

# The Impact of Geopolitical Factors on Achieving International Governance Dimensions in Iraq: Evidence from the Repercussions of the Iran–Israel War

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## Abstract

This study aims to determine the impact of geopolitical factors on achieving the dimensions of international management in Iraq in light of the repercussions of the Iran-Israel war. To achieve this goal, the researcher relied on presenting theoretical framework for each of: Regional/geopolitical factors -Traditional and critical geopolitical theories -Importance of traditional and critical geopolitical theories in understanding American strategy within the scope of Iran -Israel -Iraq region (Eurasia) -Heartland theory in understanding strategy -Mahan's sea power theory in understanding strategy - Grand chessboard theory -Clash of civilizations theory and the end of history theory - Geopolitical situation in Iran -Geopolitical situation in Israel -Geopolitical situation in Iraq -Impact of geopolitical factors on crisis management and planning - International management -International management theories -Power shift theory -Structural realist theory -Democratic peace theory - International system convergence theory -Trade and conflict theory -Role theory -Arms race theory - Creative chaos theory -Balance of power theory.

To determine relationship between geopolitical factors and realization of dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel. Questionnaire distributed to a sample of 150 faculty members from the Faculties of Management and Faculty of Economics and Political Science in various categories including: Lecturer - Assistant Professor - Professor. The data analyzed statistically.

Study concluded that there is a relationship between geopolitical factors and the achievement of international management dimensions in Iraq in light of the repercussions of the war between Iran and Israel.

**Keywords:** Geopolitical Factors, Geopolitical Theories, International Management Theories, Geopolitical Situation in Iran, Geopolitical Situation in Israel Geopolitical Situation in Iraq, Eurasia.

## 1. Introduction

Geopolitics is a Greek word meaning land, or the politics of land. It is the study of the effects of geography on international relations or international politics. Geopolitical factors constitute an important component of the external environment that influences global business operations. This

seriously affects: consumption patterns -the status of emerging economies. Any religious discrimination should be avoided. Territorial disputes should be settled peacefully. Regional disparities cause disruption in international relations. Globalization and global business will flourish only through peace and cooperation (Biswal, S., 2016: 1).

Although scholars of international relations and international business allude to the geopolitical context of international business, it has not been explicitly analyzed. There is anecdotal evidence that multinational corporations do take this into account, to varying degrees, when formulating their strategies, but there are no conceptual frameworks in either discipline that facilitate this analysis. The literature on international relations and international business highlights the need for interdisciplinary research into the geopolitical context, as it shapes the international business environment (Sethi, D., 2007:1).

Economic volatility and geopolitical risks continue to cast a shadow of uncertainty over international business operations, echoing the concerns raised by Rogman and Verbeke in 2004. Recent geopolitical events, such as trade disputes and regional conflicts, have exacerbated risks, prompting companies to reevaluate their strategic priorities and risk management frameworks. The COVID-19 pandemic has exposed vulnerabilities in global supply chains, exacerbating economic volatility and geopolitical tensions. This has led to the use of international business models to withstand unexpected disruptions and effectively mitigate geopolitical risks. Countries are increasingly investing in: Cultural competency training -Intercultural communication tools to bridge cultural gaps and promote inclusive work environments -Technological developments -Virtual reality -Augmented reality -Providing innovative solutions for cross -cultural training and simulation -Effective collaboration -Teamwork among geographically distributed teams -Data analytics -Predictive modeling to anticipate and mitigate economic and geopolitical risks -Machine learning algorithms analyzing big data to identify patterns and trends -Scenario planning techniques for organizations to assess the potential impact of geopolitical events - Developing contingency plans for protection (Idris, M., et.al, 2024:4).

Geopolitical variables have played a significant role in determining the international business environment, including geographical distance and geographical location. Geopolitical variables include: the consequences of colonialism, the results of the Cold War and its aftermath, regional warfare, population characteristics, world population distribution, and the impact of factors on international business operations (Biswal, S., 2016: 1).

International management includes international business, which is simply defined as cross-border business. Importance of international management increases with: Increase in volume of international business -Increase in volume of international trade -Increase in investment and licensing -Number of global companies exceeding activity of some countries -Expansion of economic theories of trade - Investment and integration -Foreign investment -Diversity of cultural environment -Difference in values, Customs and traditions -Multiplicity of political risks -Different legal systems -Religious beliefs -Diversity of financial markets, stock exchanges and currency markets -the increase in banking activities -Urgent need to develop functions of (planning –organization –marketing -finance and

human resources management) -Difficulties of making decisions to enter new countries' markets - Diversity of organizational structures according to the type and size of international business.

Researcher believes that diversity of organizational structures reciprocally influences requirements of international management and changing geopolitical factors, particularly when comparing central and regional states in light of geopolitical theories.

Iran, Israel, and Iraq are all located within the Eurasian geopolitical sphere. Eurasia is a major arena for geopolitical conflict. The United States, as one of the parties to the conflict, seeks to maintain its global hegemony. The United States relies on various strategies derived from geopolitical theories (traditional, critical, and new). Geopolitical theories focus on the need to control: resources, corridors, and vital regions. However, this strategy faces major challenges, including: the rise of new powers (China and Russia), the multiplicity of political ideas, the division of the West, the shift in the center of economic gravity, and the emergence of conflict zones. (Bou Manjel, 2023).

Repercussions of Iranian nuclear issue have affected oil prices since 2000, for technical reasons that led to a rise in prices. Then, the price collapsed again following the attacks of September 11, 2001. In addition to climatic factors, geopolitical factors, the weakness of the US dollar, the role of rapid growth in Asian economies, the impact of terrorist movements in Nigeria, Venezuela, and the Middle East, in addition to insufficient refining capacity in the United States, as well as the decline in inventories in companies, and the direct impact of the position of speculators in the oil market (Al-Sadd Khan, 2017: 6).

In 2008, OPEC held a conference in the Algerian city of Oran to cut oil production by 4.2 million barrels per day. This period was characterized by the absence of geopolitical escalation, which helped divert crude oil supplies to the oil market. Stability prevailed in Libya and Iraq, and there was no ban on Iranian oil sales. Similarly, no shift in the US market occurred as a result of the development of shale oil (Al-Sadd Khan, 2017: 7).

Geopolitical factors remain an influential factor and driver of oil prices, particularly the Iranian nuclear issue and political tensions in some oil-producing countries. Geopolitical factors will remain an active catalyst for rising or falling oil prices in the event of new developments on the political scene that lead to changes in the political map (Al-Sadd Khan, 2017: 7).

