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**DEPARTMENT OF MANAGEMENT**

**MASTER THESIS**

**ENTREPRENEURSHIP IN POST-CONFLICT IRAQ: UNDERSTANDING THE  
CONSTRAINTS**

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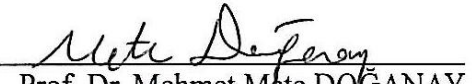
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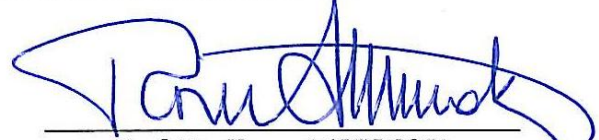
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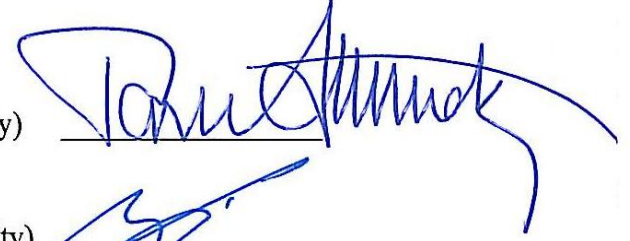
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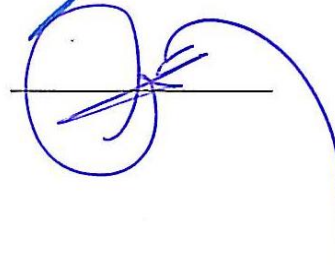
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Name, Last Name : **Fidan PERİYADILI**

Signature

A handwritten signature in blue ink that reads "Fida".

Date

: 18/03/2014

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No one c It has been such a wonderful and exciting time to remember, gather and re-tell stories in Çankaya University.

This thesis is dedicated to those supported me, my family, my friends and to the soul of my beloved brother Selcuk may your soul rest in peace.

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## **ABSTRACT**

### **ENTREPRENEURSHIP IN POST-CONFLICT IRAQ: UNDERSTANDING THE CONSTRAINTS**

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This study aims to shed light on entrepreneurship and identifying the productivity and industrial projects , because they constitute a developed field to improve the skills and competencies production , marketing and out , and so what the leadership role of the important and significant in the development of creative ideas and the ability of these projects so that these businesses become successful and take the dimensions so as to have continuity and permanence the evolution where it is constitute the nucleus for large projects commensurate with the requirements of the local market , and through a review of books and scientific research in this field was discussed obstacles faced by the business leader in Iraq , while the most important results that have been reached that the pilot projects of importance to the development of the national economy and improve income of the individual and therefore must activate its role to get rid of the unemployment phenomenon and social problems affiliate under the individual and the weakness of social work, and the person leading the owner of the project in order to be an entrepreneur must have traits and characteristics and specific skills even being able to have the ability to manage the project and keep up with the technological development and using the procedures for industry and production to provide services through websites and other means of communication and technology , and the conclusion the study has recommended to a set of recommendations that will raise the profile of

entrepreneurship in Iraq , has been directing the necessary advice to government institutions concerned and have taken the decision to support entrepreneurship and give more opportunities for people with creative ideas and innovative through providing the necessary financial support to them after studying of the economic feasibility of their ideas.

**Keywords:** Business entrepreneurship in Iraq, entrepreneur, Eentrepreneurship

**ÖZET**  
**IRAK'TA SAVAŞ SONRASI GİRİŞİMCİLİK (KISITLAMALARIN**  
**ANLAŞILMASI)**

**PERİYADILI, Fidan**

**Yönetim Departmanı**  
**Danışman: Prof. Dr. Taner ALTUNOK**  
**14 Şubat, 64 Sayfa**

Bu çalışma girişimciliği açıklığa kavuşturmayı, endüstriyel projeleri ve üretkenliği tanımlamayı hedeflemektedir. Çünkü işbu unsurlar yeteneklerin ilerletilmesinde, üretim yetkinliklerinde ve pazarlamada veya pazarlama dışında geliştirilmiş bir alan sağlarlar. Bununla birlikte yaratıcı fikirlerin geliştirilmesinde önemli ve belirgin rol oynayan unsurların belirlenmesi ve işlerin başarılı olmasını sağlayacak projelerin yetilerinin tespit edilmesi, değişimde devamlılık ve istikrarın sağlanması adına tüm boyutların ele alınması, böylece yerel pazarın gerekliliklerine uygun büyük projelerin çekirdeğini oluşturabilmesi önemlidir. Bu alanda yazılan kitapların ve bilimsel araştırmaların gözden geçirilmiş, Irak'lı önde gelen işadamlarının karşılaştığı engeller tartışılmıştır. Milli ekonomiye katkısı bulunan önemli pilot projeler sayesinde bireylerin geliri artmakta ve önemli sonuçlar elde edilmektedir. Bu sayede işsizlik azalmakta ve bireylerin ve sosyal çalışmanın zayıflığının sebep olduğu sosyal problemler ortadan kalkmaktadır. Proje sahipleri girişimci olabilmek için yeterli özelliklere, karaktere ve belirli özelliklere sahip olmalıdır, böylelikle projeleri yönetebilirler ve üretim, endüstri prosedürlerini kullanarak, teknolojik gelişmeleri takip ederek web siteleri ve diğer iletişim yöntemleri vasıtasıyla hizmetlerini yürütebilirler. Çalışma Irak'ta girişimcilik profilini geliştirecek bir dizi tavsiyede bulunmakta, ilgili kamu kurumlarına, girişimciliği desteklemeleri ve yaratıcı düşünceye ve inovasyonel özelliklere sahip insanlara daha çok fırsat vermeleri

adına gerekli tavsiyeleri yöneltmekte ve fikirlerinin ekonomik fizibilitesini gerçekleştirdikten sonra bu kişilere gereken maddi desteğin sağlanmasını tavsiye etmektedir.

**Anahtar Kelimeler:** Irak'ta İş Girişimciliği, Girişimci, Girişimcilik



## **LIST OF CONTENTS**

ABSTRACT .....	v
ÖZET.....	vii
LIST OF CONTENTS .....	ix
LIST OF FIGURES.....	xii
LIST OF SYMBOLS .....	xiii

### **CHAPTER I**

#### **INTRODUCTION**

1.1 Research Problem.....	2
1.2 Research Goals.....	3
1.3 The Research Importance.....	3
1.4 Research Methodology.....	4
1.5 Research Limits.....	4

### **CHAPTER II**

#### **ENTREPRENEURSHIP**

2.1 Definition Of Leadership.....	6
2.1.1 Definition of entrepreneurship.....	6
2.1.2 Entrepreneurship in definite perspective.....	6
2.1.2.1 Entrepreneurship.....	7
2.2 The Entrepreneur.....	8
2.2.1 Major attributes of successful entrepreneur .....	8

2.2.2 Major reasons for the failure of the entrepreneur.....	9
2.2.3 Required skills for entrepreneurship .....	10
2.3 Types Of Entrepreneurship.. .....	11
2.4 Essential elements of entrepreneurial organizations .....	12
2.5 Factors Affecting The Development Of Entrepreneurship .....	13
2.6 Creative Environment For Entrepreneurs .....	14
2.7 Sources To Develop Entrepreneurial Ideas .....	15
2.8 Economic And Social Implications For The Expansion Of The Entrepreneurship.....	16
2.9 Advantages And Disadvantages And Potential Risks For Entrepreneurship.....	17
2.9.1 Advantages.....	17
2.9.2 The disadvantages and potential risks of entrepreneurship.....	18

**CHAPTER III**  
**ENTREPRENEURSHIP IN IRAQ**

3.1 Struggles Experienced By Iraq For The Period From 1980 To 2013.....	20
3.2 Economic Problems For The Entrepreneurship In Iraq .....	22
3.3 Characteristics Of Entrepreneurship In Iraq .....	23
3.4 The Role And Contribution Of Entrepreneurship And Its Impact In The Development Of National Economy Of Iraq .....	24
3.5 Obstacles And Problems Facing The Implementation Of The Business Application In Iraq.....	25

**CHAPTER VI**  
**THE PROPOSED WEBSITE (STARTYOURJOB)**

4.1 Startyourjob Website’s Features.....	30
4.2 Offered Services by Startyourjob.....	31
4.2.1 Startyourjob contents.....	32
4.3 Registered Users of STARTYOURJOB.....	40
4.4 The Roles and the Tasks of STARTYOURJOB Admin.....	41
4.5 The Potential Gain of the Website and the Expected Outcomes.....	42

**CHAPTER V**  
**CONCLUSIONS AND RECOMMENDATIONS**

5.1 Intrviews.....	43
5.1 Conclusions.....	45
5.2 Recommendations.....	46
<b>REFERENCES.....</b>	<b>47</b>

## LIST OF FIGUERS

<b>Figure 2.1:</b> The Technological skills .....	10
<b>Figure 2.2:</b> The Personal leadership skills .....	11
<b>Figure 2.3:</b> The Business Management Skills.....	11
<b>Figure 3.1:</b> Startyourjob’s Website Map .....	32
<b>Figure3.2:</b> Illustration of the Main Web Page.....	33
<b>Figure 3.3:</b> An Illustration of the Institutions’ Page.....	33
<b>Figure 3.4:</b> Illustration of the Products and the Provided Services.....	35
<b>Figure 3.5:</b> Snapshot of the Sub-Page of the Manual Labour .....	36
<b>Figure 3.6:</b> Illustration of the Products and the Provided Services.....	37
<b>Figure 3.7:</b> The Flow of Products .....	38
<b>Figure 3.8:</b> Illustration of the Provided Technological Support.....	38
<b>Figure 3.9:</b> Illustration of the Provided Training Courses .....	39
<b>Figure 3.10:</b> The Form and Its Contents .....	40

## **LIST OF SYMBOLS / ABBREVIATIONS**

FAQ	Frequently Asked Questions
USA	United States of America
UCB	United Colors of Benetton



## CHAPTER I

### INTRODUCTION

Entrepreneurship business described as economic and social development engines in the context of the nations economy's growth, as they are branded of set of characteristics make them leading in their competitiveness environment, as it is based on several basis, mainly to support projects and individual entrepreneurs by providing opportunities to be exploited by those projects and individuals evenly. The entrepreneurship has an important standing in the economies of developed and developing countries, ays the constitute the majority of the industrial plants general yeven if they were have varied proportions and nature though a country to another- However, most developing countries have spent huge amounts of money on the development of industries , especially heavy ones as caring of industrial vehicles establishing and large factories, which overcame a large share of industrial investments during the late eighties of the last century . But with the beginning of this century, there has been a significant shift in the field of investments and the attention began to take a place in the entrepreneurship business because of the income provided to the national income through them, which most of the experiments and studies have proved that have appeared in some communities , which highlighted the importance of the projects, entrepreneurship and the extent of its effective contribution in the economic and social development , in addition to its effective export activity through accessing to the regional and international markets, after becoming able to provide distinctive products in terms of quality and price. Thus, these works are considered the cornerstone in the process of economic and social development, and it's considered as economic returns that yield positive on the national economy in terms of its leading role in creating new job opportunities, and securing a progressive increasing in the investment size. Despite all this, these entrepreneurship businesses did not achieve the expected contribution as an effective economic sector where a number of obstacles and challenges encountered their way<sup>[3]</sup>.

