

University of Mosul



First Cycle - Bachelor's Degree (Management and Economics) -
Business Administration



Academic Program Description Form

University name: Mosul University

College/Institute: College of **Business administration and Economics**

Academic Department: **Department of Business Administration**

Name of academic or professional program : **Bachelor of Business Administration**

Final Degree Name : **Bachelor of Business Administration**

Academic system : **Bologna system**

Description preparation date: **1 /10/2025**

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Signature:

Head of Department Name:

Date:



Signature:

Scientific Associate Name:

Date: **15/2/2026**

الاستاذ المساعد الدكتور
سالم خليل خالد
معاون السيد لشؤون العلمية
والدراسات العليا والبحث

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Approval of the Dean

2026/2/15



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1. Overview

This guide covers the academic subjects offered by the Management and Economics Program for the Bachelor of Business Administration degree. The program offers (58) academic subjects, with (750) total student load hours and 240 total European units. The offering of academic subjects is based on the Bologna Process.

2. Academic units 2025-2026

A. First stage / First semester

Study material 1

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1101	Business Administration Basics	8	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
4	1	78	122
a description			
The basics of business administration focus on the nature of management and the duties of the manager as follows: Definition of management and manager, approaches to management studies, facility activities, and challenges facing contemporary management. Managerial duties: patterns of managerial behavior, managerial skills, sources of managerial skills, variations in managerial work - managers' roles - types of managers according to their managerial levels The development of administrative thought includes the following: Traditional schools: the scientific management school, the administrative divisions school, and the bureaucratic school Human Relations School: Hawthorne Study (Elton Mayo) – Volt Study – Chester Barnard Study – and McCracker Study (X/Y)			

Contemporary Trends School: Open System Theory - Quantitative Management - William Augie and Theory (Z) - Situational Management.

Management in a changing environment includes the following:

Environmental surface composition - public environment - private environment - organization's failure to read environmental indicators, components of the public environment - components of the private environment - dynamic and stable environment.

Organizational objectives include the following:

The organization's purpose and mission - types of organizational goals - the importance of organizational goals - requirements for setting goals - management by objectives, the concept of strategy - important factors in determining strategy - steps for adopting an organization's strategy - levels of strategy

Study material2

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1102	Principles of Economics	6	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
3	1	63	87
a description			
Part A - Introduction to economics and definition of demand, supply and equilibrium, including: Basics: The concept of economics - its relationship with other sciences - stages of development of economics - the economic problem and its characteristics -The concept of demand, the law of demand, the demand schedule, the demand curve, the factors affecting demand (the price of the commodity, income, the prices of substitute goods)) -Elasticity of demand and its types - methods of measuring it - the importance of elasticitydemand---Types of demand elasticities,Factors affecting the elasticity of demand Supply theory, law, supply curve and supply schedule-Factors affecting the elasticity of supply and the elasticity of supply (the price of the commodity, the prices of production factors, the number of producers) Market equilibrium, equilibrium price, equilibrium quantity, and excess supply and demand Part B - includes theories of demand (theories of consumer behavior), the theory of production and costs, and economic problems (inflation and unemployment). It includes:Marginal utility theory (concept of marginal and total utility, and utility analysis)-The law of diminishing marginal utility, flaws in the utility theory - the concept of indifference curves and their properties - equilibrium under the indifference curve theory,The concept of production function, elements of production, the law of diminishing returnsAnd its stages -Fixed and variable costs, average total and marginal costs in the short run, and the definition of costs in the long run, inflation, its types, economic and social effects, and how to address them.			

Study material3

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1103	Accounting Basics	6	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
3	1	63	87
a description			
Accounting fundamentals focus on studying the concept of accounting and its objectives at the economic unit level, the national level, and the parties that benefit from accounting data. Clarifying single-entry accounting procedures for measuring the results of activity and the financial position of small businesses and individual projects. Study double-entry accounting procedures and the use of the budget equation to demonstrate the impact of economic transactions on the financial position of an economic unit. Explain the stages of the accounting cycle, record accounting entries in the journal, transfer them to the general ledger, and identify the most important documents. Knowledge of the elements of financial statements. Explain accounting procedures for capital formation and how to increase and decrease it, types of personal withdrawals, loans and how to calculate interest. Explain accounting procedures for expenses with a focus on purchases and their returns. Explain accounting procedures for revenues with a focus on sales and their returns. Explain accounting procedures for trade discounts and cash discounts.			

Study material4

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1104	Mathematics for Business Administration	6	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
3	1	63	87
a description			
The Mathematics for Business Administration course focuses on identifying the most important terms in mathematics and its fields in management, as follows: Part One: Introducing students to the basics of mathematics taught in preparatory stages, learning			

about different methods for solving questions, trying to bring mathematics closer to practical life, as arithmetic is considered the backbone of life, introducing students to relying on the digital method in management fields to obtain accurate results, enabling students to link mathematics to areas of life, including business management, enabling students to find several methods in solving problems to reach the same result.