## 2. Previous Studies

(Al-Sarhan, 2013) focused on studying development of Turkish-Arab relations and their determinants in light of studying the dimensions of the Turkish role, and answering problematic questions related to the impact of geopolitical determinants, as well as regional and international factors and variables, especially during the period of the Justice and Development Party's rule regarding the region's political and economic issues, and the possibility of exploring aspects that can be invested in to achieve mutual gains.

(Munawar's, 2016) focused on terrorism and new Western geopolitical concepts. The recent terrorist attacks that struck the heart of the European Union in Brussels, Belgium, demonstrated that the world is on the cusp of a new era of terrorism.

Al-Hajri's study (2020) aimed to identify the role of the State of Kuwait in resolving the geopolitical Gulf crisis, by laying out some visions for resolving this crisis. The study concluded that Kuwaiti mediation is no less important than the American role. The Gulf crisis could extend for a long time due to the impossibility of reaching a consensual solution that satisfies all parties.

(Saad, 2020) aimed to identify impact of geopolitical, financial, and human factors on foreign direct investment (FDI) flows to Iraq during the period (2004 - 2018) using multiple linear regression. The results showed that foreign direct investment in Iraq is explained by political, financial, and human factors at varying rates, with significant positive impacts for each of (control of corruption -the presence of coalition forces in Iraq -oil prices exceeding \$100 per barrel). There was no relationship between foreign direct investment flows and each of (the market value index -the human development index -the period of ISIS presence and the Iraqi parliamentary elections). The study also included some proposals, including the need for decision-makers to take the necessary steps to improve Iraq's ranking in international classifications specialized in risk assessment by providing an appropriate business environment and stable political and security conditions.

Al-Arid (2021) believes that the proliferation of nuclear weapons in the Middle East leads to increased concerns about their imminent use in this turbulent region. The Cold War between Israel and Iran is considered one of the most influential factors dominating the geostrategy of the Middle East. The proliferation of nuclear technology in the politically turbulent Middle East significantly increases the likelihood of a catastrophic nuclear war, although it has not been explicitly declared. Israel possesses nuclear weapons, and Iran has enriched enough nuclear material to manufacture them. The dire consequences of a nuclear exchange between Israel and Iran are conceivable. The nature of the Iranian-Israeli regional nuclear competition must be understood and analyzed within the framework of the Cold War and the balance of deterrence between them in the Middle East. This must be done through the evolution of relations since the emergence of the State of Israel and the various dynamics, potentials, and repercussions of the conflict between them. They conclude by believing that Hezbollah could be the spark for a hot war between them at any time.

Diversity of geopolitical situation is also reflected in the distance of some countries from the interest in the Palestinian issue. This requires an analysis of the political transformations in the Arab region and their impact on the Palestinian issue. In addition, it is necessary to study the extent to which political processes and trends in the Arab region affect the transition of Palestinian issue to a square that helps Palestinian and regional actors establish new rules for international dealings. This is done through three main axes: Change in Arab political systems and the factors influencing the formation of Arab political crises - Regional contexts and their impact on the Palestinian issue -The Palestinian issue in light of regional repercussions and geopolitical changes in the Arab region (Omar, 2021).

Saeed's study (2024) provides an analysis of ongoing confrontation between Israel and Iran, focusing on how it affects the positions of the Arab Gulf states. The study discusses the options available to these countries in light of the increasing tensions, reviewing the regional and international alliances that may reshape the balance of power in the region. The research also addresses the political and economic dimensions of the confrontation and its impact on regional security.

Al-Fadhli's study (2024) aimed to investigate the impact of geopolitical risks on the profitability of commercial banks in the Gulf Cooperation Council (GCC) countries. The study concluded that the interaction between geopolitical risks and economic policy uncertainty has a significant negative impact on the profitability of commercial banks operating in the GCC countries.

### 3. Research Problem

Unrest and conflicts are increasing at global and local levels day by day, indicating the endlessness of conflict throughout the past and future eras. The ongoing conflicts have called for increased scientific research efforts to analyze and explain international conflicts and unrest. This is in an attempt to limit these conflicts and mitigate their effects on countries in light of international management theories. The war between Iran and Israel represented one of the new developments on the global scene, representing these disturbances and conflicts in the Eurasia region. This directly and indirectly affected the geopolitical dimensions in Iraq. The problem of the study can be defined in the following question: What is the impact of geopolitical factors on achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel?

### 4. Research Objective

Determining the relationship between geopolitical factors on achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel. To achieve the study objective, the descriptive approach was relied upon. Relevant literature sources were used from scientific journals, books, and reliable sources on the Internet, and the inductive approach in the scientific aspect. In addition, a field study was conducted based on a statistical sample of 100 individuals, using a questionnaire tool. The results were analyzed using the statistical program SPSS.

### 5. Imposing Search

There is a statistically significant relationship between geopolitical factors and the achievement of international management dimensions in Iraq in light of the repercussions of the war between Iran and Israel.

### 6. Importance Research

research derives its scientific importance through focusing on both the theoretical framework of each of the geopolitical factors on achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel, and the dimensions and theories it includes.

The research also derives its practical importance through application using the questionnaire tool as a sample representing some faculty members in the faculties of management and faculties of economics and political science.

## 7. Research Methodology

To achieve the study objectives of determining the relationship between the geopolitical factors on achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel. Researcher relied on inductive method -Deductive approach.

## 8. Research Plan

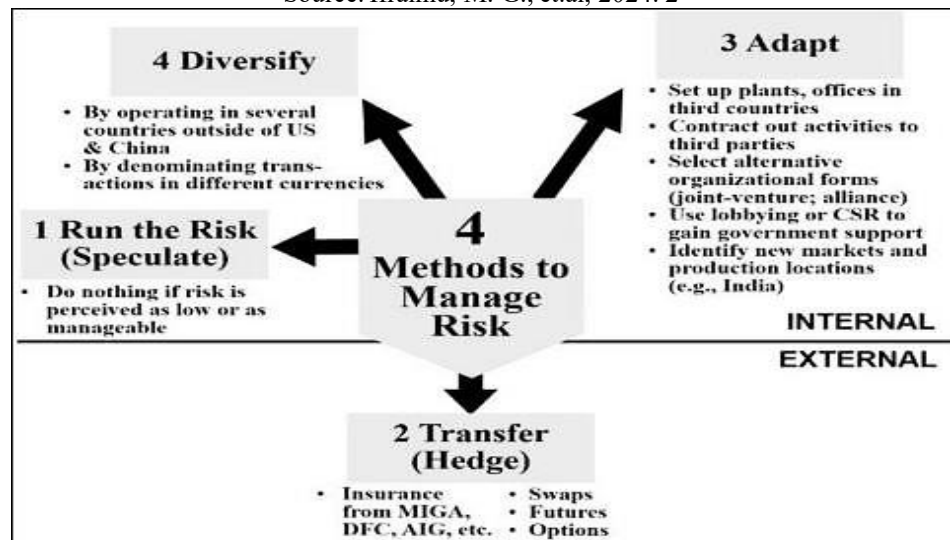
### 8-1 Regional /Geopolitical Factors:

