

University of Mosul



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



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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 (ECTS) units. The offering of academic subjects is based on the Bologna Process.

2. Academic Units 2025-2026

A. First Stage / First Semester

MBA1101 <i>Business Administration Basics</i>			ECTS 8	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
4	1	78	122	

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, and types of managers according to their managerial levels.

The development of administrative thought includes: Traditional schools — the scientific management school, the administrative divisions school, and the bureaucratic school. Human Relations School — the Hawthorne Study (Elton Mayo), the Volt Study, the Chester Barnard Study, and the McGregor Study (Theory X/Y). Contemporary Trends School — Open Systems Theory, Quantitative Management, Ouchi's Theory Z, and Situational Management.

Management in a changing environment includes: the composition of the environmental surface, public environment, private environment, an organization's failure to read environmental indicators, the components of the public and private environments, and dynamic versus stable environments.

Organizational objectives include: 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, and levels of strategy.

MBA1102 <i>Principles of Economics</i>			ECTS 6	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
3	1	63	87	

Description

Part A — Introduction to economics and the definition of demand, supply and equilibrium: the concept of economics, its relationship with other sciences, stages in the development of economics, the economic problem and its characteristics; the concept of demand, the law of demand, the demand schedule and curve, and the factors affecting demand (the

price of the commodity, income, prices of substitute goods).

Elasticity of demand and its types, methods of measuring it, the importance of the elasticity of demand, types of demand elasticity, and the factors affecting it. Supply theory, the law of supply, the supply curve and schedule, and the factors affecting 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 — Theories of demand (theories of consumer behavior), the theory of production and costs, and economic problems (inflation and unemployment): marginal utility theory (the concept of marginal and total utility, and utility analysis), the law of diminishing marginal utility, flaws in utility theory, the concept of indifference curves and their properties, and equilibrium under indifference curve theory.

The concept of the production function, elements of production, the law of diminishing returns and 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 it.

MBA1103 <i>Accounting Basics</i>		ECTS 6	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
3	1	63	87

Description

Accounting fundamentals focus on the concept of accounting and its objectives at the level of the economic unit and 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.

Studying double-entry accounting procedures and the use of the accounting (budget) equation to demonstrate the impact of economic transactions on the financial position of an economic unit. Explaining the stages of the accounting cycle, recording accounting entries in the journal, posting them to the general ledger, and identifying the most important supporting documents.

Knowledge of the elements of the financial statements. Explaining the accounting procedures for capital formation and how to increase or decrease it, types of personal withdrawals, loans and how to calculate interest on them. Explaining accounting procedures for expenses with a focus on purchases and purchase returns, for revenues with a focus on sales and sales returns, and for trade discounts and cash discounts.

MBA1104 <i>Mathematics for Business Administration</i>		ECTS 6	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
3	1	63	87

Description

This course identifies the most important terms in mathematics and their fields of application in management, as follows:

Part One — Introducing students to the basics of mathematics taught at the preparatory stage, and to different methods for solving problems, with an emphasis on linking mathematics to practical life, since arithmetic is considered the backbone of everyday life. Introducing students to relying on quantitative methods in management fields to obtain reliable results, helping students appreciate mathematics rather than fear it (including in the context of business management), and enabling students to use several different methods to reach the same result when solving problems.

Part Two — Studying matrices and how to work with them, performing mathematical operations on matrices, finding the inverse and transpose of a matrix and using them to reach an optimal solution, how to perform differentiation of mathematical functions and its methods, how to find the integral of mathematical functions, and the types of integration and how to apply them.

UOM102 <i>English Language</i>		ECTS 2	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	—	33	17

Description

Indicative content includes the following:

1. Greetings and getting to know each other; the auxiliary verbs (am/is/are); plural nouns; and numbers from 1 to 10.
2. Introducing countries and explaining possessive adjectives (his, my).
3. Talking about jobs; converting affirmative sentences into negative and interrogative forms; and the types of questions in English — yes/no questions and wh- questions.
4. Introducing the family tree and the use of has/have.
5. Talking about sports, food and drinks; the present simple tense with I/you/we/they; the use of a/an before nouns; and languages and nationalities.
6. Telling and writing the time in English; the present simple with he/she; and adverbs of frequency (always, sometimes, never).
7. Question words, pronouns, and the use of this/that. By the end, students are able to describe rooms and furniture, talk about where and how they live, discuss their favorite things, and give directions.

UOM101 <i>Arabic</i>		ECTS 2	Semester 1
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	—	33	17

Description

The course description includes the following:

Part A — Introduction to the Arabic language: the concept of language, types of sentences, the factors that contributed to the emergence of the Arabic language, and the difference between verbs, nouns and particles.

Characteristics of sentences and their types — the nominal sentence and the verbal sentence — the difference between defective verbs (kana and its sisters) and particles that behave similarly, the transitive and intransitive verb, and the active and passive verb. The concept of the Arabic language and its three components: verbs, nouns and particles.