The prevailing global trends towards the encouraging of global openness and the

subsequent with supporting trends and new conditions at the present time, such as globalization and electronic commerce, communications revolution and multinational corporations, privatization and others have stimulated many economies towards restructuring and creating an appropriate environment to meet these challenges, this has encouraged -too much- on growth and creating large economic structures in the developed countries. However, the interest in large enterprises of the entrepreneurship, and supporting them with the available capabilities and possibilities and developing clear strategies to encourage them did not give them the importance with varying and different degrees, and due to the unique characteristics that the entrepreneurship are characterized by, they are more capable than the large establishments to facing these obstacles and challenges, but with a condition of that the owner or the responsible managing person must be characterized as a leading businessman (entrepreneur) and it should be noted that the character of the entrepreneur is not limited to the founder of the entrepreneurship enterprises, but also the need to a list of such personality to ensure the success of the large enterprises<sup>[10]</sup>.

### **1.1 Research Problems**

That entrepreneurship plays a prominent role in the national economy, because of its importance in providing jobs and business, as well as providing production and services that have founded for it, but those projects if they do not find the appropriate socioeconomic environment and not necessary to direct the energies and creative ideas to the owners of such projects so that they are being pioneering with their ideas and ensure their continuity in employing their physical , human and financial possibilities to service the national economy and how this relates to developing the capacities of the owners of such projects to become the nucleus of large and developed projects. So the research problem is in identifying the effectiveness of these (small) projects and what are the means that will help them to reach and become pioneer projects.



## **1.2 Research Goals**

This study aims to:

1. Recognize the concept of pioneering and its characteristics.
2. Identify the characteristics of the administrative pioneer and how the owner of a small project to be a pioneer.
3. Detect obstacles facing entrepreneurship in Iraq and especially the social and economic constraints.
4. Providing some procedures and mechanisms to tackle the major constraints affecting entrepreneurship, and increasing its contribution to the economic development of the society.
5. Developing recommendations that will help enrich the concept of entrepreneurship in Iraq and developing countries.
6. Encourage the pioneers using technology in small enterprises.

## **1.3 The Research Importance**

According to many economists that the developing of small enterprises, and encouraging their establishing is one of the most important tributaries of the process of economic and social development in developed countries in general and developing countries in particular, therefore, many countries have focused on these projects with increasing attention and provided a helping hand in various ways according to the available possibilities, especially after demonstrating its ability and efficiency in dealing with the main problems facing the different economies such as intake labors despite the lack of the size of investment in comparison with the large-scale projects, As they are an arena for administrative , technical, producing , and marketing skills development. It opens a wide range in front of individual initiatives and self-employment. And even to get rid of these obstacles and constraints they face, especially economic, social and cultural obstacles. In order to limit these obstacles first, then find a successful mechanisms to overcome them and develop these projects . Based on the foregoing this research came to shed a light on the most important obstacles facing small projects in Iraq , especially the economic, social and cultural constraints, and through the fundamental question which crystallize its features about what are the obstacles faced by

entrepreneurial business in Iraq? What are the procedures to treat these constraints to increase its effectiveness.

#### **1.4 Research Methodology**

Any scientific research is subjected to a range of methodologies, and scientific techniques. It is known that the first base that any scientific study built upon is to choosing the methodology. Since the methodology is not subjected to the personal choices of the researcher but to the nature of the subject and its objectives and boundaries, so that we have adopted in our research the theoretical and applied method through the website because it fits the theme of searching through various concepts and data and analyzing and linking them to their causes and achieving scientific results through the latest. It was relying on specialized researches, books and academic scientific references which dealt with the subject, such as organizational sociology and economics , specializing of entrepreneurship subject.

#### **1.5 Research Limits**

Time limits was for the period (1980-2013) in Iraq, either spatial boundaries included all of Iraq's provinces except for the province of Kurdistan<sup>[9][1]</sup>.

## **CHAPTER II**

### **ENTREPRENEURSHIP**

The movement towards entrepreneurship began in the early of the twenty-first century, and since then the future of the pioneering activity is still seems very promising , especially during the start of a lot of pilot projects in the past two decades. There are a large number of people around the world dream of creating their own projects<sup>[6]</sup>.

The studies indicated that 48% of those who establishing their projects are from new investors who have never engage in any activity on a global level. These pioneers are playing a major role in the formulation of the investment environment , where they are offering innovative products through their investments and giving greater employment opportunities <sup>[1]</sup> , and penetrating the international market , and thus these projects are allowing their owners the opportunity to practice what they love and what they are creative in. while it is also a lot of companies large global taken a direction to minimize the size during the downsizing of the shrinking number of managers and staff . This approach had created a new generation of pioneers high administrative expertise . Moreover, these small investments with least administrative levels , encouraged competitors towards markets partial small niche market also lies through small projects to move more quickly to take advantage of the opportunity in the market , and the use of modern technology to provide new goods and services within a short period<sup>[8]</sup>.

## 2.1 Definition Of Leadership

breed with the individual grow through fine tuning his talent vision and scientific expertise and to ensure the interactive capabilities with environmental changes and helping these entrepreneurs to realize their ambitions and their goals and their hopes and to ensure the continuity of these facilities through their ability to keep pace with technological developments and work to create what it needs consumer standards and quality and cost competitive suitable for them<sup>[5]</sup>.

### 2.1.1 Definition of entrepreneurship

The capacity and willingness to organize and manage related business. Where the entrepreneurship project is the main in building and the development of business organizations who are able to compete and access to foreign markets. Entrepreneur is the one who has the qualities to take the initiative and organize mechanisms and requirements of economic and social development by accepting failure and risk and has the ability to request resources, personnel and equipment and other assets and makes them something of value and offers something creative and new, as well as having the skills and characteristics, whether administrative, social and psychological, which enables him to do so<sup>[7]</sup>.

### 2.1.2 Entrepreneurship in definite perspective

Received several definitions of the term entrepreneurship ( the culture of self-employment ) , including:

**Porsche definition (Burch) 1986 :** a set of activities based on the interest and provide opportunities and meet the needs and desires through innovation and the creation of facilities<sup>[21]</sup>.

**Definition Dolenc (Dolling) 1995:** the process of creating innovative economic organization in order to achieve profit or growth under conditions of risk and uncertainty<sup>[21]</sup>.

**Definition Barrow (Barrow) 1998:** process use a wide range of skills in order to add value to a specific area of human activity and the outcome of this effort either income or an increase in the independence of the highest in addition to a sense of pride as a result of creative effort expended .

**definition (Carbonar) 1998:** linked planning to meet the specific risk calculated on the basis of knowledge of the market and available resources so as to achieve the desired success<sup>[21]</sup>.

Through these definitions can deduce the definition of entrepreneurship as follows:

**2.1.2.1 Entrepreneurship:** Creation is the process or start a particular activity as means to achieve the pioneer in a particular sector and process management activity or new work in a specific field. The Entrepreneurship in the field of business management , which gives the title to those who creates a new project , or provide effective additive to the economy , and the broader endoscopic also include administrative leadership of managing various resources to offer something new or invent a new project<sup>[11]</sup>.

In light of the above definitions, the elements of a culture of entrepreneurship are the following:

1. Knowledge of practical opportunities available and adequate.
2. Creation and the establishment or expansion of the profit oriented economic organizations in the light of the time, effort, and money.
3. Combining elements of innovative and creative risk taking and hard work .
4. Rational and appropriate use of resources<sup>[14]</sup>.

## **2.2 The Entrepreneur**

I have appeared in the past two decades, the growing proportion of small-scale compared to large-scale projects around the world and became there is a greater willingness of many people to go about establishing their own businesses where this period witnessed the spread of a remarkable concept Entrepreneurship or the so-called culture of self-employment, this term is called the people have a number of features motivated to risk and investment independently.

Can be defined as the leading pioneer who is inventing something new in a scientific and holistic characterized by innovation and characterized by risk and this creativity be talent or ability of God given by God to be the pioneer and leading between age (18-35 years), this person does not have enough experience to manage a project and no certificate condition<sup>[13]</sup>.

### **2.2.1 Major attributes of successful entrepreneur**

There are several attributes characterized by leading successful, including:

- 1- Perseverance, clarity of goals.
- 2- Extreme self- confidence.
- 3- The ability to deal with failure does not surrender to the obstacles and is characterized by severity and rigidity.
- 4- Tolerate ambiguity and risk.
- 5- Take personal responsibility.
- 6- Innovative thinking: Actor think and plan and improve the act and seize opportunities.
- 7- The ability to use external resources.
- 8- Technical knowledge.
- 9- Scientific knowledge.
- 10- Self-discipline.
- 11- The sensitivity of dealing with figures <sup>[2]</sup>.

### **2.2.2 Major reasons for the failure of the entrepreneur**

The failure of the Entrepreneur is classified into two types:

#### **First: failure on the project level( official failure of the project)**

The work, which will come to an end through the proclaiming of bankruptcy of the owner of the project and liquidation of the project in an informal settlement of creditors, and from the sale of property of the owner of the project which this project is called compulsory liquidation<sup>[10]</sup>.

#### **Second : failure on the personal level**

The owner of the project, with his own will and option, decide to liquidize his own assets and his project optionally in order to pay his debts through bankruptcy filing of the owner. This takes place when the owner discovers that the project did not achieve the goals expected of it<sup>[8]</sup>.