According to the geopolitical model in international business, several geopolitical aspects, in addition to firm-specific and environmental variables, can influence international business choices. When considering geopolitics in the context of international business, it is essential to consider the concept of globalization. Observations of the contemporary global economic climate draw attention to some purely global geopolitical concerns. Regionalism and bilateral trade agreements between countries are important factors shaping international trade ties. The XGBoost tree model and the CHAID algorithm were used to determine the importance of socioeconomic factors in determining business efficiency, along with financial and non-financial factors. Regional factors played a crucial role in the study. Using the Geopolitical Risk Index (GPR) measure, it was found that the negative impact of GPR is more pronounced when acquiring firms have overseas operations or are financially constrained. The Political Stability and Absence of Violence/Terrorism Index refers to public perceptions of the likelihood of a government being destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism. This index is a weighted average of various other indices, including those of the Economist Intelligence Unit, the World Economic Forum, and Political Risk Services (Agarwal, A., 2023: 3).

Historical Iranian-Syrian relations were characterized by turmoil (during the Shah's reign) before the establishment of the Islamic Republic of Iran, then transformed into strategic cooperation relations after the establishment of the Islamic Republic of Iran, and then gradually reached absolute dependence after (2011). Iran's means of influence in Syria have varied, whether economic, political or cultural. The Iranian position towards Syria demonstrates Iran's constant endeavor to export its revolution and establish its Shiite crescent extending from Tehran to Damascus and Beirut, passing through Baghdad. Using its arms in the region, Iranian intervention in Syria since the outbreak of the Syrian revolution in (2011) has been through the Iranian militia and its affiliated militias spread across the entire Syrian geography. Iran has also relied on many economic means to tighten its control over Syria (Al-Bakour: 2023).

Managing geopolitical risk in international business requires a multifaceted approach to address the unpredictable nature of sanctions and diplomatic fallout. By implementing strategies such as scenario planning, diversifying markets and supply chains, compliance, and due diligence, companies can protect their businesses from potential disruptions. Building strategic partnerships, investing in political risk insurance, and maintaining effective communication with stakeholders also enhance resilience. While geopolitical risk cannot be completely eliminated, these strategies provide a structured framework for assessing and managing the impact of sanctions and diplomatic tensions on business operations. Successful geopolitical risk management depends on a country's ability to maintain flexibility, adaptability, and agility in an ever-evolving global environment. The following figure illustrates a geopolitical risk management framework (Ifraimu, M. G., et al., 2024: 2).

Source: Ifraimu, M. G., et.al, 2024: 2



**Fig 1: Geopolitical risk management framework**

## 8-2 Traditional and Critical Geopolitical Theories:

Researcher believes that traditional and critical geopolitical theories provide a good framework for understanding the impact of geopolitical factors on achieving the dimensions of international governance in Iraq in light of the repercussions of the war between Iran and Israel. The two theories can be distinguished as follows:

Table (1): Conceptual framework of traditional and critical geopolitical theories Source: Prepared by researcher

	Traditional geopolitical theories	Critical geopolitical theories
Intellectual framework	Traditional geopolitical theories form an intellectual framework for understanding the relationship between geography and political power. Geopolitical theories focus on the role of geopolitical factors such as location, climate, and natural resources in determining the behavior and interests of states. These include Mackinder's Heartland theory, Alfred Mahan's maritime power theory, and Nicholas Spykman's Rimland theory. Significant contributions to understanding the American strategy of continuing global hegemony are provided by (Ibis, 2023: 4):	Critical geopolitical theories are more expansive in their study of actors. They include non-state actors such as multinational corporations, international organizations, the role of discourse and knowledge in shaping international relations, analysis of social construction, and analysis of official discourses. Traditional geopolitics, on the other hand, relies on the state as the primary actor and analyzes geopolitical interactions according to the logic of power and interests. Critical geopolitical theories employ a clear methodology that seeks to provide general laws to explain state behavior in the geopolitical space, as is evident from the following ( Abu Manjal, 2023: 8).
Theoretical models	<ul style="list-style-type: none"> <li>• Heartland theory.</li> <li>• Mahan's sea power theory.</li> <li>• Spiekman's marginal crescent theory.</li> </ul>	<ul style="list-style-type: none"> <li>• Brzezinski's Grand Chessboard Theory</li> <li>• The Clash of Civilizations Theory and the End of History Theory</li> </ul>

### 8-3 Importance of Traditional and Critical Geopolitical Theories in Understanding American Strategy Within the Region of Iran, Israel, and Iraq (Eurasia):

#### 1. Importance of the Heartland Theory in Understanding American Strategy Towards Eurasia:

Mackinder focused on the importance of Eurasia's unique geographical location. Eurasia is located at the heart of the world. Eurasia's strategic location gives it the ability to control the world. Whoever controls Eurasia controls the engines of global politics. Mackinder's vision aligns with the goals of the United States in its pursuit of international hegemony. This is achieved by working to increase US power and weaken competitors. This requires America to expand into Eurasia to prevent regional powers, especially China, Russia, and Iran, from extending their influence over the Eurasia region. This also weakens the ability of Eurasian countries to confront US global hegemony. Researcher believes that the geopolitical theory of the Heartland focuses on each of: containing the rise of regional powers such as (Russia -China -Iran) -maintaining the military hegemony of the United States of America by deploying nuclear interceptor and attack missiles directed towards the Eurasian powers -ensuring energy security -spreading Western values -creating regional conflicts -supporting separatist movements -obstructing strategic rise.

#### 2. Importance of Mahan's Sea Power Theory in Understanding American Strategy Toward Eurasia:

Control of the seas and waterways is the key to global hegemony. American strategy in Eurasia demonstrates the clear influence of the theory through: control of sea lanes,

strengthening American naval power, and dominance of maritime trade.

