Ministry of Higher Education and Scientific Research
Scientific Supervision and Scientific Evaluation Apparatus
Directorate of Quality Assurance and Academic Accreditation
Accreditation Department

Academic Program and Course Description Guide

2025/2026

Academic Program Description Form

Institute name: .AL-TURATH UNIVERSITY.................
Scientific Department: ..BUSINESS ADMINISTRATION............
Academic Program Name:Business Administration........
Final Certificate Name: .Bachelor.............
Academic System: Semester for the third and fourth stages / Bologna Track for the first and second stage.
Description Preparation Date: 2025-2026
File Completion Date: 20/4/2026

Signature:
Head of Department Name:
Dr. Ahmed Mohamed
Date:20/4/2026

Signature:
Scientific Associate Name:
As.Prof.Dr. saad Mahdi
Date:20/4/2026

The file is checked by:
Department of Quality Assurance and University Performance
Director of the Quality Assurance and University Performance Department:
Date:
Signature:
Ahmed Mohamed

M. M. Ali
Approval by the Dean
Prof.Dr.Muaed Mohamed Ali

1. **Program Vision**
Program vision is written here as stated in the university's catalogue and website.

Ensuring leadership and distinction in delivering high-quality education grounded in rigorous scientific research. This entails aligning with the requirements of the labor market, society, and international academic standards, while leveraging modern technology to drive digital transformation and create a smart educational environment.

2. **Program Mission**
Program mission is written here as stated in the university's catalogue and website.

Ensures the preparation of qualified graduates possessing the necessary cognitive abilities and skills in Business Administration. This is achieved by fostering an environment that encourages learning, teaching, and scientific research through the use of modern educational technologies and up-to-date resources. Competent faculty members drive continuous improvement in academic and professional capabilities by promoting innovation, excellence, research, and student engagement with the community, thereby ensuring graduates acquire the skills and knowledge required to meet labor market demands.

3. **Program Objectives**
General statements describing what the program or institution intends to achieve.

Who are scientifically and practically qualified in the field of Business Administration to provide administrative services.
2- Contributing to academic and intellectual advancement by encouraging scientific and critical research in Business Administration, in alignment with global developments in the discipline.
3- Preparing qualified administrative professionals holding undergraduate degrees to meet labor market needs in both government entities and private business enterprises.
4- Organizing professional development courses, panel discussions, and specialized academic seminars in the field of management for faculty members and students at various academic levels.
5- Ensuring the quality of academic and administrative learning outcomes by applying modern assessment standards, periodically

reviewing curricula, and keeping pace with national and international academic accreditation requirements.

6- Keeping abreast of scientific and intellectual developments in the field of administration, and encouraging scientific research and publication in reputable international journals.

4. **Program Accreditation**
Does the program have program accreditation? And from which agency? Work has been done on that.

5. **Other external influences**
Is there a sponsor for the program? Yes; the Ministry, University Presidency, College Deanship, and Department Chairmanship provide sponsorship. They work to link the program to the labor market and the community by offering financial and logistical support, in a manner that...

6. **Program Structure**				
Program Structure	**Number of Courses**	**Credit hours**	**Percentage**	**Reviews***
Institution Requirements	**8**	**16**	**%16**	

College Requirements	8	16	%16	
Department Requirements	35	121	%67	
Summer Training	1	2	%1	
Other	----	---	--	

* This can include notes whether the course is basic or optional.

7. Program Description

Academic Year / Level	Course Code	Course Title	Theoretical	Practical	ECTS
First Year – First Semester	BA1101	Fundamentals of Business Administration	✓		8.00
	BA1102	Principles of Economics	✓		6.00
	BA1103	Fundamentals of Accounting	✓	✓	6.00
	BA1104	Mathematics for Business Administration	✓		6.00
	BA1105	Arabic Language	✓		2.00
	BA1106	English Language	✓		2.00
First Year – Second Semester	BA1201	Principles of Business Administration	✓		9.00
	BA1202	Principles of Statistics	✓		8.00
	BA1203	Principles of Accounting	✓	✓	3.00
	BA1204	English Readings	✓		8.00
	BA1205	Computer	✓	✓	2.00
	BA1206	Democracy and Human Rights	✓		2.00
Second Year – First Semester	BA2101	Marketing Management	✓		6.00
	BA2102	Organization Theory	✓		6.00
	BA2103	Human Resource Management	✓		4.00
	BA2104	Intermediate Accounting	✓		3.00
	BA2105	Commercial Law	✓		6.00
	BA2106	Computer	✓	✓	2.00
	BA2107	Crimes of the Ba'ath Party	✓		3.00
Second Year – Second Semester	BA2201	Digital Marketing	✓		7.00

	BA2202	Contemporary Human Resource Management	✓	6.00
	BA2203	Organizational Behaviour	✓	5.00
	BA2204	Quantitative Methods	✓	3.00
	BA2205	Logistics Management	✓	5.00
	BA2206	Arabic Language	✓	2.00
	BA2207	English Language	✓	2.00
Third Year – First Semester	BA1325	Financial Management I	✓	3.00
	BA1326	Strategic Management	✓	3.00
	BA1321	Banking Management	✓	3.00
	BA1328	Cost Accounting I	✓	3.00
	BA1329	Quantitative Applications	✓	2.00
	BA1330	Project Management	✓	2.00
	BA1331	Business Economics	✓	2.00
Third Year – Second Semester	BA2331	Financial Management II	✓	3.00
	BA2332	Strategic Thinking	✓	2.00
	BA2333	Insurance Management	✓	3.00
	BA2334	Operations Research	✓	3.00
	BA2335	Project Management Applications	✓	3.00
	BA2336	Feasibility Study	✓	2.00
	BA2337	Cost Accounting II	✓	3.00
Fourth Year – First Semester	BA1437	Production and Operations Management	✓	3.00
	BA1438	International Business Management	✓	3.00
	BA1439	Information Technology	✓	2.00
	BA1440	Research Methodology	✓	2.00
	BA1441	Government Contracts	✓	2.00
	BA1442	Risk Management	✓	2.00
Fourth Year – Second Semester	BA2443	Quality Management	✓	3.00
	BA2444	Knowledge Management	✓	3.00
	BA2445	Corporate Governance	✓	2.00
	BA2446	Research Project	✓	3.00
	BA2447	Negotiation Management	✓	3.00
	BA2448	Investment Portfolio	✓	3.00

8. Expected Program Learning Outcomes

Cognitive Objectives

1. The department's learning outcomes provide an accurate description of what students are expected to know in the field of Business Administration, enabling them to work effectively in this field upon completion of their academic program.
2. To provide students with the fundamental knowledge and skills required in the field of management. The learning outcomes are formulated in alignment with the skills and knowledge required by employers and in accordance with employment needs in both local and international environments.
3. Each course is designed to contribute to the achievement of one or more learning outcomes through a systematic curriculum design that contributes to improving the quality of education.
4. To provide a clear framework for assessing the extent to which educational objectives have been achieved through the use of appropriate assessment tools, including monthly and semester examinations, along with the preparation of relevant reports.
5. To ensure that the learning outcomes are aligned with the requirements of local and international academic accreditation standards.
6. To conduct periodic reviews of the academic program to monitor the achievement of learning outcomes and analyze students' results for the purpose of developing curricula, teaching methods, and student assessment methods.
7. To provide a transparent and clearly defined program by making the learning outcomes available to students and graduates.

Course-Specific Skill Objectives

To meet the needs of various sectors for specialized personnel in the field of Business Administration, enabling graduates to:

1. Conduct scientific and applied research and use its findings to provide relevant consultations, address administrative problems, and propose appropriate solutions.
2. Enable students to explore selected sources related to the prescribed course material, thereby developing their ability to use such sources effectively and generate innovative ideas.

9. Teaching and Learning Strategies

Appropriate teaching and learning strategies are adopted to enable students to:

1. Attend theoretical lectures and develop the ability to engage effectively in discussions.
2. Develop and enhance creative thinking skills.

3. Participate in discussions and collaborative thinking activities to promote cooperative learning and strengthen teamwork.
4. Adopt self-learning strategies by assigning students to prepare reports and complete homework assignments.
5. Apply role-playing strategies in discussions and problem-solving activities.
6. Use both essay-type and objective questions in monthly and semester examinations.

10. Assessment Methods

a. Daily assessments using practical and theoretical questions, including both essay-type and objective questions.

b. Awarding participation marks for students' responses to challenging competitive questions.

c. Allocating marks for assigned homework and reports.

d. Conducting semester examinations covering the prescribed curriculum, in addition to final examinations at the end of the first and second semesters.

11. Professional Development

The department adopts a strategy of continuous updating of the academic program and encourages faculty members to keep abreast of the latest developments in their respective fields. This approach aims to ensure the quality of education and support the attainment of program accreditation.

Professional Development for New Faculty Members

The department adopts an academic and professional development plan for new faculty members through the implementation of appropriate teaching and learning strategies and the assessment of learning outcomes. New faculty members are enrolled in courses on teaching methods, teaching qualification, computer skills, and Arabic language proficiency. These activities are designed to promote their academic and professional development and enhance the continuous improvement of their teaching performance.

1. Admission Criteria

2.Compliance with the Central Admission Regulations.

3.The student must hold a Secondary School Certificate.

4.The student must undergo assessment by the Student Eligibility Committee, which verifies the student's physical and mental fitness.

12. Main Sources of Information about the Program

The main sources of information about the academic program include:

1. Ministerial regulations stipulated in the Central Admission Guide.
2. The Department's Academic Plan for the 2025–2026 Academic Year.
3. The University Guide.
4. Labour market needs.
5. The College's official website.

13. Program Development Plan

The Department's mission is to advance the field of Business Administration by providing a rigorous academic environment that links the academic program with modern management resources and contemporary developments in the field. The program aims to prepare graduates who possess the required scientific and professional knowledge, demonstrate high ethical values, and are capable of building effective and integrated relationships within the business and administrative environment.

PROGRAM SKILLS MATRIX

Required Program Learning Outcomes

Year / Level	Course Code	Course Name	Knowledge				Skills				Values			
			1	2	3	4	1	2	3	4	1	2	3	4
First Year	BA1101	Fundamentals of Business Administration		*				*				*		
First Year	BA1102	Principles of Economics			*			*					*	
First Year	BA1103	Fundamentals of Accounting		*					*			*	*	
First Year	BA1104	Mathematics for Business Administration		*				*	*				*	
First Year	BA1105	Arabic Language		*				*	*			*	*	
First Year	BA1106	English Language		*				*	*				*	
First Year	BA1201	Principles of Business Administration												

First Year	BA1202	Principles of Statistics		*				*	*			*	*	
First Year	BA1203	Principles of Accounting		*					*					*
First Year	BA1204	English Readings			*					*			*	
First Year	BA1205	Computer		*				*	*				*	
First Year	BA1206	Democracy and Human Rights			*			*					*	
Second Year	BA2101	Marketing Management		*					*			*	*	
Second Year	BA2102	Organization Theory	*				*	*				*		
Second Year	BA2103	Human Resource Management		*				*					*	
Second Year	BA2104	Intermediate Accounting	*						*					*
Second Year	BA2105	Commercial Law		*				*	*				*	
Second Year	BA2106	Computer		*				*	*			*	*	
Second Year	BA2107	Crimes of the Ba'ath Party		*					*					*
Second Year	BA2201	Digital Marketing			*					*			*	
Second Year	BA2202	Contemporary Human Resource Management		*				*	*				*	
Second Year	BA2203	Organizational Behaviour			*			*					*	
Second Year	BA2204	Quantitative Methods		*					*					*
Second Year	BA2205	Logistics Management		*				*	*			*	*	
Second Year	BA2206	Arabic Language		*				*	*				*	
Second	BA2207	English Language		*				*	*			*	*	

Year														
Third Year	1325	Financial Management I		*				*					*
Third Year	1326	Strategic Management			*				*			*	
Third Year	1321	Bank Management			*				*			*	
Third Year	1328	Cost Accounting I		*			*	*			*		
Third Year	1329	Quantitative Applications		*			*					*	
Third Year	1330	Project Management		*				*					*
Third Year	1331	Business Economics		*			*	*			*	*	
Third Year	2331	Financial Management II		*			*	*			*		
Third Year	2332	Strategic Thinking		*			*	*			*	*	
Third Year	2333	Insurance Management		*				*					*
Third Year	2334	Operations Research			*				*			*	
Third Year	2335	Project Management Applications											
Third Year	2336	Feasibility Study			*				*			*	
Third Year	1325	Cost Accounting II			*				*			*	
Fourth Year	1437	Production and Operations Management		*			*	*				*	
Fourth Year	1438	International Business Management			*		*					*	
Fourth Year	1439	Information Technology		*				*					*

Fourth Year	1440	Research Methodology			*					*			*	
Fourth Year	1441	Government Contracts		*				*	*				*	
Fourth Year	1442	Risk Management		*				*					*	
Fourth Year	2443	Quality Management		*				*	*			*	*	
Fourth Year	2444	Knowledge Management		*				*	*			*	*	
Fourth Year	2445	Corporate Governance		*				*	*			*	*	
Fourth Year	2446	Research Project		*					*					*
Fourth Year	2447	Negotiation Management			*					*			*	
Fourth Year	2448	Investment Portfolio Management												

Teaching and Learning Resources

1-Required Textbooks

2-Main References

3-Course Description

Academic Course Description

Course Title: Fundamentals of Business Administration
Course Code: BA1101
Academic Year: 2025–2026
Date of Preparation: 20/04/2026
Semester: First Semester
Credit Hours: 8 ECTS
Course Instructor: Assistant Lecturer Sally Adnan

General Course Objectives

The course aims to:

- Introduce students to the concepts of management and the role of the manager.

- Introduce the concept of the management process and the main functions and roles of managers.
- Provide students with an understanding of the theories and schools of thought that have contributed to the development of management science.
- Explain the relationship between organizations, management, and the surrounding environment.
- Introduce the planning function, its objectives, types of plans, and potential barriers to effective planning.
- Develop an understanding of effective and efficient management.
- Provide knowledge of decision-making and problem-solving processes, leading to a comprehensive understanding of the concept, importance, and major functions of management.
- Develop the ability to manage organizations efficiently and effectively and achieve organizational objectives.
- Develop organizational planning skills and the ability to solve administrative and managerial problems.
- Introduce students to modern management approaches and practices.
- Develop the ability to interpret environmental variables and formulate appropriate plans in response to changing conditions.

Course Description

This course combines the study of management theory with its practical applications, with an em such as planning, motivation, managerial control, change management, and decision-making policies within the context of emerging management issues and contemporary local and global business challenges.

The course also emphasizes teamwork based on professional and work ethics. It provides practical applications aimed at improving workplace relationships and resolving organizational conflicts. In addition, various learning activities are employed to integrate emotional intelligence and communication skills, contributing to the creation of a creative, collaborative, and productive work environment.

Teaching and Learning Strategies

- Interactive lectures.
- Academic discussions and presentations.
- Analysis and application of management information in practical contexts.
- Self-directed learning.
- Academic research.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Project or analysis of management problems.

- Final examination.

Required Textbook

Principles of Management — Dr. Khalil Al-Shamma.

Course Structure

Week	Topic
Week 1	Conceptual introduction to management; the nature of management and the need for it in society; management as a science and an art.
Week 2	Functions and roles of the manager.
Week 3	Business organizations: concepts, importance, and management objectives.
Week 4	Development of organizational thought: the Classical School.
Week 5	Development of organizational thought: the Human Relations School.
Week 6	Development of organizational thought: modern approaches.
Week 7	Examination.
Week 8	Development of organizational thought: contemporary approaches and strategic management.
Week 9	Management environment.
Week 10	The nature of mutual influence among business organizations.
Week 11	Organizational objectives.
Week 12	Effectiveness and efficiency.
Week 13	Managerial planning.
Week 14	Decision-making and problem solving.
Week 15	Comprehensive examination.

Academic Course Description

Course Title: Principles of Economics
Course Code: BA1102
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Course Instructor: Dr. Hussein Alaa
Credit Hours: 6 ECTS

General Course Objectives

The course aims to provide students with an understanding of the economic applications of market equilibrium, production, and costs in productive enterprises. It enables students to identify the optimal combination of resources that maximizes profit at the lowest possible cost through the application of economic models.

Upon completion of the course, students will be able to:

1. Understand the concept of economics and the principles of microeconomic equilibrium for both producers and consumers.
2. Apply scientific methods in preparing and analyzing economic tables to determine the optimal production combination.
3. Interpret economic phenomena and analyze economic problems faced by underperforming or financially distressed enterprises.

4. Understand the relationship between costs and profits from both accounting and economic perspectives and distinguish between them, in addition to understanding social costs and benefits as important contemporary economic issues.

Course Description

This course provides an introduction to economics, focusing on the interpretation of economic phenomena and the analysis and resolution of economic problems. The development of quantitative methods has significantly contributed to the advancement of economics through the construction and application of econometric models.

The course also emphasizes the important role of economics in organizational activities and its relationship with other disciplines used within organizations, particularly accounting. This relationship has become increasingly evident through the use of accounting data, especially in cost analysis and project evaluation. These economic applications are relevant not only to academics but also to individuals, investors, researchers, and decision-makers.

Teaching and Learning Strategies

- Interactive lectures.
- Academic discussions and presentations.
- Analysis and application of relevant information in practical contexts.
- Self-directed learning.
- Academic research.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Project or analysis of economic problems.
- Final examination.

Week	Topic
1	**Introduction to Economics:** 1. The Concept of Economics in Capitalist and Socialist Thought. 2. Scientific Research Methods in Economics. 3. The Relationship between Economics and Other Sciences. 4. Economic Laws. 5. The Relationship between Production and the Forces of Production. 6. Human Needs and Their Characteristics.
2	**The Economic Problem and Economic Systems:** 1. The Economic Problem: Its Nature and Elements. 2. Transition from Microeconomic Analysis to Macroeconomic Analysis. 3. Contemporary Economic Systems. **Demand:** Meaning of Demand; Law of Demand; Demand Curve and Demand Schedule; Determinants of Demand; Types of Demand; Elasticity of Demand, Its Importance, Measurement and Types; Factors Affecting Demand Elasticity.
3	**Demand:** Meaning of Demand; Law of Demand; Demand Curve and Demand

	Schedule; Determinants of Demand; Types of Demand; Elasticity of Demand, Its Importance, Measurement and Types; Factors Affecting Demand Elasticity.
4	Examination.
5	**Consumer Theory:** Consumer Market Theory; Traditional Theory of Consumer Equilibrium (Utility Theory); Marginal Theory of Consumer Equilibrium (Indifference Curve Analysis).
6	**Supply:** Meaning of Supply; Law of Supply; Supply Curve and Supply Schedule; Determinants of Supply; Elasticity of Supply, Its Measurement and Types; Factors Affecting Supply Elasticity.
7	Equilibrium price.
8	Equilibrium price.
9–10	**Production Theory:** Concept and Importance of Production; Production Function; Total Product, Average Product, and Marginal Product; Types of Production Units (Enterprises); Factors of Production; Land and Its Characteristics; Law of Diminishing Returns; Labour: Concept, Division of Labour, Labour Supply, and Population Theory; Capital, Its Importance and Forms. Production—land and its characteristics; law of diminishing returns; labour—concept, division of labour, labour supply, population theory; capital—importance and forms.
11	Costs: meaning, types, and cost curves.
12	**Revenue:** Meaning of Revenue; Types of Revenue; Relationship between Revenue and Marginal Revenue.
13–14	**Production in a Socialist Economy:** Characteristics of Production; Relations and Forces of Production; Production Costs.
15	**Comprehensive Exam**

- **Main Course Reference**
- **Principles of Economics** — Dr. Karim Mahdi Al-Hasnawi.