**There are internal and external factors are not the failure of the leading reasons:**

#### **First: Internal factors:**

- 1- Weak administrative capacity.
- 2- Lack of experience.
- 3- Lack of validity and efficiency of the administration.
- 4- Lack of work experience.

#### **Second: external factors:**

- 5- Rising interest rates.
- 6- Inflation and unemployment.
- 7- Taxes.
- 8- Government rules
- 9- Competition.
- 10- Natural disasters and wars<sup>[16]</sup>.

### 2.2.3 Required skills for entrepreneurship:

The required skills for entrepreneurship can be classified as in three main types, namely:

- 1- Technological skills.
- 2- Business management skills.
- 3- Personal leadership skills<sup>[17]</sup>.



Figure 2.1: The Technological Skills<sup>[17]</sup>





**Figure 2.2:** The Personal Leadership Skills <sup>[17]</sup>



**Figure 2.3:** the Business Management Skills <sup>[17]</sup>

### 2.3 Types Of Entrepreneurship :

Entrepreneurship and individual initiatives which are classified as a creative and pioneering works can be classified into three types:

**1. Innovative business research:** The entrepreneurs transfer the new idea, which has an innovative meaning, through building a new activity in the business world. The best example that illustrate that may seen in the founder of Apple INC, Steven Jobs or by the Founder of Microsoft, Bill Gates<sup>[19]</sup>.

**2. Innovative work of advanced ideas, information, and the available technology:** The entrepreneur is establishing Entrepreneurship based on available ideas, information and technology. Where the leading recruiting technology developed for the purposes of particularistic in business and other fields are different. For example, the U.S. space research program has seen applications for many of the space-based technologies in the felids of service such as the use of remote sensing techniques in the felids of civil rights<sup>[20]</sup>.

**3. Innovative business ownership:** This subject is less kinds of creativity or leadership as the entrepreneur buys or possesses pursuant Foundation, then the need for creativity and innovation is less in this topic, but he going to bear the financial risk and seize opportunities<sup>[21]</sup>.

### 2.4 Essential Elements Of Entrepreneurial Organizations:

1. Individual entrepreneurs that there will be no creativity without them.
2. Organizational dimension associated with vision, confidence idealism, creativity, failure of the hedge, the hedging of ambiguity, internal control.
3. Environmental dimension associated with diverse markets.

Based on the above, we can determine the key aspects of leadership as follows:

1. The process of creating something new of value.
2. Allocation of time, effort and money.
3. Carrying different dangers resulting from risk.
4. Getting returns arising from the risk<sup>[17][19]</sup>.

Finally, we can say that leadership is to build and create something of value out of nothing and continuity in seizing opportunities to build on the resources and commitment to the vision as well as taking into consideration the risk element.

## **2.5 Factors Affecting The Development of Entrepreneurship**

That the process of Entrepreneurship of the most important pillars of economic growth , and the most important tools optimum use of resources in the areas of economic , social, and there are several factors affecting the business including:

### **1. Culture and social values**

Is one of the most important factors that will help the development of creative skills and characteristics. That's where there is social environments encouraged and paid to the culture of self-employment. Family is , for example, can be grown inside her children the concept of initiative and creativity , such as risk and invention and independence and therefore, the culture of the community based on the promotion of the concept of leadership as a means of achieving economic independence represents an environment more amenable to building a strong economy<sup>[16]</sup>.

### **2. Infrastructure and information system :**

One of the most important factors that are the focus of the entrepreneurs infrastructure and so it helps to exercise self-employment, and that the lack of planning for infrastructure will be an obstacle in front of entrepreneurs to develop and compete effectively in the domestic and international market. Also, this obstacle facing small enterprises in particular is the lack of information on the domestic and international market , especially since these facilities has limited resources . It is therefore proposed to contribute to some institutions, such as the Chamber of Commerce in support of small enterprises in this aspect.

### **3. Law and order**

The small facility in dire need , especially at the beginning of its inception to support to achieve success and continuity. Among the important factors in this regard: the enactment of laws and regulations supporting and encouraging such as tax exemption and subsidies and in-kind material .

#### **4. Environmental factors**

Intended investment environment legislative and institutional framework and the economic and social climate surrounding the field of action of small enterprises, and can be achieved favourable investment environment through a variety of factors, including:

##### **First: Education**

While the facility is working on building the basic elements for the development of the concept of self-employment, the appropriate training helps to develop skills and overall personality for it. It also should be aware that the person leading education is not limited to formal education, but goes beyond, to include vocational training<sup>[15]</sup>.

##### **Second: institutions public sector**

That self-employment does not arise in a vacuum, but it stems from the society in which it arises , the public and private institutions and non -profit organizations play an important role in the development of self-employment activity in the community . This may include the provision of education and training as he could include facilitating the creation of opportunities and support to the owners of small businesses in the community<sup>[15]</sup>.

#### **5. Create opportunity**

Despite the importance of external factors in the support and encouragement of the concept of self-employment in the community , but the success of it depends on the concept of creating opportunity , which includes : a leading business person or owner, resources and opportunities . That's where these factors combined are called triangle of self-employment<sup>[14]</sup>.

#### **2.6 Creative Environment For Entrepreneurs**

Enriching the environment that surrounds entrepreneurs and satisfying their needs and investing the opportunities using all available resources is the real challenge they face to achieve an integrated vision to promote the concept of pioneering work with members of the community , and planning to create projects of new projects and the organization of those small projects and economic development . This project requires the presence of a nucleus of technical knowledge society , which includes all categories of the initiators within the future environments workshops<sup>[1][6]</sup> . These workshops are

based on the process of designing a realistic capabilities available in the community and the ways to develop and exploit the optimum use of them under the goals and strategies of the national plan , including the development of creativity and dissemination of the importance of technology in society and attracting creative people and formation of pioneering organizations technology to continue the creativity and the preparation of the forms to be used in the development of technology and the development of a detailed action plan to transform the national vision to project including level of society as a whole , and in other words, to find the appropriate data to promote a culture of scientific and technical community and the development of technical and managerial capacity of entrepreneurs in line with the national policy framework for science and technology<sup>[10]</sup> . The aim is to create a suitable environment to promote the culture and developing projects to give a brief picture for future entrepreneurial business models and identifying the concepts and basic components of the environments entrepreneurs.

## **2.7 Sources To Develop Entrepreneurial Ideas**

Some sources of entrepreneurial ideas can be generated, such as:

- 1- Research Centres that provide new ideas for a good or service demanded by the consumer and are within expectations.
- 2- Distribution channels are considered among the most important sources of accessing to the information of customers and their needs.
- 3- Customers who ask for certain and specifications goods or service which are an important source for the development of products.
- 4- Directives of public authorities towards entrepreneurship projects<sup>[19]</sup>.

## **2.8 Economic And Social Implications For The Expansion Of The Intrepreneurship Work And Individual Initiatives :**

It is resulting from the expansion of the establishment of entrepreneurship and the creation of a favorable climate for developing it economic and social effects. Whenever the direction of these patterns was deliberate, the distressing of its disadvantages and gained its positive effects on larger areas of the national economy and society as a whole, and perhaps the most important of these effects include:

- 1- Attracting young people to the entrepreneurship work and individual initiative and entrepreneurship and invest their money and energies in small projects .
- 2- Bearing the burdens of the project on all fronts , planning , finance , administration .
- 3-The trend to invest in entrepreneurship projects is a factor of economic and social stability , especially during crises .
- 4- The multiplicity of entrepreneurship and individual initiative prevents investors to exposure to acute crises.
- 5- Entrepreneurship business is considered as a training phase of the process of education and training to refine and prepare business by acquiring for different skills and experience to deal with the various parties to the production and marketing processes and the like.
- 6- Creative business Supporting by technical programs and providing financial and legal support to investors in order to make a flow of creative ideas and composition of the stock of human businessmen making it easier to transfer the outputs of research and development laboratories to the markets .
- 7- Reducing government measures that hinder the establishment of creative projects. The changes that the world has witnessed had increased the importance of entrepreneurship projects where it became a strategic choice that the state can achieve its goals of economic. This goal can not be achieved only through the mechanism of a particular work, which we will remind them of a set of recommendations and proposals<sup>[23]</sup>.

## **2.9 Advantages And Disadvantages And Potential Risks For Entrepreneurship**

Although entrepreneurship allows entrepreneur owning the project and owning project achieves many of the benefits and opportunities, but the necessary needs to take the potential risks to enter into this field. People who prefer job security and stabilization feature career, and enjoy a system of public holidays , do not prefer to go towards future investment, there many of the pros and cons facing entrepreneurship , including:

### **2.9.1 Advantages**

The advantages of entrepreneurship:

1. Easily established due to the lack of need for large capital or advanced technology in addition to the ability to output and employment in the areas of industrial and economic development of different.
2. Providing jobs and investment due to the technical production used where the producing way has low cost and the production is in addition to the modesty of labors production labor-intensive and capital a few as well as the humility which enhancing its role in the absorption of unemployment, which is mostly characterized by low levels of education , vocational and especially in the developing countries , including Iraq .
3. Spreading industrial positive values in society through the development of skills for some crafts and skills.
4. Exploiting citizens' savings and take advantage of them in the various fields of investment instead of squandering these savings in consumption.
5. Maximizing the use and exploitation of the locally available primary resources to producing finished goods contributing to meet the needs and tastes of consumers , in addition to the ability of these businesses to work in the production of handicrafts and food commodities and consumer goods , which are obtained abroad, which helps in bridging the side of the needs of the local market these goods , which contributes in reducing the deficit in the balance of payments.
6. Products of these projects providing an important part of the local market needs, thereby reducing the import and providing hard currency.

7. It can face the market changes quickly away from the routine where it has ability to adapt according to market conditions both in terms of quantity or quality of production , which means the ability to face difficulties in times of economic crises and recessions .
8. workers does not have to have high levels of training to work in these projects because of the simplicity of the technology used .
9. These business are nourishing other industries and has a role in the expansion of domestic production base where it is contributed to meeting some of the needs of large industries , whether raw materials or backup in addition to the ability of these businesses to take advantage of various large-scale industries.
10. Covering the local demand for products which are difficult to set up large-scale industry to produce them , because of the limiting of the domestic market as a result of low income per person, or to the limited size of the accumulation of the capital particularly in developing countries <sup>[12]</sup>.

