation.</b><br><br><b>2. Individual assessment: through the quality of discussion, posing questions, and presenting solutions.</b><br><br><b>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion.</b><br><br><b>4. Daily exams.</b><br><br><b>5. Final exam</b> |

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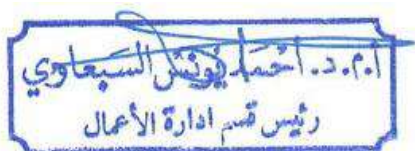
|                                                                                                                                                                 |  |                                                                                                                                                                                                                                                                                             |  |  |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|------------|
|                                                                                                                                                                 |  |                                                                                                                                                                                                                                                                                             |  |  | (semester) |
| <b>11.Course Evaluation</b>                                                                                                                                     |  |                                                                                                                                                                                                                                                                                             |  |  |            |
| The grade is distributed out of 30 based on the tasks assigned to the student, such as daily preparation, daily, oral, monthly and written exams, reports, etc. |  |                                                                                                                                                                                                                                                                                             |  |  |            |
| <b>12.Learning and Teaching Resources</b>                                                                                                                       |  |                                                                                                                                                                                                                                                                                             |  |  |            |
| Required textbooks (curricular books, if any)                                                                                                                   |  | Brigham,Hutson,2019,fundamentals of financial ..management, McGraw-Hill<br><br>Jornett, Adair, and, Nofsinger,2009, Finance, .application &theory , McGraw-Hill<br><br>Ross, Stephen A, and Wsterfield, Randolph ,and, rdan, Bradford,2006 , Fundamentals of corporate finance ,McGraw-Hill |  |  |            |
| Main references (sources)                                                                                                                                       |  | 1.Melicger,Ronald R, and, Norton, Edgar A,2017, .Introduction to finance, Sixteenth edition ,Wiley                                                                                                                                                                                          |  |  |            |
| Recommended books and references (scientific journals, reports...)                                                                                              |  | Issued by Financial markets, Financial institutions                                                                                                                                                                                                                                         |  |  |            |
| Electronic References, Websites                                                                                                                                 |  | Websites for additional data and publications regarding the methodology of each lecture.                                                                                                                                                                                                    |  |  |            |

أسم وتوقيع رئيس القسم

أ.م.د. أحمد يونس السبعلاوي

أسم وتوقيع صاحب المقرر

أ.د. نعيم امير الصائغ



## Course Description Form

|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <b>1. Course Name and Stage of Study</b>                                                                        |
| Entrepreneurship                                                                                                |
| <b>2. Course Code</b>                                                                                           |
|                                                                                                                 |
| <b>Semester/Year .3</b>                                                                                         |
| 2025-2026                                                                                                       |
| <b>4. Date this description was prepared 1/9/2025</b>                                                           |
|                                                                                                                 |
| <b>5. Available Forms of Attendance</b>                                                                         |
|                                                                                                                 |
| <b>Number of study hours (total) / number of units (total) 2/30 .6</b>                                          |
| 2                                                                                                               |
| <b>7. The name of the course administrator (if more than one name mentions)<br/>and the academic title</b>      |
| Name: Assoc. Prof. Dr. Raghad Mohamed Yahya Email:<br>raghad.yahya@uomosul.edu.iq                               |
| <b>8. Course Objectives:</b>                                                                                    |
| 1. Introduce students to the concept of entrepreneurship and its importance in economic and social development. |
| 2. Develop the ability to discover entrepreneurial opportunities and turn them into viable projects.            |
| 3. Providing students with the skills to prepare and study business plans for entrepreneurial projects.         |



|                                                                                                                                                                                                            |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------|
| 4. Developing creativity and innovation skills in problem-solving and entrepreneurial decision-making.                                                                                                     |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
| 5. Enhance the ability to assess and manage risks in the business environment.                                                                                                                             |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
| 6. Develop leadership and teamwork skills necessary to manage entrepreneurial projects.                                                                                                                    |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
| 7. Introduce students to the sources of funding for entrepreneurial projects and the mechanisms for obtaining them.                                                                                        |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
|                                                                                                                                                                                                            |                                       |                                                   | Course Objectives: Forming the Idea of Entrepreneurship and its Importance in Economic Development                                                                                                                                  |         |          |
| 9. Teaching and Learning Strategies                                                                                                                                                                        |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
| discussion, raises a point for discussion in order to enrich it and to know and guide the points of view Research, assigning the student to make reports for topics in the course or related to the course |                                       |                                                   | Strategy:<br>The lecture begins with a presentation of the topics that will be presented in the lecture and links them to the previous lecture. The lecture concludes with a quick review that inspired what the lecture addressed. |         |          |
| 10. Course Structure                                                                                                                                                                                       |                                       |                                                   |                                                                                                                                                                                                                                     |         |          |
| Evaluation Method                                                                                                                                                                                          | Learning method                       | Unit Name or Subject                              | Required Learning Outcomes                                                                                                                                                                                                          | Watches | The week |
| Seminar                                                                                                                                                                                                    | Discussion and dialogue with students | 1- An Invitation to the World of Entrepreneurship | Forming an idea in the student about the proposed material                                                                                                                                                                          | ٢       | 1        |
| Seminar                                                                                                                                                                                                    | Discussion and                        | Entrepreneur's Competencies and                   | Forming an idea                                                                                                                                                                                                                     | ٢       | 2        |

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|         |                                       |                                                                              |                                                            |   |   |
|---------|---------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------|---|---|
|         | dialogue with students                | Abilities                                                                    | in the student about the proposed material                 |   |   |
| Seminar | Discussion and dialogue with students | <b>Difference Between Entrepreneurship and Small Enterprises</b>             | Forming an idea in the student about the proposed material | ٢ | 3 |
| Seminar | Discussion and dialogue with students | Entrepreneurship Process                                                     | Forming an idea in the student about the proposed material | ٢ | 4 |
| Seminar | Discussion and dialogue with students | The needs and desires of the individual who owns the entrepreneurial project | Forming an idea in the student about the proposed material | ٢ | 5 |
| Seminar | Discussion and dialogue with students | Advantages and Problems of Entrepreneurial Projects                          | Forming an idea in the student about the proposed material | ٢ | 6 |
| Seminar | Discussion and dialogue with students | Determinants of the success and failure of the entrepreneurial project       | Forming an idea in the student about the                   | ٢ | 7 |

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|                         |                                       |                                                        |                                                            |   |    |
|-------------------------|---------------------------------------|--------------------------------------------------------|------------------------------------------------------------|---|----|
|                         |                                       |                                                        | proposed material                                          |   |    |
| Seminar                 | Discussion and dialogue with students | Feasibility Study of the Pioneering Legislator         | Forming an idea in the student about the proposed material | ٢ | 8  |
| Dialogue and discussion | Discussion and dialogue with students | A realistic experience                                 | Forming an idea in the student about the proposed material | ٢ | 9  |
| Seminar                 | Discussion and dialogue with students | Strategic Plan of the Entrepreneurial Project          | Forming an idea in the student about the proposed material | ٢ | 10 |
| Seminar                 | Discussion and dialogue with students | Professional management of the entrepreneurial project | Forming an idea in the student about the proposed material | ٢ | 11 |
| Dialogue and discussion | Discussion and dialogue with students | A realistic experience                                 | Forming an idea in the student about the proposed material | ٢ | 12 |
| Seminar                 | Discussion                            | Corporate                                              | Forming                                                    | ٢ | 13 |

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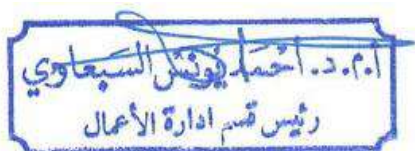
|      |                                       |                                                                                                |                                                            |   |    |
|------|---------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------|---|----|
|      | and dialogue with students            | Entrepreneurship: Leading the Process of Transformation of the Legislator into a Major Company | an idea in the student about the proposed material         |   |    |
| Exam | Discussion and dialogue with students | Human Resources Management in the Entrepreneurial Project                                      | Forming an idea in the student about the proposed material | ٢ | 14 |
| Exam |                                       | Test                                                                                           | Test                                                       | ٢ | 15 |

### 11. Course Evaluation and Grade Divisions

Distribution of the score out of 100 according to the tasks assigned to the student, such as daily preparation, daily, oral, monthly, written exams, reports... etc.

