



جامعة الموصل
كلية الإدارة والاقتصاد

الإجماع الاستراتيجي ودوره في تعزيز النجاح المنظمي
التأثير الوسيط لجودة القرار الاستراتيجي:
دراسة تحليلية لآراء عينة من القيادات الأكاديمية في جامعة الموصل

عمر سالم عزيز المولى

أطروحة دكتوراه فلسفة
في إدارة الأعمال

إشراف
الأستاذ المساعد
الدكتورة إيمان بشير محمد

المُستخلص

سعت الدراسة إلى تسليط الضوء على طبيعة تأثير الإجماع الاستراتيجي بأبعاده المتمثلة بـ (التواصل، الشفافية، والخفة) في تعزيز أبعاد النجاح المنظمي المتمثل بـ (الكفاءة، الفاعلية)، في إطار التأثير لجودة القرار الاستراتيجي باعتباره مؤثراً وسيطاً، بأبعاده: (القرارات المستمرة، الاستثنائية، والتوجيهية)، ضمن بيئة القيادات الأكاديمية في جامعة الموصل.

وانطلاقاً من ذلك، هدفت الدراسة إلى تحديد الإطار التعريفي لمتغيراتها الثلاثة وتحليل العلاقات الارتباطية والسببية بينها، وبناء مخطط فرضي متكامل واختباره ميدانياً لتشخيص واقع الميدان المبحوث والتوصل إلى استنتاجات وتوصيات عملية قابلة للتطبيق.

وقد تم اختيار جامعة الموصل ميداناً للدراسة؛ كونها تمثل بيئة تعليمية غنية يمكن من خلالها اختبار المتغيرات إذ ضم الميدان (205) من القيادات الأكاديمية وبمستويات إدارية متعددة بدءاً من رئاسة الجامعة وانتهاءً بأقسام الكليات، واعتمدت الدراسة على عينة من آراء القيادات الأكاديمية؛ لما يمتلكونه من رؤى وخبرة في قيادة العمل الأكاديمي، إذ يبلغ عدد كليات الجامعة (24) كلية، وتم اعتماد أسلوب العينة القصدية بتوزيع (178) استبانة على معاوني العمداء ورؤساء الأقسام العلمية، استُرجع منها (164) استبانة صالحة للتحليل. وظّف الباحث المنهج الوصفي التحليلي في الدراسة، كونه منهجاً مناسباً يمكن ان يوصل الباحث الى مبتغاه في إطار اختبار العلاقات المفترضة في دراسته، فيما اعتمدت الاستبانة كأداة رئيسة لقياس متغيرات الدراسة عبر (50) فقرة تغطي الأبعاد المحددة.

تم تحليل البيانات باستخدام أدوات إحصائية في برنامجي (SPSS V.27) و (Amos V.24) وأظهرت نتائج التحليل الوصفي والاختبارات الإحصائية وجود علاقات ارتباط وتأثير ذات دلالة معنوية بين المتغيرات، مع بروز تأثير مباشر للإجماع الاستراتيجي في تعزيز النجاح المنظمي، فضلاً عن إثبات التأثير الوسيط لجودة القرار الاستراتيجي في العلاقة بين الإجماع الاستراتيجي والنجاح المنظمي في جامعة الموصل.

الكلمات المفتاحية: الإجماع الاستراتيجي، جودة القرار الاستراتيجي، النجاح المنظمي، جامعة الموصل.

Abstract

The study sought to shedlight on the nature of the direct impact of Strategic Consensus—with its dimensions (Communication, Transparency, and Agility)—in enhancing the dimensions of Organizational Success (Efficiency and Effectiveness). Furthermore, it aimed to verify the indirect impact of Strategic Consensus on Organizational Success mediated by Strategic Decision Quality, with its dimensions (Continuous, Exceptional, and Directive Decisions), within the environment of academic leadership at the University of Mosul.

Accordingly, the study aimed to define the conceptual framework for its three variables, analyze the correlational and causal relationships between them, build an integrated hypothetical model, and test it empirically to diagnose the reality of the researched field and reach practical, applicable conclusions and recommendations.

The University of Mosul was selected as the field for the study, as it represents a rich educational environment through which the variables could be tested. The field included (205) academic leaders at multiple administrative levels, ranging from the University Presidency to college departments. The study relied on a sample of opinions from academic leaders due to their vision and experience in leading academic work. The university comprises (24) colleges; thus, a purposive sampling method was adopted by distributing (178) questionnaires to Associate Deans and Heads of Scientific Departments, of which (164) were retrieved and found valid for analysis. The researcher employed the descriptive-analytical approach, as it was deemed appropriate for achieving the study's objectives in testing the hypothesized relationships. The questionnaire was adopted as the main instrument for measuring the study variables through (50) items covering the specified dimensions.

Data were analyzed using statistical tools within the (SPSS V.27) and (Amos V.24) software packages. The results of the descriptive analysis and statistical tests revealed the existence of significant correlation and impact relationships between the variables. The results highlighted a direct effect of Strategic Consensus in enhancing Organizational Success, in addition to proving the mediating effect of Strategic Decision Quality on the relationship between Strategic Consensus and Organizational Success at the University of Mosul.