### **3. Importance of Spekman's Marginal Crescent Theory in Understanding the American Strategy Towards Eurasia:**

The Marginal Crescent theory indicates that the countries located on the coasts of the World Island (Europe, Asia, and Africa) possess an important strategic location that helps control global trade. America applies the Marginal Crescent theory in Eurasia through: strengthening relations with coastal countries -creating a balance of power -military deployment -controlling energy resources -establishing counter-alliances - preventing European-Russian rapprochement -interfering in political systems.

### **4. Importance of Brzezinski's Grand Chessboard Theory in Understanding American Strategy (Ibis Mangal, 2023: 8):**

- US strategy toward geostrategic actors: Strategies directed toward America's friends (Western Europe and India) differ from those directed toward America's enemies (Russia and China).
- US efforts to contain Western Europe, especially France and Germany, through institutional integration represented by military alliances (NATO) and economic alliances (the European Union).
- Economic and military support for India to expand its role in containing China.
- NATO expansion: by including Eastern European countries to contain Russia within a narrow geopolitical sphere.
- Forming the AUKUS alliance: with Australia and the United Kingdom to confront China in the Indian and Pacific Oceans.
- Imposing economic sanctions on China and Russia.
- Proxy wars: supporting armed groups in Syria and Ukraine.
- US strategy toward geopolitical axes: incorporating Ukraine into NATO and the European Union; keeping Türkiye within NATO and preventing its rapprochement with Russia.

### **5. Importance of the Clash of Civilizations Theory and the End of History Theory in Understanding American Strategy toward Eurasia:**

Samuel Huntington presents an alternative vision of geopolitics, viewing states as cultural and civilizational actors. He argues that the nature of beliefs and values determines the nature of the United States' relations with Eurasian actors, as the pole of Western civilization based on political democracy and economic liberalism. Together with the European Union, they constitute the entire West, confronting Russia, Iran, and China. New geopolitical theories, in understanding American strategy toward Eurasia, rely on: the multiplicity of political

ideas, the rise of competing powers, the division of Western civilization, the shift of the center of economic gravity toward Asia, and the emergence of areas of conflict between major powers in Asia (Bou -Mengel, 2023: 12).

#### **8-4 Geopolitical Situation in Iran:**

Iran occupies a strategically important location in Eurasia. It overlooks the Arabian Sea and controls the Strait of Hormuz, a vital waterway for transporting oil from the Arabian Gulf to the rest of the world. Iran is considered a gateway to Central Asia. Iran constitutes an important link between the Middle East and Asia. Iran has significant influence in the Middle East due to its ties with non-state actors such as Hezbollah in Lebanon and the Houthis in Yemen. Iran is considered a threat to the United States of America, as it seeks to acquire nuclear weapons. The United States of America relies on (a strategy of economic sanctions - strategies of military containment through deployment in several Arab Gulf countries such as Qatar and the Emirates) with the aim of pushing Iran to change its behavior (Bou Manjel, 2023: 10).

Iran represents one of the corners of the triangle of the clash of civilizations due to its revolutionary Islamic culture and its support for armed opposition groups in the region. The second corner of the triangle is the Russian Federation due to its Eastern Orthodox culture and history of competition with the West. The third corner of the triangle is the People's Republic of China due to its Confucian culture and China's growing economic and military aspirations (Bou Manjel, 2023: 11).

Saudi Arabia and Iran announced the restoration of diplomatic relations after China's intervention. This is not the first time relations have been restored between them. The first rupture occurred in April 1988, and the second in January 2016. With this announcement, the two sides overcame many obstacles to reach this agreement. The core of the conflict between the two political systems is that they differ not only over economic and military power, but also ideologically. This disparity has resulted in a great deal of mistrust that has remained a major obstacle throughout history. It has shaped the nature of Iranian-Saudi relations, especially since the 1979 Islamic Revolution. The conflictual nature still exists, as dissatisfaction with relations between Tehran and Riyadh prevails. The latest agreement remains subject to a real test through confidence-building measures and practical steps to resolve the contentious issues between the two countries (Singer, 2023: 1).

#### **8-5 Geopolitical Situation in Israel::**

Iranian-Israeli conflict has reshaped the geography of the region's politics. Iran's power strategy lies in providing the Islamic Republic with military nuclear capabilities and an aggressive regional policy of interference and control over neighboring countries. The Iranian regime has chosen to completely reject Israel. Israel also seeks to use its latent power to prevent Iran from enriching uranium to manufacture a nuclear bomb. He concludes by pointing to the repression, protests, and executions in Iran, the alliance between Iran and Russia, and Tehran's support for the Russian army in Ukraine, which reinforces the deterioration of the Iranian regime's image in the West (Hallis, 2024: 1).

### **8-6 Geopolitical Situation in Iraq:**

With the emergence of the terrorist organization ISIS in Iraq and its control over large parts of the country, Baghdad found itself at the forefront of the fight against terrorism. This made Iraq's regional role focused on combating terrorism. Iraq sought support (international, Arab, and regional) to combat terrorist organizations and increased regional and international security cooperation and coordination to combat terrorism. Iraq witnessed several transformations in the region, most notably: the P5+1 group reaching the nuclear agreement with Iran in 2015. Then the Gulf opening to Iraq and the reopening of the Saudi embassy in 2015. This helped develop efforts to enhance cooperation for regional security in the Middle East. Supporting relations between Iran and the Gulf Cooperation Council countries. Seeking to de-escalate tensions between Saudi Arabia and Iran. Following escalating tensions between the two parties, following the hostile actions carried out by Iranian demonstrators against the Saudi embassy in Tehran, and the Kingdom of Saudi Arabia's announcement of severing relations with Iran in early 2016. Iraq has adopted a mediating role in an attempt to steer the Middle East toward stability after a period of tension and instability, especially with countries with geopolitical axes being influenced by major powers that are active and geostrategically active through strategic alliances and partnerships (Al-Badri, 2023: 7).

Iraq participates in China's project (the Belt and Road Project), which aims to connect China with the rest of the world, which represents a major threat to American hegemony (Bou Manjel, 2023: 9).

### **8-7 Impact of Geopolitical Factors on Crisis Management and Strategic Planning:**

Crisis management is becoming increasingly ineffective in a rapidly changing geopolitical environment characterized by: a general decline in global power, a weakening commitment to focus on progress, and an exacerbation of uncontrollable financial problems. The geopolitical environment has a significant and positive impact on both crisis management and strategic planning. The geopolitical environment serves as a mediator to influence the relationship between crisis management and strategic planning. With rapid change and continuous evolution, there is a need to focus on managers at all levels of management to solve problems and deal with crises. Environmental demand is the primary geopolitical factor for the effectiveness of strategy and crisis management. The ability of company managers to think strategically during crises is a key factor in a company's long-term survival. Geopolitical approaches are important mediating factors that can play a significant role in crisis management and strategic planning. A strategic planning process that does not include crisis management is not a strategic planning process at all, especially in turbulent environments. Likewise, combining crisis management with strategic planning helps to effectively deal with crises to ensure survival and prosperity. The geopolitical environment is a useful means of understanding how crisis management positively impacts the strategic planning process (Mudalal, M. W., 2021: 7).