### 12. Learning Resources and Teaching

|                                                         |                                                                    |
|---------------------------------------------------------|--------------------------------------------------------------------|
| Various Internet and Library Resources                  | Required Textbooks (Methodology, if any)                           |
| Entrepreneurship / Abdel Hamid Mustafa Abu Naeem (2020) | Main Reference(s)                                                  |
|                                                         | Recommended books and references (scientific journals, reports...) |
|                                                         | References, Websites                                               |
|                                                         | Curriculum Update Rate                                             |



د. أحمد يوسف السبعاوي

## Course Description Form

University of Mosul, College of Administration and Economics, Department of Business Administration

|                                                                     |
|---------------------------------------------------------------------|
| 1. Course Name:                                                     |
| International Management/ Ph.D.                                     |
| 2. Course Code:                                                     |
|                                                                     |
| 3. Semester / Year:                                                 |
| Second semester, 2025-2026                                          |
| 4. Description Preparation Date:                                    |
| January. 2025                                                       |
| 5. Available Attendance Forms:                                      |
| Presence                                                            |
| 6. Number of Credit Hours (Total) / Number of Units (Total)         |
| 3 Hours, 3 units                                                    |
| 7. Course administrator's name (mention all, if more than one name) |
| Name: Prof. Dr. Maan Waadalah Al-Maadhede                           |



Email: maan\_waadalah@uomosul.edu.iq

## 8. Course Objectives

- |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course Objectives</b> | <ul style="list-style-type: none"> <li>• Providing students with advanced topics in strategic management</li> <li>• Making students understand the latest developments in the science of strategic management</li> <li>• Presenting the curriculum chapters sequentially to achieve full awareness of the content of the academic vocabulary.</li> <li>• Improving students' skills in dealing with case studies that describe the reality of global organizations in developed countries.</li> <li>• Testing students' abilities in dealing with developments in the field of strategic management</li> </ul> |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 9. Teaching and Learning Strategies

|                 |  |
|-----------------|--|
| <b>Strategy</b> |  |
|-----------------|--|

## 10. Course Structure

| Week | Hours | Required Learning Outcomes     | Unit or subject name                                       | Learning method | Evaluation method      |
|------|-------|--------------------------------|------------------------------------------------------------|-----------------|------------------------|
| 1    | 3     | Knowledge & Skills Improvement | Evaluating the Global Business Environment                 |                 | Discussion & questions |
| 2    | 3     | Knowledge & Skills Improvement | Corporate Social Responsibility, Ethics and Sustainability |                 | Discussion & questions |
| 3    | 3     | Knowledge & Skills Improvement | How Culture Factors Affect Management                      |                 | Discussion & questions |
| 4    | 3     | Knowledge & Skills             | Cross-Cultural                                             |                 | Discussion &           |

  
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|    |   |                                |                                                 |  |                        |
|----|---|--------------------------------|-------------------------------------------------|--|------------------------|
|    |   | Improvement                    | Communication                                   |  | questions              |
| 5  | 3 | Knowledge & Skills Improvement | Decision Making and Negotiation across Cultures |  | Discussion & questions |
| 6  | 3 | Knowledge & Skills Improvement | Developing Strategy                             |  | Discussion & questions |
| 7  | 3 | Knowledge & Skills Improvement | Developing Strategy                             |  | Discussion & questions |
| 8  | 3 | Knowledge & Skills Improvement | Implementing Strategy                           |  |                        |
| 9  | 3 | Knowledge & Skills Improvement | Mid Semester Exam                               |  | Discussion & questions |
| 10 | 3 | Knowledge & Skills Improvement | Organizing for Global Operations                |  | Discussion & questions |
| 11 | 3 | Knowledge & Skills Improvement | International Human Resource Management         |  | Discussion & questions |
| 12 | 3 | Knowledge & Skills Improvement | International Human Resource Management         |  | Discussion & questions |
| 13 | 3 | Knowledge & Skills Improvement | Developing Global Managers and teams            |  | Discussion & questions |
| 14 | 3 | Knowledge & Skills Improvement | Motivating & Leading                            |  | Discussion & questions |
| 15 | 3 | Knowledge & Skills Improvement | Final Semester Exam                             |  |                        |

## 11. Course Evaluation

Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc

## 12. Learning and Teaching Resources



|                                                                       |                                                                                                                      |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Required textbooks (curricular books, if any)                         |                                                                                                                      |
| Main references (sources)                                             | International Management: Managing<br>Across Borders and Cultures- Text & Cases<br>Helen Deresky & Stewart R. Miller |
| Recommended books and references<br>(scientific journals, reports...) | International Management Books<br><br>International Business Books                                                   |
| Electronic References, Websites                                       | -----                                                                                                                |

  
 اسم وتوقيع صاحب المقرر  
 آ. د. معن وعدا الله المعاضيدي

### Course Description Form

|                                                                          |
|--------------------------------------------------------------------------|
| Course Name:                                                             |
| 1. Production and Operations Management / PhD in Business Administration |
| 2. Course Code:                                                          |

  
 أ.م.د. أحمد يوسف السباعي  
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| 3. Semester / Year: second                                                                                                        |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
|-----------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------|-----------------------------|
|                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 4. Description Preparation Date: 2026/9/1                                                                                         |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
|                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 5. Available Attendance Forms: Mandatory attendance for 15 weeks                                                                  |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
|                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 6. Number of Credit Hours (Total) / Number of Units (Total): (3 hours per week)                                                   |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
|                                                                                                                                   |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 7. Course administrator's name (mention all, if more than one name)                                                               |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| Name: Asst. Prof. Dr. Safwan Yaseen Hassan Email:<br><a href="mailto:safwan_yasen@uomosul.edu.iq">safwan_yasen@uomosul.edu.iq</a> |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 8. Course Objectives                                                                                                              |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| <b>Course Objectives</b>                                                                                                          |         | 1- Qualification and preparation of graduates capable of working in the governmental, private, and mixed sectors, as well as Iraqi and international private companies.<br>2- Developing the skills of workers in production planning.<br>3- Developing mental skills to diagnose problems and propose solutions.. |                                                                                   |                 |                             |
| 9. Teaching and Learning Strategies                                                                                               |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| <b>Strategy</b>                                                                                                                   |         | 1. Lecture and seminar method.<br>2. Discussion method.                                                                                                                                                                                                                                                            |                                                                                   |                 |                             |
| 10. Course Structure                                                                                                              |         |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| Week                                                                                                                              | Hours   | Required Learning Outcomes                                                                                                                                                                                                                                                                                         | Unit or subject name                                                              | Learning method | Evaluation method           |
| 1                                                                                                                                 | 3 Hours |                                                                                                                                                                                                                                                                                                                    | Introduction to Production and Operations<br>Production and Operations Strategies |                 | Monthly daily minations the |
| 2                                                                                                                                 | 3 Hours |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 3                                                                                                                                 | 3 Hours |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |
| 4                                                                                                                                 | 3 Hours |                                                                                                                                                                                                                                                                                                                    |                                                                                   |                 |                             |

  
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|    |         |  |                                                |  |                   |
|----|---------|--|------------------------------------------------|--|-------------------|
| 5  | 3 Hours |  | Product Design and Development                 |  | Final examination |
| 6  | 3 Hours |  | Capacity Planning                              |  |                   |
| 7  | 3 Hours |  | Computer-Aided Product Design                  |  |                   |
| 8  | 3 Hours |  | Optimized Production System (OPT)              |  |                   |
| 9  | 3 Hours |  | Material Requirements Planning (MRP)           |  |                   |
| 10 | 3 Hours |  | Just-In-Time Production (JIT)                  |  |                   |
| 11 | 3 Hours |  | Computer-Aided Design and Manufacturing System |  |                   |
| 12 | 3 Hours |  | Efficient Manufacturing System                 |  |                   |
| 13 | 3 Hours |  | Cleaner Production System                      |  |                   |
| 14 | 3 Hours |  | Holonic Manufacturing System                   |  |                   |
| 15 | 3 Hours |  | Intelligent Production System                  |  |                   |
|    |         |  | Rapid Manufacturing System                     |  |                   |
|    |         |  | Artificial Intelligence Applications           |  |                   |