Keywords: *Strategic Consensus, Strategic Decision Quality, Organizational Success, University of Mosul.*

Strategic Consensus and Its Role in Enhancing Organizational Success:

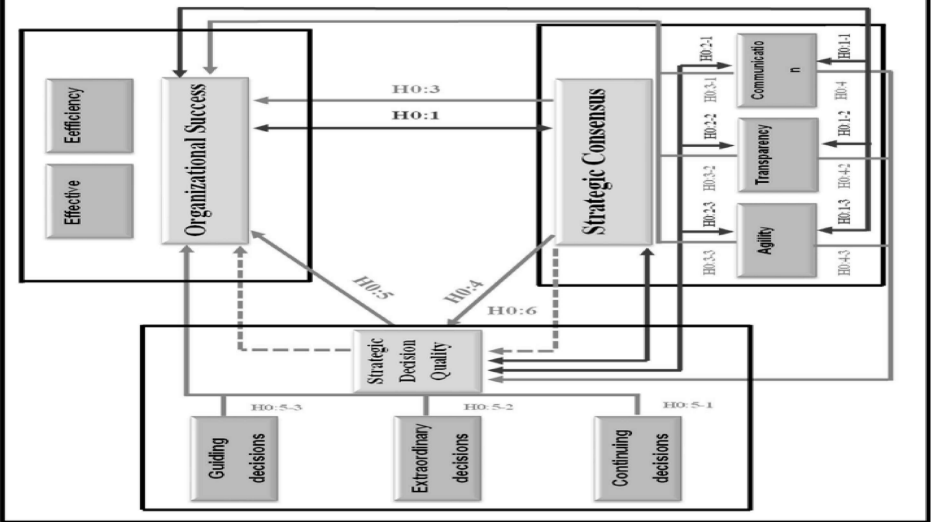
The Mediating Effect of Strategic Decision Quality

An Analytical Study of the Opinions of a Sample of Academic Leaders at the University of Mosul

Author: Omar Salim Azeez AL-Mola
University of Mosul

Advisor: Dr. Eman Basheer Mohammed.

Publisher:

HIGHLIGHTS	GRAPHICAL ABSTRACT
*Strategic consensus was adopted as the independent variable. *The quality of the strategic decision was adopted as the mediating variable. *Organizational success was adopted as the dependent variable. *The study was conducted at the University of Mosul..	
Keywords: Strategic Consensus Strategic Decision Quality Organizational Success University of Mosul.	ABSTRACT The study sought to shedlight on the nature of the direct impact of Strategic Consensus—with its dimensions (Communication, Transparency, and Agility)—in enhancing the dimensions of Organizational Success (Efficiency and Effectiveness). Furthermore, it aimed to verify the indirect impact of Strategic Consensus on Organizational Success mediated by Strategic Decision Quality, with its dimensions (Continuous, Exceptional, and Directive Decisions), within the environment of academic leadership at the University of Mosul. Accordingly, the study aimed to define the conceptual framework for its three variables, analyze the correlational and causal relationships between them, build an integrated hypothetical model, and test it empirically to diagnose the reality of the researched field and reach practical, applicable conclusions and recommendations. The University of Mosul was selected as the field for the study, as it represents a rich educational environment through which the variables could be tested. The field included (205) academic leaders at multiple administrative levels, ranging from the University Presidency to college departments. The study relied on a sample of opinions from academic leaders due to their vision and experience in leading academic work. The university comprises (24) colleges; thus, a purposive sampling method was adopted by distributing (178) questionnaires to Associate Deans and Heads of Scientific Departments, of which (164) were retrieved and found valid for analysis. The researcher employed the descriptive-analytical approach, as it was deemed appropriate for achieving the study's objectives in testing the hypothesized relationships. The questionnaire was adopted as the main instrument for measuring the study variables through (50) items covering the specified dimensions. Data were analyzed using statistical tools within the (SPSS V.27) and (Amos V.24) software packages. The results of the descriptive analysis and statistical tests revealed the existence of significant correlation and impact relationships between the variables. The results highlighted a direct effect of Strategic Consensus in enhancing Organizational Success, in addition to proving the mediating effect of Strategic Decision Quality on the relationship between Strategic Consensus and Organizational Success at the University of Mosul. Omar.23bap129@student.uomosul.edu.iq https://www.uomosul.edu.iq/libcentral E-Mail: central library@uomosul.edu.iq

**University of Mosul
College of Administration
& Economics**



**Strategic Consensus and Its Role in Enhancing
Organizational Success:
The Mediating Effect of Strategic Decision
Quality
An Analytical Study of the Opinions of a Sample
of Academic Leaders at the University of Mosul**

Omar Salim Azeez AL-Mola

**Ph. D. / Dissertation
Business Administration**

Supervised By

**Assistant Professor
Dr. Eman Basheer Mohammed**

2025 A.D.

1447 A.H.