### 8-8 International Management:

International management applies management concepts and techniques in different contexts. The importance of international management is increasing due to globalization. The best way to conduct business abroad may differ from the best way at home due to different physical, social, and competitive conditions. International business represents the other face of international management. It involves commercial transactions between two or more countries. It includes exports, imports, and the transfer of goods, services, technology, and capital. International business offers multiple options for conducting business, including: exporting and importing goods and services; starting joint ventures; opening branches; providing administrative services; and buying and selling goods/services across political borders. There are many factors contributing to the rapid growth of international business: technological advancements; cross-border trade liberalization; resource movement; service development; increasing consumer pressure; increased global competition; changing political conditions; and increased international cooperation. International management requires knowledge, skills, and an understanding of local customs and laws, as well as familiarity with the competitive dimensions of the international business environment. International business managers must possess the knowledge and skills necessary to manage cultural processes, stakeholders, and transactions. Organizations must coordinate market, product, and production plans on a global level, and create organizational structures that balance centralized local autonomy with local control.

International management is also linked to human resource management processes. Human resources have become a factor in evaluating organizations, in addition to financial aspects. International human resource management relies heavily on studying and understanding the nature of international organizations. International management addresses strategies for entering international markets, including: export and import strategies, licensing strategies, and franchise strategies. The concept of international human resource management includes managing people around the world in multinational organizations. It is of particular importance in international organizations for several reasons, the most important of which is the difference in social and economic systems in the countries in which international organizations operate. International human resource management requires: job analysis, environmental analysis, organization, recruitment, and training and development (Mahmoud, 2023: 3).

International administration has also been influenced by both international and national influences in the transition to modern administration. Given that administration is the primary driver of the state, international administration has not been immune to international transformation and change movements. Factors influencing international administration include: the interconnected relationship between globalization and the demand for administrative modernization; the impact of international economic structures on administrative modernization; the influence of international monetary institutions on public administrations such as the International Monetary Fund and the World Bank; the influence of multinational corporations on public policy; national transformations

pressing for administrative modernization; and the modernization of international administration in light of the evolution of the concept of authority in accordance with political, social, and economic variables (Qarwani, 2023: 4-19). International administration is linked to many strategies, including: conflict management strategies, which include the containment strategy; the deterrence strategy; and the alliance strategy (Shawkat, 2023: 8).

### **8-9 International Management Theories:**

International management focuses on the management of global companies and organizations. This field includes training managers, entrepreneurs, and consultants to operate effectively in international environments. There are numerous theories closely related to international management from various perspectives, including (Shawkat, 2023: 4):

#### **1. Power Transition Theory:**

Power Transition Theory is based on the idea that the convergence of power between states dissatisfied with the structure of the power system increases the likelihood of war and conflict, whether in the international or regional system. Power Transition Theory considers the state of satisfaction and the distribution of power to be the decisive determinants of peace or war (Singer, 2023: 8).

#### **2. Structural Realist Theory:**

This theory focuses on explaining the characteristics of international relations through a view of the chaotic structure of the international system and the distribution of powers, where the international system is measured by the number of superpowers within the international system. Structural realism is one of the approaches to analyzing the structure of the international system. The international system includes three dimensions, as classified by realists: the organizational or hierarchical principles of the international structure, characterized by anarchy and decentralization of power; actors performing specific roles within a subsystem or a whole; the distribution of power among members of the system, which includes international organizations; and the international rules that regulate the behavior of international actors (Shawkat, 2023: 4).

#### **3. Democratic Peace Theory (Liberal Peace):**

Democratic peace theory assumes that democratic states do not wage war against each other (Singer, 2023: 9).

#### **4. International System Convergence Theory:**

Realism, in its analysis of the structure of the international system, is coupled with the international system convergence approach (systemic approach). This approach examines the extent of change brought about by cybersecurity in the arrangement of states within the structure of the international system, the nature of the active units, and the relationships and interactions between them (Shawkat, 2023: 4).

### **5. Trade and Conflict Theory:**

This theory relies on analyzing the relationship between trade and political distance and studying the impact of trade on conflict. Trade and Conflict Theory focuses more on economic priorities than military ones (Singer, 2023: 10).

### **6. Role Theory:**

This is an approach to analyzing foreign policy at three levels: the individual, the state, and the system. Role theory achieves greater integration between the analysis of a state's foreign policy and the analysis of international relations. At the individual level, the focus is on the role of individual actors, such as politicians, government officials, and citizens. At the state level, role theory analyzes the role of the state and governments in shaping international relations. It also analyzes the role of international organizations according to military, economic, and diplomatic capabilities (Shawkat, 2023: 4).

### **7. Arms Race Theory:**

An arms race is a form of expression of a state's foreign policy, resulting from the state's pursuit of security in the face of hostile states (Singer, 2023: 10).

### **8. Constructive Chaos Theory:**

The United States devised the Constructive Chaos Theory to escalate into greater conflicts. This is what happened in World Wars I and II, and a major nuclear war could ensue (Shawkat, 2023: 4).

### **9. Balance of Power Theory:**

International economic indicators in recent years indicate the United States' inability to continue as a dominant global power. This is compounded by the rapid rise of other major powers, such as China, with the emergence of major geopolitical alliances. It changes the old patterns of the international system and pushes towards a multipolar world based on the balance of power. This makes neoliberal theory more likely to predict the future of the international system (Shawkat, 2023: 4).