Part Two: Studying matrices and how to deal with them, performing mathematical operations on matrices, finding the inverse and transpose of a matrix when using it to reach the optimal solution, how to perform differentiation on mathematical equations and its methods, how to find the integral of mathematical equations, types of integration and how to apply them.

Study material5

The code	address Study material	ECTSEuropean units	the chapter Academic
UOM102	English language	2	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
2	—	33	17
a description			
Indicative content includes the following. 1. Talk about Greeting and how to get to know each other, giving an idea about the auxiliary verbs (am\is\are) and explain plural nouns and numbers from 1 to 10. 2. Introducing Countries to the students and explaining possessive adjectives: His, My. 3. Talk about Jobs, and explaining the topic of converting affirmative sentences into negative and interrogative sentences into negatives. Then explain the types of questions in English to the students by mentioning the first type, which is questions to which the answer is yes or no then the second type of questions, which are questions that begin with wh. 4. Introducing the students to the family tree, and the use of Has and Have. 5. Talking about Sports, Food, Drinks, and giving an idea about present tense tenses and the use of - I, you, we, they. In addition to identifying the use of a/an before nouns and explaining , Languages and Nationalities. 6. Identifying the way that the students can tell or write the time in English, completing the present simple tense (he\she). Talk about adverbs of frequency (always, sometimes, never), 7. Introducing Question words, pronouns also the use of this /that. And finally The students are able to describe rooms, furniture and where they live and how they live as well as talk about their favorite things and know how to give directions.			

Study material6

The code	address Study material	ECTSEuropean units	the chapter Academic
UOM101	Arabic	2	1
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study)	USWL (hour/week)

	critical/review	Scheduled hours	Unscheduled hours
2	—	33	17
a description			
The course description for the Arabic language course includes the following: Part A - Introduction to the Arabic Language, including: Basics: The concept of language - Types of sentences - Factors that contributed to the emergence of the Arabic language - The difference between verbs, nouns, and letters Characteristics of sentences - their types - the nominal sentence, the verbal sentence, the difference between the verbs that copy and the letters that copy, the transitive and intransitive verb, and the active and passive verb. The concept of the Arabic language and what it consists of through verbs, nouns and letters. Part B - Arabic language requirements, including: Types of Arabic language teaching supplies - blackboard, daily and monthly exams, and language tests.			

B. First stage / Second semester

Study material 1

The code	address Study material	ECTS European units	the chapter Academic
MBA1205	principlesBusiness Administration	8	2
the chapter (hour/week)	lecturer And/laboratory/ practical /review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
4	1	78	122
a description			
Principles of Business Administration The principles of business administration focus on the following vocabulary: 1. The nature of planning, which includes the following: Management trends towards planning - Types of plans according to their action: Definition of decision-making - Types of decisions - Patterns of administrative decision-making - Basic models of the decision-making process, Management information systems - Computer-based information systems - Steps in decision-making. 2. Organization, which includes designing the job and organizational structure according to the following terms: The concept of job design - job design methods - the importance of the organizational function - the basic forces affecting the organization, organizational design patterns/network pattern - product pattern - location or geographical pattern - market pattern - matrix pattern - network pattern, the nature of authority - determinants of accepting authority - forms of resistance to authority - the concept of the chain of command - the scope of control or supervision.			

3. Leadership and motivation, which includes the following:

The nature of motivation - components of the motivation system - motivation theories, the leadership function of the manager - leadership traits - the nature of the path (goal) in leadership and its patterns, the nature of communication - communication methods - communication channels - informal channels of communication.

4. Supervision, which includes the following:

The importance of control in the organization - the basic steps in the control process - the effective control system.

5. Managing the facility's activities, which includes the following:

Operations Management, Marketing Management, Human Resources Management, Financial Management

Study material2

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1206	Statistics for Business Administration	6	2
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
3	1	63	87
a description			
Statistics subject includes the following: 1study Data collection methodsdifferent 2. Performing operationsStatisticsOn data 3. Create distribution tables.repetition And illustrate the data graphically. 4 How to find the mean, weighted mean, range, mode, and median 5 Finding simple correlation, rank correlation, and simple linear deviation			