### **2.9.2 The disadvantages and potential risks of entrepreneurship**

The potential risks of entrepreneurship has many disadvantages as the following:

1. Instability of income: Creating a project does not guarantee to access adequate income, Some small projects does not earn up only a little, especially in the early stages of the project life and with the pressures of the financial obligations . Therefore, income stability and continuity can not be guaranteed, as in the case regarding to career employment.
- 2- The risk. (Losing the entire investment): The failure for small businesses percentage is too high, according to the latest U.S. Statistics, 35 % of the establishments fail during the first two years of their life, while 54% fail during the next four years. So it is important to come to the mind of the entrepreneur a different set of questions that will help them to cope with failure<sup>[5]</sup>.



- What is the worst expectations if the project fails ?
- What is the likelihood of a failure?
- \*What are the measures to achieve the risk?
- What is the plan that facing the loss and failure?

3- Long working hours: The beginning of any investment requires long hours of work.

4- The low standard of living: **So** that the project established and recovered then it must spend long hours of work and effort in great work that is being exerted in the early years of the life of the project so that the entrepreneur could harvest the fruit for the rest of the investment age. It is also expected that the social and family life of the investor will come in the second place after his first role as an investor and founder of the project.

5- Suffering from the pressures of work<sup>[7]</sup>.

6- Owning a small business is a big win in a way and on the other hand , it is hard work and exhausting as the entrepreneur invests a large portion of his money in this project or he pledge all what he has to get into this investment , therefore, the failure will be harsh and the work will be under pressure and it will generate a great concern to the investor and also another reason of increasing the psychological pressure for the investor is to adopt the same owner in the management of the project because it does not wish to delegate authority and responsibility to other employees even if they are qualified .

7- Full responsibility The culture of entrepreneurship is that an individual is able to manage his self, and independent and also it found that many entrepreneurs want to make decisions related to issues and things are not specialized in. Many owners of small enterprises are facing difficulty in searching for mentors and guides; in this case, they are exposed to severe pressure and a great sense of responsibility<sup>[9]</sup>.

8 -Frustration The establishment of any project that considered a pioneer requires great sacrifice and patience , to achieve this success the entrepreneur has to break into and overcome a lot of obstacles and difficulties to face these obstacles and difficulties, and to face these obstacles and difficulties, the feeling of frustration and anxiety is expected especially since the dazzling results do not come sooner , therefore, the entrepreneur must has the patience and optimism to be barricaded and to face the frustration.

## **CHAPTER III**

### **ENTREPRENEURSHIP IN IRAQ**

Iraq's economy is going through a quick transition from the centralized economy to a market-based economy

And the private sector has a leading role in it, after 2003 Iraq has been stepping important steps towards.

Stimulating the role of the private sector, and to achieving a high level of entrepreneurship and private sector participation is a guarantee for Improving infrastructure in accordance with the plans studied and prepared by competent and professional staff, which is reflected positively on the process of building and creating great opportunities for a successful entrepreneurial business, creating many job opportunities and improve the living standards and economic reality of the individual<sup>[9][12]</sup>.

#### **3.1 Struggles Experienced By Iraq For The Period From 1980 To 2013**

The Iraqi economy has witnessed a transformation in its system and its performance trends by detachments and major shocks. , Not only in the economic system, but also extended to the political system and the country's cultural system . Important elements have been employed in the destructive culture for inheriting and to raising the prevailing conflicts and wars across the reproduction of hatred. And that the Iraqi society has been failed and in a scary way to get rid of them . As influential elites have been failed -as a huge failure - in its historical and moral towards reshaping the ways of thinking and patterns of cultural and political behaviour, in accordance with the requirements of civil peace, progress and justice<sup>[13]</sup>. Those factors, political and cultural are explaining what is going on in Iraq since the beginning of the Iraq war with Iran and through the invasion of Kuwait and the first Gulf War and the uprising of March and the collective massacres that were committed to suppress them. Also, revenging of the people in ways that represent the highest cruelty and moral decay, and the complicity of countries in the

region with those massacres and the siege brutal and the U.S. military invasion in the 2003 and sectarian wars later , and the facts of the continuous killing so far <sup>[17]</sup> . The factors of political and cultural conflict have been created an appropriate environment, hoods and the justification for different colors of gluttony and for the greed of individuals and small groups , and financial and administrative corruption and crushing the values and increase opportunism and mercenary at the account of the legitimate interests of the people in security , justice and well-being. The future of Iraq needs an administrative political, economic and cultural program to reform in order to promote the world level . , one of the economic problems that has Iraq face is entrepreneurship , which was contributing pf the development of the national economy in various fields through.

Supporting and strengthen the capacity of the unemployed in the life skills fields, and heading towards self-employment instead of government employment. As these works intended to strengthening the relationship with the labor market through the establishment of small businesses and build a generation capable of contributing effectively to the advancement ,progress and prosperity of the country. But Iraq 's entering in long wars , and leaving them full of all varieties of mass in all fields and aspects of life , has limiting the activity of entrepreneurship<sup>[2]</sup>. Iraq still faces big challenges to repair remnants of wars after more than a decade at the end of the last war and the vanishing of the system that plunged the country in disastrous adventures . Over the years 2003 and 2004 the political situation witnessed a remarkable disturbance despite the formation of the Governing Council . The rest of Iraq needs to rebuild its infrastructure and boosting economic growth, but the size of the entrepreneurship in Iraq is still below the level of ambition , even after the formation of a central government and parliamentary elections and the legislative and the issuance of the first constitution after the fall of the former regime in 2005 , but this constitution did not serve the entrepreneurship projects and the development of these projects is still the same to this day. There are several things to help invest in entrepreneurial businesses , including frozen Iraqi funds abroad due to the policy of the former regime where they can benefit from the strengthening of the national economy way<sup>[8]</sup> .

Also one of the important aspects that were the reason to disable the wheel of progress

of the implementation of the entrepreneurship, is Iraq entering in Chapter VII in 1991 and coming out of this item in 2013 Iraq become having an opportunity to build an economy that keep pace with the development happening in the countries of the world , because Iraq has a great potential in various sectors as well as the having a potential financial and material abilities . Not only this, it is an important event because it makes a quantum leap in the technological, scientific levels<sup>[9]</sup>. Through Iraq's releasing from the from of the Chapter VII , it is required from the government to do more to seek and effort to regain the lost in the past years as a result of its unnatural position within the international community , when Iraq was part of the list of the suspicious countries which made the international banks and international corporations and global institutions hesitate to cooperate with . In these crises , conflicts and political and security instability , and the spread of corruption in government departments and underdevelopment in the financial and banking system will not bring any economic and political benefits development of the Iraqi economy even if it's riding out of Chapter VII.

### **3.2 Economic Problems For The Entrepreneurship In Iraq**

The economic problem is as a simple definition of inability for individuals to satisfy the urgent needs because of the lack of facilities available to achieve their needs , this work discusses the problem of unemployment<sup>[11]</sup>. The definition of unemployment is the presence of an individual looking for a job is capable to do it and do not find it a problem of unemployment and , this problem have serious social economic dimensions , such as:

- 1- Delaying the age of marriage because of the lack of steady income for young people.
- 2- Drug addiction
- 3- Extremism and violence.
- 4- Illegal methods to make money.
- 5- Illegal immigration to other countries.

The question that arises is how can we invest idle power in the community .

The answer is that most of the world has realized that entrepreneurship is the largest sector to create jobs and improve the income of the poor, and these projects are the backbone of economic growth<sup>[19]</sup>. So you must activate the role of entrepreneurship

projects to get rid of unemployment and social problems related to them. In light of the individual and the weakness of social work and the lack of institutional coherence in Iraq entrepreneurial business owners are facing a lot of obstacles and pitfalls that making such a successful business not playing its part in solving the problem of unemployment .

### **3.3 Characteristics Of Entrepreneurship In Iraq**

Entrepreneurship has a significant role in building the national economy of Iraq , its importance come out through exploiting the energies and capabilities and develop expertise and skills because it's being considered one of the most important tributaries of the development process <sup>[3]</sup>. In spite of the controversy over the oldness or modern entrepreneurship , it has been shown that it is old because it was the nucleus and the beginning of the movement of the pioneer projects , for example the company Benetton 's clothing UCB(United Colors of Benetton), its owner began to work on the sewing machine on the entrance of building he lived in and he was combining the leftover fabric from the factory and weaving them as ready-made clothes, and what these projects have a wide development and expanding . It is also considered new in terms of its acquisition of most interest on the part of those interested in economic and social development issues , and in spite of the discrepancy in the order of priority that the entrepreneurship has enjoyed by , it acquires certain characteristics that distinguish them from other of business , which are as follows <sup>[9]</sup>:

1. The owner of the establishment is its director , as he takes care of the administrative and technical tasks, and as such these projects often dominate the nature of being in a family .
2. The decline in the absolute size of the capital needed for the establishment of pioneer projects and in light of the low volume of savings for those investors in small projects.
3. Relying on the primary local resources , which contributes to reducing the cost of production and thus lead to lowering the levels of coefficient of capital / labor .
4. Appropriateness of ownership patterns in terms of the size of the capital and its

relevance to the owners of these projects , as the decline increasing of the capital increases those who are characterized by low turnout of their savings on such projects, due to its low cost compared with large-scale projects .

5. Declining of their own ability to develop and expand due to neglecting the aspects of research and development and lack of conviction of its importance and necessity .
6. Improving the levels of savings and investment considering that it is a good source of savings and to mobilize private capital .
7. Flexibility and the ability to spread due to their ability to adapt to different conditions by leading to a balance in the development process .
8. The difficulty of marketing and distribution operations , due to the high cost of these operations , and the inability to afford such costs.
9. The lack of management structure , because it's being managed by a single person who is responsible administratively , financially and technically .
10. The cost of job creation, which is low compared to their cost in large industries [12].