### **8-10 Relationship Between Geopolitical Factors and the Realization of International Governance Dimensions in Iraq in Light of the Repercussions of the War Between Iran and Israel:**

Researcher believes that the relationship between geopolitical factors and the realization of the dimensions of international management in Iraq can be explained in light of the repercussions of the war between Iran and Israel as follows:

Table (2): Relationship between geopolitical factors and the realization of international governance dimensions  
(Source: Prepared by researcher)

Geopolitical factors	Dimensions of international management	Relationship between geopolitical factors and the realization of international management dimensions
<ul style="list-style-type: none"> <li>● Economic fluctuations and geopolitical risks</li> <li>● Trade disputes and regional conflicts</li> <li>● Consequences of colonialism</li> <li>● Consequences of the Cold War and its aftermath</li> <li>● Regional war</li> <li>● Population characteristics</li> <li>● World population Distribution</li> <li>● Geopolitical factors as an influential factor and driver of oil prices</li> <li>● Indices measuring geopolitical factors (Economist Intelligence Unit Index, World Economic Forum Index, Political Risk Services Index)</li> <li>● Traditional geopolitical theories</li> <li>● Monetary geopolitical theories</li> <li>● Heartland theory in understanding strategy</li> <li>● Mahan's sea power theory in understanding strategy</li> <li>● Spekman's marginal crescent theory in understanding strategy</li> </ul>	<ul style="list-style-type: none"> <li>● Dimensions of evaluating strategic priorities and risk management frameworks</li> <li>● Dimensions of using international business models to withstand unexpected disruptions and effectively mitigate geopolitical risks.</li> <li>● Dimensions of Cultural Competency Training - Intercultural communication tools to bridge cultural gaps and promote inclusive work environments - Technological developments - Virtual reality - Augmented reality - Providing innovative solutions for cross-cultural training and simulation - Effective collaboration - Teamwork among geographically dispersed teams - Data analytics - Predictive modeling to anticipate and mitigate economic and geopolitical risks - Machine learning algorithms analyze big data to identify patterns and trends - Scenario planning techniques for institutions to assess the potential impact of geopolitical events - Develop contingency plans for protection.</li> <li>● Dimensions of increased international business volume - Increased international trade volume <ul style="list-style-type: none"> <li>- Increased investment and licensing</li> <li>- Increased number of global companies exceeding the activity of some countries - Expansion of economic theories of trade - Investment and integration - Foreign investment - Diverse cultural environment - Different values, customs, and traditions - Multiple political risks - Different legal systems - Religious beliefs - Diverse financial markets, stock exchanges, and currency markets - Increased banking activities - Urgent need to develop planning, organizing, marketing, financing, and human resource management functions - Difficulties in making decisions to enter new countries' markets - Diverse organizational structures According to the type and size of international business.</li> </ul> </li> <li>● Regional dimensions and bilateral trade agreements between countries shape international trade ties.</li> <li>● Dimensions of using the XGBoost tree model and the CHAID algorithm to determine the importance of socio-economic factors in determining business efficiency.</li> <li>● Dimensions of using the Geopolitical Risk Index (GPR) measure to demonstrate the negative impact of the GPR.</li> <li>● Dimensions and requirements of geopolitical risk management in international business using a multi-faceted approach to address the unpredictable nature of sanctions and diplomatic repercussions. This involves implementing strategies such as scenario planning, diversifying markets and supply chains, compliance, and due diligence.</li> </ul>	<ul style="list-style-type: none"> <li>● Geopolitical factors constitute an important component of the external environment that influences global business operations.</li> <li>● Geopolitical factors affect: consumption patterns - the status of emerging economies.</li> <li>● Geopolitical factors affect: the exacerbation of risks - the exacerbation of economic volatility and geopolitical tensions.</li> <li>● Iran, Israel, and Iraq are all located within the Eurasian geopolitical sphere. Eurasia is a major arena of geopolitical conflict. The United States, as one of the parties to the conflict, seeks to maintain its global hegemony.</li> <li>● The United States relies on various strategies derived from geopolitical theories (traditional, monetary, and new).</li> <li>● Geopolitical theories focus on the need to control: resources, corridors, and vital regions. However, this strategy faces significant challenges, including: the rise of new powers (China and Russia), a diversity of political ideas, a divided West, a shift in the economic center of gravity, and the emergence of conflict zones.</li> <li>● Iran's means of influence in Syria have multiplied, whether economic, political, or cultural. The Iranian position toward Syria demonstrates its ongoing efforts to export its revolution and establish a Shiite crescent extending from Tehran to Damascus and Beirut, passing through Baghdad.</li> <li>● Iran has significant influence in the Middle East due to its ties with non-state actors, such as Hezbollah in Lebanon and the Houthis in Yemen. Iran is considered a threat to the United States.</li> </ul>

Geopolitical factors	Dimensions of international management	Relationship between geopolitical factors and the realization of international management dimensions
<ul style="list-style-type: none"> <li>• Brzezinski's grand chessboard theory</li> <li>• The clash of civilizations theory and the end of history theory in understanding strategy</li> <li>• Crisis management has become progressively ineffective in a rapidly changing geopolitical environment characterized by: a general decline in global power, a weakening commitment to focusing on progress, and the exacerbation of uncontrollable financial problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Dimensions of protecting against potential disruptions, building strategic partnerships, and investing in political risk insurance.</li> <li>• Dimensions and strategies to provide a structured framework for assessing and managing the impact of sanctions and diplomatic tensions on business operations.</li> <li>• Dimensions of successful geopolitical risk management, relying on a country's ability to maintain its flexibility, adaptability, and agility in an ever-evolving global environment. • Dimensions of the economic sanctions strategy - Military containment strategies through deployment in several Gulf Arab states, such as Qatar and the UAE.</li> <li>• Dimensions of the interconnected relationship between globalization and the demand for administrative modernization - The impact of international economic structures on administrative modernization - The impact of international monetary institutions on public administrations, such as the International Monetary Fund and the World Bank - The impact of multinational corporations on public policy - National transformations compelling administrative modernization - International administrative modernization in light of the evolution of the concept of authority according to political, social, and economic variables.</li> <li>• Dimensions of international administrative theories.</li> <li>• Dimensions of the theory of power transformation.</li> <li>• Dimensions of the structural realist theory.</li> <li>• Dimensions of the democratic peace theory (liberal peace).</li> <li>• Dimensions of the theory of convergence of the international system.</li> <li>• Dimensions of the theory of trade and conflict.</li> <li>• Dimensions of the role theory.</li> <li>• Dimensions of the arms race theory.</li> <li>• Dimensions of the theory of creative chaos.</li> <li>• Dimensions of the theory of balance of power.</li> </ul>	<ul style="list-style-type: none"> <li>• groups in the region. The second corner of the triangle represents the Russian Federation due to its Eastern Orthodox culture and history of competition with the West. The third corner of the triangle represents the People's Republic of China due to its Confucian culture. China's Growing Economic and Military Aspirations</li> <li>• Iran's power strategy lies in providing the Islamic Republic with military nuclear capabilities and an aggressive regional policy of interference and control over neighboring countries. The Iranian regime has chosen to completely reject Israel.</li> <li>• Israel seeks to use its latent power to prevent Iran from enriching uranium to manufacture a nuclear bomb.</li> <li>• With the emergence of the terrorist organization ISIS in Iraq and its control over large parts of the country, Baghdad found itself at the forefront of the fight against terrorism. This led Iraq's regional role to focus on combating terrorism. Iraq sought support (international, Arab, and regional) to combat terrorist organizations.</li> <li>• The geopolitical environment has a significant and positive impact on both crisis management and strategic planning. The geopolitical environment is used as a mediator to influence the relationship between crisis management and strategic planning.</li> </ul>

## 9. Field Research

### 9-1 Field Research Objective:

Field study aims to determine relationship between geopolitical factors and the dimensions of international governance in Iraq in light of the repercussions of the war between Iran and Israel.