Study material3

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1207	Accounting principles	6	2
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
3	1	63	87

a description
Study the concept of revenue expenses, capital expenses, fixed assets, the cost of purchasing fixed assets, and how to record them in books and records, as well as the sale of fixed assets.[SSWL=6 hrs]
2. StudyReplacement of fixed assets, how to prove replacement entries, study the concept of depreciation, methods of calculating depreciation, and how to prove depreciation in books and records..[SSWL=8 hrs]
3. Study accounting errors and their types in accounting books and methods of correcting errors.[SSWL=6 hrs]
4. Study the final accounts and their types in commercial companies (trading account and profit and loss account)[SSWL=6 hrs]
5.. Studying the financial statements and financial statements (balance sheet).[SSWL=6 hrs]

Study material4

The code	address Study material	ECTSEuropean units	the chapter Academic
MBA1208	Administrative Readings	5	2
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
2	1	48	77
a description			
Includes this Department Description For unity, from100to150word			

Study material5

The code	address Study material	ECTSEuropean units	the chapter Academic
UOM103	computer	3	2
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
1	2	48	27

a description
Introduction to Computer Concepts of hardware and software components, the concept of computing, data and information, Information and Communication Technology Applications (IETC); Connects input/output devices and peripherals to the CPU Computer components: computer parts, hardware, input/output units, memory types, Components of a CPU, PC, Personal Computer (Features and Types) Operating System and Graphical User Interface GUI: Operating System; basics of common operating systems, user interface, mouse techniques, use of common icons, status bar, menu bar, submenus. The concept of folders and directories, launching and closing different windows, and creating shortcuts. Document processor Word Processing: Explaining the document processing program, opening and closing a document, creating a new document, creating and editing text, formatting text, working with tables, spelling checker, setting the language, thesaurus, printing the document. Working with tables, spelling checker, setting the language, thesaurus, printing the document. Presentation Programs: Presentation Program Basics, Creating Presentations, Slide Show Settings, Slide Show Methods, Take printouts of the presentation/handouts Communications and emails Email basics, getting an email account, sending and receiving emails, accessing sent emails, using emails, collaborating on documents and files. Computer Troubleshooting: Identify and resolve common hardware and software problems that

Study material6

The code	address Study material	ECTSEuropean units	the chapter Academic
UOM104	Democracy and human rights	2	2
the chapter (hour/week)	lecturerAnd/laboratory/practical/review	SSWL (hour/season Study) Scheduled hours	USWL (hour/week) Unscheduled hours
2	—	33	17
a description			

The course description for Democracy and Human Rights includes the following:.

Part A - Introduction to Human Rights, including:

The concept of human rights - the historical development of human rights - the factors that contributed to the international community's interest in human rights - **The development of the idea of protecting human rights in the modern era**- The mechanisms of the international community to protect human rights - human duties and restrictions on the exercise of human rights.

Part B - Introduction to Democracy, which includes:

The concept of democracy - the historical development of the practice of democracy - the characteristics of the democratic system and its development - the relationship between human rights and democracy - guarantees of public rights and freedoms - and contemporary democracy.

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1. Overview

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2. Academic units 2025-2026

A. Second stage / First semester

Study material 1

Code	Course/Module Title	ECTS	Semester
BA2103	Human Resources Management	6	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3		48	102
Description			
1- To introduce the student to the concept of Human Resource Management (HRM), its importance, and its relationship to other disciplines, and to identify the challenges it faces. 2- To understand the stages of development of HRM, the factors that contributed to its emergence, the strategies associated with it, and the relationship between HR strategy and organizational strategy. 3- To introduce the basic practices of HRM. 4- To introduce the student to the concept and importance of job analysis, including methods for collecting job analysis data (interviews, questionnaires, observation) and job design: enrichment, expansion, and job rotation techniques. 5- To present the concepts of planning, recruitment, and strategic HR planning (supply and demand analysis.(To cover forecasting human resource needs (quantitative and qualitative methods) and recruitment: internal and external sources, advantages, and disadvantages. 6- To introduce the student to the selection and recruitment process and its steps (application form, interview, tests.(To cover types of interviews (structured, unstructured, behavioral) and recruitment: job offers, negotiations, contracts, orientation, and onboarding. 7- Introducing the student to training and development, the difference between training and development, identifying training needs (organizational, task, and individual levels), and types of training programs (in-service, out-of-service, and e-learning.(Evaluating training effectiveness (Kirkpatrick model.(			

Study material 2

Code	Course/Module Title	ECTS	Semester
BA2102	Organization theory	6	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3	1	63	87
Description			
1. Comprehensive Description: The course focuses on studying and designing organizational structures, analyzing how organizations are built, and examining their interactions with internal and external environments to ensure the effective achievement of their goals. 2. Understanding Organizational Structure: Enabling students to analyze various types of organizational structures and understand their dimensions (such as complexity, centralization, and formalization) and their impact on operations. 3. Analyzing the Organizational Environment: Studying and evaluating the impact of surrounding environmental factors (technological, economic, and political) on organizational strategies and managerial decision-making. 4. Organizational Life Cycle: Recognizing the stages of organizational growth and development, and analyzing the causes of organizational decline along with strategies to manage or avoid it. 5. Organizational Culture: Understanding the role of organizational culture and values in shaping individual behavior, supporting strategic direction, and unifying employee efforts. 6. Managing Change and Innovation: Providing students with foundational concepts for leading structural organizational change and adopting innovation as a tool for continuous adaptation and development. 7. Measuring Effectiveness: Training students on how to evaluate organizational effectiveness and success using various approaches and criteria for institutional performance. 8. Practical Application of Theories: Connecting organizational theories (both classical and modern) to the reality of contemporary business organizations to enhance critical thinking and complex managerial problem-solving skills.			