Academic Course Description

Course Title: Principles of Financial Accounting
Course Code: BA1103
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Credit Hours: 6 ECTS
Course Instructor: Huda Shakir Mahmoud

General Course Objectives

The course aims to:

- Provide students with a conceptual framework for accounting.
- Introduce students to the practical aspects and applications of accounting.
- Develop an understanding of single-entry and double-entry bookkeeping systems.
- Familiarize students with the accounting documentation cycle and the procedures for recording transactions in accounting records.

- Develop students' ability to complete the accounting cycle from recording transactions through preparing financial statements.
- Enable students to prepare final accounts, including the Trading Account, Profit and Loss Account, and Balance Sheet.

Course Description

This course covers the fundamental concepts and principles of financial accounting. It provides an introduction to accounting, including its objectives, principles, assumptions, accounting information, and users of accounting information.

The course covers single-entry and double-entry bookkeeping, the accounting cycle, accounting documents and books, posting and balancing accounts, and the preparation of the trial balance. It also addresses different types of discounts, including trade, cash, and quantity discounts; correction of accounting errors; commercial papers and their treatment; final accounts; the balance sheet; preparation of the income statement; adjusting entries; fixed assets; and inventory valuation.

Teaching and Learning Strategies

- Interactive lectures.
- Academic discussions and presentations.
- Analysis of financial reports and their practical applications.
- Self-directed learning.
- Accounting and financial research.

Assessment Methods

- Participation and attendance.
- Accounting assignments and reports.
- Quizzes.
- Midterm examination.
- Project or analysis of accounting and administrative problems.
- Final examination.

Course Structure – BA1103

Week	Topic
1–2	**Accounting as an Information System:** Historical Development of Accounting; Definition of Accounting; Objectives of Accounting; Relationship between Accounting and Other Fields of Knowledge; Users of Accounting Information.
3–4	**Fundamentals of Recording Daily Transactions:** The Balance Sheet Approach as a Basis for Recording Financial Transactions; Accounting Entry Method; Single-Entry Bookkeeping; Double-Entry Bookkeeping.
5–6	**The Accounting Cycle:** Accounting Documents and Records; Journal; Ledger; Closing Accounts and Their Effects on Financial Statements.
7	**Exam**
8–9	**Merchandise Transactions:** Purchase Transactions and Purchase Adjustments;

	Purchase Expenses; Sales Transactions and Sales Adjustments.
10–11	**Posting, Balancing, and Trial Balance:** Carried-Forward Balances and Brought-Forward Balances.
12–13	**Trial Balance:** Trial Balance by Totals; Trial Balance by Balances.
14	**Accounting Treatment of Discounts and Correction of Errors:** Trade Discounts, Cash Discounts, and Quantity Discounts; Correction of Accounting Errors Using the Extended and Short Methods.
15	**Comprehensive Exam**

Main Course Reference

Hanan, Radwan Hilwa & Al-Baldawi, Nizar Falih. **Principles of Financial Accounting**. 3rd ed., Ithraa Publishing and Distribution, Jordan, 2014.

Academic Course Description

Course Title: Principles of Mathematics
Course Code: BA1104
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Credit Hours: 6 ECTS
Course Instructor: Dr. Hussein Alaa

General Course Objectives

The Principles of Mathematics course aims to:

- Enable students to apply the mathematical concepts covered in this course to understand **other subjects studied at later stages, including Programming, Operations Research, and** Statistics.
- Develop students’ mathematical abilities and analytical skills, enabling them to perform professional tasks and responsibilities using scientific, rational, and objective approaches.
- Develop students’ ability to identify and apply mathematical laws and practical concepts in decision-making, decision formulation, and research related to their future professional responsibilities.

Specific Learning Objectives

The course aims to enable students to apply mathematical laws and equations in planning, implementing, monitoring, and evaluating organizational activities.

Students will be able to use matrices, including outcome matrices, as well as integration, differentiation, and linear equations to determine production quantities for different types of goods, coordinate inputs and outputs, and evaluate employee performance.

The course also enables students to employ scientific methods in conducting research and studies related to their professional responsibilities. Upon completing the course, students should be able to apply mathematical concepts to develop their analytical and cognitive skills, organize their professional activities, and improve organizational performance using logical and objective approaches rather than relying on personal judgment.

Course Description

Mathematics plays a significant role in scientific and technological development across various disciplines. It has become an essential tool for applying scientific methods in research within both pure and applied sciences. Mathematics is one of the oldest disciplines and has developed into a systematic science with established laws and principles that can be applied to decision-making and the design and organization of economic and administrative activities.

Mathematical methods can also be used to develop models for evaluating alternatives and selecting optimal solutions to specific problems and situations. For example, integration and its related principles can be applied to calculate producer and consumer surplus, total costs, and total revenues in both production and service organizations. Matrices can also be used in developing computer-based applications and programs to organize and improve organizational and operational processes.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Solving mathematical exercises and problems.
- Preparation of research papers and reports.
- Self-directed learning using academic and scientific resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure – BA1104

Week	Topic
1	Sets: concepts and algebraic operations on sets.
2	Venn diagrams and ordered pairs.
3	Applied examples in management.
4	Linear inequalities in one variable; general exercises.
5	Functions: concept, types, and general exercises.

6	Limits and continuity; general applications.
7	Examination.
8	Derivatives and their types; differentiation; general exercises.
9	Higher-order derivatives; applied examples.
10	Matrices: types and general exercises.
11	Determinants; general applications.
12	General applications of matrices and determinants.
13	Curve analysis; increasing functions; general examples.
14	Maximum and minimum values; general questions; concavity; inflection points.
15	Comprehensive examination.

Reference

Dr. Nadhir Abbas Al-Shammari & Dr. Kamal Hamid Al-Taie, Principles of Mathematics.

Academic Course Description

Course Title: Arabic Language
Course Code: BA1105
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Weekly Contact Hours: 2 Hours
Course Instructor: Lecturer

General Course Objectives

The course aims to:

- Develop students' ability to use the Arabic language correctly and effectively in their academic and professional lives.
- Enhance students' understanding of Arabic grammar and expand their linguistic knowledge through practical exercises.
- Develop students' ability to construct grammatically and linguistically correct sentences.
- Improve students' skills in correct pronunciation and writing in Arabic.
- Introduce students to selected examples of Arabic prose, poetry, and literary essays.
- Develop students' knowledge of grammatical, morphological, spelling, and stylistic rules.
- Enhance students' communication and academic research skills through the proper use of the Arabic language.

Course Description

This course provides students with the fundamental principles and skills of the Arabic language. It offers a comprehensive introduction to Arabic grammar, morphology, spelling conventions, and written expression.

The course also includes selected texts from Arabic literature and the Holy Qur'an, with the aim of developing students' linguistic competence and enabling them to write accurately and effectively without grammatical, spelling, or stylistic errors. In addition, the course seeks to enhance students' communication, writing, and academic research skills through theoretical instruction and practical language exercises.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Arabic grammar exercises and practical language activities.
- Analysis of selected literary and linguistic texts.
- Self-directed learning using academic and scientific resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Main Course Reference

Arabic Language for Non-Specialist Departments

Additional References

- Abdul Qadir Hassan, **General Arabic Language for Non-Specialist Departments**.
- Dr. Nassima Hammar, **Lessons in Arabic Grammar**.
- Dr. Fuad Ni'ma, **Summary of Arabic Grammar Rules**.

Course Structure – BA1105

Week	Topic
1	Common errors in writing – Arabic language.
2	Spelling errors – Arabic language.
3	Linguistic errors – Arabic language.
4	Stylistic errors – Arabic language.
5	Typographical errors – Arabic language.
6	Semantic errors – Arabic language.
7	The Mu'allaqat: introduction to Arabic poetry before Islam.
8	Examination.
9	Amr ibn Kulthum.
10	Malik ibn al-Rayb: his life, explanation of his poem, and its artistic characteristics.

11	Al-Mutanabbi (Ahmad ibn al-Husayn): his life and explanation of his poem.
12	Modern poetry: Al-Jawahiri, “Ya Dijlat al-Khayr.”
13	Grammar and verbs.
14	Signs of verbs; verb construction; transitive and intransitive verbs; numbers.
15	Comprehensive examination.

Academic Course Description

Course Title: New Headway Plus for Beginners
Course Code: BA1106
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Weekly Contact Hours: 2 Hours
Course Instructor: Prof. Dr. Hikmat Al-Rawi

General Course Objectives

The course aims to:

- Develop students’ ability to understand and learn the English language.
- Improve students’ basic English language skills, particularly speaking, writing, and reading.
- Encourage students to acquire and use new English vocabulary.
- Develop students’ confidence in communicating effectively in English.
- Provide students with a solid foundation in basic English grammar, vocabulary, pronunciation, and sentence structure.
- Enhance students’ ability to apply English language skills in everyday situations.

Course Description

The **New Headway Plus for Beginners** course provides students with a comprehensive introduction to the English language. It focuses on the fundamental elements of English, including sounds, letters, vocabulary, grammar, reading, writing, and speaking.

The course provides a variety of practical exercises and activities that enable students to apply the language skills they acquire. It also encourages active participation and communication through classroom discussions, role-playing, and self-directed learning.

Teaching and Learning Strategies

- Theoretical and interactive lectures.

- Classroom discussions in English.
- Practical language exercises and activities.
- Role-playing activities.
- Self-directed learning.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

phasis on developing the skills required for effective management. It covers key topics

Course Structure – BA1106

Week	Topic
1	Hello
2	Your World
3	All about You
4	Family and Friends
5	The Way I Live
6	Every Day
7	My Favourites
8	Examination
9	Where I Live
10	Times Past
11	We Had a Great Time!
12	I Can Do That!
13	Please and Thank You
14	Here and Now / It's Time to Go!
15	Examination

Teaching and Learning Strategies
Theoretical lectures; classroom discussions in English; self-learning; role-playing.
Assessment Methods
Participation and attendance; assignments and reports; quizzes; midterm examination; presentations or case study; final examination.
Source
Headway 1 & 2 course handouts

Academic Course Description

Course Title: Principles of Management
Course Code: BA1201
Academic Year: 2025–2026

Semester: Second Semester
Date of Preparation: 20/04/2026
Credit Hours: 9 ECTS
Course Instructor: Assistant Lecturer Sally Adnan

General Course Objectives

The course aims to introduce students to the fundamental concepts of management, the role of managers, the management process, and the major functions of management. It provides students with an understanding of the theories and schools of thought that have contributed to the development of management as an academic and professional discipline.

The course also aims to develop students' understanding of the relationship between organizations, management, and the external environment. It introduces the planning function, its objectives, types of plans, and potential barriers to effective planning, while developing students' abilities in decision-making and problem-solving.

The course integrates management theory with practical applications and focuses on developing essential managerial skills. It emphasizes teamwork based on professional and work ethics and provides practical applications for improving workplace relationships and resolving organizational conflicts. Furthermore, course activities incorporate emotional intelligence and communication skills to contribute to the development of a creative, collaborative, and productive work environment.

Teaching and Learning Strategies

- Theoretical and interactive lectures.
- Classroom discussions.
- Role-playing activities.
- Practical management exercises and case studies.
- Self-directed learning using contemporary academic and management resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure – BA1201

Week	Topic
1	Organizing.
2	Organizational structure.
3	Authority and responsibilities.
4	Administrative centralization and decentralization.

5	Performance evaluation and measurement.
6	Principles of control.
7	Steps of control.
8	Examination.
9	Communication: elements and types.
10	Motivation.
11	Types of incentives.
12	Needs and motives.
13	Leadership.
14	Leadership styles.
15	Comprehensive Exam

Main Course References

- Khalil Al-Shamma, **Principles of Management**.
- **Lectures in Business Administration**.

Academic Course Description

Course Title: Principles of Statistics
Course Code: BA1202
Academic Year: 2025–2026
Semester: Second Semester
Date of Preparation: 20/04/2026
Credit Hours: 8 ECTS
Course Instructor: Dr. Hussein Alaa

General Course Objectives

The course aims to provide students with the skills required to understand, apply, and analyze statistical measures and probability concepts using quantitative and descriptive data in various administrative fields.

Upon completion of the course, students should be able to:

- Apply statistical methods for collecting, organizing, presenting, and analyzing data.
- Understand and apply measures of central tendency and dispersion.
- analyse statistical measures related to continuous and discrete distributions.
- Understand relationships and correlations between variables.
- Apply statistical methods to financial and accounting data.
- Interpret statistical results and use them to support managerial, financial, and accounting decision-making.

Teaching and Learning Strategies

- Theoretical lectures.

- Classroom discussions.
- Statistical exercises and problem-solving.
- Practical applications of statistical methods.
- Electronic self-directed learning using scientific and academic resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination

Course Structure – BA1202

1	Chapter 1: Introduction – origin and development of statistics and its importance in finance and accounting; concept of statistics in finance and accounting.
2	Stages of scientific research in finance and accounting.
3	Chapter 2: Collection of financial and accounting data – complete enumeration method and sampling method.
4	Questionnaire form in financial and accounting fields; common errors in collecting financial and accounting data.
5	Classification and tabulation of financial and accounting data; applied case study in finance and accounting.
6	Chapter 3: Random variables and frequency distributions – random variables, frequency distribution, relative frequency distribution.
7	Bivariate frequency distribution; cumulative frequency distribution; graphical presentation; presentation of ungrouped data.
8	Examination.
9	Bar charts; pie charts; presentation of grouped data; histogram; frequency polygon.
10	Frequency curve; cumulative frequency curve; applied examples in finance and banking.
11	Chapter 4: Measures of central tendency – mathematical symbols and importance in finance and accounting.
12	Arithmetic mean with financial/accounting examples; weighted arithmetic mean and its relationship to profitability.
13	Harmonic mean; quadratic mean; mode; median.
14	Relationships among selected measures of central tendency and their applications in finance and accounting; applied examples.
15	Examination.

Main Course Reference

Kamal Alwan, Nadhir Abbas Ibrahim & Rafid Ismail Ahmed, **Statistics: A Quantitative Approach (SPSS & Minitab)**.

Academic Course Description

Course Title: Principles of Accounting
Course Code: BA1203

Academic Year: 2025–2026
Semester: Second Semester
Date of Preparation: 20/04/2026
Weekly Contact Hours: 3 Hours
Course Instructor: Assistant Lecturer Huda Shakir Mahmoud

General Course Objectives

The course aims to provide students with a conceptual framework for accounting and a comprehensive understanding of the accounting documentation cycle. It develops students' theoretical knowledge and practical skills in recording, summarizing, and presenting the financial transactions of business organizations.

Upon completion of the course, students should be able to:

- Understand the fundamental concepts and principles of accounting.
- Apply the accounting cycle in recording and processing financial transactions.
- Record, classify, summarize, and present financial information accurately.
- Prepare basic financial statements, particularly the Income Statement and Balance Sheet.
- Understand the accounting treatment of cash transactions, commercial papers, adjustments, and fixed assets.
- Evaluate inventory using appropriate accounting methods.
- Provide management with accurate and relevant information about the financial position and performance of an organization.

Course Description

This course covers fundamental topics in accounting, beginning with an introduction to accounting, including its objectives, principles, assumptions, accounting information, and users of accounting information.

The course covers single-entry and double-entry bookkeeping, the accounting cycle, accounting books and records, posting and balancing, trial balances, and different types of discounts, including trade, cash, and quantity discounts. It also addresses the correction of accounting errors, commercial papers and their accounting treatment, final accounts, the balance sheet, preparation of the income statement, adjusting entries, fixed assets, and inventory valuation.

Teaching and Learning Strategies

- Theoretical and interactive lectures.
- Classroom discussions.
- Accounting exercises and problem-solving.
- Preparation and analysis of financial statements.
- Self-directed learning using academic and electronic resources.

Assessment Methods

- Participation and attendance.
- Financial and accounting assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or accounting case studies.
- Final examination.

Course Structure – BA1203

1-2	**Cash Transactions and Commercial Papers**• Accounting treatment of checks• Commercial papers and methods of handling them
3-4	**Measuring the Results of the Enterprise's Operations**• Final accounts• Trading Account• Profit and Loss Account• Closing entries
5-6	**Balance Sheet**• Preparation of the Balance Sheet (Statement of Financial Position)
7	**Exam**
8-9	**Income Statement**• Preparation of the Income Statement
10-11	**Adjusting Entries**• Principles governing adjusting entries• Adjustment of expenses• Adjustment of revenues
12-13	**Fixed Assets**• Purchase of fixed assets• Sale and exchange of fixed assets• Depreciation of fixed assets
14	**Inventory Valuation (Under the Periodic Inventory System)**• FIFO Method• LIFO Method• Weighted Average Method
15	**Exam**

Main Course References

- Hanan, Radwan Hilwa & Al-Baldawi, Nizar Falih. **Principles of Financial Accounting**. 3rd ed., Ithraa Publishing and Distribution, Jordan, 2014.
- Al-Ani, Safaa Mohammed & Al-Saadi, Hakim Hammoud Falih. **Principles of Financial Accounting**. 1st ed., Al-Manhaj Printing, Baghdad, 2014.
- Al-Jalili, Miqdad Ahmed; Fouad Suleiman Zako & Mohammed Tahir Al-Shawi. **Principles of Accounting**. 2nd ed., Dar Al-Kutub for Printing, Baghdad, 2000.

Academic Course Description

Course Title: Management Readings in English
Course Code: BA1204
Academic Year: 2025–2026
Semester: Second Semester
Weekly Contact Hours: 2 Hours
Course Instructor: Dr. Laith Mohammed Abdul Ridha

General Course Objectives

The course aims to:

- Introduce students to the fundamental principles and functions of management in English.
- Develop students' ability to read and understand management-related texts in English.
- Improve students' pronunciation and comprehension of English management terminology.
- Expand students' English vocabulary related to business administration and management.
- Develop students' ability to discuss fundamental management concepts and functions in English.
- Enhance students' ability to prepare and present management-related reports in English.