### 9-2 Field Study Hypothesis:

There is a statistically significant relationship between geopolitical factors and the dimensions of international governance in Iraq in light of the repercussions of the war between Iran and Israel.

### 9-3 Research Sample:

To achieve research objective, multiple research tools used to collect and analyze data, including questionnaires and personal interviews. The research sample was determined using a stratified random approach to ensure sample representation. Sample size (number of participants) was approximately 150 individuals, including faculty members from the College of Management and the College of Economics and Political Science.

- Lecturer.
- Assistant Professor.
- Professor.

Study used three main data collection tools, including: questionnaires using a five-point Likert scale (from 1 = strongly disagree to 5 = strongly agree), personal interviews, and analysis of financial reports from the Nineveh Governorate Education Directorate in Iraq.

Response rate for the questionnaires can be determined as follows:

Table No. (3): statistical analysis of the response rate for the questionnaires

Research sample	Distributed questionnaire lists	Retrieved lists		Invalid lists		Valid lists		
		Number of lists	List ratio	Number of lists	List ratio	Number of lists	List ratio	ratio
Lecturer	50	50	100%	2	4%	48	96%	34.78%
Assistant Professor	50	48	96%	4	8.33%	44	91.67%	31.88%
Professor	50	46	92%	0	0.00%	46	100%	33.33%
Total	150	144	96%	6	4.17%	138	95.83%	100%

previous table shows that the response rate of the study sample to the survey lists was 96%, which is a very good rate. The percentage of lists suitable for statistical analysis was acceptable and exceeded 90% for each study category. The total percentage of returned survey lists suitable for statistical analysis was 95.83%, which is a good rate.

### 9-4 Data Collection Method:

A questionnaire containing questions used to test the validity of the research hypothesis. Questionnaire was prepared in a simple and sequential manner to facilitate the researcher's understanding and answering of the questions.

### 9-5 Structural Design of Study Tool:

Questionnaire list includes two sections: (Personal data about the respondent - Questions of the questionnaire list). Five-point Likert scale consisting of five answers used. The questionnaire list also includes (some questions and inquiries that test the extent of the existence or non-existence. Relationship between variables of study hypothesis -Questions and inquiries that express the independent variable of study hypothesis, which is the application of financial technology in the National Insurance Company in Iraq.

Table No. (4): five-point Likert scale

Trend of approval of questionnaire lists according to five-point Likert scale		
Approval	(Weight of approval)	(approval direction)
Very disagree	1	Average from 1 to 1.79: Very disagreeable
not agree	2	Average from 1.80 to 2.59: disagree
neutral	3	Average from 2.60 to 3.39: neutral
OK	4	Average from 3.40 to 4.19: Agree
Very ok	5	Average of 4.20 to 5: Very OK

### 9-6 Statistical Analysis of Questionnaire Data:

Table (5): Describing opinions on statements that define the geopolitical factors variable

Elements (phrases) that define the geopolitical factors variable	Descriptive statistics measures			
	Arithmetic mean	standard deviation	relative weight %	approval order
1. Geopolitical factors influence increased economic volatility and geopolitical risks.	**4.2	0.759	84%	1
2. Geopolitical factors influence increased trade disputes and regional conflicts.	**4.13	0.764	82.6%	4
3. Geopolitical factors influence the consequences of colonialism, the outcomes of the Cold War and its aftermath, and regional wars.	**4.03	0.766	80.6%	9
4. Geopolitical factors help influence population characteristics and the distribution of the world's population.	**4.13	0.821	82.6%	6
5. Geopolitical factors are an influential factor and driver of oil prices.	**4.13	0.726	82.6%	3
6. Geopolitical factors are an influential factor and driver of oil prices.	**4.13	0.726	82.6%	3
7. Geopolitical factors (the Economist Intelligence Unit's Global Risks Index, the World Economic Forum's Global Risks Index, and the Political Risk Services Index) help manage international conflicts.	**4.04	0.794	80.8%	8
8. Studying traditional geopolitical theories and critical geopolitical theories helps mitigate the geopolitical factors in international conflict management.	**4.12	0.796	82.4%	7
9. Understanding the Heartland Theory, the Sea Power Theory, the Marginal Crescent Theory, the Grand Chessboard Theory, the Clash of Civilizations Theory, and the End of History Theory helps understand the appropriate international management strategy to mitigate international conflict.	**4.13	0.765	82.6%	5
10. Crisis management has become progressively ineffective in a rapidly changing geopolitical environment characterized by: a general decline in global power, a weakening commitment to focusing on progress, and the exacerbation of uncontrollable financial problems.	**4.17	0.839	83.4%	2

Arithmetic mean values for all respondents' responses on all items (greater than 3) indicate that opinions tend toward agreement regarding the impact and importance of geopolitical factors. This is confirmed by the relative weights for all items, which exceed 60%, representing a "neutral" choice. All arithmetic means for all statements were statistically significant at a significance level of (0.05).

This indicates that there are differences (significant differences) in the respondents' opinions between the observed values and the value (3), which represents a neutral choice.