Part B — Arabic language teaching requirements, including: types of teaching aids, the blackboard, and daily and monthly examinations and language tests.

B. First Stage / Second Semester

MBA1205 <i>Principles of Business Administration</i>			ECTS 8	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
4	1	78	122	

Description

The principles of business administration focus on the following:

1. **The nature of planning**, including: management's trends towards planning; types of plans according to their scope of action; the definition of decision-making; types of decisions; patterns of administrative decision-making; basic models of the decision-making process; management information systems and computer-based information systems; and the steps in decision-making.
2. **Organization**, including designing the job and the organizational structure: the concept of job design and its methods; the importance of the organizing function; the basic forces affecting the organization; organizational design patterns (network, product, location/geographic, market, and matrix patterns); the nature of authority; determinants of accepting authority; forms of resistance to authority; the concept of the chain of command; and the span of control or supervision.
3. **Leadership and motivation**, including: the nature of motivation; components of the motivation system; theories of motivation; the leadership function of the manager; leadership traits; path-goal theory and its styles; the nature of communication; communication methods; communication channels; and informal communication channels.
4. **Control**, including: the importance of control in the organization; the basic steps of the control process; and the characteristics of an effective control system.
5. **Managing the facility's activities**, including: operations management, marketing management, human resources management, and financial management.

MBA1206 <i>Statistics for Business Administration</i>			ECTS 6	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
3	1	63	87	

Description

This subject includes:

1. Studying different data collection methods.
2. Performing statistical operations on data.
3. Creating frequency distribution tables and illustrating data graphically.
4. Finding the mean, weighted mean, range, mode, and median.
5. Finding simple correlation, rank correlation, and simple linear regression.

MBA1207 <i>Accounting Principles</i>			ECTS 6	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
3	1	63	87	

Description

1. Studying the concept of revenues and capital expenses, fixed assets, the cost of purchasing fixed assets, and how to record them in the books and records, as well as the sale of fixed assets. (SSWL = 6 hrs)
2. Studying the replacement of fixed assets and how to determine replacement value; the concept of depreciation and methods of calculating it; and how to record depreciation in the books and records. (SSWL = 8 hrs)

3. Studying accounting errors, their types, and methods of correcting them in the accounting books. (SSWL = 6 hrs)
4. Studying the final accounts and their types in commercial companies (trading account and profit and loss account). (SSWL = 6 hrs)
5. Studying the financial statements (the balance sheet). (SSWL = 6 hrs)

MBA1208 <i>Administrative Readings</i>		ECTS 5	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	1	48	77

Description

Course description to be supplied by the Department (approximately 100–150 words).

UOM103 <i>Computer</i>		ECTS 3	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
1	2	48	27

Description

Introduction to Computers: concepts of hardware and software components; the concept of computing, data and information; Information and Communication Technology (ICT) applications; and the concept of input/output devices and peripherals connected to the CPU.

Computer components: types of computers; hardware; input/output units; types of memory; components of the CPU; and personal computers (uses and types).

Operating Systems and the Graphical User Interface (GUI): operating system basics; the user interface; mouse techniques; menu commands; the taskbar and start menu; the concept of folders and files; opening and closing windows; and creating shortcuts.

Word Processing: the document processing program; opening and closing a document; creating a new document; creating and editing text; formatting text; working with tables; the spelling checker; setting the language; the thesaurus; and printing the document.

Presentation Programs: presentation program basics; creating presentations; slide-show settings and methods; and printing presentations/handouts.

Communications and Email: email basics; getting an email account; sending and receiving email; accessing sent email; and collaborating on documents and files by email.

Computer Troubleshooting: identifying and resolving common hardware and software problems.

UOM104 <i>Democracy and Human Rights</i>		ECTS 2	Semester 2
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	—	33	17

Description

The course description includes the following:

Part A — Introduction to human rights: 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 used by the international community to protect human rights; and human duties and the restrictions on the exercise of human rights.

Part B — Introduction to democracy: the concept of democracy; the historical development of democratic practice; 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.

A. Second Stage / First Semester

BA2103	<i>Human Resources Management</i>		ECTS 6	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
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 concept and importance of job analysis, including methods for collecting job-analysis data (interviews, questionnaires, observation), and job design techniques: enrichment, expansion, and job rotation.
5. To present the concepts of planning, recruitment, and strategic HR planning (supply and demand analysis); forecasting human resource needs (quantitative and qualitative methods); and recruitment through internal and external sources, with their advantages and disadvantages.
6. To introduce the selection and recruitment process and its steps (application form, interview, tests); types of interviews (structured, unstructured, behavioral); and the recruitment steps of job offers, negotiations, contracts, orientation, and onboarding.
7. To introduce training and development, the difference between the two, identifying training needs (organizational, task, and individual levels), types of training programs (in-service, out-of-service, and e-learning), and evaluating training effectiveness (the Kirkpatrick model).