### **3.4 The Role And Contribution Of Entrepreneurship And Its Impact In The Development Of National Economy Of Iraq**

In the development of national economy of Iraq there are many roles and contribution of entrepreneurship<sup>[15]</sup>

- 1- Entrepreneurial business provides a source of potential and actual competition for large enterprises and limiting their ability to control prices.
- 2- This entrepreneurial business represents the main source of job creation in the developed and developing economies alike.
- 3- This business is a basic seeds for large projects , for example, Benetton , Panasonic company ...
- 4- these business are Characterized by providing a suitable working environment where project owner and employees are working together for their common good .
- 5- This kind of project helps in developing and improving the places that has a less opportunities in growth and development and incline of income levels and high unemployment , as in the southern regions of Iraq .
- 6- These projects consider one of the fertile fields for innovations and serious ideas developing.

### **3.5 Obstacles And Problems Facing The Implementation Of The Business Application In Iraq**

Despite the importance of entrepreneurship and its role in reviving the national economy in Iraq, but it still faces many obstacles that stand in their way and impede its march towards progress and development. But there are some obstacles that are considered as unified obstacles to facing entrepreneurship in all parts of the world, especially developing countries and the nature of the obstacles is considered overlapping, which prevented the establishing of this business to fulfil its role. As these entrepreneurship business experiencing of several obstacles facing it from the beginning of the period of thinking of the project and until the end of production and marketing aspects as well as with the issues related to the legal aspects , infrastructure and so on.

Classification of these obstacles is as the following <sup>[21]</sup>:

1. Infrastructure : In the light of what Iraq is witnessing of the political instability , chaos and division repercussions , and that the most prominent obstacles that appeared in front of the movement of entrepreneurship is concentrated in the difficulty of obtaining financing , especially for the realization of entrepreneurial and labor legislation restricted and lack of skilled manpower and lack of efficient infrastructure and the high cost of establishing projects , which weakens considerably the efficiency of business entrepreneurship .
2. The deterioration of the security situations.
3. The outbreak of the administrative corruption, if it indicates something it will show the weakness of the government.
4. The cost of capital : This optical is reflected on the the profitability of this business by paying a high interest rate compared to the price that is paid by large establishments . In addition, entrepreneurial businesses rely on borrowing from banks , which leading to increasing the cost that it's borne by .
5. Inflation : In terms of its effect on the rising prices of raw materials and labor costs , which will inevitably lead to higher operating costs . Here these facilities are encountered by major problem which is facing a competition with large-scale projects , which prevents and limits their ability to raise prices to avoid the impact of rising labor costs and raw material prices .
6. Funding: entrepreneurship are facing funding difficulties because of its size ( the lack of guarantees) and because of their novelty ( lack of credit history ) , therefore, financial institutions are exposed to a number of risks when entrepreneurship financing in various stages of growth financing starting with incorporation phase and passing through the operating phase and ending by the innovation and growth or replacement and expansion phase . In these stages the needs of the sources of funding of the project may vary according to the funding sources for the project need , if the savings of individuals as of for the funding sources of the pioneer projects, is not enough , there is no doubt that there are alternative sources of funding for these institutions and private bank financing . Due to these risks commercial banks are avoiding to provide the necessary



funding for these projects due to their observing for the cash depositors .

7. Government actions : this is a growing problem in developing countries, especially in the side of the regulations and instructions that are interested to organize the work of the entrepreneurship .
8. Taxes: because of the entrepreneurship relying on self-financing , so the burden tax for the realization of the entrepreneurship will be larger , that is because the benefits of collateral loan will reduce the burden tax imposed on the establishment as the irregular accounts for these establishment gives an opportunity for the tax institutions in the use of geographical valuation which may be a prejudice for these establishments .
9. Competition : competition and marketing are considered as one of the fundamental problems faced by entrepreneurship , and the most important sources of competition are imports and large projects and the competition between the imported products and national products due to the freedom of import and the lack of protection for least quality national products , in light of heightened competition with the entrepreneurship efficiency weakness of using methods and means to resist this competition , the result of failure is certain .
10. Administrative and legal obstacles : is one of the most important obstacles and is a growing problem in developing countries, including Iraq, especially on the side of the regulations and instructions that interested in the organization of projects work of the entrepreneurship , as the weakness of the performance level which practiced by the individuals responsible for the management of this business , in addition to the organizational form which defines the relationships among them and the government. It can be said that these administrative problems may be more difficult than other problems due to the performance levels of administrative backward based on the management of these projects , at a time when we can note that the concepts of management and marketing techniques and modern production , and the required standards in the markets need to be quick twist , and then investing methods of modern administration and management , and compatibility with continuous modernization and flexibility required in a changing world must bet the long-term success of institutions .

11. As for the obstacles to legal or legislative it is represented in the absence of laws, regulations and institutions that support and protect entrepreneurship in particular , which constitute the governing laws work of these projects, such as legislation and tax laws, import and export laws, and the lack of social security in these projects and government bureaucracy .
12. Marketing constraints : the most important constraints faced by entrepreneurial business as if it were a commodity these with regard to marketing and it lacks the necessary specialized marketing expertise to deal with them , These constraints are in the following:
- ❖ Decline or volatility of demand for certain products and the impact on the efficiency of entrepreneurship business .
  - ❖ The emergence of alternative products consistently and at a lower cost.
  - ❖ Exploitation of broker dealers for pioneer projects and getting high distribution margins .
  - ❖ Un-making a marketing research and information facility for the renewal of its markets .
  - ❖ Lack of adequate information about the market and the consumer.
13. Technical obstacles : usually these projects are adopt as previously stated on the capabilities and expertise of the owners at work in the main, as they naturally turn to use equipment may be primitive or less sophisticated than those used in large organizations , or do not follow the maintenance methods or techniques productivity advanced to help them improve the quality of their products in line with international standards in the international markets . The selection of raw materials and inputs necessary for the work of these institutions may not be subject to the technical standards and engineering thought, but relies mostly on the experience of the owners of these institutions , which may be limited in some areas, which could lead to failure to achieve these institutions to their objectives in some cases.

14. Other obstacles facing entrepreneurs is lack of a constituent assembly specialized with pioneer business spreading the pioneer culture to support and promote the activities and practices of entrepreneurship and a culture of creativity and innovation in various local and global levels.
15. Planning obstacles : lack of planning for the entrepreneurship makes the project met for the failure, and that is considered a key optical for the beginning of entrepreneurship , and the imperfect and uncompleted plan means an early death for entrepreneurial ideas , there are several questions that the entrepreneur must be know such as :

- What are the tasks and the necessary steps to establish your project?
- What are the needs to be provided ?
- What's the timetable for implementation ?
- When the implementation should begin ?
- How long must the implementation be end ?
- Who can make the completion of all the steps ?
- What is the magnitude of the required costs to complete the project ?

All of these questions should come in the mind of the entrepreneur so that they will not be essential obstacle for the success of the entrepreneurship<sup>[18]</sup>.

## **CHAPTER IV**

### **THE PROPOSED WEBSITE (STARTYOURJOB)**

#### **4.1 Startyourjob Website's Features**

The website STARTYOURJOB has the following features:

- Provides a Database that contains data and information posted by institutions and job seekers, the website can be accessed via web browser through providing and writing the URL (uniform resource locator) of the website.
  
- Provides a direct interaction between institutions, firms, technical supporters and job seekers for providing an environment in which parties may be able to collaborate on a mutual beneficial opportunity.
  
- Provides the necessary
  
- Provides a special advertising space for training and rehabilitation centres that cooperate with the ministry to provide training courses in areas that serve the Iraqi society.
  
- Provides service for those who wish to market their products, where the site is linked widely to the local market.
  
- Provides links and contact information of institutions and firms members and technical supporters whom are ready to collaborate or provide consulting services.
  
- Provides tools about the provided services of the website and how to use these services in the Frequently Asked Questions (FAQ) link.

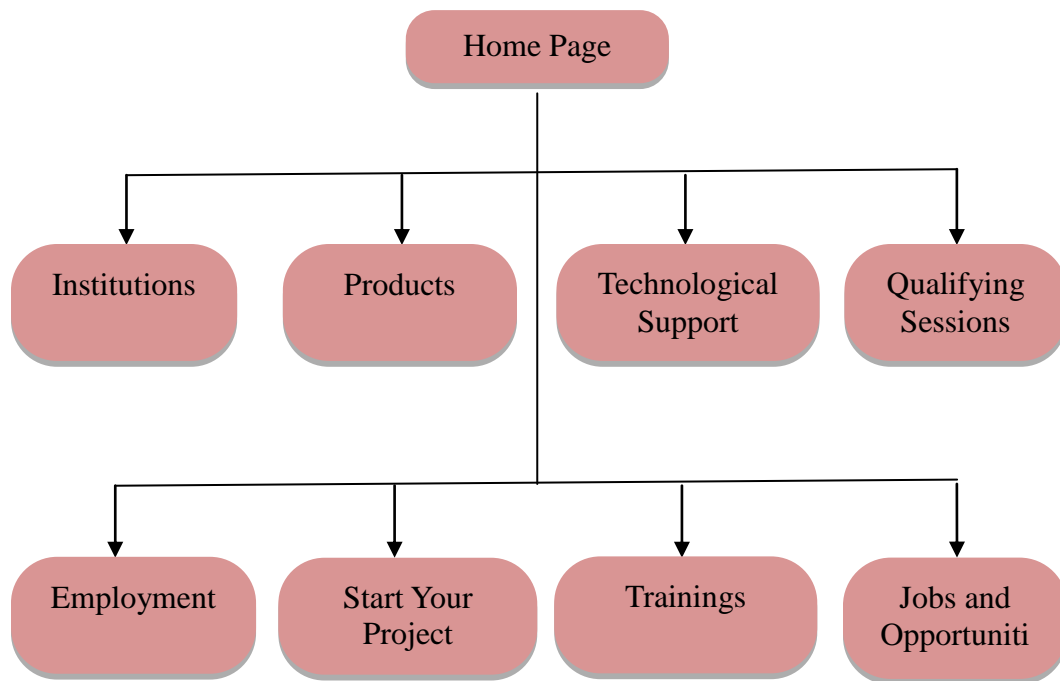
#### **4.2 Offered Services By Startyourjob**

The website service offers:

1. Complete guide for important information about the all official institutions in Iraq which will be easy for the user to communicate directly with the ministry or institution.
2. Complete guide of the technical supports that provided by partners and supporters as well as the uploaded information of job seekers.
3. Complete guide offers the important information about the training sessions and the qualification courses for those are looking for improving their skills.
4. Provides a complete guide for available jobs which are provided by firms and partners this service offers an easy contacting between providers and seekers and that will help users to be in contact the companies which looking for employees.
5. Service provides the needed information for those who are looking for financial and moral support to their small projects.
6. A database to save the CVs of those who are searching for job and those who are searching for workers.
7. Latest news which are provided by the site manager at the Ministry of Labour.
8. The web site has a 'Facebook' page account and 'Tweeter' to provide services more broadly to all shareholders and job seekers or support for their projects.