Course Description

This course introduces students to the development of management thought and the fundamental functions of management through English-language materials. It examines the relationships among various management functions, the steps involved in implementing these functions, and their importance and characteristics.

The course also focuses on developing students' English reading, pronunciation, comprehension, and communication skills within the context of business administration and management.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions in English.
- Reading and analyzing management texts in English.
- Preparation of reports in English.
- Classroom presentations in English.
- Self-directed learning using academic and electronic resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examinations.
- Presentations or case studies.
- Final examination.

Course Structure – BA1204

1	**Nature and Importance of Management; Management Functions**
2-4	**Development of Management Thought**
5	**Exam**
6	**Moral and Social Dimensions of Management**
7	**Planning:** The Purpose and Importance of Planning
8	**Exam**
9	**Management by Objectives (MBO):** Importance of MBO and the MBO Process
10	**Decision-Making:** Types of Decisions and the Decision-Making Process
11	**Exam**
12	**Organizing:** Importance of Organizing and the Organizing Process
13	**Staffing:** Importance of Staffing and the Staffing Process
14	**Directing:** The Directing Process and Characteristics of Directing
15	**Comprehensive Exam**

Main Course Reference

Lectures in Management Readings in English.

Academic Course Description

Course Title: Computer Applications
Course Code: BA1205
Academic Year: 2025–2026
Semester: Second Semester
Weekly Contact Hours: 2 Hours
Course Instructor: Assistant Lecturer Muthanna Abdul Wahid Khudair

General Course Objectives

The course aims to provide students with the knowledge and practical skills required to use computer applications effectively, particularly Microsoft applications and Microsoft Excel spreadsheets.

The course aims to:

- Develop students' practical computer skills and their ability to use Microsoft applications.
- Develop proficiency in using Microsoft Excel and electronic spreadsheets.
- Introduce students to other important computer applications relevant to different academic and professional disciplines.
- Enable students to use mathematical, statistical, and logical analysis tools through built-in Excel functions.
- Develop students' ability to perform calculations and analyses using spreadsheet applications.

- Enhance students’ ability to apply computer technologies to practical administrative and business problems.

Course Description

This course provides a comprehensive introduction to information technology and fundamental computer applications. It familiarizes students with the basic principles of computer use, software components, and Microsoft applications, with particular emphasis on Microsoft Excel.

The course provides practical training in the use of Excel functions, mathematical and logical operations, spreadsheet calculations, and data analysis. Students learn to apply these tools to practical business situations, including payroll calculations, installment calculations, and other administrative and financial applications.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Practical computer laboratory applications.
- Hands-on exercises using Microsoft Excel.
- Self-directed learning using scientific resources related to computers and information technology.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Practical computer exercises.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure – BA1205

1-2	**Applied Functions Using Microsoft Excel**
3-4	**Introduction to and Explanation of Functions Used in Microsoft Excel**
5-6	**Mathematical Operations and Their Application Using Excel Functions**
6	
7-8	**Types of Applied Functions Used in Microsoft Excel**
9-10	**Applying Functions to Excel Worksheets Using Excel Functions to Calculate Employee Payroll and Total Salaries**
11-12	**Using Excel Functions to Calculate Instalments Payments for House Purchases**
13-14	**Using Excel for Mathematical and Logical Operations**
15	**Comprehensive Exam**

Note: The original Arabic course structure contains overlapping week numbering ("Weeks 8–9") after "Weeks 9–10." The payroll topic has therefore been retained as a practical application without assigning a conflicting week number.

Main Course Reference

Ahmed Dhiab Ahmed Al-Azzawi, **Data Analysis Using Microsoft Excel 2010**.

Suggested Reference

Microsoft Excel 2010 Course Materials and Practical Exercises.

Academic Course Description

Course Title: Rights and Freedoms
Course Code: BA1206
Academic Year: 2025–2026
Semester: Second Semester
Weekly Contact Hours: 2 Hours
Course Instructor: Assistant Lecturer Shahla Taha

General Course Objectives

The course aims to:

- Introduce students to the fundamental concepts of human rights and individual responsibilities toward society.
- Introduce students to democracy and its various forms.
- Emphasize the importance of understanding individual rights in performing social and professional responsibilities.
- Promote awareness of the individual's right to express ideas and beliefs.
- Explain the role of democracy in determining and protecting the rights of society.
- Introduce students to the historical development of human rights and democracy throughout different periods.
- Familiarize students with mechanisms for protecting human rights through legal means and ordinary legislation.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Role-playing activities.
- Analysis of human rights cases and legal texts.
- Self-directed learning using academic and scientific resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure – BA1206

1	**Concepts of Rights, Human Beings, and Human Rights:** Concept of Rights; Concept of the Human Being; Concept of Human Rights
2	**Historical Development of the Concept of Human Rights:** Human Rights in Ancient Times Human Rights in the Middle Ages, Renaissance, and Early Modern Period; Human Rights in Divine Religions.
3	**Intellectual Contributions to the Development of Human Rights:** Intellectual Contributions in Ancient and Medieval Periods; Intellectual and Philosophical Contributions during the Renaissance and Early Modern Period.
4	**Types of Rights and Public Freedoms:** Perspectives of Selected International Conventions and Comparative and Arab Constitutions; Traditional Public Rights and Freedoms; Economic Freedoms and Social Rights.
5	**Human Rights in Declarations and Regional Documents:** National and International Declarations of Rights; Human Rights in Regional Conventions.
6	**Human Rights in Iraqi Constitutions:** Traditional Public Rights and Freedoms; Economic and Social Freedoms.
7	**Mechanisms for the Protection of Human Rights:** Legal Protection Mechanisms and Ordinary Legislation.

Note: The provided Arabic course structure lists course topics only through Week 7; therefore, no additional weekly topics have been added.

Second Year

Academic Course Description

Course Title: Marketing Management
Course Code: BA2101
Academic Year: 2025–2026
Semester: First Semester
Date of Preparation: 20/04/2026
Credit Hours: 6 ECTS
Course Instructor: Assistant Lecturer Zahraa Hikmat

General Course Objectives

The course aims to introduce students to marketing management and its functions within business organizations. It provides students with an understanding of the scope of marketing and its role in organizations and society.

The course also enables students to understand the concepts, analytical approaches, and theories governing marketing activities in business organizations and to recognize the major forces influencing consumer behaviour.

Upon completion of the course, students should be able to:

1. Understand the marketing philosophy and the social and ethical responsibilities of marketing.
2. Understand marketing strategy and its role in providing superior customer service.
3. Analyses consumer behaviour and identify and satisfy consumer needs.
4. Understand different types of markets and appropriate approaches for dealing with them.
5. Understand the concept of services and their relationship with the marketing mix.
6. Understand integrated marketing communications and their role in promoting goods and services.
7. Understand the elements of the marketing mix and their role in increasing an organization’s market share.
8. Apply marketing concepts and analytical methods to practical business situations.

Expected Course Outcomes

The course is expected to:

- Develop graduates’ competencies to meet the needs of different sectors in the field of business administration.
- Strengthen the connection between students and the labor market by emphasizing practical applications in the planning, organization, and control of an organization’s marketing activities.
- Develop students’ ability to analyze marketing problems and recommend appropriate solutions.
- Enhance students’ practical understanding of marketing management in contemporary business environments.

Course Description

This course covers the fundamental concepts of marketing and the historical development of the marketing concept from its emergence to contemporary approaches. It introduces the scope, characteristics, development, approaches, and importance of marketing in organizations and society.

The course provides a detailed examination of marketing planning, consumer analysis, market segmentation, target-market selection, and forecasting market purchasing potential. It also covers the major elements of the marketing mix, online marketing, and marketing research.

Practical cases and applications are incorporated throughout the course to enable students to apply marketing concepts and techniques to real-world business situations.

Teaching and Learning Strategies

- Theoretical and interactive lectures.
- Classroom discussions.
- Marketing problem-solving activities.
- Analysis of practical marketing cases.
- Self-directed learning using contemporary academic and scientific resources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure – BA2101

1	**Introduction to Marketing Management:** Nature and Definition of Mark Importance and Objectives of Marketing; Approaches to the Study of Mark
2	**Marketing Environment**
3	**Marketing Information System**
4	**Components of the Marketing Information System**
5	**Marketing Research System:** Concept, Importance, and Objectives.
6	**Marketing Strategy:** Concept, Importance, and Steps in Developing a Mar
7	**Market Segmentation and Target Markets:** Fundamental Concepts of M Segmentation and Target-Market Selection.
8	**Product Concepts:** Fundamental Concepts of Products; Product Life Cycle Product Failure.
9	**First-Semester Examination**
10	**Services Marketing:** Concept, Importance, and Characteristics of Services between Goods and Services.
11	**Promotion:** Concept and Definition of Promotion.
12	**Promotional Mix:** Elements of the Promotional Mix
13	**Push and Pull Promotional Strategies**
14	**Preparation of the Promotional Budget**
15	**Final Examination**

ACADEMIC COURSE DESCRIPTION

Course Name: Human Resource Management

Course Code: BA 2102
Academic Year: 2025–2026
Semester: First Semester
Date of Description Preparation: 20/04/2026
Course Instructor: Asst. Lecturer Naba Latif Hamad Al-Tarfa
Credit Hours: 4 ECTS

General Course Objectives

The course seeks to achieve the following objectives:

- Enable students to recognize the importance of human resources in fostering human relations between employees and management.
- Develop students' skills in selecting and appointing talented and competent human resources.
- Introduce students to the objectives of Human Resource Management at both the organizational and societal levels.
- Enable students to understand how Human Resource Management practices are used and applied.
- Teach students the main reasons behind the evolution of the term "Personnel Management" into "Human Resource Management," and subsequently into "Talent Management" and "Intellectual Capital Management."

Expected Learning Outcomes

Intellectual Skills:

- Ability to understand Human Resource Management methods and practices.
- Ability to achieve Human Resource Management objectives and link them with organizational objectives.
- Ability to forecast and plan human resource requirements.

Course Description

This course is one of the core subjects for second-year Business Administration students. It helps students understand human resources as the fundamental pillar for the existence of any organization in general and Human Resource Management in particular.

The course also requires an understanding of the relationship between employers and employees, as well as recognizing the skills, abilities, and capabilities possessed by individuals. It covers job analysis and job description, followed by the selection of individuals who possess the required competence, experience, and talent.

Human Resource Management is one of the academic courses adopted by many reputable international universities as well as Iraqi universities.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Role-playing.
- Conflict management activities.
- Self-learning using modern scientific and electronic sources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure

Week	Topic	Content
1	Human Resource Management	Concept, importance, objectives, and functions
2	Historical Development of Human Resource Management	Pre-industrial stage; Industrial Revolution; Scientific Management Movement; Human Relations Movement; Personnel Management; Human Resource Management
3-4	Organization of Human Resource Management	HRM as an open system; relationship between HRM and other departments; centralization and decentralization of HRM organization; internal organization of HRM; skills required in HRM
5	Job Analysis and Job Design	Concept and importance; steps of job analysis; concept of job design; methods of job design
6-7	Human Resource Planning	Concept, importance, and objectives; methods of estimating demand for human resources; methods of estimating human resource supply; balancing supply and demand
8	Examination	
9	Human Resource Staffing	Recruitment: concept, importance, objectives, methods, and sources; selection: concept, importance, objectives, and steps of the selection process; appointment, issuing the appointment order, orientation and preparation of the new employee, employee placement and empowerment
10-11	Employee Performance Appraisal	Concept, importance, and objectives of performance appraisal; objective and behavioral (subjective) criteria for performance appraisal
12	Employee Training	Concept, importance, and objectives; designing the training process; employee training methods; criteria for evaluating the effectiveness of training programs
13-14	Employee Compensation Management	Concept and types; developing a compensation strategy; salary and wage structure; methods of determining wages and incentive wage systems

15	Contemporary Perspectives on Human Resource Management	Challenges facing HRM under contemporary management; transformation of HRM functions in contemporary management; strategic HRM; talent management; HRM from the outside-in perspective

main Reference

Muayyad Saeed Al-Salem and Adel Harhoush, *Human Resource Management*.

ACADEMIC COURSE DESCRIPTION

Course Name: Organization Theory

Course Code: BA 2102
Academic Year: 2025–2026 / First Semester
Date of Description Preparation: 20/04/2026
Credit Hours: 6 ECTS
Course Instructor: Asst. Lecturer Fatima Firas Karim

General Course Objectives

The course aims to enable students to understand and comprehend the fundamental theories and concepts of Organization Theory and their development. It also aims to familiarize students with the classification of organizations and their major challenges, the evolution of organizational thought, the relationship between Organization Theory and Organizational Behavior, and the considerations required to achieve excellence in organizational performance.

Furthermore, the course seeks to improve students' understanding of the organizational environment, promote organizational culture, and enhance organizational capabilities to keep pace with development. It also provides students with the fundamental concepts of Organization Theory and introduces them to both traditional and modern models of organizational theory.

Course Description

This course addresses several fundamental and important topics in the field of organization studies. It covers the concepts of Organization Theory and organizations, including the study of organizational structures, organizational objectives, the impact of the external environment, and methods for measuring organizational performance and effectiveness.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Solving problems related to organizational activities.
- Self-learning using scientific and academic sources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Structure

1	Concept of the organization, its characteristics, and elements
2	Classification of organizations and their major challenges
3	Organization Theory and the sources of its development
4	Development of organizational thought
5	Examination
6	The relationship between the organization and its environment
7	The relationship between the organization and business organizations
8	Organizational growth and organizational life cycle
9	Nature and requirements of organizational structure and forms of organizational structure
10	Examination
11	Organizational change
12	Organizational health and building a learning organization
13	Organizational success and failure; measuring organizational effectiveness
14	Organizational excellence
15	**Examination**

Main Reference

Saad Ali Al-Anzi, *Organization Theory and Organizational Behavior*, Adnan Library for Printing, Publishing and Distribution, First Edition, 2017.

ACADEMIC COURSE DESCRIPTION

Course Name: Intermediate Accounting

Course Code: BA 2104 / First Semester
Academic Year: 2025–2026
Date of Description Preparation: 20/04/2026
Credit Hours: 3
Course Instructor: Asst. Lecturer Huda Shakir Mahmoud

Course Objectives

The course aims to deepen students’ understanding of financial accounting and enable them to apply accounting standards in preparing financial statements accurately.

Intermediate Accounting serves as a bridge between Financial Accounting and the complex financial issues encountered by companies. The course aims to develop students' understanding of the conceptual framework of accounting and to study accounting objectives, concepts, assumptions, and principles.

It also aims to address advanced accounting transactions by teaching students how to measure, record, and recognize revenues, assets, and liabilities.

Course Description

The course aims to provide students with the conceptual framework of accounting and the knowledge required to prepare final accounts and financial statements for commercial and industrial entities.

It also covers the preparation of worksheets and adjusting entries, bank reconciliation statements, the accounting treatment of short-term and long-term investments, accounts receivable, and methods of inventory valuation.

The course is designed to provide students with a comprehensive understanding of accounting transactions, as Intermediate Accounting represents an advanced continuation of the Principles of

Teaching and Learning Strategies

Teaching Methods:

- Theoretical lectures.
- Classroom discussions.
- Role-playing.
- Preparation and analysis of financial statements.
- Self-learning using scientific and academic sources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Main Course Reference

Mohammed Taher Al-Shawi, *Intermediate Accounting*.

Supplementary References

Intermediate Accounting, translated edition, Donald; in addition to other Arabic and foreign references available in the library.

Course Plan

1-2	Conceptual Framework of Financial Accounting: nature and environment of accounting objectives; fundamental concepts; accounting assumptions and principles
3	Income Statement and Retained Earnings Statement: income concepts, forms of the income statement, and elements of the income statement
4-5	Final accounts for commercial and industrial companies
6-8	Time Value of Money: concepts of the time value of money; Cash Management: components of cash, internal control over cash, and cash reconciliation
9	Short-Term Investments: management of investments, including purchases and sales
10	Receivables: notes receivable and control accounts; trade discounts, cash discounts, and quantity discounts
11	Examination
12-13	Inventory Valuation based on cost or market value, whichever is appropriate
14	Current assets, fixed assets, and intangible assets
15	Examination

Course Description

Course Name: Commercial Law
Course Code: BA2105
Academic Year: 2025–2026
Semester: First Semester
Date of Course Description Preparation: 20/04/2026
Credit Hours: 6 ECTS
Course Instructor: Assistant Lecturer Suhad Taha Abboud

Course

The course aims to provide students with the fundamental knowledge required to regulate commercial transactions, understand the legal provisions governing merchants and commercial activities, and develop professional skills in drafting contracts.

Course Description

This course covers the general principles of law as well as the specific principles of commercial law. It explains the definition of law and the characteristics of legal rules. It also introduces the concept of obligation and the five sources of obligations: contracts, unilateral will, unlawful acts, unjust enrichment, and the law.

The course also explains commercial activities, the definition of a merchant, and the conditions that must be fulfilled by a person, whether a natural or legal person, in order to acquire merchant status. It further addresses the duties that merchants are required to perform, including registration in the Commercial Register, adopting a trade name, maintaining commercial records, and refraining from unfair competition.

Furthermore, the course covers commercial papers and the formal and substantive requirements that must be satisfied for such instruments to be legally valid. It explains how commercial papers are transferred, either by delivery or endorsement, and discusses their main types, including bills of exchange, promissory notes, and cheques.

The course also addresses commercial companies and the procedures for their establishment in accordance with Companies Law No. 21 of 1997. It examines the different types of companies, including capital companies and partnerships, as well as individual enterprises, simple companies, general partnerships, limited liability companies, and joint-stock companies.

Teaching and Learning Strategies

Theoretical lectures, classroom discussions, role-playing activities, and self-directed learning using academic and scientific resources.

Assessment Methods

Class participation and attendance, assignments and reports, quizzes, mid-semester examination, presentations or case studies, and the final examination.