### 11. Course Evaluation

Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc

### 12. Learning and Teaching Resources

|                                                                    |                                |
|--------------------------------------------------------------------|--------------------------------|
|                                                                    | Operation management           |
| Required textbooks (curricular books, if any)                      | Krajwisky & Ritizman 2021, ed4 |
| Recommended books and references (scientific journals, reports...) |                                |
| Electronic References, Websites                                    | some online sources            |

اسم وتوقيع صاحب المقرر  
د. محمد هادي

### Course description template

,University: Mosul

:College and Administration

Economics / Department or Branch: Business Administration

**Production and Operations Management : Course Name and Academic Level .1**

**PhD Studies / Students Eligible for Credit Transfer /**

د.م.د. أحمد يوسف السجواني  
رئيس قسم إدارة الأعمال

|                                                                                                                                                   |                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                   |                                                                                                                                                  |
| <b>Course Code .2</b>                                                                                                                             |                                                                                                                                                  |
|                                                                                                                                                   |                                                                                                                                                  |
| <b>Term/Year .3</b>                                                                                                                               |                                                                                                                                                  |
| 2026-2025                                                                                                                                         |                                                                                                                                                  |
| <b>description was prepared Date this .4</b>                                                                                                      |                                                                                                                                                  |
| 2025/9/7                                                                                                                                          |                                                                                                                                                  |
| <b>/Available attendance formats / Morning .5</b>                                                                                                 |                                                                                                                                                  |
| Live lectures in classrooms                                                                                                                       |                                                                                                                                                  |
| <b>Number of study hours (total) / (1) One .6</b>                                                                                                 |                                                                                                                                                  |
| Number of units (total) 1 hour 1 units                                                                                                            |                                                                                                                                                  |
| <b>please state it) and ,Name of the course coordinator (if there is more than one .7<br/>academic title</b>                                      |                                                                                                                                                  |
| :Name: Assistant Professor Dr. Adel Mohamed Abdullah Email<br><a href="mailto:adel_mohamed@uomosul.edu.iq">adel_mohamed@uomosul.edu.iq</a>        |                                                                                                                                                  |
| <b>practically To enable students to learn theoretically and : Course Objectives .8<br/>.in the field of production and operations management</b> |                                                                                                                                                  |
| Defining forms of production -3<br>Management Studying Quality -4<br>Studying the principles of factory -5<br>site selection and factory layout   | Course objectives<br>Introduction to production concepts -1<br>(and systems (theoretical<br>of production the quality Defining -2<br>practically |
| <b>Teaching and learning strategies .9</b>                                                                                                        |                                                                                                                                                  |
|                                                                                                                                                   | Strategy: Diversifying the teaching methods for the subject of Production                                                                        |



|                            |                             |                                                                              | and Operations Management           |       |      |
|----------------------------|-----------------------------|------------------------------------------------------------------------------|-------------------------------------|-------|------|
| Course Structure .10       |                             |                                                                              |                                     |       |      |
| Evaluation Method          | Learning method             | Unit or topic name                                                           | Required learning outcomes          | Hours | Week |
| Exams Oral and theoretical | Lecture and practical cases | The concept of production and operations                                     | Theoretical and practical knowledge | 1     | 1    |
| Exams Oral and theoretical | Lectures                    | Elements of the production system                                            | Theoretical and practical knowledge | 1     | 2    |
| Report writing             | Lectures and case studies   | Completing the elements of the production system                             | Theoretical and practical knowledge | 1     | 3    |
| Exams Oral and theoretical | Lectures                    | time -in-Just production system                                              | Theoretical and practical knowledge | 1     | 4    |
| Exams Oral and theoretical | Lectures                    | -Completing the on time production system                                    | Theoretical and practical knowledge | 1     | 5    |
| Exams Oral and theoretical | Lectures                    | efficient factory system                                                     | Theoretical and practical knowledge | 1     | 6    |
| Report writing             | practical case              | Complementing the efficient factory system                                   | Theoretical and practical knowledge | 1     | 7    |
| Exams Oral and theoretical | Lecture                     | Production system by recommendation                                          | Theoretical and practical knowledge | 1     | 8    |
| Exams Oral and theoretical | Lecture and practical cases | Supplementing the production system with recommendations                     | Theoretical and practical knowledge | 1     | 9    |
| -Pre preparation           | Lecture                     | Quality Circles: Conceptual Foundations                                      | Theoretical and practical knowledge | 1     | 10   |
| -Pre preparation           | Lecture                     | Quality Ring Forms                                                           | Theoretical and practical knowledge | 1     | 11   |
| -Pre preparation           | Practical Cases             | Reducing quality costs in production according to the Six Schema methodology | Theoretical and practical knowledge | 1     | 12   |
| -Pre preparation           | Practical Cases             | Further reduction in production costs                                        | Theoretical and practical           | 1     | 13   |

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|                  |                 |                                             |                                     |   |    |
|------------------|-----------------|---------------------------------------------|-------------------------------------|---|----|
|                  |                 |                                             | knowledge                           |   |    |
| -Pre preparation | Practical Cases | Choosing the right location for the factory | Theoretical and practical knowledge | 1 | 14 |
| -Pre preparation | Practical Cases | Midterm exam and report discussion          | Theoretical and practical knowledge | 1 | 15 |
|                  |                 |                                             |                                     |   | 16 |
|                  |                 |                                             |                                     |   | 17 |
|                  |                 |                                             |                                     |   | 18 |
|                  |                 |                                             |                                     |   | 19 |
|                  |                 |                                             |                                     |   | 20 |
|                  |                 |                                             |                                     |   | 21 |
|                  |                 |                                             |                                     |   | 22 |
|                  |                 |                                             |                                     |   | 23 |
|                  |                 |                                             |                                     |   | 24 |
|                  |                 |                                             |                                     |   | 25 |
|                  |                 |                                             |                                     |   | 26 |
|                  |                 |                                             |                                     |   | 27 |
|                  |                 |                                             |                                     |   | 28 |
|                  |                 |                                             |                                     |   | 29 |
|                  |                 |                                             |                                     |   | 30 |

|                                                                                                                                                                      |                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>grade breakdown Course evaluation and .11</b>                                                                                                                     |                                                  |
| The grade out of 100 is distributed according to the tasks assigned to the student, such as daily preparation, daily, oral, monthly, and written exams, reports, etc |                                                  |
| <b>Learning and teaching resources .12</b>                                                                                                                           |                                                  |
| nothing                                                                                                                                                              | Required textbooks methodology, ) (applicable if |

أ.م.د. أحمد يوسف السجعاوي  
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Ta'i, Adel Muhammad Abdullah, (2021) Quality and Environmental -Al Management, Academics House for Printing, Publishing and .Distribution, First Edition, Amman, Jordan</li> <li>• Dahab and Dr. -Suwar Al .Production and Operations Management: Dr Zaki Makki Ismail</li> <li>• Najjar -Production and Operations Management: Dr. Sabah Majeed Al and Abdul Karim Mohsen</li> <li>• The doctoral dissertation is a contribution to the design of effective ledge information systems for managing production in the know .economy<br/>For the student Lamia Dali Ali</li> <li>• Faihan-Ithar Abdulhadi Al -Production and Operations Management</li> <li>• Research published in the Rafidain Development Journal (Reducing dimensional diffraction method in dealing -quality costs using the six (defects: A case study in a children's clothing factory in Mosul with</li> </ul> | Main references (sources)                                                      |
| nothing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Recommended supporting books and references scientific ) journals, (...reports |
| <a href="https://scholar.google.com/">https://scholar.google.com/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Electronic references, websites                                                |
| entirely suggested for the first time as the Strategic The vocabulary was .Planning Diploma program was being implemented for the first time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Curriculum update rate                                                         |