Study material 3

Code	Course/Module Title	ECTS	Semester
BA2101	Marketing Management	6	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3	1	63	87
Description			
1. Understanding the fundamental concepts of marketing management: Explaining the key principles of marketing management, such as the PS4 marketing mix, market segmentation, targeting, and competitive advantage.			

2. Analyzing the marketing environment and consumer behavior:
Evaluating the internal and external factors influencing the marketing process (such as SWOT analysis and the Five Forces model), and understanding consumer motivations and purchasing decisions.

3. Developing effective marketing strategies:
Designing integrated marketing plans based on data analysis, while applying modern marketing concepts (such as digital marketing and content marketing) to achieve organizational goals.

4. Evaluating the ethics and impact of marketing on society:
Discussing the ethical challenges in marketing practices (such as misleading advertising) and analyzing the impact of sustainability and social responsibility on brand reputation.

Study material 4

Code	Course/Module Title	ECTS	Semester
BA2105	Commercial law	3	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3	0	48	27
Description			
Course Description – Commercial Law This course provides an introduction to the fundamental principles of Commercial Law and its role in regulating business activities. It covers commercial transactions, merchants, commercial contracts, negotiable instruments, and business organizations. The course also examines the legal framework governing trade and commercial obligations. Students will develop an understanding of commercial legal rules and their practical application in business environments.			

Study material 5

Code	Course/Module Title	ECTS	Semester
BA2104	Intermediate Accounting	4	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
2	1	48	52
Description			

The Intermediate Accounting course aims to provide students with the theoretical knowledge and practical skills necessary to understand accounting principles and standards related to the preparation and presentation of financial statements, including income statements for commercial and industrial enterprises. The course focuses on the accounting treatment of financial transactions related to current and fixed assets, short-term and long-term liabilities, and owners' equity, in addition to the measurement of revenues and expenses and the accurate determination of business results. The course also covers methods of recording accounting transactions, preparing journal entries and inventory adjustment entries in warehouses, in accordance with generally accepted accounting principles and international accounting standards. Furthermore, it addresses depreciation calculation methods and the accounting treatment of fixed assets. The course aims as well to develop students' ability to analyze and interpret financial information and use it effectively in making administrative and economic decisions.

Study material 6

Code	Course/Module Title	ECTS	Semester
UOM-2032	Computer Course level II	3	3
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
1	2	48	27
Description			
This course aims to provide students with fundamental knowledge and skills in the areas of network security, e-commerce, and computer troubleshooting, in addition to introducing the basics of artificial intelligence and its applications in daily life and various fields, while discussing the associated ethical and future challenges. Module Aims: 1. Provide students with fundamental knowledge and skills in computer networks, cybersecurity, e-commerce, and computer troubleshooting. 2. Introduce the basics of artificial intelligence and its applications in daily life and various fields, while discussing the associated ethical and future challenges. 3. Develop students' ability to utilize computer tools and solve technical problems within educational and practical environments. 4. Clarify the role of technology and intelligent applications in enhancing educational performance and community services. 5. Prepare technically proficient students capable of supporting educational and pedagogical institutions in Iraqi society through effective use of computer technology. 6. Encourage innovation and critical thinking among students by integrating technology and digital solutions into educational projects and practical applications.			

Study material 7

Code	Course/Module Title	ECTS	Semester
UNI	Ba'ath party crimes	2	3

Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
2		33	17
Description			
1. The student should know the basic concepts related to the crimes of the Baath Party and human rights violations 2. Explain the political and social reasons that led to the occurrence of these crimes . 3. To analyze the historical documents and events related to the crimes of the former regime scientifically . 4. To distinguish between political crimes, international crimes, and human rights violations witnessed in Iraq 5. Employ historical and legal sources in the study of transitional justice and accountability issues . 6. To propose mechanisms that contribute to strengthening the culture of human rights and preventing the recurrence of violations in the future .			