Course Plan

1	Introduction to Law and Commercial Law; Characteristics of Legal Rules
2	Sources of Commercial Law; Relationship between Commercial Law and Other Branches of Law
3	Definition of a Contract and a Commercial Contract; Types of Contracts; Consent (Offer and Acceptance); Legal Capacity
4	Defects of Consent: Duress, Mistake, Gross Disparity Accompanied by Fraud, and Exploitation
5	Subject Matter of the Contract; Future Subject Matter; Cause of the Contract
6	Administrative Contracts; Definition of an Administrative Contract
7	Elements of Administrative Contracts; Types of Administrative Contracts
8	Concept of Commercial Activities; Distinction between Commercial and Civil Activities; Types of Commercial Activities; Individual Commercial Activities; Commercial Activities Conducted in the Form of an Enterprise
9	Definition and Requirements of a Merchant; Duties of a Merchant: Registration in the Commercial Register, Adoption of a Trade Name, Maintenance of Commercial Books, and Refraining from Unfair Competition
10	Commercial Papers; Differences between Commercial Papers and Other Instruments; Functions of Commercial Papers
11	Bill of Exchange: Substantive Requirements and Optional Particulars
12	Promissory Note; Substantive Requirements; Formal Requirements (Particulars); Optional Particulars; Endorsement
13	Cheque: Substantive Requirements; Formal Requirements (Particulars); Optional Particulars; Endorsement
14	Definition and Elements of a Company; Partnerships; General Partnerships; Individual Enterprises

15	Comprehensive Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Computer / First Semester

Course Code: BA 2106
Academic Year: 2025–2026
Semester: First Semester
Date of Description Preparation: 20/04/2026
Weekly Contact Hours: 2 Hours
Course Instructor: Asst. Lecturer Suhad Faisal Abboud

Course Objectives

The course aims to teach and train students in the use of Microsoft Excel 2010 and its various tools. Students learn how to create tables and charts, sort and organize data for editing and analysis, and identify important statistical applications.

By placing data into electronic spreadsheets that can be easily arranged and sorted, students become able to analyze information, derive mathematical, statistical, and logical indicators, and make appropriate decisions based on the results.

Course Description

The course aims to provide students with the knowledge and practical skills required to use Microsoft Excel, one of the most important application programs in computer science and a tool widely used across different university disciplines.

The course introduces methods and tools of mathematical, statistical, and logical analysis through the large number of built-in functions available in Microsoft Excel. Students are trained to perform practical analyses while working on computers, including sales analysis, monitoring inventory quantities, archiving information, and building databases using electronic information technology.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Practical computer applications.
- Self-learning using scientific and academic sources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.

- Midterm examination.
- Presentations or case studies.
- Final examination.

Main Course Reference

Ahmed Dhiab Ahmed Al-Azzawi, *Data Analysis Using Microsoft Excel 2010*.

Suggested Reference

Supplementary materials related to Microsoft Excel 2010.

Course Plan

Week	Topic
1	Starting the program; functions and tasks of Microsoft Excel
2	Definitions: Ribbon/Command Bar, workspace, active cell, worksheets, and cell ranges
3	Converting numbers from scientific notation to standard format; merging two or more cells
4	Entering multiline text within a cell or a range of cells
5	Selecting an entire row, an entire column, and an entire worksheet
6	Copying cell formatting to another cell; applying borders to cells; changing border colors
7	Inserting a row between rows; deleting a specific row; inserting a column between two columns
8	Examination
9	Renaming a worksheet; inserting a worksheet; deleting a worksheet
10	Moving or copying a worksheet; protecting a worksheet from modification; changing worksheet tab color; unhiding a worksheet
11	Changing text orientation; creating a sequence/series
12	Creating functions: SUM and AVERAGE functions using the manual method
13	Using built-in functions; saving a file with a specified name for the first time Changing page orientation from portrait to landscape; starting the printing process;
14	specifying the number of copies; selecting print settings; specifying pages to print; printing a selected area of the worksheet
15	Comprehensive Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Crimes of the Ba’ath Party

Course Code: BA 2107
Academic Year: 2025–2026 / First Semester
Date of Description Preparation: 20/04/2026
Weekly Contact Hours: 2 Hours
Course Instructor: Lecturer
Type of Study: Theoretical study through lectures and discussions, with analysis of

historical and legal documents and reports
Duration of Study: 15 Weeks / One Semester

Course Objectives

The course aims to:

- Introduce students to the historical background of Ba'ath Party rule.
- Enable students to understand the nature of the crimes and violations committed during that period.
- Familiarize students with the legal classification of such crimes and violations.

Course Description

The course examines crimes and violations committed during the period of Ba'ath Party rule from historical, legal, and human-rights perspectives, relying on academic sources, official documents, and national and international reports.

It covers different patterns of violations, including arbitrary detention, torture, enforced disappearance, forced displacement, genocide, and the use of prohibited weapons, while explaining their legal classification under International Criminal Law and International Humanitarian Law.

The course also discusses the concepts of transitional justice, accountability, reparations, and the preservation of historical memory. Through these topics, students are expected to develop critical analysis and academic research skills.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Review and analysis of selected examples of crimes and violations.
- Self-learning through the study of comparable cases.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Course Plan

Week	Course Content
1	Introduction to the course, its objectives, and its sources
2	Establishment of the Ba'ath Party and its historical development
3	Political system and mechanisms of governance

4	Human rights violations and related concepts
5	Arbitrary detention and torture
6	Enforced disappearance and prisons
7	Forced displacement and demographic change
8	Crimes of genocide
9	Use of prohibited weapons
10	Crimes against humanity
11	International Humanitarian Law and International Criminal Law
12	Documentation, evidence, and testimonies
13	Transitional justice and reparations
14	Discussion of case studies and student research
15	Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Digital Marketing

Course Code: BA 2201
Academic Year: 2025–2026
Semester: Second Semester (Bologna Process Track)
Date of Description Preparation: 20/04/2026
Credit Hours: 7 ECTS
Course Instructor: Asst. Lecturer Zahraa Hikmat

General Course Objectives

The course aims to introduce students to Digital Marketing Management as an academic and practical field, its functions within business organizations, its various domains, and its role in society.

It also aims to enable students to understand the concepts, analytical methods, and theories that govern digital marketing activities in business organizations. In addition, the course seeks to familiarize students with the forces affecting consumption and to develop comprehensive marketing-related skills, including the preparation of market research in industrial organizations.

Educational Objectives

1. To understand the philosophy of digital marketing and its social and ethical responsibilities.
2. To understand digital marketing strategies and their role in customer service.
3. To understand consumer behavior and how to identify and satisfy consumer needs.

4. To understand markets and the mechanisms for dealing with different types of markets.

Course Description

The course covers the fundamental concepts of marketing and the stages through which the marketing concept has developed from its emergence to the present day. It also introduces students to the scope, characteristics, development, approaches, and importance of marketing in organizations and society.

The course includes detailed discussions of marketing planning, consumer analysis, market segmentation, and forecasting purchasing potential. It also provides a detailed study of the various elements of the marketing mix, online marketing through the Internet, and market research. The course concludes with practical cases and applications in marketing.

Teaching and Learning Strategies

- Theoretical lectures.
- Classroom discussions.
- Solving marketing-related problems.
- Self-learning using scientific and academic sources.

Assessment Methods

- Participation and attendance.
- Assignments and reports.
- Quizzes.
- Midterm examination.
- Presentations or case studies.
- Final examination.

Main Course References

- Al-Bakri, Thamer. (2011). *Marketing Management*. 4th Edition. Ithraa for Publishing and Distribution, Jordan.
- Jathir, Saadoun Hammoud. (2015). *Principles of Marketing*.

Course Plan

Week	Topic
1–2	Concept of the Marketing Information System; benefits of adopting a Marketing Information System; general classification of marketing research design; steps of conducting marketing research; definition and importance of services; characteristics, dimensions, and quality of services
3	Marketing communications; elements of the marketing communication process; objectives of marketing communications; promotion budget; target market
4	Advertising; sales promotion; personal selling; public relations; direct marketing; push strategy; pull strategy; nature of the product; stage of the product life cycle

5–6	Importance of pricing; pricing objectives; profitability objectives; sales objectives; situation-oriented objectives; factors affecting pricing decisions; pricing methods; cost-based pricing; discount and allowance pricing; geographical pricing
7	Examination
8	Concept and definition of marketing channels; importance of distribution channels for consumer goods; channels for business goods; service distribution channels; marketing channel management; factors affecting channel selection
9–10	Meaning and importance of physical distribution; objectives of physical distribution; main functions of physical distribution; warehouse management; storage management; inventory planning and control

11 Concept of the purchasing function; objectives of Purchasing Management; organization of Purchasing Management; centralization and decentralization in purchasing; fundamentals of purchasing; appropriate purchasing quality

12 Components of the Marketing Information System; definition of marketing research; marketing research design; steps of conducting marketing research

13 Promotional mix; marketing communication strategy; factors affecting the promotional mix

14 Concept of international marketing; importance of international marketing; entry into international markets; approval of the marketing program; marketing organization; environmental forces in international markets

15 Comprehensive Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Contemporary Human Resource Management

Course Code: BA 2202
Academic Year: 2025–2026
Semester: Second Semester (Bologna Process Track)
Date of Description Preparation: 20/04/2026
Credit Hours: 6 Hours
Mode of Study: Bologna Process-based, student-centered learning, including theoretical lectures, seminars, case studies, presentations, practical activities, and self-learning
Duration of Study: 15 Weeks / One Semester

Course Objective

The course aims to introduce students to contemporary concepts and trends in Human Resource Management and its role in achieving organizational competitive advantage.

It also addresses the core functions of Human Resource Management, with particular emphasis on developing students' skills in analyzing managerial problems, making decisions, and applying contemporary HR practices in the business environment.

In addition, the course aims to enable students to:

- Apply Human Resource Planning, recruitment, and selection methods.
- Analyze training and career development needs.
- Evaluate employee performance using contemporary methods.

Course Description

This course is a core subject that introduces students to the fundamental functions of Human Resource Management, the nature of its organizational structure, and its relationships with other departments within the organization.

It also examines issues related to employees and groups in the workplace. In addition, the course provides an understanding of the key areas addressed by Human Resource Management, including job design and analysis, compensation, performance measurement, training, and incentives.

Teaching and Learning Strategies

- Interactive lectures.
- Group discussions.
- Case studies.
- Presentations.
- Collaborative learning.
- E-learning and independent research.

Assessment Methods — Bologna Process

- Participation and classroom activities.
- Individual and group assignments.
- Presentations.
- Midterm examination.
- Project or case study.
- Final examination.

Course Plan

Week	Course Content
1	Introduction to the course, the Bologna Process, and Contemporary Human Resource Management
2	Strategic environment of Human Resource Management and its role in achieving competitive advantage

3	Human Resource Planning; job analysis and job design
4	Recruitment, selection, and appointment
5	Employee orientation and career management
6	Training, development, and competency development
7	Performance management and employee evaluation
8	Midterm Examination
9	Compensation, wages, incentives, and benefits
10	Talent Management and succession planning
11	Labor relations, professional ethics, and social responsibility
12	Occupational health and safety and quality of work life
13	Digital transformation; Human Resource Information Systems (HRIS); Artificial Intelligence in Human Resources
14	Case studies, student presentations, and discussion of practical applications
15	Comprehensive review and comprehensive examination

ACADEMIC COURSE DESCRIPTION

Course Name: Organizational Behaviour

Course Code: BA 2203
Academic Year: 2025–2026
Semester: Second Semester – Bologna Process Track
Date of Description Preparation: 20/04/2026
Credit Hours: 5 ECTS
Course Instructor: Asst. Lecturer Fatima Firas Karim

Course Objective

The course aims to provide students with the theoretical framework of the development of Organizational Behavior and its major theories. It also provides students with both scientific and practical knowledge related to Organizational Behavior.

The course introduces students to the fundamentals of behavior and organizational behavior and familiarizes them with the main approaches to the study of personality and self-management.

It also aims to enable students to understand the values, attitudes, and beliefs prevailing within the organizational culture of organizations and society. Furthermore, the course develops students' understanding of work stress, leadership, and organizational conflict.

Course Description

Organizational Behavior is the scientific study of the behavior of individuals and groups within the work environment. The course aims to understand, predict, and influence such behavior in order to improve organizational performance and employee job satisfaction.

Teaching and Learning Strategies

- Interactive lectures.
- Group discussions.
- Case studies.
- Presentations.
- Collaborative learning.
- E-learning and independent research.

Assessment Methods — Bologna Process

- Participation and classroom activities.
- Individual and group assignments.
- Presentations.
- Midterm examination.
- Project or case study.
- Final examination.

Main Course Reference

Saad Al-Anzi, *Organizational Behaviour*.

Course Structure

Week	Topic
1	Organizational Behaviour: importance and objectives
2–3	The Individual: personality and self-management; perception and social perception
4	Motivation and incentives
5–6	Groups: formation and development of groups; types of groups; work teams
7	Examination
8–9	Organizational culture; values and attitudes; organizational commitment
10	Work stress; organizational conflict
11–12	Organizational communication; organizational change; organizational learning
13–14	Leadership and decision-making
15	Comprehensive Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Quantitative Methods / Second Semester

Course Code: BA 2204
Academic Year: 2025–2026
Semester: Second Semester (Bologna Process Track)
Weekly Contact Hours: 3 Hours
Course Instructor: Asst. Lecturer Waheed Hussein Al-Ansari

Course Objective

This course provides an overview of the most important characteristics and expected learning outcomes related to the use of quantitative methods for sound managerial decision-making in ways that save time and reduce costs.

The course aims to equip students with the knowledge and skills required to use quantitative methods in collecting and mathematically analyzing data in order to make appropriate and well-informed decisions.

Course Description

The course focuses on the use of mathematical and statistical tools, as well as Operations Research techniques, to analyze data and test hypotheses in support of efficient managerial and economic decision-making.

Course Content

Week	Topic
1	Introduction to Linear Programming
2–5	Formulation and treatment of Linear Programming problems; mathematical formulation of the Linear Programming model; methods of analyzing Linear Programming problems; graphical method; general method of Linear Programming analysis, supported by practical examples
6–7	Using WinQSB software to solve exercises
8	Examination
9	The Dual Model in Linear Programming and Sensitivity Analysis: introduction; steps for converting the primal model into the dual model
10	Sufficient examples and exercises covering the Dual Model
11	Sensitivity Analysis
12	Using WinQSB software to solve exercises
13	Transportation and Assignment Models: introduction; methods used to solve transportation problems

14	Northwest Corner Method; Least-Cost Method; Vogel’s Approximation Method
15	Practical examples and exercises covering the transportation methods; using WinQSB software to solve related models

Teaching and Learning Strategies

- Interactive lectures.
- Group discussions.
- Case studies and mathematical problem-solving.
- Following electronic/online lectures.

Assessment Methods — Bologna Process

- Participation and classroom activities.
- Individual and group assignments.
- Presentations.
- Midterm examination.
- Project or case study.
- Final examination.

ACADEMIC COURSE DESCRIPTION

Course Name: Logistics Management

Course Code: BA 2205
Academic Year: 2025–2026
Semester: Second Semester
Date of Description Preparation: 20/04/2026
Credit Hours: 3 Hours
Course Instructor: Asst. Lecturer Sally Adnan

Course Objective

The course aims to introduce students to the concept of Logistics Management and its importance in managing the flow of materials, information, and services throughout the supply chain in ways that contribute to operational efficiency and organizational competitive advantage.

By the end of the course, students should be able to:

- Understand the basic concepts of Logistics Management and Supply Chain Management.
- Explain the functions and activities of Logistics Management in business organizations.
- Apply inventory, purchasing, and transportation management methods.
- Analyze the efficiency of logistics operations using performance indicators.

- Utilize information systems and modern technologies in Logistics Management.

Course Description

The course covers the major logistics activities, including purchasing management, transportation, warehousing, inventory management, materials handling, packaging, and customer service.

It also addresses applications of modern technology, logistics information systems, and sustainability in logistics operations. In addition, the course focuses on developing students' skills in analyzing logistics problems and making appropriate decisions using scientific methods.

Teaching and Learning Strategies

- Interactive theoretical lectures.
- Group discussions.
- Case studies.
- Presentations and practical activities.
- E-learning and independent research.

Assessment Methods — Bologna Process

- Participation and classroom activities.
- Individual and group assignments.
- Presentations.
- Midterm examination.
- Project or case study.
- Final examination.

Course Structure

Week	Course Content
1	Introduction to the course; concept and importance of Logistics Management
2	Development of Logistics Management and its relationship with Supply Chain Management
3	Purchasing and Supply Management
4	Inventory Management and inventory control methods
5	Warehouse and Storage Management
6	Transportation and Physical Distribution
7	Materials Handling and Packaging
8	Midterm Examination
9	Customer Service in Logistics Activities
10	Logistics Information Systems and Digital Technologies
11	Logistics Performance Measurement and Efficiency Indicators
12	Logistics Risk Management and Business Continuity
13	Green Logistics and Sustainability
14	Case studies, student presentations, and practical applications
15	Comprehensive Examination

ACADEMIC COURSE DESCRIPTION

Course Name: Arabic Language

Course Code: BA 2206
Academic Year: 2025–2026
Semester: Second Semester – Bologna Process Track
Date of Description Preparation: 20/04/2026
Course Instructor: Lecturer
Weekly Contact Hours: 2 Hours

Course Objective

The course aims to improve students' command of the Arabic language and enable them to write correctly, express themselves comprehensively, and use Standard Arabic accurately in both spoken and written communication.

It also aims to prepare students to use correct Arabic in their professional lives after graduation and to enhance their understanding of the language through practical exercises. Such activities help students develop intellectual and linguistic skills, particularly in grammar, through the study of literary texts.

Course Description

This university course provides a comprehensive explanation of Arabic grammar and the correct use of the language, particularly in the construction of Arabic sentences.

The course also presents a variety of examples from prose, poetry, and literary essays in order to strengthen students' linguistic accuracy and proficiency.

Teaching and Learning Strategies

- Interactive lectures.
- Group discussions.
- Presentations through dialogues.
- Storytelling and poetry recitation in Modern Standard Arabic.
- E-learning and independent research.

Assessment Methods — Bologna Process

- Participation and classroom activities.
- Individual and group assignments.
- Presentations.
- Midterm examination.
- A writing assessment involving a report, poem, or narrative in Standard Arabic.

- Final examination.

Course Structure

Week	Subject	Reading/Content
1	Arabic Language	Common Errors in Writing
2	Arabic Language	Spelling Errors
3	Arabic Language	Linguistic Errors
4	Arabic Language	Stylistic Errors
5	Arabic Language	Typographical Errors
6	Arabic Language	Semantic Errors
7	Arabic Language	The Mu‘allaqat: Introduction to Pre-Islamic Arabic Poetry
8	Arabic Language	Amr ibn Kulthum
9	Arabic Language	Malik ibn al-Rayb: his life; explanation of the poem and its artistic characteristics
10	Arabic Language	Al-Mutanabbi, Ahmad ibn al-Husayn: his life and explanation of his poem "Wa Harra Qalbahu…"
11	Arabic Language	Modern Poetry: Al-Jawahiri, "Ya Dijlat Al-Khayr"
12	Arabic Language	Grammar: Verbs
13	Arabic Language	Signs and Characteristics of Verbs
14	Arabic Language	Formation of Verbs; Transitive and Intransitive Verbs; Numbers and Numerals
15	Arabic Language	Examination

Main Course Reference

General Arabic Language for Non-Specialist Departments.