Name and signature of the



اسم وتوقيع صاحب المقرر  
د. عادل محمد عبد الله

course instructor

### Course description template

|                                                                                                                                            |                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Management/PhD Crisis : Course name and academic level .1</b>                                                                           |                                                                                                                   |
|                                                                                                                                            |                                                                                                                   |
| <b>Course Code .2</b>                                                                                                                      |                                                                                                                   |
|                                                                                                                                            |                                                                                                                   |
| <b>Term/Year .3</b>                                                                                                                        |                                                                                                                   |
| 2026-2025                                                                                                                                  |                                                                                                                   |
| <b>Date this description was prepared .4</b>                                                                                               |                                                                                                                   |
| 2025/9/7                                                                                                                                   |                                                                                                                   |
| <b>/Available attendance formats / Morning .5</b>                                                                                          |                                                                                                                   |
| Live lectures in classrooms                                                                                                                |                                                                                                                   |
| <b>/ Total number of study hours .6</b>                                                                                                    |                                                                                                                   |
| units Number of units (total): 3 hours and 3                                                                                               |                                                                                                                   |
| <b>Name of the course coordinator (if there is more than one, please state it) and .7 academic title</b>                                   |                                                                                                                   |
| Name: Assistant Professor Dr. Adel Mohamm ed Abdullah                                                                                      |                                                                                                                   |
| Email <a href="mailto:adel_mohamed@uomosul.edu.iq">adel_mohamed@uomosul.edu.iq</a>                                                         |                                                                                                                   |
| <b>To enable students to learn theoretically and practically : Course Objectives .8 in the field of project and contracting management</b> |                                                                                                                   |
| ing the staff with appropriate Provid -3<br>crisis management scenarios<br>Forms of crises -4<br>Stages of crises and other topics -5      | Course objectives<br>Introduction to Crisis Management -1<br>(Theoretical)<br>Introducing crisis management in -2 |



|                                            |                             |                                                                                                  | practice                                                                                  |              |             |
|--------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------|-------------|
| <b>Teaching and learning strategies .9</b> |                             |                                                                                                  |                                                                                           |              |             |
|                                            |                             |                                                                                                  | Strategy: Diversify teaching methods for management , reporting, and crisis brainstorming |              |             |
| <b>Structure Course .10</b>                |                             |                                                                                                  |                                                                                           |              |             |
| <b>Evaluation Method</b>                   | <b>Learning method</b>      | <b>Unit or topic name</b>                                                                        | <b>Required learning outcomes</b>                                                         | <b>Hours</b> | <b>Week</b> |
| Exams<br>Oral and theoretical              | Lecture and practical cases | Crisis concepts characteristics, ) and synonymous terms such as problem, disaster, (and conflict | Theoretical and practical knowledge                                                       | 3            | 1           |
| Exams<br>Oral and theoretical              | Lectures                    | Classification of crises (types of crises)                                                       | Theoretical and practical knowledge                                                       | 3            | 2           |
| Report writing                             | Lectures and case studies   | Stages of crises birth, maturity, ) fading decline , and (away                                   | Theoretical and practical knowledge                                                       | 3            | 3           |
| Exams<br>Oral and theoretical              | Lectures                    | Understanding the stages, response, and recovery                                                 | Theoretical and practical knowledge                                                       | 3            | 4           |
| Exams<br>Oral and theoretical              | Lectures                    | Diagnosis and management of crises                                                               | Theoretical and practical knowledge                                                       | 3            | 5           |
| Exams<br>Oral and theoretical              | Lectures                    | Different approaches to crisis management historical, ) descriptive, analytical, and (systems    | Theoretical and practical knowledge                                                       | 3            | 6           |
| Report writing                             | practical case              | Crisis management requirements (the four resources, communication, and preventative              | Theoretical and practical knowledge                                                       | 3            | 7           |

  
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 رئيس قسم إدارة الأعمال

|                                  |                                   |                                                                                                |                                           |   |    |
|----------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------|---|----|
|                                  |                                   | (forecasting                                                                                   |                                           |   |    |
| Exams<br>Oral and<br>theoretical | Lecture                           | Crisis preparedness<br>strategic planning, )<br>leadership role, crisis<br>(resolution methods | Theoretical and<br>practical<br>knowledge | 3 | 8  |
| Exams<br>Oral and<br>theoretical | Lecture and<br>practical<br>cases | The role of<br>relationships in crisis<br>management                                           | Theoretical and<br>practical<br>knowledge | 3 | 9  |
| -Pre<br>preparation              | Lecture                           | crisis -Post<br>management methods                                                             | Theoretical and<br>practical<br>knowledge | 3 | 10 |
| -Pre<br>preparation              | Lecture                           | Methods of<br>measuring crises                                                                 | Theoretical and<br>practical<br>knowledge | 3 | 11 |
| -Pre<br>preparation              | Practical Cases                   | Technology and<br>Crisis Management                                                            | Theoretical and<br>practical<br>knowledge | 3 | 12 |
| -Pre<br>preparation              | Practical Cases                   | The exam                                                                                       | Theoretical and<br>practical<br>knowledge | 3 | 13 |
| -Pre<br>preparation              | Practical Cases                   | Studies in Crisis<br>Management                                                                | Theoretical and<br>practical<br>knowledge | 3 | 14 |
| -Pre<br>preparation              | Practical<br>Cases                | Discussion of reports<br>in crisis management                                                  | Theoretical and<br>practical<br>knowledge | 3 | 15 |
|                                  |                                   |                                                                                                |                                           |   | 16 |
|                                  |                                   |                                                                                                |                                           |   | 17 |
|                                  |                                   |                                                                                                |                                           |   | 18 |
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|                                  |                                   |                                                                                                |                                           |   | 29 |
|                                  |                                   |                                                                                                |                                           |   | 30 |

أ.م.د. أحمد يوسف السبعاوي  
رئيس قسم إدارة الأعمال

| Course evaluation and grade breakdown .11                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| tasks assigned to the student, such as daily The grade out of 100 is distributed according to the .preparation, daily, oral, monthly, and written exams, reports, etc                                                                                                                                                                                                                                                                                                                                        |                                                                                |
| Learning and teaching resources .12                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                |
| nothing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Required textbooks methodology, ) (if applicable                               |
| 1. Abdelkader Bouzlan , Crisis Management, Syrian Dr. Aya Riad .Virtual University, 2021<br>2. Ain Shams , Dr. Magda Jibril and Dr. Mamdouh Rifai Crisis , Open Education , Faculty of Commerce , University Management<br>3. Dr. Abdullah Ahmed Jibril and others, Crisis Management British University in Egypt, 2024 ,Guide<br>4. Ta'i, Adel Muhammad Abdullah, (2021) Quality and -Al Environmental Management, Academics House for Printing, .Publishing and Distribution, First Edition, Amman, Jordan | Main references (sources)                                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Recommended supporting books and references ic scientif) journals, (...reports |



|                                                                       |                                 |
|-----------------------------------------------------------------------|---------------------------------|
| <a href="https://scholar.google.com/">https://scholar.google.com/</a> | Electronic references, websites |
| %20                                                                   | Curriculum update rate          |

اسم وتوقيع صاحب المقرر  
د. عادل محمد عبد الله

### Course description template

|                                                                                                          |
|----------------------------------------------------------------------------------------------------------|
| <b>1. Course name and academic level</b>                                                                 |
| PhD –Graduate Studies –Organizational Management                                                         |
| <b>2. Course Code</b>                                                                                    |
| (AEMI18_F404)                                                                                            |
| <b>3. Term/Year</b>                                                                                      |
| 2025-2026                                                                                                |
| <b>4. Date this description was prepared</b>                                                             |
| 2025-2026                                                                                                |
| <b>5. Available attendance formats</b>                                                                   |
| (Mandatory attendance for (15 weeks                                                                      |
| <b>6. Total number of study hours / Total number of units</b>                                            |
| (hours per week 3)                                                                                       |
| <b>7. Name of the course coordinator (if there is more than one, please state it) and academic title</b> |

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: Khashab Email-Name: Dr. Hassan Thabet Jassim Alhasan\_thabet@uomosul.edu.iq

## Course Objectives .8

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <ul style="list-style-type: none"> <li>• Introduction to Organization Theory</li> <li>• . Organizational design</li> <li>Regulatory environment</li> <li>• Horizontal structures</li> <li>• Digital organizations</li> <li>Administrative organization in the • context of artificial intelligence</li> <li>• . Organizational health</li> <li>• . Organizational flexibility</li> <li>• . Organizational reputation</li> <li>• organizational Skill</li> <li>• . Organizational leadership</li> <li>• . Organizational sustainability</li> <li>• the in The genetic fingerprint .organization</li> <li>• .General case studies</li> <li>• Midterm exam</li> </ul> | Course objectives |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|