B. Second stage / Second semester

Study material 1

Code	Course/Module Title	ECTS	Semester
BA2202	Modern Human Resource Management	6	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3		48	102
Description			
1- Introduce students to the concept and objectives of performance management (not just evaluation), performance appraisal methods (rating scale, checklist, critical incident method, 360-degree approach), performance appraisal errors and how to avoid them, and compensation systems: wages, salaries, and bonuses. 2- Introduce students to salary structure design, internal and external equity analysis, career path management, employee retention, career path planning (vertical, horizontal, and network paths), employee retention: turnover analysis (turnover rate, cost, and causes), and retention strategies: loyalty programs and positive work environments. 3- Occupational health and safety, employee relations, safety and prevention standards, and occupational stress: sources, effects, and stress management strategies. 4- Introduce students to digital and modern human resource management, Human Resource Information Systems (HRIS), and artificial intelligence in human resources (selection automation, chatbots, and predictive analytics.) 5- Contemporary issues, future trends, and the ethics of artificial intelligence in recruitment decisions.			

6- The future of work: future skills and restructuring work teams.

Study material2

Code	Course/Module Title	ECTS	Semester
BA2202	Organizational Behavior	6	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
4	1	63	87
Description			
1. Comprehensive Description: The course focuses on studying and analyzing human behavior within organizations at the individual and group levels, and how they interact with the organizational structure, with the aim of directing this behavior to improve organizational performance and effectiveness. 2. Analyzing Individual Behavior: Understanding the determinants of individual behavior and individual differences among employees—such as perception, personality, attitudes, and values—and how they affect the work environment. 3. Motivation and Drive: Providing students with knowledge about motivation theories (traditional and modern) and how to apply them to boost morale, increase job satisfaction, and maximize employee productivity. 4. Group Dynamics and Teamwork: Studying how groups are formed within the workplace, understanding the mechanisms of social interaction, and developing skills for building and managing effective work teams. 5. Leadership and Influence: Exploring various administrative leadership styles and theories, and highlighting the leader's role in guiding and influencing individuals' behavior to achieve a shared vision and common goals. 6. Organizational Communication: Understanding the nature of communication channels and types within the organization, diagnosing communication barriers, and developing effective communication skills to ensure a smooth flow of information across administrative levels. 7. Managing Conflict and Work Stress: Training students on strategies for diagnosing, managing, and resolving organizational conflicts, in addition to studying the causes of work stress and how to deal with it to prevent job burnout. 8. Practical Application to Improve the Work Environment: Connecting behavioral concepts and theories to daily administrative problems, enabling students to make decisions that contribute to creating a healthy, positive, and creatively stimulating work environment.			

Study material3

Code	Course/Module Title	ECTS	Semester
BA2201	Digital Marketing	6	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3	0	63	87

Description
1. Understand the fundamental concepts and modern transitions in the field of marketing and digital marketing, and recognize its importance and characteristics. 2. Analyze and evaluate the micro and macro environmental factors (technological, economic, legal, and social) affecting digital marketing activities. 3. The ability to prepare and develop integrated strategic plans for digital marketing operations and determine objectives and operational tactics. 4. Employ marketing information systems, digital intelligence techniques, and digital marketing research to collect and analyze data to support decision-making. 5. Apply Electronic Customer Relationship Management (E-CRM) strategies and systems to enhance customer engagement and build profitable, sustainable relationships. 6. Design and employ the elements of the digital marketing mix (Product, Price, Place, Promotion) effectively to meet the needs of the target market. 7. Plan and manage integrated marketing communications campaigns, including digital advertising, public relations, and direct marketing. 8. Understand the requirements for creating and designing effective commercial websites, considering successful design principles and search engine strategies. 9. Utilize the latest technologies (such as artificial intelligence, mobile applications, and social media) in marketing and analyze the digital purchasing behavior of consumers.

Study material4

Code	Course/Module Title	ECTS	Semester
	Logistics Management	3	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
3		48	27
Description			
1. Shifting from transportation and warehousing to strategic partnerships within the value chain as a source of organizational competitiveness. 2. Predictive supply chain analytics using big data to anticipate market disruptions and improve decision-making. 3. Enhancing the customer experience across the supply chain, from order placement to final delivery, while ensuring transparency and effective communication. 4. Integrated digital logistics with IoT and blockchain applications for shipment tracking and supply chain security. 5. E-commerce and last-mile logistics with the design of flexible delivery networks tailored to Iraqi cities. 6. Artificial intelligence in inventory management to predict demand, optimize storage levels, and identify consumer patterns. 7. Cloud-based supply chain management platforms, their advantages in instant integration with partners, and the challenges of adoption in Iraqi organizations. 8. Green sustainability in logistics through the design of low-carbon supply chains and recyclable packaging.			