Additional Reference

Abdul Qadir Hassan, *General Arabic Language for Non-Specialist Departm*

Course Academic Description
Course Name: English Language
Course Code: BA 2207

Academic Year: 2025-2026 / Second Semester, Political Track
Date of Description Preparation: April 20, 2026
Credit Hours: 2
Instructor: Prof. Dr. Hikmat Al-Rawi

Objective

The main objective is to develop students' skills in understanding and learning English in its various aspects (speaking, writing, and reading) and to motivate them to learn new vocabulary in order to master a new language and culture.

Course Description

The NEW Headway Plus for Beginners curriculum offers English language study with a detailed introduction to the fundamentals of the language, including sounds, letters, vocabulary, and grammar, along with ample practice exercises.

Course Name: New Headway Plus for Beginners

Chapter Title Week	Chapter Title Week	Chapter Title Week
1 Hello	1 Hello	1 Hello
2 Your World	2 Your World	2 Your World
3 All about You	3 All about You	3 All about You
4 Family and Friends	4 Family and Friends	4 Family and Friends
5 The Way I Live	5 The Way I Live	5 The Way I Live
6 Every Day	6 Every Day	6 Every Day
6 My Favorites	6 My Favorites	6 My Favorites
7 Exam	7 Exam	7 Exam
8- Where I Live 9- Times Past 10- We Had a Great Time! 11- I Can Do That! 12- Please and Thank You 13- Here and Now 14 It's Time to Go! 15 Exam	8 Where I Live 9 Times Past 10 We Had a Great Time! 11 I Can Do That! 12 Please and Thank You 13 Here and Now 14 It's Time to Go! 15 Exam	8 Where I Live 9 Times Past 10 We Had a Great Time! 11 I Can Do That! 12 Please and Thank You 13 Here and Now 14 It's Time to Go! 15 Exam

Third Stage

Course Academic Description

Course Title: Financial Management

Course Code: BA 1325

Academic Year 2025-2026 / First Semester

Date of Description Preparation: April 20, 2026

Number of Study Hours: 3 hours

Instructor: Dr. Saad Mahdi Hussein

General Objectives of the Course

This course aims to introduce the philosophy of financial management and provide students with the concepts, components, processes, and mechanisms of financial management in all organizations, as well as its roles and impacts in financial markets, leading to an increase in the organization's market value. It also examines the effects of financial volume on financial decisions and the relationship between the tax environment and these decisions. Furthermore, it addresses the ability to manage and utilize cash and other organizational assets.

Course Title: Financial Management

Course Code: BA 1325

Academic Year 2025-2026 / First Semester

Date of Description Preparation: April 20, 2026

Number of Study Hours: 3 hours

Instructor: Dr. Saad Mahdi Hussein

General Objectives of the Course

This course aims to introduce students to the philosophy of financial management and provide them

with the concepts, components, processes, and mechanisms of financial management in all organizations, as well as its roles and impacts in financial markets, leading to an increase in the organization's market value.

The course also studies the effects of financial volume on financial decisions and the relationship between the tax environment and these decisions.

Furthermore, it covers the ability to manage and utilize cash and other organizational assets. Course Description:

This course covers the topic of financial management in all its dimensions and its role in the practical and applied life of organizations. It addresses the planning, direction, and control of the organization's funds and economic resources. The course provides students with a framework for understanding financial management and its relationship to other organizational functions, including the ability to finance, invest, and generate profits, ultimately contributing to the organization's success.

Teaching and Learning Strategies:

Interactive lectures. Solving financial exercises. Practical applications in preparing financial statements. Using financial data in practical applications. Discussions and presentations. Self-directed learning and financial research.

Assessment Methods:

Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case studies. Final exam.

Course Structure

Weekly Chapter Title	Weekly Chapter Title
Financial Management Concept, Objectives, and Relationship to Organizational Functions 1-2	Financial Management Concept, Objectives, and Relationship to Organizational Functions 1-2
Legal Forms of Companies	Legal Forms of Companies
Partnerships, Joint Stock Companies 3-4	Partnerships, Joint Stock Companies 3-4
Exam 5	Exam 5
Inflation and its Effects on Financial Management 6-7	Inflation and its Effects on Financial Management 6-7
The Tax Environment	The Tax Environment
Tax Depreciation and Savings 8-9	Tax Depreciation and Savings 8-9
Financial Markets	Financial Markets

Source: Financial Management Textbook / Dr. Mohammed Ali Al-Amri

Course Description
Course Title: Strategic Management
Course Code: BA 1326
Academic Year: 2025-2026 / First Semester
Date of Description: April 20, 2026
Semester: Semester
Number of Class Hours: 3 hours
Instructor: Dr. Ahmed Mohammed Abdel-Aal
Course Objectives: The goal of strategic management is to achieve a competitive advantage, ensure long-term sustainability, and effectively direct resources to guarantee the organization's success and future growth. Therefore, studying this course aims to provide students with a comprehensive and in-depth overview of

strategic management, enabling them to identify future strategic directions and ensure their success.

Course Description

Strategic management is a continuous and integrated process of defining long-term goals, analyzing internal and external resources and environments, formulating strategies, implementing plans, and then evaluating and controlling them. Therefore, this course description covers how students define their vision, strategic goals, and mission for life or the organization they work for. It also addresses the mechanisms for strategic analysis of the internal and external environment, determining the strategic position, selecting strategic alternatives, and identifying the strategies to be adopted at the organizational, business unit, and functional levels. Furthermore, it covers the implementation models for these strategies and the mechanisms for monitoring them. Upon completion of the course, students will be able to: understand strategic management; determine their own or their organization's strategic direction and position; and identify the types of strategies that can be adopted based on a strategic analysis of their life or work environment.

Teaching and Learning Strategies

•Interactive lectures. Case studies. Using strategic information in strategic decision-making. Discussions, presentations, and role-playing. Self-directed learning.

Assessment Methods

•Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Project or case study analysis. Final exam.

Course title: Strategic Management
Author: Dr. Zakaria Mutlaq Al-Douri

tage: Third, Business Administration.

Chapter Title Week	Chapter Title Week	Chapter Title Week
1. The Concept and Importance of Strategic Management	1. The Concept and Importance of Strategic Management	1. The Concept and Importance of Strategic Management
The Evolution of Strategic Management and Business Policies 1	The Evolution of Strategic Management and Business Policies 1	The Evolution of Strategic Management and Business Policies 1
2. Strategic Orientation, Organizational Mission, Characteristics of a Successful Mission, Mission Model, Objectives, Their Importance and Types 2	2. Strategic Orientation, Organizational Mission, Characteristics of a Successful Mission, Mission Model, Objectives, Their Importance and Types 2	2. Strategic Orientation, Organizational Mission, Characteristics of a Successful Mission, Mission Model, Objectives, Their Importance and Types 2

Exam 3	Exam 3	Exam 3
3. Strategic Analysis of External Environmental Factors	3. Strategic Analysis of External Environmental Factors	3. Strategic Analysis of External Environmental Factors
Industry Environment Analysis, Porter's Analysis 4	Industry Environment Analysis, Porter's Analysis 4	Industry Environment Analysis, Porter's Analysis 4
4. Strategic Analysis of Internal Environmental Factors	4. Strategic Analysis of Internal Environmental Factors	4. Strategic Analysis of Internal Environmental Factors
Value Chain Analysis, SWOT Analysis 5	Value Chain Analysis, SWOT Analysis 5	Value Chain Analysis, SWOT Analysis 5

Course Title: Bank Management

Course Code: BA 1321

Academic Year: 2025-2026 / First Semester

Semester: Courses

Date of Description Preparation: April 20, 2026

Number of Study Hours: 3 hours

Instructor: Ms. Wafaa Ghaleb

Course Objectives: To provide students with knowledge and understanding of bank management, including theoretical concepts and practical applications, qualifying them to work in the public or private banking sector in the future. Learning objectives include enabling students to understand the terminology specific to bank management, developing their skills in effectively utilizing bank resources, and enhancing their ability to identify banking problems and find appropriate solutions.

Course Description: This course is a core subject for third-year Business Administration students. It introduces the terminology of bank management, focusing on the unique characteristics of banking operations and their distinction from other businesses.

Teaching and Learning Strategies: • Interactive lectures. Solving financial exercises. Analyzing banking cases. Using financial data in practical applications. Discussions and presentations. Self-directed learning.

Assessment methods:

•Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study of a bank. Final exam.

Main source: Banking Management: Prof. Dr. Abdul Salam Lafteh Saeed, 2018, University of Baghdad.

Course plan:

Weekly Topic	**Weekly Topic**
1. The Specificity of Banking Operations.	**1. The Specificity of Banking Operations.**

2. The Specificity of the Central Bank.	2. The Specificity of the Central Bank.
3. Banks and the Deposit Creation Process.	3. Banks and the Deposit Creation Process.
4. Methods of Allocating Bank Funds.	4. Methods of Allocating Bank Funds.
5. Bank Capital.	5. Bank Capital.
6. Income Statement and Balance Sheet of Commercial Banks.	6. Income Statement and Balance Sheet of Commercial Banks.
7. Bank Liquidity Management and Profitability Management.	7. Bank Liquidity Management and Profitability Management.
8. Exam	8. Exam
9. Bank Risk Management.	9. Bank Risk Management.

Academic Course Description
Course Title: Cost Accounting/K1
Level: Third Year: Courses
Weekly Hours: 3 hours
Course Code: BA 1328
Academic Year: 2025-2026
Date of Description: April 20, 2026
Study Hours: 3 hours
Instructor: Prof. Dr. Manal Sorour
:Course Objective
The study of cost accounting aims to accurately measure production costs, control expenses, and assist management in making informed .decisions regarding the precise cost per unit of a product or service

Course Description: The cost accounting course provides an introduction to the most important terminology used in cost accounting and enables students to learn key accounting applications related to cost accounting, which form a foundation upon which .students will rely in their professional lives
:Teaching and Learning Strategies

Classroom lectures. Solving cost accounting exercises. Analyzing case studies. Using financial data in practical applications. Discussions .and presentations. Self-directed learning
:Assessment Methods
Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Project or analysis of cost accounting statements. .Final exam

Textbook: Cost Accounting: Prof. Dr. Nassif Al-Jubouri
Course Plan

Weekly Details	Weekly Details
1. Theoretical Framework of Cost Accounting	1. Theoretical Framework of Cost Accounting
Concept and Definition of Cost Accounting, its Origins and Development, Uses and Objectives of Cost Accounting	Concept and Definition of Cost Accounting, its Origins and Development, Uses and Objectives of Cost Accounting
2. The Relationship between Cost Accounting, Financial Accounting, and Managerial Accounting	2. The Relationship between Cost Accounting, Financial Accounting, and Managerial Accounting
Concept and Classification of Costs	Concept and Classification of Costs
3. Classification of Cost Elements and Cost Theories	3. Classification of Cost Elements and Cost Theories
Classification of Cost Elements by Physical Classification	Classification of Cost Elements by Physical Classification

4. Classification of Cost Elements by Functional Classification	4. Classification of Cost Elements by Functional Classification
Classification of Cost Elements by their Relationship to Production Units	Classification of Cost Elements by their Relationship to Production Units
5. Classification of Cost Elements by their Relationship to Activity Volume	5. Classification of Cost Elements by their Relationship to Activity Volume
Classification of Cost Elements by their Relationship to Utilized and Idle Capacity	Classification of Cost Elements by their Relationship to Utilized and Idle Capacity
6. Control of Material Cost Elements	6. Control of Material Cost Elements

6. Control of Material Cost Elements	6. Control of Material Cost Elements
Control of Material Purchases and Returns	Control of Material Purchases and Returns
Control of Treasury Operations	Control of Treasury Operations
Inventory Adjustments	Inventory Adjustments
Material Pricing	Material Pricing

Course Title: Quantitative Applications

Course Code: BA 1329

Academic Year: 2025-2026
Semester: First Semester
Date of Description: April 20, 2026
Weekly Credit Hours: Three hours
Instructor: Mr. Waheed Hussein Al-Ansari
Course Objective: This course aims to support accurate administrative and financial decisions by simplifying complex problems, minimizing errors, maximizing profits, and reducing costs.
Course Description: This course utilizes mathematical and statistical models and computer software to transform data into effective tools. It covers areas such as developing solutions to administrative and economic problems, evaluating hypotheses, and making sound decisions.
Teaching and Learning Strategies: Interactive lectures. Solving mathematical exercises related to quantitative applications. Using mathematical data in practical applications. Discussions and presentations. Self-directed learning.
Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study. Final exam

Course vocabulary

Chapter Topic	**Chapter Topic**
1 Linear Programming Introduction	**1 Linear Programming Introduction**
2 Addressing Linear Programming Problems	**2 Addressing Linear Programming Problems**
Mathematical Formulation of the Linear Programming Model أ-	**Mathematical Formulation of the Linear Programming Model**
3 a- Methods for Analyzing Linear Programming Problems	**3 a- Methods for Analyzing Linear Programming Problems**
4 b- Graphical Method ب-	**4 b- Graphical Method**
5 c- Simplex Method	**5 c- Simplex Method**
6 Sufficient Examples for Each	**6 Sufficient Examples for**

Method	**Each Method**
7 Sufficient Exercises for Each Method	**7 Sufficient Exercises for Each Method**
8 Using WinQSB to Solve Exercises	**8 Using WinQSB to Solve Exercises**
9 The Duality Model in Linear Programming and Sensitivity Analysis	**9 The Duality Model in Linear Programming and Sensitivity Analysis**
Introduction, Steps for Converting the Initial Model to the Duality Model	**Introduction, Steps for Converting the Initial Model to the Duality Model**
10 Sufficient Examples and Exercises to Cover the Duality Model	**10 Sufficient Examples and Exercises to Cover the Duality Model**
11 Sensitivity Analysis	**11 Sensitivity Analysis**
12 Using WinQSB to Solve Exercises أ-	**12 Using WinQSB to Solve Exercises**
13 Transportation Models	**13 Transportation Models**

Source: Quantitative Applications Lecture Notes,
Professor Waheed Al-Ansari

Course Title: Project Management
Course Code: BA1330
Academic Year: 2025-2026
Date of Description: April 20, 2026
Semester: First Semester
Weekly Credit Hours: 2
Instructor: Suhad Ali Aboud

Course Objectives:

To enable students to acquire knowledge and understanding of the conceptual framework of project management. To introduce students to the fundamental concepts of project management and their importance in the business environment. To introduce students to the methods used in planning and developing industrial and service projects. To familiarize students with the concepts and tools used in project design, management, implementation, and control. Students will learn about and explore the concepts and tools used in project planning, which will lead to developing students' competence in using project management standards, thus qualifying them to manage projects. The course also connects students theoretically to the job market, with a focus on field applications in the area of specialization and practical training in applying .knowledge and skills in project management

Course Description: This course covers the project lifecycle and knowledge areas such as cost, time, and risk management. It also explores the use of practical applications and computer programs to create synergy between organizational resources to achieve economic returns within the framework of integration with the internal and external environment. The description provides a theoretical overview of the concepts and then employs an analytical approach to the environment to develop students' project .management skills

:Teaching and Learning Strategies

• Interactive lectures. Solving applied mathematical exercises. Analyzing investment .cases in project management. Discussions and presentations. Self-directed learning

:Assessment Methods

• Participation and attendance. Assignments and reports. Quizzes. Midterm exam. .Project or case study analysis. Final exam

:Main Sources

Doudin, Ahmed Yousef, "Project Management," Dar Al-Yazourdi for Publishing and .Distribution, Arabic Edition, Amman, Jordan, 2017

Najm, Najm Aboud, "Introduction to Project Management," Amman, Al-Warraq Foundation for Publishing and Distribution, Jordan, 2012

Course plan

Week 1 Course Vocabulary	**Week 1 Course Vocabulary**	**Week 1 Course Vocabulary**
1. Basic Concepts in Project Management - Project Definition, Project Concept, Project Elements	**1. Basic Concepts in Project Management - Project Definition, Project Concept, Project Elements**	**1. Basic Concepts in Project Management - Project Definition, Project Concept, Project Elements**
2. Administrative Duties in Project Management – Project Time Management, Project Cost Management, Project Quality Management, Project Communications Management	**2. Administrative Duties in Project Management - Project Time Management, Project Cost Management, Project**	**Administrative Duties in Project Management - Project Time Management, Project Cost Management, Project Quality Management, Project Communications Management**

	Quality Management, Project Communications Management	
3. Project Risk Management and Project Lifecycle: Stages and Characteristics	**3. Project Risk Management and Project Lifecycle: Stages and Characteristics**	**3. Project Risk Management and Project Lifecycle: Stages and Characteristics**
4. Types of Projects: Humanitarian Projects, Industrial Projects, Service Projects	**4. Types of Projects: Humanitarian Projects, Industrial Projects, Service Projects**	**Types of Projects: Humanitarian Projects, Industrial Projects, Service Projects**
5. Project Stakeholders and Related Parties: Stakeholders Related to the Project	**5. Project Stakeholders and Related Parties: Stakeholders Related to the Project**	**5. Project Stakeholders and Related Parties: Stakeholders Related to the Project**
6. Project Selection - Selection Criteria, Types of Selection Models and Methods	6. Project Selection - Selection Criteria, Types of Selection Models and Methods	Project Selection - Selection .5 Criteria, Types of Selection Models and Methods .6
7. Non-Numerical Models in Project Selection - Sacred Cow Model, Competitive Models, Operational Models	7. Non-Numerical Models in Project Selection - Sacred Cow Model, Competitive Models, Operational Models	7. Non-Numerical Models in Project Selection - Sacred Cow Model, Competitive Models, Operational Models
Numerical Models in Project Selection: Payback Period Criteria, Return on Investment, Net Present Value, Profitability Index	8. Numerical Models in Project Selection: Payback Period Criteria, Return on Investment, Net Present Value, Profitability Index	8. Numerical Models in Project Selection: Payback Period Criteria Return on Investment, Net Present Value, Profitability Index
9. Project Planning - The Need for Different Types of Planning, Components and Advantages of Project Planning	9. Project Planning - The Need for Different Types of Planning, Components and Advantages of Project Planning	Project Planning - The Need for Different Types of Planning, Components and Advantages of Project Planning
10. Project Environment - Environment Definition, Types of Project Environments	10. Project Environment - Environment Definition, Types of Project Environments	Project Environment - Environment Definition, Types of Project Environments
11-12. Scheduling, Networking, Critical Path Method - Case Studies	11-12. Scheduling, Networking, Critical Path Method - Case	11-12. Scheduling, Networking, Critical Path Method - Case Studies

	Studies	
13. Project Control - Control Concept, Importance of Control Control Components	13. Project Control - Control Concept, Importance of Control Control Components	13. Project Control – Control Concept, Importance of Control Control Components
14. Project Termination: Reasons for Project Termination, Project Termination Process	14. Project Termination: Reasons for Project Termination, Project Termination Process	14. Project Termination: Reasons for Project Termination, Project Termination Process
15. Final Report	15. Final Report	15. Final Report

Course Title:Business Economic

Course Code: BA1331

Third Stage / First Semester

Academic Year 2025/2026

Date of Description: April 20, 2026

Number of Study Hours: 2

Instructor: Mr. Ali Faleh

Course Objectives

This course aims to enable students to: Understand the fundamental concepts of business economics. Interpret the mechanisms of supply and demand and their impact on markets. Analyze consumer and producer behavior in the business environment. Differentiate between various market structures and their effects on competition. Apply the principles of production and costing in managerial decision-making. Analyze the impact of macroeconomic variables on the performance of business organizations. Use economic tools .in problem-solving and decision-making

Course Academic Description

Business economics is an applied branch of economics that integrates economic theories with business management tools. It focuses on analyzing how companies make decisions, allocate resources efficiently, and maximize profits in the market environment.