## Teaching and learning strategies .9

|                                                                                                     |           |
|-----------------------------------------------------------------------------------------------------|-----------|
| <p>Discussion .1</p> <p>Practical demonstration method .2</p> <p>Cooperative learning method .3</p> | :Strategy |
|-----------------------------------------------------------------------------------------------------|-----------|

## Course Structure .10

| Evaluation Method            | Learning method                                    | Unit or topic name                  | Required learning outcomes  | Hours | Week |
|------------------------------|----------------------------------------------------|-------------------------------------|-----------------------------|-------|------|
| Attendance and participation | Discussion method practical , demonstration method | Introduction to Organization Theory | Knowledge and understanding | 3     | 1    |
| Attendance and participation | Discussion , method practical demonstration method | Organizational design               | Knowledge and understanding | 3     | 2    |
| Attendance and               | Discussion , method                                | Regulatory environment              | Knowledge                   | 3     | 3    |

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|                              |                                                           |                                                                   |                             |   |    |
|------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------|-----------------------------|---|----|
| participation                | <b>practical demonstration method</b>                     |                                                                   | and understanding           |   |    |
| Attendance and participation | Discussion method <b>practical , demonstration method</b> | horizontal structures                                             | Knowledge and understanding | 3 | 4  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Digital organizations                                             | Knowledge and understanding | 3 | 5  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Administrative organization in age of the artificial intelligence | Knowledge and understanding | 3 | 6  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Organizational health                                             | Knowledge and understanding | 3 | 7  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Organizational flexibility                                        | Knowledge and understanding | 3 | 8  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Organizational reputation                                         | Knowledge and understanding | 3 | 9  |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Organizational skill                                              | Knowledge and understanding | 3 | 10 |
| Attendance and participation | Discussion method <b>practical , demonstration method</b> | Organizational leadership                                         | Knowledge and understanding | 3 | 11 |
| Attendance and participation | Discussion method <b>practical , demonstration method</b> | Organizational sustainability                                     | Knowledge and understanding | 3 | 12 |
| Attendance and               | Discussion method <b>practical ,</b>                      | Genetic                                                           | Knowledge                   | 3 | 13 |

  
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|                              |                                                           |                                    |                             |   |           |
|------------------------------|-----------------------------------------------------------|------------------------------------|-----------------------------|---|-----------|
| participation                | <b>demonstration method</b>                               | fingerprinting the in organization | and understanding           |   |           |
| Attendance and participation | Discussion method <b>practical , demonstration method</b> | General case studies               | Knowledge and understanding | 3 | <b>14</b> |
| Attendance and participation | Discussion , method <b>practical demonstration method</b> | Term test                          | Knowledge and understanding | 3 | <b>15</b> |

### Course evaluation and grade breakdown .11

The grade out of 100 is distributed according to the tasks assigned to the student, .daily preparation, daily, oral, monthly, and written exams, reports, etc such as

### Learning and teaching resources .12

|                                                                                                                                                                                                                                                                                                                                                                 |                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                 | Required textbooks (methodology, if (applicable |
| Daft, R. L., & Armstrong, A. (2021). Organization theory and design. Cengage Canada.<br>Robbins, S. P., & Judge, T. (2018). behaviorEssentials of organizational<br>Daft, R. L., & Armstrong, A. (2021). Organization theory and design. ..Cengage Canada<br>Robbins, S. P., Judge, T. A., & Vohra , N. (2019). Organizational behavior by pearson 18e. Pearson | (Main references (sources                       |



|                                                                                                       |                                                                                  |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| IndiaEducation                                                                                        |                                                                                  |
| Many recent and reliable<br>(2025-2023) scientific studies<br>in journals indexed in Scopus<br>Scopus | Recommended supporting books and<br>(...references (scientific journals, reports |
|                                                                                                       | Electronic references, websites                                                  |
| %20                                                                                                   | Curriculum update rate                                                           |

*Handwritten signature in purple ink.*

### Course Description Form

|                                                             |                       |
|-------------------------------------------------------------|-----------------------|
| 1. Course Name:                                             | Financial management  |
| 2. Course Code:                                             | Ph.D.                 |
| 3. Semester / Year:                                         | 1st course/ 2025-2026 |
| 4. Description Preparation Date:                            | 7/9/2025              |
| 5. Available Attendance Forms:                              | In-person lectures    |
| 6. Number of Credit Hours (Total) / Number of Units (Total) |                       |

*Handwritten signature in blue ink.*  
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45 hours / 3 units

7. Course administrator's name (mention all, if more than one name)

Name: Professor Doctor: Nameer Ameer Al.Saigh

Email: [nameer\\_alsaigh@uomosul.edu.iq](mailto:nameer_alsaigh@uomosul.edu.iq)

8. Course Objectives

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Course Objectives | <ol style="list-style-type: none"><li>1. Understanding the differences between traditional finance and modern approaches to financial management methodology.</li><li>2. Framing the aspects of Financial management within the financial ratios and Analysis.</li><li>3. A comprehensive and expanded presentation of risks, both traditional and extreme.</li><li>4. Identifying the priorities of various types of financial statements.</li></ol> |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

9. Teaching and Learning Strategies

|          |                                                  |
|----------|--------------------------------------------------|
| Strategy | Discussion, dialogue, and oral and written tests |
|----------|--------------------------------------------------|

10. Course Structure

| Week | Hours | Required Learning Outcomes           | Unit or subject name                                                            | Learning method      | Evaluation method                                             |
|------|-------|--------------------------------------|---------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------|
| 1    | 3     | Introduction in Financial management | Approaches to studying Financial management (methodology, trends, and content). | Traditional methods. | Attendance and participation .                                |
| 2    | 3     | Financial Environment                | The evolution and transformations                                               | Case study method.   | 1. Attendance and participation.<br>2. Individual assessment: |

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|   |   |                             |                                            |                                                            |                                                                                                                                                                                                                  |
|---|---|-----------------------------|--------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                             |                                            |                                                            | through the quality of discussion, asking questions, and presenting solutions.                                                                                                                                   |
| 3 | 3 | <b>Financial statements</b> | <b>The relationships among statements.</b> | <b>Presentation of selected Firms and financial ratios</b> | <b>1. Attendance and participation</b><br><b>2. Individual assessment: through the quality of discussion, asking questions, and presenting solutions.</b>                                                        |
| 4 | 3 | <b>Financial Analysis1</b>  | <b>Financial ratios And bench marks</b>    | <b>Problem-solving method</b>                              | <b>1. Attendance and participation</b><br><b>2. Presenting discussion panels, raising questions, and presenting solutions</b><br><b>3. Group assessment: Ideas presented in the required assignments and the</b> |

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|   |   |                                          |                                         |                        |                                                                                                                                                                                                                                                                                                          |
|---|---|------------------------------------------|-----------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                                          |                                         |                        | quality of their discussion                                                                                                                                                                                                                                                                              |
| 5 | 3 | Financial Analysis2                      | Iraqi stock exchange ISX60              | Problem-Solving Method | 1. Attendance and Participation<br><br>2. Individual Assessment: Through the quality of discussion, asking questions, and presenting solutions with data<br><br>3. Group Assessment: The ideas presented in the required assignments and the quality of their discussion<br><br>4. Final Exam (Semester) |
| 6 | 3 | Presentation of financial reports (H& E) | Official statement analysis and reports | Microteaching Method   | 1. Attendance and Participation<br><br>2. Individual Assessment: Through the quality of discussion, asking                                                                                                                                                                                               |

  
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|   |   |                            |                                             |                        |                                                                                                                                                                |
|---|---|----------------------------|---------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |   |                            |                                             |                        | <p>questions, and presenting solutions</p> <p>3. Group Assessment:<br/>The ideas presented in the required assignments and the quality of their discussion</p> |
| 7 | 3 | Capital budgeting          | First decision ( Investment criteria)       | Traditional Methods    | <p>1. Attendance and Participation</p> <p>2. Individual Assessment:<br/>Through discussions on fluctuations and advanced statistical measurement methods.</p>  |
| 8 | 3 | Working Capital management | second decision Using mathematical analysis | Problem-solving method | <p>1. Problem-solving method</p> <p>2. Microteaching method: 1. Attendance and participation</p> <p>2. Reference studies and real-life</p>                     |