Table (6): Describing opinions on statements reflecting the realization of the dimensions of international governance in Iraq in light of the repercussions of the Iran-Israel war

Elements (phrases) that determine the achievement of the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel	Descriptive statistics measures			
	Arithmetic mean	standard deviation	relative weight %	approval order
1- Dimensions and requirements of geopolitical risk management impact international business by using a multifaceted approach to address the unpredictable nature of sanctions and diplomatic repercussions. This is achieved by applying strategies such as scenario planning, diversifying markets and supply chains, compliance, and due diligence. This approach is useful in Iraq in light of the repercussions of the Iran-Israel war.	**4.55	0.582	91%	1
2- Dimensions and strategies help provide a structured framework for assessing and managing the impact of the dimensions of international management in Iraq on the repercussions of the Iran-Israel war.	**4.48	0.655	89.6%	4
3- Dimensions of economic sanctions strategy—military containment strategies deployed in several Gulf Arab states within the framework of international management and in Iraq—help address the repercussions of the Iran-Israel war.	**4.42	0.673	88.4%	5
4- Culture of Arab countries and Iraq influences international management by studying geopolitical theories to understand the repercussions of the Iran-Israel war.	**4.48	0.633	89.6%	3
5- Theories of geopolitical factors represent effective tools for planning and containing scenarios for dealing with the political crisis of the Iran-Israel war in Iraq.	**4.32	0.757	86.4%	6
6- Geopolitical environment has a Significant and positive impact on both crisis management and strategic planning. The geopolitical environment serves as a mediator to influence the relationship between crisis management and strategic planning, helping to manage the repercussions of the war between Israel and Iran in Iraq.	**4.48	0.609	89.6%	2

Arithmetic mean values indicate that:

- Scores of all respondents' responses on all items (greater than 3) indicate that opinions tend toward agreement regarding the implementation of the dimensions of international governance in Iraq in light of the repercussions of the war between Iran and Israel.
- Relative weights for all items exceed 60% (neutral).
- Arithmetic means for all statements are statistically significant at a significance level of (0.05).
- There are differences (significant differences) in respondents' opinions between the observed values and the value (3).
- Value (3) represents a neutral choice.

Researcher finds study sample agreed on importance of achieving dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel, which supports the validity of the study hypothesis.

Table (7): Analysis of variance opinions of sample groups

Elements (dimensions) associated with study hypothesis	sample category	Views	Rank average	arrangement	Morale test Kruskal- Wallis
Elements that determine indicators of geopolitical factors	Lecturer	48	34.98	2	0.509
	Assistant Professor	44	38.55	1	
	Professor	46	31.63	3	
Elements that determine the variable of achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel	Lecturer	48	35.06	2	0.99
	Assistant Professor	44	35.07	1	
	Professor	46	34.87	3	
	Total	138			

\* Statistically significant at a significance level of 0.05

Average values of ranks and order show that the highest categories agreeing with the study hypothesis data are the sample category belonging Assistant Professor with average ranks of (38.55, 35.07) .

Significance level values of Kruskal-Wallis reached (0.509) (0.99) respectively. Kruskal-Wallis is greater than 5%. Kruskal-Wallis indicates no differences between categories representing sample study. There is agreement importance of Investigating the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel.

Following table illustrates the correlation between geopolitical factors and the achievement of international management dimensions in Iraq in light of the repercussions of the war between Iran and Israel, as follows:

Table (8): clarifying results of correlation

dependent variable and independent variable	Correlation analysis data	(Y): Investigating the dimensions of international governance in Iraq in light of the repercussions of the war between Iran and Israel
(X): Geopolitical Factors Indicators.	Correlation coefficient (R)	0.621
	Moral level	**0.000

A positive correlation coefficient sign indicates:

- Direct correlation.
- Value of correlation coefficient indicates strength of correlation.
- Sign and value of correlation coefficient (0.621) indicate a direct relationship between Geopolitical factors and the realization of dimensions of international management in Iraq in light of repercussions of the war between Iran and Israel. This means that the more geopolitical factors are understood, the greater the ability to achieve the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel. The significance of the correlation coefficient (0.00), which is less than the significance level (0.01), confirms the acceptance of the hypothesis of the existence of a significant statistical correlation between geopolitical factors and the realization of the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel.

Table (9): simple regression analysis

Statement	Regression coefficient (B)	t-test values	Moral level	Statistical significance
constant amount (BO)	2.458	7.890	0.000	Statistically significant
(X) Indicators measuring geopolitical factors and achieving the dimensions of international management in Iraq in light of the repercussions of the war between Iran and Israel	0.484	6.485	0.000	Statistically significant
value of the coefficient of determination $[(R)]^2 = 0.386$				
ANOVA significance level = 0.000				
F test value = 42.052				

- Positive regression coefficient indicates a direct effect of geopolitical factors on the achievement of international governance dimensions in Iraq in light of the repercussions of the Iran-Israel war.
- Value of regression coefficient indicates that every unit increase in independent variable leads to an increase in the dependent variable (by 0.484 units).

- Significance of t-test for the independent variable (0.00), which is less than the significance level of 0.05, confirms acceptance of hypothesis of a relationship between geopolitical factors and the achievement of international governance dimensions in Iraq in light of the repercussions of the Iran-Israel war.
- Coefficient of determination (R<sup>2</sup>), which is 0.386, also demonstrates extent to which the independent variable explains the dependent variable, explaining it by 38.6%, while the remaining percentage is attributed to other variables and causes.

Results of the statistical analysis of the study variables using the SPSS statistical program demonstrate a relationship between geopolitical factors and the achievement of international governance dimensions in Iraq in light of the repercussions of the Iran-Israel war, supporting the validity of the study hypothesis.

## 10. Research Results

- Geopolitical theories point to the importance of the Arab region's location and its significant role in achieving American hegemony and control over the world.
- World is fully aware of the value of the wealth and resources in the Arab region, which makes it constantly anticipate the presence of conflicts and ambitions in the region.
- Diversity of organizational structures reciprocally influences the requirements of international governance and changing geopolitical factors, especially when comparing central states and regions in light of geopolitical theories.
- Studying and understanding geopolitical factors and geopolitical theories helps predict and develop international governance strategies to avoid the current and future risks of the repercussions of the war between Israel and Iran.
- There is a statistically significant relationship between geopolitical factors in Iraq and the repercussions of the war between Iran and Israel. Insurance companies leverage fintech to improve customer experiences through:

Applications that facilitate interaction, such as submitting claims and receiving notifications; digital accessibility; personalization; rapid service delivery; accelerating automated processes, such as instant claims processing, insurance policy underwriting, and premium payments; reducing wait times; achieving transparency; and utilizing self-service options: Customers can independently manage insurance policies, submit claims, and receive support through user-friendly interfaces, reducing the need for direct interaction with agents.

## 11. Research Recommendations

- Mediating role that international administration is keen to play in Iraq must be based on consideration of the changing geopolitical factors, not only in Iraq but also globally.

- Need to distinguish between the threats and pressures that Iraq, as one of the major central powers in the region, may face in the face of the repercussions of the war between Iran and Israel.
- Taking into account the influence of geographical and religious factors on geopolitical factors during the stages of international strategic planning, and their resulting repercussions.
- The need for an alliance of Arab countries to confront the geopolitical risks and factors facing the region by all means at the international level.

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