Teaching and Learning Strategies

Interactive lectures. Solving business economics exercises. Analyzing economic case studies. Using economic data in practical applications. Discussions and presentations. Self-directed learning. Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Project or economic case study analysis. Final exam.

Source: Business Economics textbook.

Study plan

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of business economics, and its importance	1 Introduction to the course, the concept of business economics, and its importance
2 The economic problem and elements of economic activity	2 The economic problem and elements of economic activity
3 Supply, demand, and market equilibrium	3 Supply, demand, and market Equilibrium
4 Elasticity of supply and demand and its applications	4 Elasticity of supply and demand and its applications
5 Consumer behavior theory	5 Consumer behavior theory
6 Production theory and production functions	6 Production theory and production Functions
7 Costs, revenues, and profit maximization	7 Costs, revenues, and profit Maximization
8 Midterm exam	8 Midterm exam
9 Market structures (perfect competition, monopoly, monopolistic competition, oligopoly)	9 Market structures (perfect competition, monopoly, monopolistic competition, oligopoly)
10 Product pricing and economic decision-making	10 Product pricing and economic

	decision-making
11 Introduction to macroeconomics and its indicators	11 Introduction to macroeconomics and its indicators
12 Fiscal and monetary policies and their impact on the business environment	12 Fiscal and monetary policies and their impact on the business environment
13 Inflation, unemployment, and economic growth and their impact on organizations	13 Inflation, unemployment, and economic growth and their impact on organizations
14 Applications and case studies in business economics	14 Applications and case studies in business economics
15 Exam	15 Exam

Course Title: Financial Management 2

Course Code: BA2331

Academic Year 2025-2026

Semester: Second

Date of Course Description: April 20, 2026

Credit Hours: 3

Instructor: Dr. Saad Mahdi Hussein

Course Objectives: This course covers the topic of financial management in all its dimensions and its role in the practical and applied life of organizations. It provides students with the tools to understand the approaches to financial management and its relationship to other organizational functions, as well as the ability to manage financing and investment processes, generate profits, and ultimately achieve organizational success. The course will provide students with: an understanding of the nature of financial management and its importance; knowledge of preparing cash budgets and financial forecasting methods; and an understanding of working capital policies. It will also enable students to prepare capital budgets in all their forms and understand the impact of the time value of money on the management of organizational funds, both now and in the future.

Teaching and Learning Strategies: Interactive lectures; solving financial exercises; and analyzing financial case studies. Using financial data in practical applications: brainstorming, practicing solving formative exam questions, and self-directed learning.

Assessment methods: attendance, lecture participation, completion of assignments and reports, quizzes, midterm exam, project or analysis of budgets and financial policies, and final exam.

Course plan

Weekly Chapter Title	Weekly Chapter Title
Cash Budgeting 1-2	Cash Budgeting 1-2
Working Capital Policies 3-4	Working Capital Policies 3-4
Exam 5	Exam 5
Break-Off Analysis and Operating Leverage 6-7	Break-Off Analysis and Operating Leverage 6-7
Cash Management 8-9	Cash Management 8-9
Accounts Receivable Management 10-11	Accounts Receivable Management 10-11
Capital Budgeting 12-13	Capital Budgeting 12-13
Time Value of Money 14	Time Value of Money 14
Comprehensive Exam 15	Comprehensive Exam 15

Reference: Financial Management, Dr. Mohammed Ali Al-Amri

Course Description

Course Title: Strategic Thinking

Course Code: BA2332

Second Semester

Academic Year: 2025-2026

Date of Description: April 20, 2026

Weekly Credit Hours: 3 hours

Instructor: Dr. Ahmed Mohammed Abdel-Aal

Course Objective

Strategic thinking is the only approach that enables organizations to anticipate future problems and opportunities resulting from changing circumstances, and to develop, analyze, and analyze new ideas and visions. This helps managers understand and analyze the organizational environment by quickly analyzing data and information and forecasting the future. Course Description

This course description covers how students define their vision, strategic goals, and mission for life or the organization they work for. It also addresses the mechanisms for strategic analysis of the internal and external environment, followed by defining the strategic position, selecting strategic alternatives, and identifying the strategies to be adopted at the organizational, business unit, and functional levels. Furthermore, it covers the implementation models for these strategies and the mechanisms for monitoring their execution.

Teaching and Learning Strategies

Interactive lectures. The use of teaching and learning strategies, discussions, brainstorming, objective question-solving, and practice solving formative exam questions. Discussions and presentations. Self-directed learning.

Assessment Methods

Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Final exam.

Course Title: Strategic Thinking (Strategic Thinking – An Integrated Approach to the Future: Concepts, Theoretical Models, and Applied Case Studies 2024(

Author: Dr. Zakaria Al-Douri

Stage: Third, Business Administration.

Chapter Title Week 1 • The Concept of Strategic Thinking	Chapter Title Week 1 • The Concept of Strategic Thinking	Chapter Title Week 1 • The Concept of Strategic Thinking
• The Importance of Strategic Thinking 1-2	• The Importance of Strategic Thinking 1-2	• The Importance of Strategic Thinking 1-2
2 • Who is a	• 2 • Who is a Strategic Thinker?	2 • Who is a Strategic

Strategic Thinker?		Thinker?
• Dimensions of the Strategic Thinker's Personality 3-4	• • Dimensions of the Strategic Thinker's Personality 3-4	• Dimensions of the Strategic Thinker's Personality 3-4
3 • The Basic Principles that Characterize Strategic Thinking	• 3 • The Basic Principles that Characterize Strategic Thinking	3 • The Basic Principles that Characterize Strategic Thinking
• The Motives Behind Adopting Strategic Thinking 5-6	• • The Motives Behind Adopting Strategic Thinking 5-6	• The Motives Behind Adopting Strategic Thinking 5-6
4 • The Advantages of Strategic Thinking	4 • The Advantages of Strategic Thinking	4 • The Advantages of Strategic Thinking
• The Main Components of Strategic Thinking 7-8	• • The Main Components of Strategic Thinking 7-8	• The Main Components of Strategic Thinking 7-8
5 • Models of Strategic Thinking 9	• 5 • Models of Strategic Thinking 9	5 • Models of Strategic Thinking 9
First Exam 10	• First Exam 10	First Exam 10
6 • Approaches to Strategic Thinking 11-12	6 • Approaches to Strategic Thinking 11-12	6 • Approaches to Strategic Thinking 11-12

Course Title: Risk Management and Insurance
Course Code: BA2333
Academic Year: 2025-2026
Semester: Second Semester
Date of Description: April 20, 2026
Weekly Credit Hours: 3
Instructor: Ms. Wafaa Ghaleb Khalaf

Course Objectives
This course aims to achieve the following objectives:
To understand the concept and nature of risks, their causes, types, and how to measure them; to understand risk management methods and determine the optimal risk management policy; to understand the concept of insurance and its various

types; to understand the legal principles of insurance; to understand the types of insurance companies; to understand the main activities of insurance companies, namely (underwriting, pricing, claims, and reinsurance). This will enable the student to understand the scientific value of risk, the factors affecting it, and the methods used to address risks. Insurance is one such method that plays an active role in addressing the risks to which individuals and institutions are exposed. Course Description

This course provides a framework for dealing with the risks faced by individuals and institutions, finding appropriate means to confront them, and controlling the extent of resulting losses. Insurance is considered one of the most effective means of addressing these risks. Given the diversity and multiplicity of these risks, the course focuses on identifying the causes of risks and the factors that contribute to their severity, such as personal and objective factors. It also highlights the importance of insurance and its impact on economic activity and development.

Teaching and Learning Strategies

Interactive lectures. Solving insurance-related exercises. Analyzing case studies. Using financial data in practical applications. Discussions and presentations. Self-directed learning and financial research.

Assessment Methods

Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Final exam.

&Main Course Reference:

Dr. Salem Mohammed Aboud et al. / Risk and Insurance Management / Dar Al-Duktur for Sciences / 2017

Supporting References

Youssef Hajim Al-Tai et al. "Insurance and Risk Management", Dar Al-Yazouri, 2011

Alaa Al-Baldawi et al. "General Theory of Insurance", Dar Al-Duktur for Sciences, 2017

Course Plan

Week 1: Introduction, Humans and Risk, Concept and Types of Risks	Week 1: Introduction, Humans and Risk, Concept and Types of Risks
2: Risk and Insurance	2: Risk and Insurance
3: Factors that Contribute to Increased Risk, Main Causes of Risk	3: Factors that Contribute to Increased Risk, Main Causes of Risk
4: Methods of Addressing Risk	4: Methods of Addressing Risk
5: The Concept of the Emergence and Development of Risk Management	5: The Concept of the Emergence and Development of Risk Management
6: The Importance and Objectives of Risk Management	6: The Importance and Objectives of Risk Management
7: Functions and Duties of a Risk Manager	7: Functions and Duties of a Risk

	Manager
8: Stages of the Risk Management Process	8: Stages of the Risk Management Process
9: Exam	9: Exam
10: The Emergence, Importance, and Benefits of Insurance	10: The Emergence, Importance, and Benefits of Insurance
11: Classifications of Insurance and its Impact on Economic Activity	11: Classifications of Insurance and its Impact on Economic Activity
12: Legal Principles of Insurance and Methods of Compensation	12: Legal Principles of Insurance and Methods of Compensation
13: Characteristics and Elements of an Insurance Contract	13: Characteristics and Elements of an Insurance Contract
14: Insurance Policy and Procedures	14: Insurance Policy and Procedures
15: End-of-Course Exam	15: End-of-Course Exam
Week 1: Introduction, Humans and Risk, Concept and Types of Risks	Week 1: Introduction, Humans and Risk, Concept and Types of Risks

Course Title: Operations Research / Second Semester

Course Code: BA2334

Academic Year 2025-2026

Semester: Second Semester

Date of Description: April 20, 2026

Credit Hours: 3

Course Objective: This course aims to assist management in making sound and optimal decisions, achieving efficiency, minimizing risks, maximizing profits, and reducing costs. Students will gain a comprehensive understanding of the subject matter, enabling them to solve diverse administrative problems and make optimal decisions in the workplace.

Course Description: This is an academic overview covering the use of mathematical models and quantitative methods to improve decision-making processes. It includes several topics such as linear programming, transportation problems, and business network analysis.

Teaching and Learning Strategies: Interactive lectures, use of teaching and learning strategies, discussions, brainstorming, group work (cooperative learning), use of concept maps, and case study analysis for optimal decision-making.

Assessment Methods: Participation and attendance, assignments and reports, quizzes, and a midterm exam. Case Study Analysis. Final Exam.

Source: Operations Research Textbook, Dr. Rafed Ismail

Course Structure

Weekly Topic	Weekly Topic
Introduction to Network Analysis 1	Introduction to Network Analysis 1
Rules for Drawing Networks	Rules for Drawing Networks
Rules for Drawing Networks	Rules for Drawing Networks
Network Analysis 2-3	Network Analysis 2-3
Reducing Project Execution Time While Considering Costs 4	Reducing Project Execution Time While Considering Costs 4
Using WinQSB to Extract Results 5-6	Using WinQSB to Extract Results 5-6
Exam 7	Exam 7
Decision-Making and Game Theory: The Concept of Decision, Stages of Decision-Making, Types of Decisions 8-9-10	Decision-Making and Game Theory: The Concept of Decision, Stages of Decision-Making, Types of Decisions 8-9-10
Decision Matrix, Decision Tree, Game Theory 11-12-13	Decision Matrix, Decision Tree, Game Theory 11-12-13

Academic Course Description
Course Title: Project Management Applications
Course Code: BA2335
Academic Year: 2025-2026
Semester: Second Semester
Date Prepared: April 20, 2026
Course Credit Hours: 2
Instructor: Ms. Suhad Ali Aboud
Course Objectives:

To develop graduates' competencies to meet the needs of various sectors in the field of project management.
To connect students theoretically with the job market, focusing on field applications in their specialization and practical training.
To provide students with up-to-date knowledge in the field of project management and its relationship to the local and global environment.
To develop students' skills and abilities in understanding the fundamental skills that represent the core of a project manager's work.
To enhance students' awareness of responding to various environmental changes in business organizations and to prepare proactively by linking the project strategy with the organization's main strategy.
Course Description: Project management focuses on providing business administration students with the fundamental concepts of project management as a subsystem within the organization. This course aims to demonstrate how to create interaction between an organization's resources. Students will learn the concept of project management, its importance, objectives, planning, execution, and organization, its relationship with other departments, and decision-making processes. It will also clarify the concepts and tools for project design, management, and control, and broaden students' understanding of contemporary risks. Ultimately, the goal is to achieve economic returns within a framework of integration with the internal and external environments of industrial or service organizations. The course begins with a theoretical presentation of concepts, followed by the use of environmental analysis to develop students' project management skills.

Teaching and Learning Strategies:

Interactive lectures. Use of teaching and learning strategies, discussions, brainstorming, group work (cooperative learning), use of concept maps, and case study analysis for optimal decision-making.

Assessment Methods:
Participation and attendance.
Assignments and reports.
Quizs.
Midterm exam.
Case study.
Final exam. Main Course Reference

Doudin, Ahmed Yousef, "Project Management," Dar Al-Yazourdi for Publishing and Distribution, Arabic Edition, Amman, Jordan, 2017

Course plan

Weekly Vocabulary 1. Basic Concepts in Project Management	Weekly Vocabulary 1. Basic Concepts in Project Manageme nt	Weekly Vocabulary Basic Concepts in Project Management
Project Definition - Project Concept, Project Elements	Project Definition - Project Concept , Project Elements	Project Definition - Project Concept, Project Elements
2. Administrative Duties in Project Management	2. Administrat ive Duties in Project Manageme nt	Administrative Duties in Project Management
Project Time Management	Project Time Manageme nt	Project Time Management
Project Cost Management	Project Cost Manageme nt	Project Cost Management
Project Quality Management	Project Quality Manageme nt	Project Quality Management
Project Communications Management	Project Communica tions	Project Communications Management

	Management	
Project Risk Management and the Project Lifecycle	3. Project Risk Management and the Project Lifecycle	3. Project Risk Management and the Project Lifecycle
4. Types of Projects: Humanitarian, – Industrial, and Service	4. Types of Projects: Humanitarian, Industrial, and Service	4. Types of Projects: Humanitarian, Industrial, and Service
Humanitarian Projects	Humanitarian Projects	Humanitarian Projects
Industrial Projects	Industrial Projects	Industrial Projects
Service Projects	Service Projects	Service Projects
5. Project Stakeholders and Related Parties	5. Project Stakeholders and Related Parties	Project Stakeholders and Related Parties
6. Project Selection	6. Project Selection	6. Project Selection

Course Description
Course Title: Economic Feasibility Study
Course Code: BA2336
Academic Year: 2025/2026
Semester: Second Semester
Date of Description Preparation: April 20, 2026
Tuition Hours: 2 hours
Instructor: Mr. Ali Faleh
Course Description:

This course is considered one of the core courses for third-year Business Administration students. It helps students understand the use and direction of available economic resources (material, human, and financial) to achieve their goals. It also assists in finding solutions to problems encountered during the decision-making process in determining the optimal use of resources. This greatly contributes to developing decision-making processes related to expansion and simplifying production processes. It is a course adopted by most reputable international universities.

General Course Objectives:

This course aims to enable students to understand the value and importance of business economics in decision-making. It develops students' skills in using economic analysis in the administrative field. Students will learn how to accurately and correctly identify problems. Students will be able to define the goals that organizations seek to achieve, develop alternatives, and understand the final results. Students will learn how to compare all alternative solutions and choose the best one. This course will teach students the theoretical and practical value of business economics, as well as the possibility of utilizing the results of economic theory and the general structure and methods of economic analysis in making administrative decisions related to marketing, production, and financial problems that managers face during their administrative work. These decisions, in essence, concern how to achieve the most efficient allocation of limited resources to alternative and competing uses.

Teaching and Learning Strategies:

Interactive lectures. Use of teaching and learning strategies, discussions, brainstorming. Group work (cooperative learning). Use of concept maps. Analysis of case studies for optimal decision-making. Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study. Final exam.

Main Course References:

-1Dr. Jamal Dawood Salman, Dr. Rabie Abdul Hamid Al-Hashemi, Managerial Economics, 1989, University of Mosul.

-2Dr. Kadhim Jassim Al-Issawi, Managerial Economics, 2011, 2nd ed., Dar Al-Maysara for Publishing, Distribution, and Printing.

Course Plan:

Course Title: Economic Feasibility Study

Number of Weekly Hours: 2 hours

Weekly Topic	Weekly Topic
1. Basic Concepts in Business Economics	1. Basic Concepts in Business Economics
2. Fundamentals of Managerial Economics and its Relationship to Other	2.