#### 4.2.1 Startyourjob contents

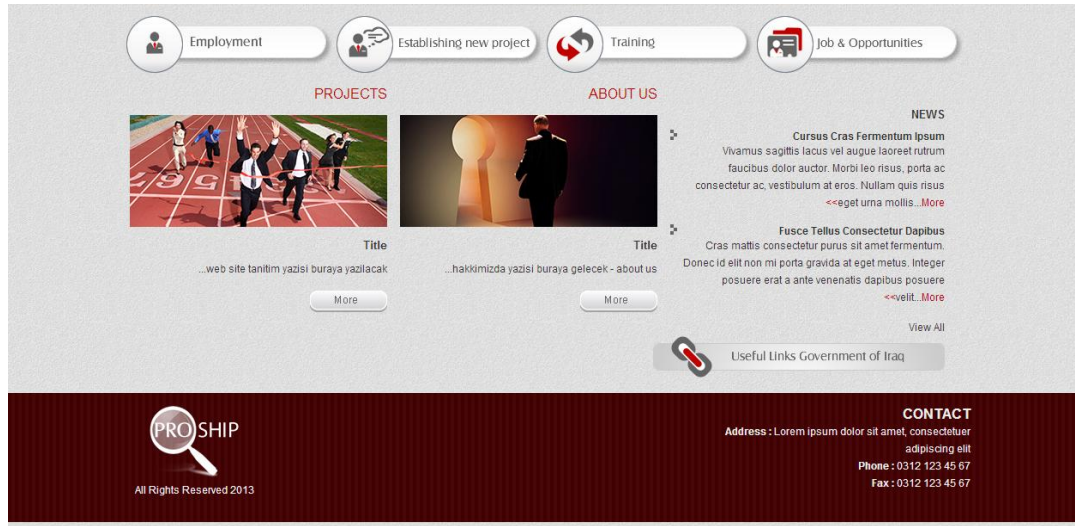
The website starts with a main page (home page), sub pages and services that are located in a navigation bar of the website, the websites provided in two languages (Arabic and English) the sitemap of the website in below chart (Figure 3.1) illustrates the structure of the website:



**Figure 3.1:** Startyourjob’s Website Map.

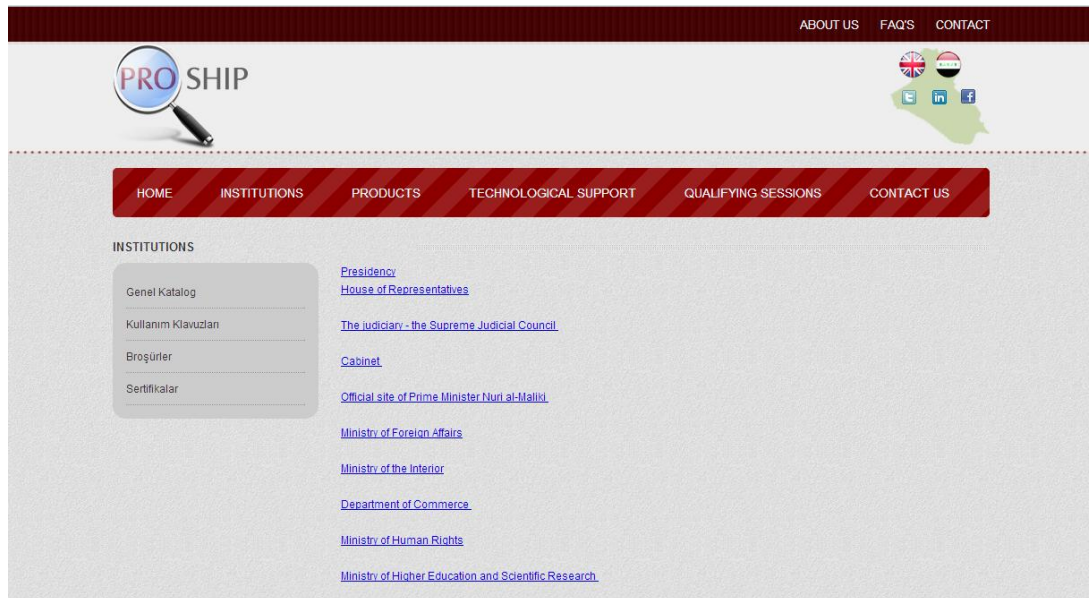
Startyourjob website includes:

1. the home page: which is the main page , this page will be used by the users to access the website through the URL address (<http://startyourjob.net/>), This page includes the main services and functions of the website as we see in the following(Figure 3.2):
  - Institutions.
  - Products.
  - Technological Support.
  - Qualifying Sessions.
  - Contact Us.



**Figure3.2:** Illustration of the Main Web Page.

1. Institutions: contains all the information and links for the Ministries and governmental agencies in Iraq(Figure 3.3).

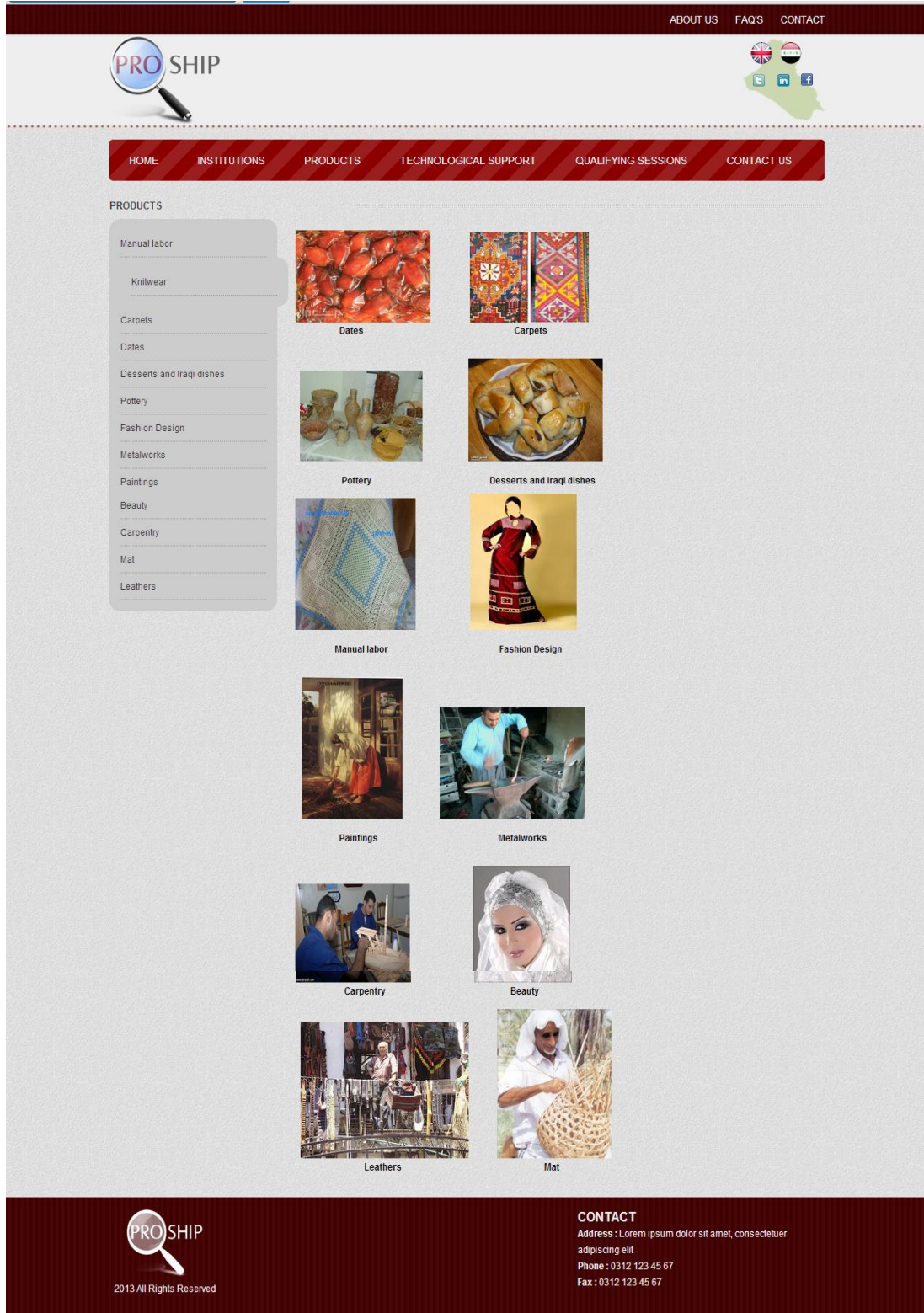


**Figure 3.3:** An Illustration of the Institutions' Page

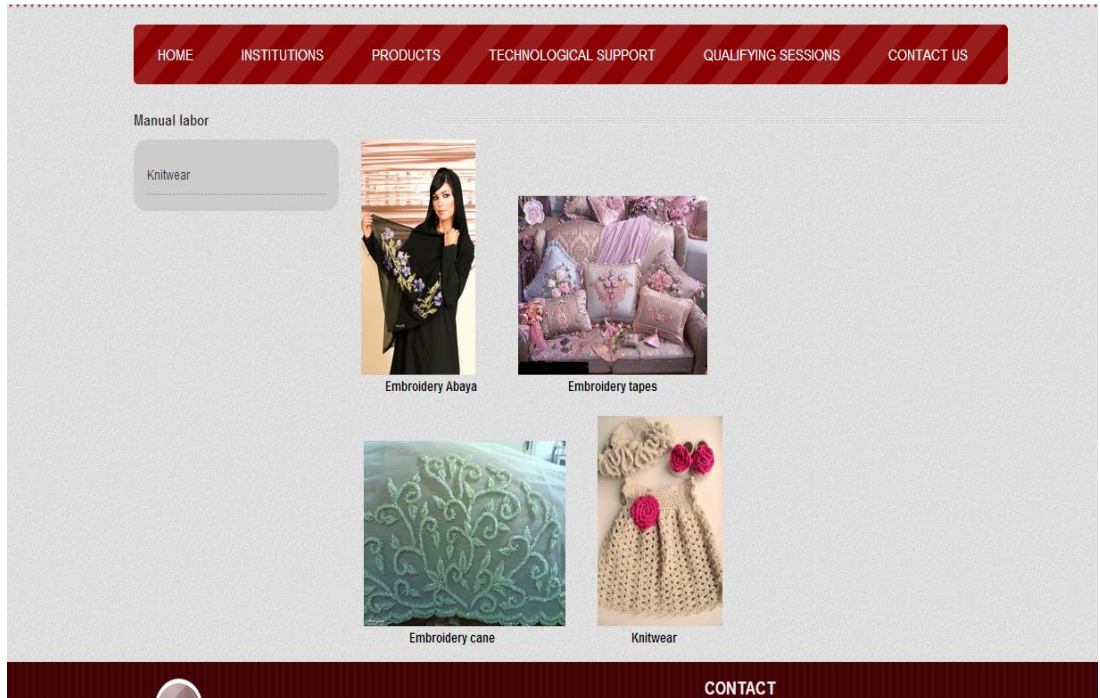
2. Products: provides a space to display the products that are produced by who wants to market and present his/her works (Figure 3.4), this page shows the

provided services as groups each group transfers to new page contains the related categories of the interested group in turn (Figure 3.5), each category transfers to a page contains all the offered products with the needed information as shown in (Figure 3.6)