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|    |   |                                 |                                                         |                                                            |                                                                                                                                                                                                                                                                         |
|----|---|---------------------------------|---------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                                 |                                                         |                                                            | <p>experiences</p> <p>3. Group assessment:<br/>Ideas presented in the required assignments and the quality of their discussion</p>                                                                                                                                      |
| 9  | 3 | <p><b>Capital structure</b></p> | <p>Third decision<br/>(Finance decision and ratios)</p> | <p>Traditional methods using real data.</p>                | <p>1.Attendance and participation.</p> <p>2. Individual assessment: through the quality of discussion, asking questions, and presenting solutions.</p> <p>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion.</p> |
| 10 | 3 | <p><b>Dividend decision</b></p> | <p>The fourth decision and results</p>                  | <p>Description and elaboration of modern types through</p> | <p>1. Attendance and participation.</p> <p>2. Individual</p>                                                                                                                                                                                                            |

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|    |   |               |                              |                      |                                                                                                                                                                                                                                                     |
|----|---|---------------|------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |               |                              | brainstorming.       | <p>assessment: based on the quality of discussion, posing questions, and presenting solutions.</p> <p>3. Group assessment: ideas presented in the required assignments and the quality of their discussion.</p> <p>4. Daily and semester exams.</p> |
| 11 | 3 | Risk & Return | As a models and developments | Microteaching Method | <p>1. Attendance and Participation</p> <p>2. Individual Assessment: Through review of available data and management models.</p> <p>3. Group Assessment: Ideas presented in the required assignments</p>                                             |

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|    |   |                                          |                                                        |                             |                                                                                                                                                                                                                                                                          |
|----|---|------------------------------------------|--------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                                          |                                                        |                             | and the quality of their discussion                                                                                                                                                                                                                                      |
| 12 | 3 | Portfolio management                     | Formation and comparison                               | Microteaching Method        | 1. Attendance and Participation<br>2. Individual Assessment: Through the Quality of Discussion, Asking Questions, and Presenting Solutions<br>3. Group Assessment: The Ideas Presented in the Assigned Assignments and the Quality of Their Discussion<br>4. Daily Exams |
| 13 | 3 | Financial institution & Financial market | Financial super structure and Economic infra-structure | Interconnections Discussion | 1. Attendance and Participation<br>2. Individual Evaluation: Through the Quality of Discussion, Asking                                                                                                                                                                   |

  
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|    |   |                         |                                               |                                                   |                                                                                                                                                                                                                                                                                                                                                                      |
|----|---|-------------------------|-----------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |   |                         |                                               |                                                   | <b>Questions,<br/>and<br/>Presenting<br/>Solutions</b>                                                                                                                                                                                                                                                                                                               |
| 14 | 3 | <b>Financial Crises</b> | <b>Theories , Models, and<br/>Generations</b> | <b>Discussion<br/>Sessions</b>                    | <b>1. Attendance<br/>and<br/>Participation</b><br><br><b>2. Individual<br/>Evaluation:<br/>Based on the<br/>quality of<br/>discussion,<br/>posing<br/>questions,<br/>and<br/>presenting<br/>solutions</b><br><br><b>3. Group<br/>Evaluation:<br/>The ideas<br/>presented in<br/>the required<br/>assignments<br/>and the<br/>quality of<br/>their<br/>discussion</b> |
| 15 | 3 | <b>Atlas of finance</b> | <b>Modern books in<br/>finance field</b>      | <b>Oral and<br/>written exams<br/>and essays.</b> | <b>1.Attendance<br/>and<br/>participation.</b><br><br><b>2. Individual<br/>assessment:<br/>through the<br/>quality of<br/>discussion,<br/>posing<br/>questions,<br/>and<br/>presenting</b>                                                                                                                                                                           |

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|  |  |  |  |  |                                                                                                                                                                                           |
|--|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  |  |  | <p>solutions.</p> <p>3. Group assessment: the ideas presented in the required assignments and the quality of their discussion.</p> <p>4. Daily exams.</p> <p>5. Final exam (semester)</p> |
|--|--|--|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 11.Course Evaluation

The grade is distributed out of 30 based on the tasks assigned to the student, such as daily preparation, daily, oral, monthly and written exams, reports, etc.

### 12.Learning and Teaching Resources

|                                             |                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| quired textbooks (curricular books, if any) | <p>Brigham,Hutson,2019,fundamentals of financial ..management, McGraw-Hill</p> <p>ornett, Adair, and, Nofsinger,2009, Finance, .application &amp;theory , McGraw-Hill</p> <p>Ross, Stephen A, and Wsterfield, Randolph ,and, rdan, Bradford,2006 , Fundamentals of corporate finance ,McGraw-Hill</p> |
| Main references (sources)                   | <p>1.Melicger,Ronald R, and, Norton, Edgar A,2017, .Introduction to finance, Sixteenth edition ,Wiley</p> <p>2.international finance theory and policy, 2018, eleventh edition,Paul, R.Krugman, Maurice, Obstfeld and MarcJ.Melitz.</p>                                                               |



|                                                                       |                                                                                                         |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
|                                                                       | Atlas of finance, Mapping the global story of money,2024,Dariuz Eojcik,& et.al 1 <sup>st</sup> edition. |
| Recommended books and references<br>(scientific journals, reports...) | Issued by Financial markets, Financial institutions                                                     |
| Electronic References, Websites                                       | bsites for additional data and publications regarding the methodology of each lecture.                  |

أسم وتوقيع رئيس القسم

أ.م.د. أحمد يونس السبعاني

أسم وتوقيع صاحب المقرر

أ.د. نعيم امير الصائغ

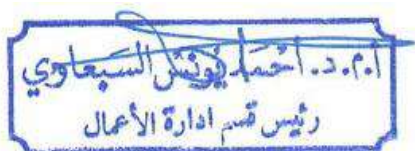
### Course Description Form

University of Mosul,

College of Administration and Economics,

Department of Business Administration

|                             |
|-----------------------------|
| 1. Course Name:             |
| Strategic Management/ Ph.D. |
| 2. Course Code:             |
|                             |
| 3. Semester / Year:         |



|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First semester, 2025–2026                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 4. Description Preparation Date:                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Sep. 2025                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5. Available Attendance Forms:                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Presence                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 6. Number of Credit Hours (Total) / Number of Units (Total)         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 3 Hours, 3 units                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 7. Course administrator's name (mention all, if more than one name) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Name: Prof. Dr. Maan Waadalah Al-Maadhede                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Email: maan_waadalah@uomosul.edu.iq                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8. Course Objectives                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Course Objectives                                                   | <ul style="list-style-type: none"> <li>• Providing students with advanced topics in strategic management</li> <li>• Making students understand the latest developments in the science of strategic management</li> <li>• Presenting the curriculum chapters sequentially to achieve full awareness of the content of the academic vocabulary.</li> <li>• Improving students' skills in dealing with case studies that describe the reality of global organizations in developed countries.</li> <li>• Testing students' abilities in dealing with developments in the field of strategic management</li> </ul> |
| 9. Teaching and Learning Strategies                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

  
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|          |  |
|----------|--|
| Strategy |  |
|----------|--|

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| 10. Course Structure |       |                                |                                                            |                 |                        |
|----------------------|-------|--------------------------------|------------------------------------------------------------|-----------------|------------------------|
| Week                 | Hours | Required Learning Outcomes     | Unit or subject name                                       | Learning method | Evaluation method      |
| 1                    | 3     | Knowledge & Skills Improvement | Introduction: How to Choose and Execute the Right Approach |                 | Discussion & questions |
| 2                    | 3     | Knowledge & Skills Improvement | The Classical Approach to strategy (Be Big)                |                 | Discussion & questions |
| 3                    | 3     | Knowledge & Skills Improvement | The Classical Approach to strategy (Be Big)                |                 | Discussion & questions |
| 4                    | 3     | Knowledge & Skills Improvement | The Adaptive Approach to strategy (Be Fast)                |                 | Discussion & questions |
| 5                    | 3     | Knowledge & Skills Improvement | The Adaptive Approach to strategy (Be Fast)                |                 | Discussion & questions |
| 6                    | 3     | Knowledge & Skills Improvement | The Visionary Approach to strategy (Be First)              |                 | Discussion & questions |
| 7                    | 3     | Knowledge & Skills Improvement | The Visionary Approach to strategy (Be First)              |                 | Discussion & questions |
| 8                    | 3     | Knowledge & Skills Improvement | Mid Semester Exam                                          |                 |                        |
| 9                    | 3     | Knowledge & Skills Improvement | The Shaping Approach to strategy (Be Orchestrator)         |                 | Discussion & questions |
| 10                   | 3     | Knowledge & Skills Improvement | The Shaping Approach to strategy                           |                 | Discussion &           |