Sciences	Fundamentals of Managerial Economics and its Relationship to Other Sciences
3. Demand Analysis: Types and Factors Affecting Demand	3. Demand Analysis: Types and Factors Affecting Demand
4. Demand Elasticity and its Importance	4. Demand Elasticity and its Importance
5. The Concept of the Market: Functions and Factors Determining Market Scope	5. The Concept of the Market: Functions and Factors Determining Market Scope
6. Criteria Determining Market Structure and its Classification	6. Criteria Determining Market Structure and its Classification
7. Production Decisions: Concept, Importance, and Reasons for Specialization	7. Production Decisions: Concept, Importance, and Reasons for Specialization
8. Exam	8. Exam
9. The Nature of Business Structure and Firm Objectives	9. The Nature of Business Structure and Firm Objectives
10. Cost Considerations	10. Cost Considerations
11. Pricing Decisions and Price Behavior	11. Pricing Decisions and Price Behavior
12. Product Differentiation Decisions	12. Product Differentiation Decisions
13. Product Diversification Decisions	13. Product Diversification Decisions
14. General Business Organization Policy	14. General Business

	Organization Policy
15. Comprehensive Exam	15. Comprehensive Exam

Academic Course Description
Course Title: Cost Accounting 2
Level: Third Year
Weekly Credit Hours: 3
Course Code: BA2337
Academic Year: 2025/2026
Semester: Second Semester
Date of Description Preparation: April 20, 2026
Weekly Credit Hours: 3
Course Objective: The study of cost accounting aims to enable students to accurately measure and determine the cost of products and services. It also enables them to control resources, reduce waste, and provide the necessary data to support management in making .sound financial and administrative decisions
Course Description: Cost Accounting 2
This course provides an introduction to the most important terms used in cost accounting. It enables students to understand the theoretical framework of costs, their classification, and the control .and accounting treatment of their basic elements

Teaching and Learning Strategies: Interactive lectures. Use of teaching and learning strategies, discussions, and brainstorming. Group work (cooperative learning), use of concept maps, case study .analysis for optimal decision-making

Assessment methods: Participation and attendance, assignments and .reports, quizzes, midterm exam, case study analysis, final exam

Textbook: Cost Accounting by Dr. Nassif Al-Jubouri
Second Course Sylla

Weekly Details	Weekly Details
1. Job Order Costing System	1. Job Order Costing System
Methods of Determining Product Costs / Costing Systems	Methods of Determining Product Costs / Costing Systems
2. Valuation Methods, Job Order Costing System	2. Valuation Methods, Job Order Costing System
3. Objectives of Job Order Costing System, General	3. Objectives of Job Order

Approach to Determining Job Order Costs	Costing System, General Approach to Determining Job Order Costs
4. Job Order Cost Flow, Accounting Procedures for Job Order Costs	4. Job Order Cost Flow, Accounting Procedures for Job Order Costs

5. Process Costing System, Accumulation of Process Costs, Similarities and Differences Between Job Order Costing and Process Costing	5. Process Costing System, Accumulation of Process Costs, Similarities and Differences Between Job Order Costing and Process Costing
6. Costing by Department or Stage, Process Costing System	6. Costing by Department or Stage, Process Costing System
7. First Midterm Exam	7. First Midterm Exam
8. Methods of Treating Work-in-Process Inventory Costs, Accounting Treatment of Spoilage in Process Costing	8. Methods of Treating Work-in-Process Inventory Costs, Accounting Treatment of Spoilage in Process Costing
9. Methods of Determining and Accumulating Costs, Product Cost and Period Cost	9. Methods of Determining and Accumulating Costs, Product Cost and Period Cost
10. Total Costing Methods	10. Total Costing Methods
11. Variable Costing Method	11. Variable Costing Method
12. Comparison Between Total Costing Method and Variable Costing Method	12. Comparison Between Total Costing Method and Variable Costing Method
13-Difference Between Income Using the Total Method and Income Using the Variable Method	13[-Difference Between Income Using the Total Method and Income Using the Variable Method

Fourth Stage
Course Academic Description
Course Title: Production and Operations Management
Course Code: BA1437
Academic Year: 2025-2026
Semester: First Semester
Date of Description: April 20, 2026
Tuition Hours: 3 hours per week
Instructor: Prof. Dr. Iyad Mahmoud Al-Rahim
General Course Objectives: - To clarify the importance of studying operations management and its role in enhancing an organization's competitive position, and to explain the place of operations management among other essential functional departments. In addition, to introduce the most important topics that will provide students with information about the importance of the production process and service delivery. This

will be achieved through studying the basic concepts of operations management, identifying the most important modern production systems, using quantitative methods in problem-solving, and applying modern methods in implementing production plans. Furthermore, the course will examine the role of operations management in service delivery. Other objectives that operations management seeks to achieve include:

Developing graduates' competencies to meet the needs of various sectors in the field of business administration.

-Directly connecting students with the job market by focusing on practical applications in planning, organizing, and controlling the organization's production system.

-Providing students with up-to-date knowledge in the field of operations management related to the local and global environment.

Course Description: Operations Management aims to equip business administration students with the fundamental concepts of operations management as a subsystem within the organization. Operations management explains how to create interaction between production resources and then transform raw materials into value-added goods and services that meet consumer needs and achieve economic returns within a framework of integration with the internal and external environment of industrial or service organizations. This course is taught through a theoretical presentation of concepts, followed by the use of mathematical methods and operations research to develop students' skills in application and analysis of the production system's performance level.

Teaching and Learning Strategies: Interactive lectures. Use of teaching and learning strategies, discussions, brainstorming, group work (cooperative learning), use of concept maps, and case study analysis for optimal decision-making.

Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study analysis. Final exam.

Weekly Topic

1- -Introduction to Production and Operations Management

-Defining basic concepts, historical development of production and operations management

Managing industrial operations and service delivery, efficiency and effectiveness

2- -Introduction to defining company strategy, business, and operations

-Operations strategy, strategic and operational decisions in operations, competitive priorities

3- -Demand Forecasting

-The concept of demand forecasting, its types and objectives

-Factors affecting forecasting
-Qualitative forecasting methods
-5-4-Quantitative Forecasting Methods
-a- Time series, simple and trend-adjusted exponential smoothing, least squares, simple regression, measuring forecast error, simple linear regression coefficient, correlation coefficient
6- -Product/Service Planning
-New product planning, stages of new product development
7- -Criteria for evaluating new product performance, new product lifecycle
8- -Exam
9- -Decision-making methods in new products, break-even analysis, trade-off matrix
10- -Process Planning and Design
-Types and direction of organizational focus towards the product or towards the process
11- -Factors affecting the selection and design of the type Production System
-Process Flow Analysis
12-Energy Planning
a- Types of Energy (Design, Active, and Actual(
b- Energy Measures (Efficiency and Utilization(
13- Converting Base Time to Standard Time
k- Calculating the Number of Machines
l- Calculating the Required Energy Volume in Case of Defects in Several Stages
14-Factory Site Selection
a- Factors Affecting Site Selection
b- Modern Trends in Site Selection
c- Methods for Selecting Factory Sites
15-Comprehensive Exam

Academic Description for the International Business Management Course

Course Title: International Business Management

Academic Year: 2025/2026 / First Semester

Course Code: BA1438

Date Prepared: April 20, 2026

Course Credit Hours: 3

Instructor: Dr. Waddah

Course Objectives

This course aims to introduce students to the concepts and principles of international business management, and to examine the global business environment and the factors influencing the activities of international and multinational corporations. The course covers topics such as international trade, foreign direct investment, globalization, strategies for entering foreign markets, management in multicultural environments, marketing, finance, and human resources in international organizations, in addition to the role of economic agreements and international organizations in regulating trade and investment. The course also focuses on developing students' skills in analyzing the international business environment and making managerial decisions in global markets. In addition to developing strategic thinking skills and understanding the nature of multinational corporations, the course provides a theoretical and practical framework for the most prominent aspects and practical applications of international business management, including international trade, foreign investment, globalization, and strategies for entering foreign markets. Teaching and learning strategies include interactive lectures, role-playing, discussions, brainstorming, group work (cooperative learning), the use of concept maps, and case studies for optimal decision-making. Assessment methods include participation and attendance, assignments and reports, quizzes, a midterm exam, a case study, and a final exam.

Weekly Study Topic

1 Introduction to the Course, the Concept of International Business Management, and its Importance

2 Globalization and the International Business Environment

3 International Trade and the Theories Explaining It

4 Foreign Direct Investment and Multinational Corporations

5 The Economic, Political, and Legal Environment of International Business

6 The Cultural Environment and its Impact on International Management

7 Strategies for Entering International

Weekly Study Topic

1 Introduction to the Course, the Concept of International Business Management, and its Importance

2 Globalization and the International Business Environment

3 International Trade and the Theories Explaining It

4 Foreign Direct Investment and Multinational Corporations

5 The Economic, Political, and Legal Environment of International Business

6 The Cultural Environment and its Impact on International Management

7 Strategies for Entering International

Markets	Markets
8 Midterm Exam	8 Midterm Exam
9 International Marketing and Global Competitive Strategies	9 International Marketing and Global Competitive Strategies
10 International Financial Management and Exchange Rate Risks	10 International Financial Management and Exchange Rate Risks
11 International Human Resource Management	11 International Human Resource Management
12 International Supply Chains and Logistics	12 International Supply Chains and Logistics
13 Economic Agreements and International Organizations and their Impact on Trade	13 Economic Agreements and International Organizations and their Impact on Trade
14 Case Studies and Contemporary Applications in International Business Management	14 Case Studies and Contemporary Applications in International Business Management
15 Comprehensive Review and Final Exam	15 Comprehensive Review and Final Exam

Academic Description for the Information Technology for Business Administration Course

Course Code: BA1439

Academic Year 2025/2026 / First Semester

Date of Description Preparation: April 20, 2026

Number of Study Hours: 2

Instructor: Ms. Yaqeen Hammadi Mahmoud

Course Objectives: To introduce the fundamental concepts of information technology and management information systems. To understand the role of information technology in improving administrative performance and decision-making. To differentiate between the components of information systems and their applications in business organizations. To utilize databases and digital technologies in information management. To analyze the role of e-commerce and digital transformation in the business environment. To understand the principles of cybersecurity and digital risk management. To evaluate the applications of artificial intelligence and data analytics in business administration.

Course Description:

This course covers the components of management information systems, databases, computer networks, e-commerce, digital transformation, cloud computing, cybersecurity, data analytics, and artificial intelligence and its applications in business administration. It also focuses on developing students' skills in using modern technologies to improve the efficiency of administrative performance and support decision-making in business organizations.

Teaching and Learning Strategies:

Interactive lectures. Using role-playing, discussions, and brainstorming. Dividing students into groups (cooperative learning). Using concept maps. Analyzing case studies to make optimal decisions.

Assessment methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study analysis. Final exam.

Curriculum plan (15 weeks(

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of information technology, and its importance in business administration	1 Introduction to the course, the concept of information technology, and its importance in business administration
2 Management Information Systems and their components	2 Management Information Systems and their components
3 Computer components, software, and operating systems	3 Computer components, software, and operating systems
4 Databases and data management in business organizations	4 Databases and data management in business organizations
5 Computer networks, the internet, and digital communications	5 Computer networks, the internet, and digital communications
6 E-commerce and e-business	6 E-commerce and e-business
7 Decision support systems and executive information systems	7 Decision support systems and executive information systems
8 Midterm exam	8 Midterm exam

Weekly Study Topic	Weekly Study Topic
9 Digital transformation in business organizations	9 Digital transformation in business organizations
10 Cloud computing and its applications in business	10 Cloud computing and its applications in business
11 Cybersecurity and information protection	11 Cybersecurity and information protection
12 Big data analytics in business	12 Big data analytics in business
13 Artificial intelligence and its applications in business administration	13 Artificial intelligence and its applications in business administration
14 Case studies, student presentations, and practical applications	14 Case studies, student presentations, and practical applications
15 Comprehensive exam	15 Comprehensive exam

Academic Description for the Research Methods Course

Course Code: BA1440

Academic Year 2025/2026 / First Semester

Date of Description Prepared: April 20, 2026

Number of Study Hours: 2 hours per week

Instructor: Prof. Dr. Iyad Mahmoud Al-Rahim

Course Objectives

This course aims to provide students with the fundamental knowledge and skills in scientific research methodology, enabling them to prepare scientific research according to established academic principles. It also focuses on developing critical thinking and scientific analysis skills, as well as the ability to prepare academic reports and research papers. Students will be able to: Understand the concept of scientific research and its importance in administrative sciences. Differentiate between types and methods of scientific research. Formulate the research problem, objectives, and hypotheses or questions. Prepare a scientific research plan according to academic standards. Select and design appropriate data collection tools. Apply the principles of scientific documentation and research ethics. Prepare a comprehensive scientific report or research paper according to methodological principles. Course Description

This course covers scientific research, its types, steps for preparing a research plan, formulating the research problem, objectives, and hypotheses, literature review, research design, data collection methods, sampling, research tools, principles of statistical analysis, research ethics, and mechanisms for documenting sources according to approved scientific methods.

Teaching and Learning Strategies

Interactive lectures. Role-playing and brainstorming. Group work (cooperative learning). Presentation and discussion of applied research.

Assessment Methods

Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Case study. Final exam.

Source: Scientific Research Methods Textbook

Course Structure

Week of Study	Week of Study
1 Introduction to the course, the concept of scientific research, and its importance	1 Introduction to the course, the concept of scientific research, and its importance
2 Types of scientific research and their methodologies	2 Types of scientific research and their methodologies
3 Defining the research problem and formulating objectives and hypotheses	3 Defining the research problem and formulating objectives and hypotheses
4 Reviewing literature and previous studies	4 Reviewing literature and previous studies
5 Designing the research and preparing the research plan	5 Designing the research and preparing the research plan
6 Research population, sample, and sampling methods	6 Research population, sample, and sampling methods
7 Data collection tools (questionnaires, interviews, observation, etc.)	7 Data collection tools (questionnaires, interviews, observation, etc.)

Week of Study	Week of Study
8 Midterm exam	8 Midterm exam
9 Validity and reliability of research tools	9 Validity and reliability of research tools
10 Principles of statistical data analysis	10 Principles of statistical data analysis
11 Interpreting and discussing results	11 Interpreting and discussing results
12 Writing the report or scientific research paper	12 Writing the report or scientific research paper
13 Scientific documentation and preparing the bibliography (APA or the system adopted by the university)	13 Scientific documentation and preparing the bibliography (APA or the system adopted by the university)
14 Research ethics and student project presentations	14 Research ethics and student project presentations
15 Comprehensive exam	15 Comprehensive exam

Academic Description of the Government Contracts Course

Course Title: Government Contracts

Course Code: BA1441

Academic Year 2025/2026 / First Semester

Course Hours: 2 hours per week

Instructor: Mr. Ali Faleh

Course Objectives

This course aims to introduce students to the legal and administrative principles governing government contracts, and to explain their role in managing public funds and achieving transparency and efficiency in government contracting. The course covers the concept of government contracts, and by the end of the course, the student will be able to: Understand the concept of government contracts, their characteristics, and their importance. Understand the legal principles governing the conclusion and execution of government contracts. Differentiate between types of government contracts and contracting procedures. Analyze the rights and obligations of contracting parties. Apply legal principles to practical cases in government contracts. Recognize the mechanisms of oversight, transparency, and integrity in government contracting. Develop skills in analyzing legal texts and making decisions in issues related to government contracts. Course Description: The Government Contracts course covers the legal and administrative foundations of contracting within government institutions. It focuses on the nature of administrative contracts, the stages of tendering, available implementation procedures, their characteristics, the legal foundations governing them, methods of conclusion, procedures for announcement, competition, and award, the rights and obligations of the contracting parties, mechanisms for contract execution, amendment, and termination, and dispute resolution. It also covers the principles of governance, integrity, transparency, and anti-corruption in public procurement, based on applicable national legislation and modern administrative practices. The course provides students with an introduction to the study of government contracts and summarizes its key characteristics and expected learning outcomes.

Teaching and Learning Strategies: Interactive classroom lectures, role-playing, brainstorming, group work (cooperative learning), and discussion and application of case studies.

Assessment Methods: Participation and attendance, assignments and reports, quizzes, midterm exam, case study analysis, and final exam.

Curriculum

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of government contracts, and their importance	1 Introduction to the course, the concept of government contracts, and their importance
1 Introduction to the course, the concept of government contracts, and their importance	1 Introduction to the course, the concept of government contracts, and their importance
2 The legal and regulatory framework for government contracts	2 The legal and regulatory framework for government contracts
3 Principles of government contracting and types	3 Principles of government contracting and types

of government contracts	of government contracts
4 Stages and procedures of government contracting	4 Stages and procedures of government contracting
5 Advertising, competition, and contract award	5 Advertising, competition, and contract award
6 Conclusion of the government contract and the rights and obligations of the parties	6 Conclusion of the government contract and the rights and obligations of the parties
7 Implementation of government contracts and contract management	7 Implementation of government contracts and contract management
8 Midterm exam	8 Midterm exam
9 Amendment and termination of government contracts	9 Amendment and termination of government contracts
10 Breach of contract and legal penalties	10 Breach of contract and legal penalties
11 Settlement of disputes arising from government contracts	11 Settlement of disputes arising from government contracts
12 Oversight of government contracts and the role of regulatory bodies	12 Oversight of government contracts and the role of regulatory bodies
13 Transparency, integrity, and governance in public procurement	13 Transparency, integrity, and governance in public procurement
14 Case studies and practical applications in government contracts	14 Case studies and practical applications in government contracts

15 Comprehensive exam	15 Comprehensive exam

Source: Government Contracts Management Textbook

Academic Description for Risk Management Course

Course Title: Risk Management

Course Code: BA1442

Academic Year 2025/2026/First Semester

Date of Description Preparation: April 20, 2026

Number of Class Hours: 2 hours

Instructor: Lecturer

Course Objectives

This course aims to introduce students to the concepts of risk management and its importance in business organizations, and to develop their abilities to identify, analyze, and evaluate risks, and to develop appropriate strategies for dealing with them in a way that contributes to achieving the organization's goals and enhancing its sustainability. By the end of the course, the student will be able to:

Recognize the basic concepts of risk management and its importance in business organizations. Classify the types of risks that organizations face. Apply methods for identifying, analyzing, and evaluating risks. Select appropriate strategies to respond to risks and mitigate their effects. Understand the role of governance and internal control in risk management. Analyze case studies and propose practical solutions to address risks. Prepare a risk register and a preliminary plan for managing risks in a business organization. Course Description: Risk Management is a core academic course that aims to introduce students to the concepts of risk, its measurement, and its management. The course covers identifying pure risks and methods of avoiding them, as well as the role of insurance in reducing losses for organizations and individuals. It addresses the types of risks facing organizations, risk management methodologies according to international standards, methods of measuring, responding to, and controlling risks, in addition to managing operational, financial, strategic, legal, and cybersecurity risks, business continuity, and crisis management. The course also clarifies the role of governance and internal control in corporate risk management.

Teaching and Learning Strategies:

Interactive lectures. Group discussions. Analysis of risk studies facing companies. Brainstorming.