9. Digital logistics capital as a strategic organizational asset, encompassing technological infrastructure.
10. Risk management in global supply chains to address geopolitical crises, natural disasters, and market disruptions.
11. Digital Ethics in 11-Supply Chains: Protecting Customer Data, Ensuring Transparency in Product Sources, and Preventing Exploitation.
11. Reverse Logistics as a Value-Added Approach to Returns and Recycling Management within a Circular Economy.
12. The Future of Logistics: The Impact of Autonomous Vehicles, Drones, and Automation on Operational Structures and Workforce Skills.
13. Regional Logistics Integration: Connecting Iraq to Regional Transportation and Storage Networks to Enhance Oil Exports.
14. Case Studies: Applying Global Experiences such as Amazon and Alibaba to the Reality of Iraqi Ports and Border Crossings to Draw Practical Lessons Applicable Locally.

Study material5

Code	Course/Module Title	ECTS	Semester
BA2204	Operations Research	5	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
1	2	48	77
Description			
1. Optimization 2. The ultimate goal of operations research is to reach the best possible result under certain constraints. 3. Maximize Profits: Identify production or sales plans that guarantee the highest financial return. 4. Minimize Costs: Reduce transportation costs, labor, raw materials, or waste of resources. 5. Real-world problems in large companies contain thousands of variables and constraints (e.g., global distribution networks). 6. Processing speed: Manual solutions to these models are practically impossible, while computers can process them in a few seconds using sophisticated algorithms (such as the Simplex method or dynamic programming). 7. Decision Making Support 8. The computer provides decision-makers with multiple options and alternatives based on scientific and mathematical foundations and not only on guesswork or personal experience. 9. Sensitivity Analysis: It allows the computer to know how the final decision will be affected if the surrounding conditions change (such as the increase in the prices of raw materials or the change in the volume of demand). 10. The computer aims to build virtual environments that simulate reality (such as a queue system at a bank or traffic at an airport). Risk Reduction: Computer simulation enables new decisions to be tested and see their results without risking implementing them in reality and incurring financial losses.			

Study material6

Code	Course/Module Title	ECTS	Semester
UNI	English	2	4
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
2		33	17
Description			
1- Teaching students about questions and tense revision 2- Teaching students about Rights word, wrong word, Social expressions 3- Teaching students about Present tenses, have/ have got 4- Teaching students about how to express Things I like doing, making conversation 5- Teaching students about Past simple and continuous 6- Teaching students about the use of Adverbs, Saying when 7- Teaching students about Eat, drink, and be merry! 8- Teaching students about how to Express quantity, something/ no one..... 9- Teaching students about how to use Articles, a piece of....., Can you come dinner?			

Study material 7

Code	Course/Module Title	ECTS	Semester
UNI-	Arabic Language 2	200	1
Class (hr/w)	Lect/Lab./Prac./Tutor	SSWL (hr/sem)	USWL (hr/w)
2		33	17
Description			
This course aims to provide students with the basic knowledge and skills in the Arabic language, in addition to developing cognitive objectives, practical and applied skills, and understanding its applications in daily life and various fields, while discussing the ethical and future challenges associated with it. The objectives include: 1. Introducing students to the concept of Arabic grammar and its importance in maintaining language accuracy. 2. Enabling students to distinguish between the parts of speech (noun, verb, and particle) and understand the characteristics of each category. 3. Providing students with accurate knowledge of the types of verbs (past, present, and imperative) in terms of tense and grammatical structure. 4. Introducing students to Al-Nawasikh, particularly the defective verbs (Kana and its sisters), and their effects on sentence structure. 5. Explaining the rules of numbers regarding masculine and feminine forms and grammatical agreement. 6. Introducing students to the rules of administrative correspondence. 7. Applying grammatical rules in academic and functional writing.			

8. Applying the concepts of administrative correspondence and identifying the most common errors in them.
9. Using numbers and Hamza correctly in official correspondence.
10. Improving students' understanding of Al-Alif Al-Mamdudah (extended Alif) and Al-Alif Al-Maqsurah (shortened Alif).

Contact

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Academic Program Description Form

University name: Mosul University

College/Institute: College of **Business administration and Economics**

Academic Department: **Department of Business Administration**

Name of academic or professional program : **Bachelor of Business Administration**

Final Degree Name : **Bachelor of Business Administration**

Academic system : **Bologna system**

Description preparation date: **1 /10/2025**

File completion date: **1/10/2025**

Signature:

Head of Department Name:

رئيس قسم إدارة الأعمال

Date:

Signature:

Scientific Associate Name:

Date: **15/2/2026**

The file is checked by:

Department of Quality Assurance and University Performance

Director of the Quality Assurance and University Performance Department:

Date: **15/2/2026** **Zaid-K. Ibrahim**

Signature:

Approval of the Dean

أ.د. صفوان زهير محمد جميل
C.C.Y. 9/17

1. Program vision

The program aims to prepare academically and professionally qualified graduates to meet the labor market's need for administrative specializations and their various cognitive branches, and to enable them to play a clear role in contributing to community development. One of the most important aspects of the program's vision is excellence and leadership in the field of business administration education, especially as organizations now operate within a local and international business environment characterized by extreme change.