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|    |   |                                |                                              |  |                        |
|----|---|--------------------------------|----------------------------------------------|--|------------------------|
|    |   | Improvement                    | (Be Orchestrator)                            |  | questions              |
| 11 | 3 | Knowledge & Skills Improvement | The Renewal Approach to strategy (Be Viable) |  | Discussion & questions |
| 12 | 3 | Knowledge & Skills Improvement | The Renewal Approach to strategy (Be Viable) |  | Discussion & questions |
| 13 | 3 | Knowledge & Skills Improvement | Ambidexterity (be Polychromatic)             |  | Discussion & questions |
| 14 | 3 | Knowledge & Skills Improvement | Lessons for Leaders (Be the Animator)        |  | Discussion & questions |
| 15 | 3 | Knowledge & Skills Improvement | Final Semester Exam                          |  |                        |

|                                                                                                                                                                     |                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>11. Course Evaluation</b>                                                                                                                                        |                                                                                          |
| Distributing the score out of 100 according to the tasks assigned to the student such as daily preparation, daily oral, monthly, or written exams, reports .... etc |                                                                                          |
| <b>12. Learning and Teaching Resources</b>                                                                                                                          |                                                                                          |
| Required textbooks (curricular books, if any)                                                                                                                       |                                                                                          |
| Main references (sources)                                                                                                                                           | <b>Your strategy needs a Strategy</b><br>Martin Reeves, Knut haanaes,<br>Janmejaya Sinha |
| Recommended books and references<br>(scientific journals, reports...)                                                                                               | Strategic Management Books<br><br>Strategic Leadership Books                             |
| Electronic References, Websites                                                                                                                                     | -----                                                                                    |

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اسم وتوقيع صاحب المقرر  
أ.د. معن وعدالله المعاضبي

**The Lecturer**  
**Prof. Dr. Maan W. Al-Maadhede**

**Dept. Head**  
**Assist. Prof. Dr. Ahmed Y. Al-Sabaawy**

**PhD Course Description Form 2025-2026**

**Prof. Dr. Maysoon Abdallah Ahmed**

Higher Education Institutions Performance Review (Academic Program Review)

This course description provides a brief leave not the most important characteristics of the course and the expected learning outcomes to be achieved by the student, proving work if he has achieved the maximum benefit from the available learning opportunities, and it is necessary to link them to the program description

|                                                                                                                                                                                                    |                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| University of Mosul – College of Administration and Economics                                                                                                                                      | 1. Educational Institution                     |
| Department of Business Administration                                                                                                                                                              | 2. Academic Department / Center                |
| Human Resource Management / PHD-HRM                                                                                                                                                                | 3. Course Name / Code Advanced                 |
| Business Administration (Designed according to the latest academic and professional requirements to keep pace with the variables of the third millennium in the field of human capital management) | 4. Programs Included PhD Program –             |
| – Theoretical lectures – Critical seminars – Distance e-learning                                                                                                                                   | 5. Available Attendance Forms Daily attendance |
| First Semester / 2025-2026                                                                                                                                                                         | 6. Semester / Year                             |
| 45 hours (Weekly lectures: 3 hours)                                                                                                                                                                | 7. Total Study Hours                           |

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|                      |                                                                                                                                                                     |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1/9/2025             | 8. Date of Preparation                                                                                                                                              |
| 9. Course Objectives |                                                                                                                                                                     |
| 1.                   | To establish and develop advanced knowledge in the philosophies and models of contemporary human resource management.                                               |
| 2.                   | To analyze and evaluate modern theories of job adaptation and talent management in light of digital transformation.                                                 |
| 3.                   | To enable students to design innovative conceptual frameworks for hybrid work and digital human resource governance.                                                |
| 4.                   | To equip students with advanced research skills to diagnose and solve strategic problems in talent management and employee well-being.                              |
| 5.                   | To help students lead, consult, or teach in the field of HRM in a complex and global business environment.                                                          |
| 6.                   | To enlighten students on the philosophical implications and intellectual foundations of HRM in its new role centered on intangible assets and intellectual capital. |
| 7.                   | To provide students with knowledge about the mechanisms for building digital functional competencies and sustainable talent management strategies.                  |

|                                                                      |
|----------------------------------------------------------------------|
| 10. Learning Outcomes, Teaching and Learning Methods, and Assessment |
| A. Teaching and Learning Methods                                     |

  
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## Knowledge

By the end of this course, the student will be able to:

- .1Discuss the difference between traditional and contemporary philosophical models in HRM.
- .2Analyze the impact of digital transformation and digitalization requirements on patterns of job adaptation.
- .3Understand the emergence of human capital theory and sustainable talent management models.
- .4Acquire basic knowledge and practical skills needed to design digital HR governance frameworks.
- .5Recognize the main challenges facing HR specialists in building digital competencies and achieving employee well-being

## Cognitive Skills

By the end of this course, the student will be able to:

- .1Evaluate hybrid work applications according to advanced theoretical models (Social Presence Theory, Media Richness Theory.)
- .2Design a proposed model for digital human resource governance in a real organization.
- .3Critique digital-age employee well-being policies and propose alternative research-based solutions.
- .4Extract digital functional competencies required for future leaders.
- .5Produce original research in an advanced HRM topic

## Interpersonal Skills and Responsibilities

By the end of this course, the student will be able to:

- .1Assume responsibility through group work and critical in-lecture discussions.
- .2Confront the main challenges facing HR specialists in the digital age.
- .3Apply knowledge acquired in class to real-world issues through field visits and case study



analysis.

.4Develop academic and professional leadership skills in the field of HRM.

### **B. Assessment Methods**

.1Weekly reports on each lecture (submitted weekly. (

.2In-lecture discussion and active participation (continuous assessment. (

.3Midterm exam (Week 10. (

.4Final exam (Week 16. (

.5Advanced research paper in HRM (end of semester. (

.6Field visit report.

.7Report on the online lecture with the international guest

### **C. Thinking Skills**

By the end of this course, the student will be able to:

.1Possess critical analysis skills of literature and theoretical models.

.2Keep pace with technological developments and employ them in HRM practices.

.3Link theory with practice through case studies and field visits.



#### D. General and Transferable Skills

Reviewing case studies of global companies (Google, Unilever, Siemens), the possibility of reviewing local institutions (Nineveh Education Directorate) to examine the reality of HRM practices, in addition to participating in an online lecture with Prof. Dr. Moyed Al-Salem (University of Canada) on the future of HR research in the age of artificial intelligence.

| 11. Course Structure (Weekly Syllabus) |                            |                                                                   |                                                                 |       |      |
|----------------------------------------|----------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------|-------|------|
| Assessment Method                      | Teaching Method            | Unit / Topic Title                                                | Required Learning Outcomes Unit                                 | Hours | Week |
| Discussion + Weekly Report             | Lecture + Critical Seminar | Philosophy of Advanced HRM (1): Foundational Philosophical Models | Discusses the foundational philosophical models of advanced HRM | 3     | 1    |
|                                        |                            |                                                                   |                                                                 |       | 2    |
| Discussion + Weekly Report             | Lecture + Critical Seminar | Philosophy of Advanced HRM (2): Contemporary Theories             | Analyzes contemporary theories in HRM                           | 3     | 3    |
| Discussion + Weekly                    | Lecture + Critical         | Job Adaptation in the Digital Age                                 | Explains job adaptation models in light of digital              | 3     | 4    |

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|                                                                                               |                            |                                                                       |                                                                    |   |    |
|-----------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------|---|----|
| Report                                                                                        | Seminar                    | (1): Theoretical Models                                               | transformation                                                     |   |    |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | Job Adaptation in the Digital Age<br>(2): Digitalization Requirements | Analyzes digitalization requirements and job redesign              | 3 | 5  |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | --- <b>Work-Life Balance: Contemporary Theories and Indicators</b>    | Constructs indicators for measuring work-life balance              | 3 | 6  |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | Sustainable Talent Management                                         | Develops strategies for sustainable talent management              | 3 | 7  |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | Hybrid Work in HRM: Theories and Models                               | Evaluates hybrid work applications according to theoretical models | 3 | 8  |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | Digital HR Governance (1): Frameworks and Standards                   | Designs frameworks for digital HR governance                       | 3 | 9  |
| Discussion + Weekly Report                                                                    | Lecture + Critical Seminar | Digital HR Governance (2): Applications and Challenges                | .Analyzes digital HR applications and challenges                   | 3 | 10 |
| 11. Evaluates what has been learned in previous weeks Midterm Exam Review + Exam Written Exam |                            |                                                                       |                                                                    |   |    |