Assessment Methods:

Participation and attendance. Assignments and reports. Quizzes. Midterm exam.

Project or case study. Final exam.

Curriculum (15 weeks(

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of risk management, and its importance	1 Introduction to the course, the concept of risk management, and its importance
2 Types of risks in business organizations	2 Types of risks in business organizations
3 The Enterprise Risk Management (ERM) framework and international standards	3 The Enterprise Risk Management (ERM) framework and international standards
4 Risk identification and methods	4 Risk identification and methods
5 Risk analysis and assessment	5 Risk analysis and assessment
6 Risk response and mitigation strategies	6 Risk response and mitigation strategies
6 Risk response and mitigation strategies	6 Risk response and mitigation strategies
7 Risk monitoring and risk log preparation	7 Risk monitoring and risk log preparation
8 Midterm exam	8 Midterm exam
9 Operational risk management	9 Operational risk management
10 Financial and investment risk	10 Financial and investment risk

management	management
11 Legal and strategic risk management	11 Legal and strategic risk management
12 Cybersecurity and business continuity risk management	12 Cybersecurity and business continuity risk management
13 Crisis management and disaster recovery	13 Crisis management and disaster recovery
14 Case studies, student presentations, and practical applications	14 Case studies, student presentations, and practical applications
15 Comprehensive review and final exam	15 Comprehensive review and final exam

Source: Lectures in Risk Management, Dr. Omar Abdullah

Course Title: Quality Management
Course Code: BA2443
Academic Year: 2025-2026 / Semester 2
Date of Description: April 20, 2026
Class Hours: 3 hours per week
Instructor: Prof. Dr. Iyad Mahmoud Al-Rahim
Course Objectives
This course aims to provide students with knowledge of quality and environmental management, as well as enabling them to use traditional and modern quality control methods, and to gain a general understanding of quality costs and methods for measuring and analyzing them. Upon completion of the course, the student will be able to: Understand quality management in its modern form. Identify the types of quality costs and methods for measuring and analyzing them. Recognize traditional and modern scientific methods for using quality control.

Course Description

This course description covers how students will acquire fundamental knowledge of quality, including Total Quality Management (TQM), quality costs, quality circles, statistical quality control, ISO 9001 quality management systems, and ISO 14001 environmental management systems. These topics will help students gain a broad understanding of their applications in the job market by recognizing the importance of quality in meeting consumer needs through the production of goods that conform to specifications and are free from defects.

Teaching and Learning Strategies:
Interactive lectures. Group discussions. Solving exercises and case studies.
Presentations. Preparing research papers and reports.
Assessment Methods:
Participation and attendance. Assignments and reports. Quizzes. Midterm exam.
Project or case study. Final exam.

Source: Quality Management
Authors: Prof. Dr. Sabah Majeed Al-Najjar, Asst. Prof. Dr. Maha Al-Douri

Course Structure

Chapter Title Week	Chapter Title Week	Chapter Title Week
1. The Concept of Quality: Evolution, Importance, Dimensions, and Factors Affecting Quality	1. The Concept of Quality: Evolution, Importance, Dimensions, and Factors Affecting Quality	1. The Concept of Quality: Evolution, Importance, Dimensions, and Factors Affecting Quality
1.	1.	1.
2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality Cost Level, Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3	2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality Cost Level, Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3	2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality Cost Level, Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3

2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality Cost Level,	2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality Cost Level, Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3	2. The Concept of Quality Costs: Importance, Types of Costs, Optimal Quality

Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3		Cost Level, Relationship Between Quality and Cost, and Analysis and Measurement of Quality Costs. 2-3
Third: Quality Cycles (Emergence, Concept, Objectives, Advantages, Structure, Problems, Processes, Factors)	Third: Quality Cycles (Emergence, Concept, Objectives, Advantages, Structure, Problems, Processes, Factors)	Third: Quality Cycles (Emergence, Concept, Objectives, Advantages, Structure, Problems, Processes, Factors)
4	4	4

Course Title: Knowledge Management

Course Code: BA2444

Academic Year: 2025/2026 / Semester 2

Date of Course Description: April 20, 2026

Credit Hours: 3

Instructor: Dr. Abdul Rahman Taher

Course Objectives: This course aims to provide students with a comprehensive and in-depth overview of knowledge and intellectual capital, knowledge management, its fundamental processes, strategies, approaches, components, models, and its role in the knowledge economy. It also explores its relationship to both intellectual and social capital. Upon completion of the course, students are expected to be able to:

Understand the nature of knowledge and the importance of its management.

Identify the role of knowledge management in business processes.

Understand the role of knowledge management in the transition to a knowledge economy.

Understand the relationship between knowledge management, intellectual and social capital, and innovation. Exploring Global Models in Knowledge Management

Course Description

This course covers topics related to knowledge and its characteristics, the origins and development of knowledge management, its rationale, a conceptual introduction to knowledge management, its importance, strategies, approaches, and its relationship to creativity and intellectual capital. It also explores prominent global models of knowledge management and the relationship between knowledge management and the knowledge economy.

Teaching and Learning Strategies

Interactive lectures. Group discussions. Analysis of real-world studies and reports, case studies.

Presentations. Research and report writing.

Assessment Methods

Participation and attendance. Assignments and reports. Quizzes. Midterm exam.

Project or case study. Final exam.

- Course Title: Knowledge Management

Chapter Title Week	Chapter Title Week	Chapter Title Week
1 The Origins and Development of Knowledge	1 The Origins and Development of Knowledge	1 The Origins and Development of Knowledge
- Section 1: The Origins and Development of Knowledge Historically	- Section 1: The Origins and Development of Knowledge Historically	- Section 1: The Origins and Development of Knowledge Historically
- Section 2:	- Section 2: The Development of Knowledge According to	- Section 2: The

The Development of Knowledge According to Organizational Schools	Organizational Schools	Development of Knowledge According to Organizational Schools
1-2	1-2	1-2
2 Knowledge / Basic Concepts	2 Knowledge / Basic Concepts	2 Knowledge / Basic Concepts
- Section 1: The Concept, Importance, Objectives, and Characteristics of Knowledge	- Section 1: The Concept, Importance, Objectives, and Characteristics of Knowledge	- Section 1: The Concept, Importance, Objectives, and Characteristics of Knowledge
- Section 2: Types, Approaches, and Theories of Knowledge	- Section 2: Types, Approaches, and Theories of Knowledge	- Section 2: Types, Approaches, and Theories of Knowledge
3-4	3-4	3-4
3 Knowledge Management / Basic Concepts	3 Knowledge Management / Basic Concepts	3 Knowledge Management / Basic Concepts

3 Knowledge Management / Basic Concepts	3 Knowledge Management / Basic Concepts	3 Knowledge Management / Basic Concepts
- Section 1: The Origins and Development of the Knowledge Management Concept, its Importance, and Objectives	- Section 1: The Origins and Development of the Knowledge Management Concept, its Importance, and Objectives	- Section 1: The Origins and Development of the Knowledge Management Concept, its Importance, and Objectives

Academic Description of the Corporate Governance Course

Course Title: Corporate Governance

Semester: 2

Course Code: BA2445

Academic Year: 2025/2026

Course Credit Hours: 2

Instructor: M.M. Yaqeen Hammadi

Course Objectives

This course aims to instill the principles of transparency, achieve operational efficiency, reduce waste, and promote social responsibility in decision-making, thereby strengthening the governance environment. The course also aims to introduce students to the concept of corporate governance and its importance in developing their ability to analyze governance practices and evaluate their impact on organizational performance. Students will learn about local and international governance principles and standards, analyze the role of the board of directors and regulatory bodies in achieving governance, understand the relationship between governance, risk management, and internal control, assess the level of transparency and disclosure in companies, and analyze case studies of governance practices in business organizations. Understanding the Importance of Business Ethics and Social Responsibility in Enhancing Governance

Course Description: This is an academic and professional framework that outlines the rules and practices by which companies are managed and monitored to achieve fairness, transparency, stakeholder rights protection, disclosure, internal control and auditing, risk management, business ethics, and corporate social responsibility. The course also focuses on studying international models of corporate governance and the challenges of their implementation.

Teaching and Learning Strategies:

Interactive classroom lectures. Group discussions. Analysis of company studies and reports. Case studies.

Presentations. Research and report writing.

Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam.

Project or case study. Final exam.

Curriculum Plan (15 weeks(

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of corporate governance, and its importance	1 Introduction to the course, the concept of corporate governance, and its importance
2 The emergence and development of the concept of governance and its objectives	2 The emergence and development of the concept of governance and its objectives
3 Principles of corporate governance and international standards	3 Principles of corporate governance and international standards
4 Stakeholders and shareholder rights	4 Stakeholders and shareholder rights
5 The Board of Directors: Composition, tasks, and responsibilities	5 The Board of Directors: Composition, tasks, and responsibilities
5 The Board of Directors: Composition, tasks, and responsibilities	5 The Board of Directors: Composition, tasks, and responsibilities
6 Board committees and their role in oversight	6 Board committees and their role in oversight
7 Disclosure, transparency, and corporate reporting	7 Disclosure, transparency, and corporate reporting
8 Midterm exam	8 Midterm exam
9 Internal control and auditing and their role in governance	9 Internal control and auditing and their role in governance
10 Corporate governance and risk	10 Corporate governance and risk

management	management
11 Business ethics and corporate social responsibility	11 Business ethics and corporate social responsibility
12 International models and experiences in corporate governance	12 International models and experiences in corporate governance
13 Challenges and obstacles to implementing governance in companies	13 Challenges and obstacles to implementing governance in companies
14 Case studies and analysis of corporate governance reports	14 Case studies and analysis of corporate governance reports
15 Comprehensive review and comprehensive exam	15 Comprehensive review and comprehensive exam

Source: Corporate Governance Textbook

Academic Description for the Graduation Research Project Course

Course Title: Graduation Research Project

Course Code: BA2446

Academic Year 2025/2026 / Semester 2

Date of Description Preparation: April 20, 2026

Number of Credit Hours: Semester 2

Instructor: Prof. Dr. Iyad Mahmoud Al-Rahim

Course Objectives

This course aims to train students in applying scientific research skills to prepare a comprehensive graduation research project addressing a topic within their field of specialization. The course includes selecting a suitable research problem, formulating the research title, objectives, and research questions or hypotheses, preparing the theoretical framework and reviewing the literature, designing the research methodology, collecting and analyzing data, interpreting results, and formulating conclusions and recommendations according to scientific and academic principles. The course also develops students' analytical thinking skills, time management skills, adherence to research ethics, and the ability to present and discuss results before a scientific committee.

Course Description: This course is an educational document that outlines the objectives and applications of graduation research. It includes training students in scientific research methodology, the practical application of theoretical knowledge, and the writing and documentation of scientific reports.

Teaching, Learning, and Supervision Strategies:

•Individual and group academic supervision. Scientific discussion sessions. Regular monitoring of research progress. Training in preparing scientific reports and presentations. Self-directed learning and research in scientific sources.

Assessment Methods: • Selection of research topic and project plan. Adherence to the project timeline and follow-up. Quality of the theoretical framework and methodology. Analysis of results and conclusions. Final project report. Presentation and discussion before the scientific committee.

Course Plan

Week of Study	Week of Study
1. Introduction to the graduation project, research requirements, and topic selection	1. Introduction to the graduation project, research requirements, and topic selection
2. Defining the research problem, formulating the title and objectives	2. Defining the research problem, formulating the title and objectives
3. Preparing the research plan and discussing the methodology	3. Preparing the research plan and discussing the methodology
4. Gathering sources, preparing the theoretical framework, and reviewing previous studies	4. Gathering sources, preparing the theoretical framework, and reviewing previous studies

Week of Study	Week of Study
5. Defining the research population, sample, and data collection tools	5. Defining the research population, sample, and data collection tools
6. Designing research instruments and verifying their validity	6. Designing research instruments and verifying their validity
7. Monitoring project progress and reviewing completion stages	7. Monitoring project progress and reviewing completion stages
8. Submitting a progress report	8. Submitting a progress report
9. Collecting, organizing, and analyzing data	9. Collecting, organizing, and analyzing data
10. Interpreting results and relating them to previous studies	10. Interpreting results and relating them to previous studies
11. Writing conclusions and recommendations	11. Writing conclusions and recommendations
12. Preparing and reviewing the final draft of the research	12. Preparing and reviewing the final draft of the research
13. Final scientific and linguistic editing and documentation	13. Final scientific and linguistic editing and documentation
13. Final scientific and linguistic editing and documentation	13. Final scientific and linguistic editing and documentation
14. Student presentations and discussions of graduation projects	14. Student presentations and discussions of graduation projects
15. Final discussion, project submission, and evaluation	15. Final discussion, project submission, and evaluation

Academic Description for the Negotiation Management Course

Course Title: Negotiation Management

Course Code: BA2447

Date Prepared: April 20, 2026

Academic Year 2025/2026 / Semester 2

Credit Hours: 3

Instructor: Dr. Waddah

Course Objectives

This course aims to introduce students to the concepts and principles of negotiation management and its role in achieving administrative and organizational goals. It covers the stages and steps of the negotiation process, analyzing negotiation situations and identifying the objectives of different parties, applying appropriate negotiation strategies and techniques, developing communication, persuasion, and active listening skills, managing disagreements and conflicts using appropriate negotiation methods, and practicing negotiation in practical situations and making sound decisions.

Course Description: This academic course aims to introduce students to the concept of negotiation, its methods, and effective strategies. It addresses the nature of the negotiation process and its stages, negotiation strategies and techniques, communication and persuasion skills, conflict management, intra-organizational and extra-organizational negotiation, international negotiation, and negotiation ethics. It also focuses on developing students' skills in negotiation planning, analyzing the positions of negotiating parties, and using effective negotiation techniques to reach solutions that achieve common interests.

Teaching and Learning Strategies: Interactive classroom lectures. Group discussions. Role-playing with case studies. Negotiation presentations. Research and report writing.

Assessment Methods: Participation and attendance. Assignments and reports. Quizzes. Midterm exam. Project or case study. Final exam.

Source: Negotiation Management Book

Curriculum Plan (15 weeks(

Week of Study	Week of Study
1 Introduction to the course,	1 Introduction to the cour e,

Week of Study	Week of Study
the concept of negotiation management, and its importance	the concept of negotiation management, and its importance
2 The nature of the negotiation process and its basic elements	2 The nature of the negotiation process and its basic elements
3 Stages of negotiation: preparation and planning	3 Stages of negotiation: preparation and planning
4 Negotiation strategies and methods	4 Negotiation strategies and methods
5 Effective communication skills in negotiation	5 Effective communication skills in negotiation
5 Effective communication skills in negotiation	5 Effective communication skills in negotiation
6 Persuasion and influence techniques in negotiations	6 Persuasion and influence techniques in negotiations
7 Conflict management and its relationship to negotiation	7 Conflict management and its relationship to negotiation
8 Midterm exam	8 Midterm exam
9 Negotiation tactics and how to deal with them	9 Negotiation tactics and how to deal with them
10 Negotiation within organizations (administrative and functional)	10 Negotiation within organizations (administrative and functional)
11 Commercial negotiation and negotiation with suppliers and customers	11 Commercial negotiation and negotiation with suppliers and customers
12 International negotiation and cultural differences	12 International negotiation and cultural differences
13 Negotiation ethics and professional responsibility	13 Negotiation ethics and professional responsibility
14 Practical applications, negotiation exercises, and	14 Practical applications, negotiation exercises, and

case studies	case studies
15 Comprehensive review and final assessment	15 Comprehensive review and final assessment

Teaching Methods

Teaching and Learning Strategies

Interactive classroom lectures. Group discussions. Analysis of .company studies and reports. Case studies

.Presentations. Preparation of research and reports

Assessment Methods

Participation and attendance. Assignments and reports. Quizzes. .Midterm exam

.Project or case study. Final exam

Academic Description of the Investment Portfolio Course

Course Name: Investment Portfolio

Course Code: BA2448

Date of Description: April 20, 2026

Academic Year: 2025/2026 / Semester 2

Credit Hours: 3

Instructor: Lecturer

Course Objectives

This course aims to introduce students to the concepts and principles of investment portfolio management and equip them with the knowledge and skills necessary to build, analyze, and evaluate investment portfolios. It also aims to analyze the relationship between return and risk in investment decisions, apply diversification principles in portfolio construction, evaluate portfolio performance using financial indicators and methods, analyze securities and select appropriate investment alternatives, use modern models and theories in portfolio management, and make investment decisions based on financial analysis. Course Description: This academic course focuses on the concepts of investment portfolio management, return and risk measurement, and diversification strategies. It covers the concept of

investment and its types, the risks and returns of securities, diversification principles, portfolio construction theories, portfolio performance measurement, stock and bond analysis, and selecting appropriate investment alternatives based on investment objectives and acceptable risk levels. The course also emphasizes the application of quantitative and financial methods in investment decision-making .and portfolio risk management

Teaching and Learning Strategies: Interactive lectures, solving financial exercises, analyzing investment case studies, using financial data in practical applications, discussions and presentations, self-.directed learning, and financial research

Assessment Methods: Participation and attendance, assignments and reports, quizzes, midterm exam, investment portfolio project or .analysis, and final exam

(Curriculum (15 weeks

Weekly Study Topic	Weekly Study Topic
1 Introduction to the course, the concept of investment, and the investment portfolio	1 Introduction to the course, the concept of investment, and the investment portfolio
2 Types of investments and securities	2 Types of investments and securities
3 Return and risk in investment	3 Return and risk in investment
4 Foundations of building an investment portfolio and the concept of diversification	4 Foundations of building an investment portfolio and the concept of diversification
5 Modern portfolio theory (Markowitz)	5 Modern portfolio theory (Markowitz)
6 The relationship between risk and return and choosing the optimal portfolio	6 The relationship between risk and return and choosing the optimal portfolio
7 Evaluation and analysis of securities	7 Evaluation and analysis of securities
8 Midterm exam	8 Midterm exam

Weekly Study Topic	Weekly Study Topic
9 Capital Asset Pricing Models (CAPM)	9 Capital Asset Pricing Models (CAPM)
10 Managing stock and bond portfolios	10 Managing stock and bond portfolios
10 Managing stock and bond portfolios	10 Managing stock and bond portfolios
11 Measuring the performance of investment portfolios	11 Measuring the performance of investment portfolios
12 Managing investment portfolio risks	12 Managing investment portfolio risks
13 Active and passive portfolio management strategies	13 Active and passive portfolio management strategies
14 Practical applications and case studies in portfolio management	14 Practical applications and case studies in portfolio management
15 Comprehensive review and comprehensive exam	15 Comprehensive review and comprehensive exam

Source: Lectures on Investment Portfolios: Dr. Omar Abdullah