2. Program Mission

The primary objective of this program is to provide students with knowledge related to the theoretical and cognitive aspects of business administration, as well as the practical aspects related to working in organizations of all types. To achieve this mission, this program can operate within an environment that supports creative and innovative thinking, in order to produce outputs characterized by the ability to adapt to the labor market, its variables, and its evolving requirements.

3. Program objectives

- Providing students with basic knowledge and experience in the field of business administration and its specializations, such as marketing management, human resources, finance, strategic management, organizational management, and production and operations management.

Qualifying students to make effective decisions in the business environment by honing their skills and developing their creative and analytical thinking.

Preparing graduates with professional competencies, qualified to fill positions in the labor market.

Educating students with the values and behaviors necessary for practicing the profession, as well as work ethics.

Building a scientific background for students that enables them to conduct scientific research and develop their critical thinking.

Providing opportunities for practical training in business sector institutions (public and private), allowing students to acquire field knowledge in the field of business, in addition to integrating theoretical and applied knowledge, and enhancing cooperation and knowledge exchange between the academic and field fields.

4. Program Accreditation

The program has not received program accreditation and work is underway to obtain it

5. Other external influences

Field visits , workshops and lectures for qualification and follow-up in line with the labor market

6. Program structure				
* comments	percentage	Study unit	Number of courses	Program structure
Basic course		40	26	Institutional requirements
			8	College requirements
major		32	18	Department requirements
				Summer training
				Other

.Notes may include whether the course is core or optional *

7. Program description				
Credit hours		Course name	Course code	Year/Level
Practical or review	theoretical			٢٠٢٥-٢٠٢٤
١	٤	Business Administration Basics	BA1101	the first
١	٣	Principles of Economics	BA1102	the first
١	٣	Accounting Basics	BA1103	the first
١	٣	Mathematics for Business	BA1104	the first
	٢	English language	UNI115	the first
	٢	Arabic	UNI116	the first
١	٤	Business Administration Principles	BA1201	the first
١	٣	Statistics for Business Administration	BA1202	the first
١	٣	accounting principles	BA1203	the first
١	٢	Administrative Readings	BA1204	the first
٢	١	computer	UNI-	the first

	٢	Democracy and human rights	UNI-	the first
١	3	Marketing Management	BA2101	the second
١	3	Organizational Theory	BA2102	the second
	3	Human Resource Management	BA2103	the second
١	2	Intermediate Accounting	BA2104	the second
	3	Commercial Law	BA2105	the second
٢	1	Advanced Business by Microsoft Excel i	UNI-	the second
	2	Ba'ath Party Crimes	UNI-	the second
١	3	Digital Marketing	BA2201	the second
	3	Contemporary Human Resource Manag	BA2202	the second
١	3	Organizational Behavior	BA2203	the second
٢	1	Operations Research by QSB	BA2204	the second
	3	Logistics Management	BA2205	the second
	2	Arabic	UNI-	the second
	2	English	UNI-	the second

8. Expected learning outcomes of the program	
knowledge	
	☒- To gain a solid knowledge base in the field of specialization. Understanding the basic• concepts, theories, and principles associated with the field
Skills	
	Use logical and systematic thinking . methods to make decisions
	Effective use of modern tools and . techniques in the specialty
values	
	Commitment to professional• . ethics

	Appreciating social and environmental issues and acting responsibly
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9. Teaching and learning strategies
.Explaining the scientific material to students in detail - .Students' participation in solving mathematical problems -٢ .Discussion and dialogue on vocabulary related to the topic -٢

10. Evaluation methods
Weekly, monthly, daily exams, end-of-year exam , class and homework . assignments, and reports

11. Faculty						
Faculty members						
Faculty Rank		Special requirement s/skills (if any)		Specialization		Instructor's name
lecturer	Staff			Special	General	
	Staff			Management Information Systems	Business Administration	Ahmed Younis Mohammed Alsabawy
	Staff			Strategic Management	Business Administration	Maan Waadallah Jaralah Mallalah Al-Maadhede
	Staff			Knowledge Management	Business Administration	Amir Abdulrazzaq Abdulmuhsin Midhas Alnasser