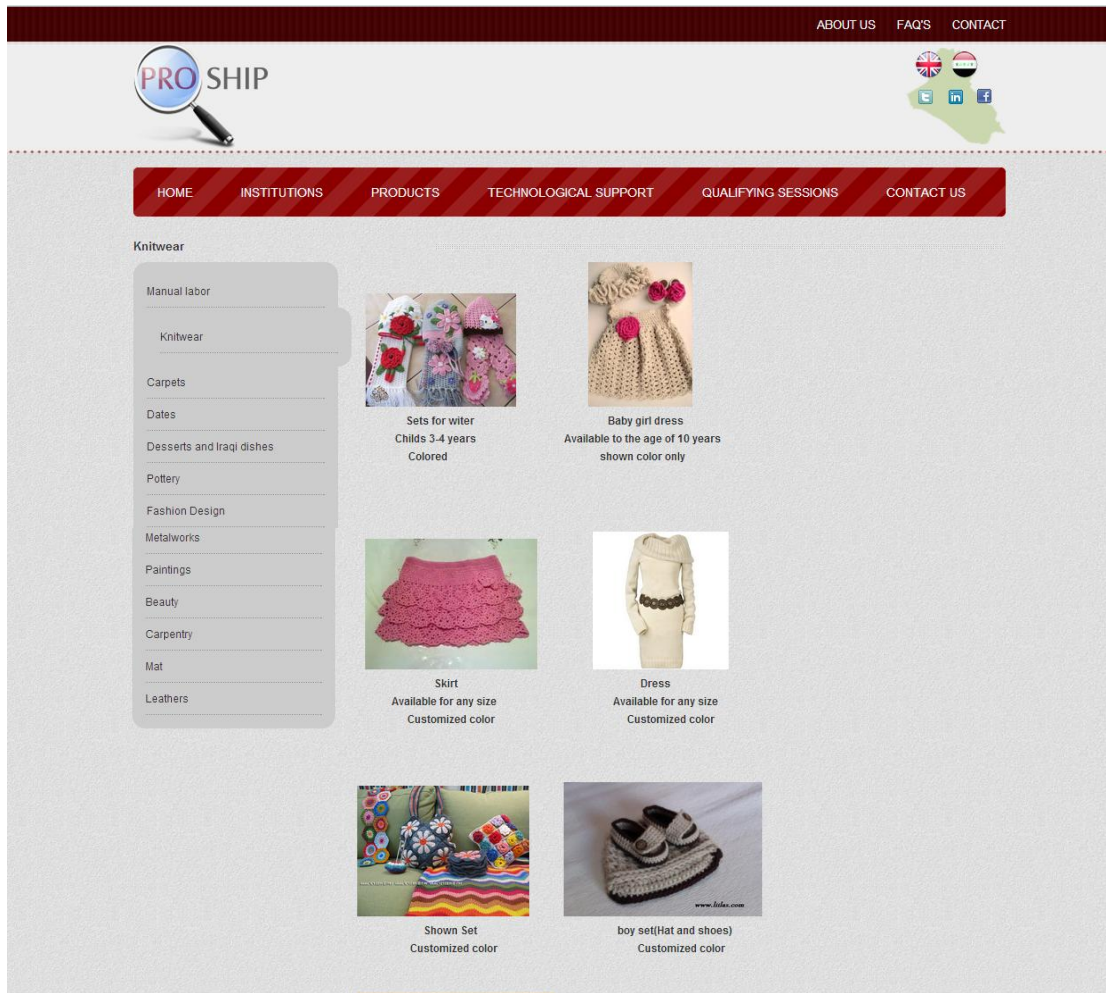


**Figure 3.4:** Illustration of the Products and the Provided Services

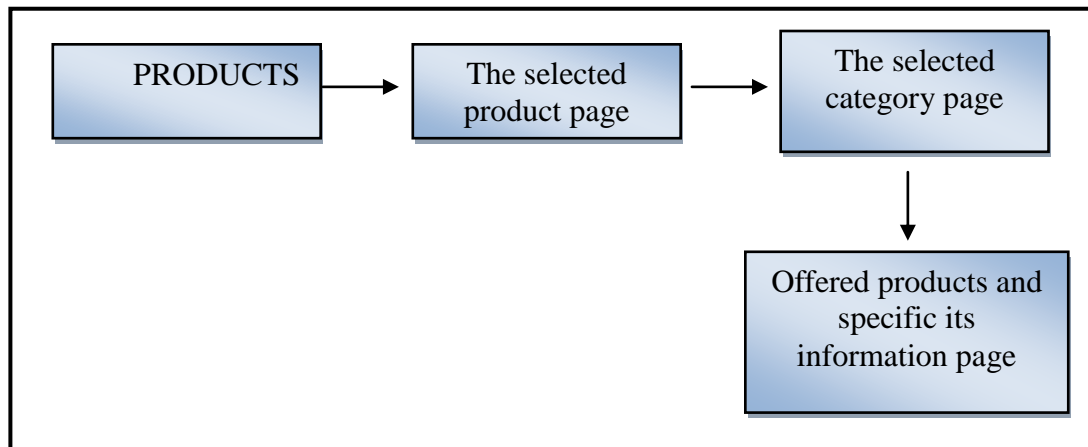


**Figure 3.5:** Snapshot of the Sub-Page of the Manual Labour

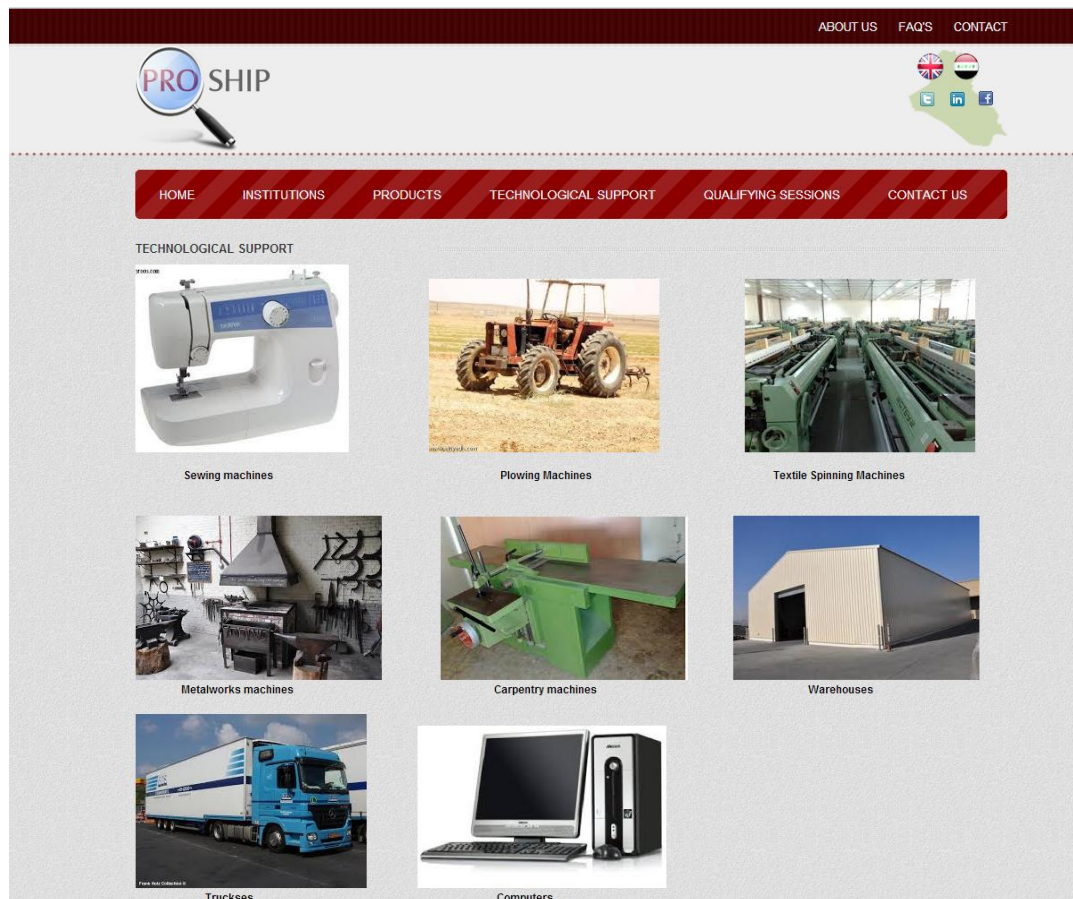
3. Technological support: this page provides a special space for shareholders who provide services to help those seekers the needed support to produce their works, in turn this service helps them improving their income level and raise the level of productivity and achieve shareholders' goal in participating in community service (Figure 3.8).