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|                            |                            |                                                                       |                                                    |   |    |
|----------------------------|----------------------------|-----------------------------------------------------------------------|----------------------------------------------------|---|----|
| Discussion + Weekly Report | Lecture + Critical Seminar | Employee Well-being in the Digital Age                                | Critiques digital-age employee well-being policies | 3 | 12 |
| Discussion + Weekly Report | Lecture + Critical Seminar | Digital Functional Competencies in the Digital Age                    | Extracts required digital functional competencies  | 3 | 13 |
| Visit Report               | Application Field          | Visit to Nineveh Education Directorate Field                          | Applies theoretical knowledge to the field         | 3 | 14 |
| Discussion + Weekly Report | Case Analysis + Discussion | Case Study Discussion of Global Companies (Google, Unilever, Siemens) | Analyzes global company cases and extracts lessons | 3 | 15 |

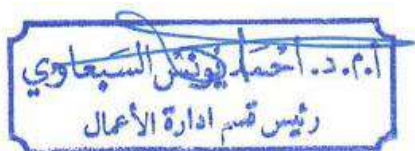
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| 12. Infrastructure   |                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------|
| Required Readings: - | Boxall, P., & Purcell, J. (2022). Strategy and Human Resource Management (6th ed.). Bloomsbury                          |
|                      | Kaufman, B. E. (2020). Theories of Human Resource Management: Foundations and Critique. Oxford University Press         |
|                      | -Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page. |

| 13. Admission |                                                                                              |
|---------------|----------------------------------------------------------------------------------------------|
|               |                                                                                              |
|               | Prerequisite Requirements<br>Completion of Master's level requirements in HRM or equivalent. |
|               | Minimum Number of Students 5 students                                                        |

**Prof. Dr. Maysoon Abdallah Ahmed**

**Course Leader**



*Handwritten signature of Prof. Dr. Maysoon Abdallah Ahmed*

## Course description template

|                                                                                                                                                                                                                                                                                                                                                                       |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Course name and academic level .1</b>                                                                                                                                                                                                                                                                                                                              |                   |
| PhD Program / Organizational Behavior                                                                                                                                                                                                                                                                                                                                 |                   |
| <b>Course Code .2</b>                                                                                                                                                                                                                                                                                                                                                 |                   |
| AEBA25_F404                                                                                                                                                                                                                                                                                                                                                           |                   |
| <b>Term/Year .3</b>                                                                                                                                                                                                                                                                                                                                                   |                   |
| 2026-2025                                                                                                                                                                                                                                                                                                                                                             |                   |
| <b>this description was prepared Date .4</b>                                                                                                                                                                                                                                                                                                                          |                   |
| 2026/2/1                                                                                                                                                                                                                                                                                                                                                              |                   |
| <b>Available attendance formats .5</b>                                                                                                                                                                                                                                                                                                                                |                   |
| classroom attendance                                                                                                                                                                                                                                                                                                                                                  |                   |
| <b>Total number of study hours / Total number of units .6</b>                                                                                                                                                                                                                                                                                                         |                   |
| 3                                                                                                                                                                                                                                                                                                                                                                     |                   |
| <b>Name of the course coordinator (if there is more than one, please state it) and .7 academic title</b>                                                                                                                                                                                                                                                              |                   |
| : Name: Dr. Alaa Abdulmawjod Alani Email <a href="mailto:alaa_abdalmawjod@uomosul.edu.iq">alaa_abdalmawjod@uomosul.edu.iq</a>                                                                                                                                                                                                                                         |                   |
| <b>Course Objectives .8</b>                                                                                                                                                                                                                                                                                                                                           |                   |
| <p>The course on organizational behavior aims to introduce and content of organizational students to the foundations behavior, as well as to stimulate students' thinking skills on how to diagnose behavioral problems that workers in business organizations are exposed to by studying the positive and negative phenomena that appear in those .nizationsorga</p> | Course objectives |
| <b>Teaching and learning strategies .9</b>                                                                                                                                                                                                                                                                                                                            |                   |

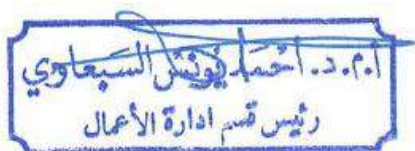


| Lectures / Discussions / Brainstorming |                 |                                                       |                                                                        |       | :Strategy |
|----------------------------------------|-----------------|-------------------------------------------------------|------------------------------------------------------------------------|-------|-----------|
| Course Structure .10                   |                 |                                                       |                                                                        |       |           |
| Evaluation Method                      | Learning method | Unit or topic name                                    | Required learning outcomes                                             | Hours | Week      |
| discussion                             | a lecture       | Introduction to Organizational Behavior               | Understanding organizational behavior                                  | 3     | 1         |
| discussion                             | a lecture       | topics in Key organizational behavior                 | key Understanding in topics organizational behavior                    | 3     | 2         |
| discussion                             | a lecture       |                                                       |                                                                        | 3     | 3         |
| discussion                             | a lecture       | phenomena behavioral in the workplace                 | behavioral Identifying in Positivity phenomena the workplace           | 3     | 4         |
| discussion                             | a lecture       | phenomena behavioral in the workplace                 | Identifying negative phenomena in the workplace                        | 3     | 5         |
| discussion                             | a lecture       | phenomena Organizational the place in Positivity job  | on identification phenomena Positivity Organizational the job place in | 3     | 6         |
| discussion                             | a lecture       | negative phenomena place in organizational the job    | on identification negative phenomena place in organizational the job   | 3     | 7         |
| discussion                             | a lecture       | the job difference                                    | basics on identification the job difference                            | 3     | 8         |
| discussion                             | a lecture       | in ethical behavior Business organizations            | on identification in ethical behavior Business organizations           | 3     | 9         |
| discussion                             | a lecture       | Leadership : Administrative classic Introduction      | on identification in Classic Theories Leadership                       | 3     | 10        |
| discussion                             | a lecture       | Study cases                                           | cases Study                                                            | 3     | 11        |
| discussion                             | a lecture       | Leadership : Administrative Introduction contemporary | Contemporary Patterns Leadership in . Administrative                   | 3     | 12        |
| discussion                             | a lecture       | tunnel                                                | on identification the place in harmony job                             | 3     | 13        |
| discussion                             | a lecture       | the job environment                                   | on identification                                                      | 3     | 14        |

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|      |      |       |                              |   |    |
|------|------|-------|------------------------------|---|----|
|      |      | toxic | the job environment<br>toxic |   |    |
| exam | exam | exam  | Student<br>assessment        | 3 | 15 |

| evaluation and grade breakdown Course .11                                                                                                                                                                                                                                                    |                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <p>The grade out of 100 is distributed according to the tasks assigned to the student, such as daily preparation, daily, oral, monthly, and written exams, reports, etc</p> <p>Daily preparation 20</p> <p>Daily exams 20</p> <p>Oral Exams 10</p> <p>exams 40 Monthly</p> <p>Reports 10</p> |                                                                               |
| Learning and teaching resources .12                                                                                                                                                                                                                                                          |                                                                               |
| Various sources (books and (research                                                                                                                                                                                                                                                         | Required textbooks (methodology, if (applicable                               |
| Essentials of Organizational Behavior<br>Stephen P. Robbins                                                                                                                                                                                                                                  | (Main references (sources                                                     |
| Organizational Behavior: Saad Anzi-Al                                                                                                                                                                                                                                                        | books and Recommended supporting references (scientific journals, (...reports |
| Iraqi scientific journals<br><a href="https://www.iraqoj.net/">https://www.iraqoj.net/</a>                                                                                                                                                                                                   | Electronic references, websites                                               |



|         |                        |
|---------|------------------------|
| nothing | Curriculum update rate |
|---------|------------------------|

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