	Staff			Knowledge Management	Business Administration	Ali Aabdulsattar Abduljabbar Abbas Al Hafidh
	Staff			Human Resources Management	Business Administration	Maysoon Abdullah Ahmed Ismail Al-Shalma
	Staff			Organization Management	Business Administration	Hassan Thabit Mohammed Al-Kashab
	Staff			Strategic Management	Business Administration	Eman Basher Mohammed Abordn
	Staff			Organization Management	Business Administration	Alaa Abdulmawjood Abduljabbar Mohmed Alani
	Staff			Organization Management	Business Administration	Safaa Idris Aboudi Saleh Al-Nuaimi
	Staff			Organization Management	Business Administration	Raghad Mohammed Yahya Suleiman Kharrufa
	Staff			Knowledge Management	Business Administration	Manal Abdulgabar Ibrahim Alsmmak
	Staff			Human Resources Management	Business Administration	Ahmed Hussein Hassan Kno Al Jarjary
	Staff			Human Resources Management	Business Administration	Adhwaa Kamal Hussein Ali Al_Jarah
	Staff			Organization Management	Business Administration	Ali Thanoon Younis Ahmed Jader
	Staff			Strategic Management	Business Administration	Ayman Jasem Mohamed Abo Al Najem
	Staff			Knowledge Management	Business Administration	Ehab Fakhri Yousif Mustafa Al Twaee

	Staff			Organization Management	Business Administration	Aseel Zuhair Rasheed Ameen Al-Tak
	Staff			Organization Management	Business Administration	Israa Tareq Hussein Almalah
	Staff			Organization Management	Business Administration	Shaimaa Mohammed Saleh Hassan Hamid
	Staff			Strategic Management	Business Administration	Reem Saad Ali Aljameel
	Staff			Human Resources Management	Business Administration	Saja Natheer Hameed
	Staff			Human Resources Management	Business Administration	Noor Ali Abood Sorour Al Abady
	Staff			Human Resources Management	Business Administration	Bashar Ghanim Hussien Ali Al-Bayati
	Staff			Strategic Management	Business Administration	Waad Zaki Salih
	Staff			Human Resources Management	Business Administration	Rana Mahmood Shaker Sulayman Alobaidy
	Staff			Management Information Systems	Management Information Systems	Modhar Hamed Saleh Ahmad Almimaary
	Staff			Applied Statistics	Statistics	Azzah Mustafa Abd Alkader Suleman Alkusseme
	Staff			Human Resources Management	Business Administration	Eman Ali Ahmed Younis AL-Hayali
	Staff			Human Resources Management	Business Administration	Muath Abdullah Hadi Yassin Hassawi

	Staff			Organization Management	Business Administration	Omar Hazim Basheer Abdullah Al-Taie
	Staff			Organization Management	Business Administration	Ahmed Khalid Abdulrhmn Alsabawy
	Staff			Organization Management	Business Administration	Rahma Abdullah Mahmood Ibraheem Al-Helali
	Staff			Strategic Management	Business Administration	Marthad Emad Saeed Ahmed Alsumaidee
	Staff			Strategic Management	Business Administration	Mryam Monem Mall Alah Al Halawjy
	Staff			Management Information Systems	Management Information Systems	Ahmed Ali Azeez Ahmed AL-Hadede
	Staff			Linguistics	Arabic Language	Noor Ahmed Hazem Abd
lecturer				International Economics	Economics	Mohammed Jamal Hamdodon
	Staff			Organization Management	Business Administration	Ahmed Khalid Khaleel Ali Al-Hammadi
	Staff			Strategic Management	Business Administration	Ibrahim Thamer Ibrahim Al-Dabagh
	Staff			Business Administration	Business Administration	Zaynab Rabee Mohammed Yaseen Aldubooni

Professional development

Mentoring new faculty members

- Introducing new members to university regulations and policies.
- Preparing them for academic and research work within the university environment.
- Enhance their understanding of academic quality requirements and learning outcomes.
- Support them in developing teaching and communication skills.
- Introducing them to the university's culture, vision and mission.

Professional development for faculty members

- Enhancing educational and research efficiency.
- Keeping up with developments in academic disciplines.
- Develop teaching and evaluation skills.
- Support the use of modern technologies in education.
- Enhancing participation in the academic and scientific community.

12. Acceptance criteria

High school diploma or equivalent

Admission requirements according to the directives of the Ministry of Higher Education and Scientific Research

13. The most important sources of information about the program

- Program description.
- Study plan and course distribution.
- Expected learning outcomes.
- Admission and registration requirements.
- Faculty members.
- Job opportunities after graduation.

14. Program Development Plan

Study the department's capabilities in applying the indicators and standards of the specialized program as (strengths) as well as the failures in applying the indicators and standards as (weaknesses), so that the program management can determine what it can do better

The department presents its strategic plan and its expected results in accordance with the strategies and plans adopted by the college and in line with its mission and its relationship to the vision and mission of the university as a whole

[illegible]

- Please situation signal in squares The interview For outputs learning Individualism from The program subject For evaluation