BA2101	<i>Marketing Management</i>		ECTS 6	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
3	1	63	87	

Description

1. **Understanding the fundamental concepts of marketing management:** the key principles of marketing management, such as the marketing mix (the 4 Ps), 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.

BA2102	<i>Organization Theory</i>		ECTS 6	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
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 interaction with the internal and external environment 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 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.

BA2105 <i>Commercial Law</i>		ECTS 3	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
3	0	48	27

Description

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.

BA2104 <i>Intermediate Accounting</i>		ECTS 4	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	1	48	52

Description

This 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. It 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 accordance with generally accepted accounting principles and international accounting standards. It further addresses depreciation calculation methods and the accounting treatment of fixed assets, and aims to develop students' ability to analyze and interpret financial information and use it effectively in making administrative and economic decisions.

UOM-2032 <i>Computer Course, Level II</i>		ECTS 3	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
1	2	48	27

Description

This course aims to provide students with fundamental knowledge and skills in 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 institutions in Iraqi society through the 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.

UNI <i>Ba'ath Party Crimes</i>		ECTS 2	Semester 3
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	—	33	17

Description

1. The student should know the basic concepts related to the crimes of the Ba'ath Party and human rights violations.
2. Explain the political and social reasons that led to the occurrence of these crimes.
3. Analyze the historical documents and events related to the crimes of the former regime scientifically.
4. Distinguish between political crimes, international crimes, and the human rights violations witnessed in Iraq.
5. Employ historical and legal sources in the study of transitional justice and accountability issues.
6. 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

BA2202	<i>Modern Human Resource Management</i>		ECTS 6	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
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 and planning (vertical, horizontal, and network paths), and employee retention: turnover analysis (rate, cost, and causes) and retention strategies such as loyalty programs and positive work environments.
3. Occupational health and safety, employee relations, safety and prevention standards, and occupational stress — its sources, effects, and 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 the restructuring of work teams.

BA2202	<i>Organizational Behavior</i>		ECTS 6	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
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 it interacts 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 of 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 form 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 in strategies for diagnosing, managing, and resolving organizational conflicts, and studying the causes of work stress and how to deal with it to prevent 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 a healthy, positive, and creatively stimulating work environment.

BA2201 <i>Digital Marketing</i>		ECTS 6	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
3	0	63	87

Description

1. Understand the fundamental concepts and modern developments 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. 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 in support of 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 communication 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.

— <i>Logistics Management</i>		ECTS 3	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
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 for 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 supply chains: protecting customer data, ensuring transparency in product sources, and preventing exploitation.
12. Reverse logistics as a value-added approach to returns and recycling management within a circular economy.

13. The future of logistics: the impact of autonomous vehicles, drones, and automation on operational structures and workforce skills.
14. Regional logistics integration: connecting Iraq to regional transportation and storage networks to enhance oil exports.
15. 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.

BA2204 <i>Operations Research</i>		ECTS 5	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
1	2	48	77

Description

1. Optimization: the ultimate goal of operations research is to reach the best possible result under given constraints.
2. Maximize profits: identify production or sales plans that guarantee the highest financial return.
3. Minimize costs: reduce transportation costs, labor, raw materials, or waste of resources.
4. Real-world problems in large companies involve thousands of variables and constraints (e.g., global distribution networks).
5. Processing speed: manual solutions to these models are practically impossible, while computers can process them in seconds using sophisticated algorithms (such as the Simplex method or dynamic programming).
6. Decision-making support: the computer provides decision-makers with multiple options and alternatives based on scientific and mathematical foundations rather than guesswork or personal experience.
7. Sensitivity analysis: allows decision-makers to know how the final decision will be affected if surrounding conditions change (such as an increase in raw-material prices or a change in the volume of demand).
8. Simulation: the computer aims to build virtual environments that simulate reality (such as a queuing system at a bank or traffic at an airport).
9. Risk reduction: computer simulation enables new decisions to be tested and their results observed without the risk of implementing them in reality and incurring financial losses.

UNI <i>English 2</i>		ECTS 2	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)
2	—	33	17

Description

1. Questions and tense revision.
2. Right word / wrong word; social expressions.
3. Present tenses; have / have got.
4. Expressing things I like doing; making conversation.
5. Past simple and past continuous.
6. The use of adverbs; saying when.
7. Eat, drink, and be merry (food and drink vocabulary).
8. Expressing quantity; something / no one, etc.
9. Articles; "a piece of..."; "Can you come to dinner?"

UNI	<i>Arabic Language 2</i>		ECTS 2	Semester 4
Class (hr/wk)	Lecture/Lab/Prac./Tutorial	SSWL (hr/season)	USWL (hr/week)	
2	—	33	17	

Description

This course aims to provide students with basic knowledge and skills in the Arabic language, in addition to developing cognitive objectives and practical, 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 it.
9. Using numbers and the hamza correctly in official correspondence.
10. Improving students' understanding of Al-Alif Al-Mamdudah (extended alif) and Al-Alif Al-Maqsurah (shortened alif).

3. Communication

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