**Figure 3.6:** Illustration of the Products and the Provided Services

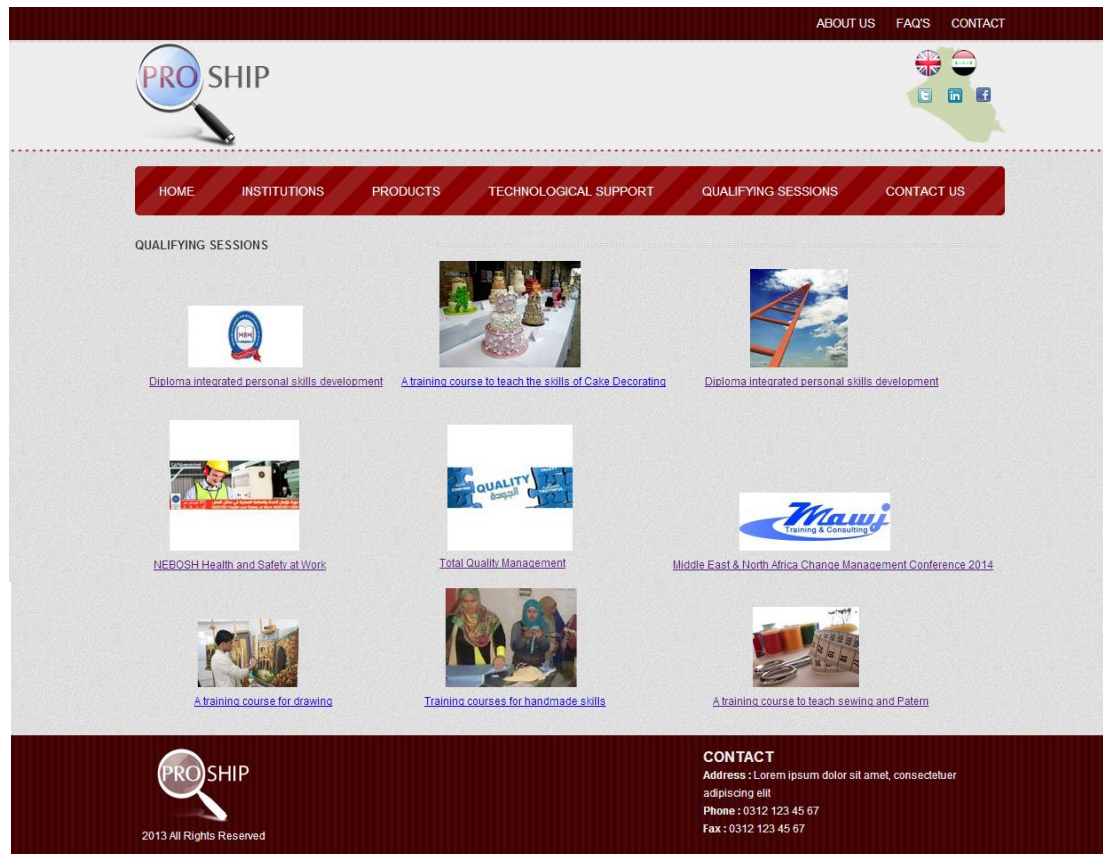


**Figure 3.7:** The Flow of Products



**Figure 3.8:** Illustration of the Provided Technological Support

4. Qualifying session: this page provides a special space for institutions to present the provided raining courses that provide a technical support for those wishing to develop their skills. (Figure 3.9).



**Figure 3.9:** Illustration of the Provided Training Courses

5. Contact Us: through this page the form in which they can communicate with the site to send (CV, registration in the course or request technical support) (Figure 3.10).

HOME INSTITUTIONS PRODUCTS TECHNOLOGICAL SUPPORT QUALIFYING SESSIONS CONTACT US

Contact Us

Name, Surname :

Company :

E-Mail :

Phone :

Address :

Message :

Submit Clear

**PROSHIP**

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**CONTACT**  
Address : Lorem ipsum dolor sit amet, consectetur adipiscing elit  
Phone : 0312 123 45 67  
Fax : 0312 123 45 67

**Figure 3.10:** The Form and Its Contents

### **4.3 Registered Users of STARTYOURJOB**

The target users of STARTYOURJOB web site may be:

1. Governmental agencies representatives
2. Sponsors for small projects
3. Shareholders and collaborators with the ministry to achieve the desired goals.
4. Job seekers
5. NGOs representatives to provide financial and technical support
6. Students who want to enrol in provided training courses

#### **4.4 The Roles And The Tasks Of STARTYOURJOB Admin**

Due to the constructive goals we wish to achieve through this site, the following conditions must be provided in the site manager to ensure continuous communication between the web site and the users with achieving the ease and satisfaction.

The proposed roles and tasks for the web site admin:

- ✓ Should define the web site well and promote it widely to ensure its spread.
- ✓ Updating news ticker on the web site hour by hour, according to the international and local events.
- ✓ Organising and filter uploaded documents
- ✓ Continuous monitoring of user queries and answer them as soon as possible.
- ✓ Verifying the uploaded data to the web site.
- ✓ Identifying the required information and data to be uploaded to the website based on the demands that will be posted in the web
- ✓ Arranging and organizing the necessary communication between the Ministry of Labour and the users, whether they are businesses, governmental organizations, non-governmental organizations, voluntary organizations and opportunities seekers (job, financing or training ).
- ✓ Arranging and organizing the necessary communication between the Ministry of Labour and the users, whether they are businesses, governmental organizations, non-governmental organizations, voluntary organizations and opportunities seekers (job, financing or training ).
- ✓ Updating and following the web site on Facebook and Twitter.

#### **4.5 The Potential Gain of the Website and the Expected Outcomes**

STARTYOURJOB supposed to achieve some outcomes in the following we mention the potential gain of our website:

1. Increasing the communication between the ministry and the community members
2. Increasing the job opportunities
3. Increasing the opportunities to execute the small projects
4. Getting financial , technical and social consulting
5. Contributing to the reduction in the unemployment rate
6. Labour force training
7. Contributing to improving the income of needy families
8. Expanding the ranges of products distribution and marketing
9. Facilitate the task to locate the employees when is needed
10. Better exploitation of time and resources.



## **CHAPTER V**

### **RECOMENDATIONS AND CONCLUSIONS**

#### **5.1 Interviews with the experts:**

Series of personal interviews (nine person) were conducted throughout this research with academics, experts in business and trade from both public and private sectors. These interviews are of paramount importance as a major and important source of information. The individuals interviews include:

- 1- Members of the Ministry of Industry.
- 2- The staff of the Ministry of Commerce.
- 3- Members of Ministry of Labor and Social Affairs.
- 4- Businessmen in the private sector.
- 5- Ministry of Finance.
- 6- Ministry of Planning

The dialogues focused on the system and preparation of the laws that regulate - and encourage businesses and small commercial and industrial investment and how to carry out such acts in the country, such as exists in developed countries. The interviews were conducted also with Iraqi professionals and university professors on the adoption of laws and regulations and how to implement a small investment to encourage work and reduce unemployment. The interviews were also conducted proposed methods to ensure the effective implementation of the work towards the implementation of the commercial and industrial investment. Interviews were conducted with various parties on the basis of structured questions specifically because of the richness and diversity of the views of the involved parties.

- The collection of relevant general observations about the accounting professionals through unofficial visits because the official visits could have been less practical due to the necessity to produce official communications from the universities to obtain a pre-request from the relevant bodies; pre-arrangements with personal secretaries which all delay the main task. Meanwhile, informal interviews enabled me to expand the scope of

categories covered by the dialogue specific to the small investment in Iraq.

- Throughout the field visits to those bodies active in promoting small investment in Iraq, for example, the Ministry of Labor and Social Affairs in Baghdad, it has hardly managed to record observations that helped in directing the research methodology and enable to drive and highlight information from other sources.

- There is consensus among the participants that the small investment cannot be implement for several reasons, for instance lack of infrastructure dedicated to increasing business and government's preoccupation with the current wars and civil conflicts on governance and other things.

- Most of respondents stressed the need for the application of small commercial and industrial investments in order to solve unemployment, although some of problems and difficulties may be encountered in Iraqi companies, whether at the level of the law and regulations treatment and security stability in Iraq.

-There is consensus on the need to reform the education and training systems in administrative programs through updated teaching methods applied with the need to change the way for acquiring experience in administration.

-Most of the respondents agreed on that there is a lack of the existance of such website to connect among the concerned ministries to facilitate the webbased and computer based communication among the participants and they confirmed on the importance of applying such system a facilitator for this process of enterprnurship

## 5.2 Conclusions

The research registered the following results :

- 1- The lack of precise and comprehensive definition of the realization of the entrepreneurship could be adopted and act accordingly.
- 2- Declining the role of the industrial establishments in the recruitment of manpower after 2003 and this is due to back down of the declining of the number of industrial establishments in that period because of the deteriorating security situation and the lack of production requirements and increasing of the import of goods that compete with locally manufactured , which led to the closure of many factories and the migration of most investors and owners of factories to neighboring countries to to run for their projects money with a successful projects .
- 3- The lack of infrastructure due to wars and the what the effects of occupation , on the national economy , which led to a lack of entrepreneurial business in Iraq .
- 4- The worsening financial and administrative corruption in state institutions .
- 5- The absence of laws to support and ensure the entrepreneur social rights .
- 6- The spread of the unemployment phenomenon significantly between the youth and the spread of poverty .
- 7- The absence of formal organizations and associations belonging to the state and informal private sector to support entrepreneurship .
- 8- It was noted that the employment opportunities provided by the employment offices of the Ministry of Labour and Social Affairs to support the project is not at the required level , where there is a large gap between the number of users who wish to work and the number of workers .

### 5.3 Recommendation

In light of the suffering of the Iraqi national economy and the challenges and obstacles which increased after 2003 , which became having economic , social, effects and in order to overcome all these obstacles and challenges facing the entrepreneurship projects ,this study has come to shed light on the reality of these projects in light of the phenomenon of deviation and to build a governing strategy to work of these projects through an integrated legislation . study has recommended the following:

- 1- Given the importance of the legal and legislative framework that regulates the work of these projects, we hope the Council of Ministers and the Iraqi parliament taking the recommendations to adopt and following-up and activate the application of the following laws :

Applying and leveraging of relevant laws , including:

- 1- Consumer Protection Law No. ( 1) for the year 2010
  - 2- Protection law of Iraqi products No. ( 11) for the year 2010
  - 3- Customs tariff law No. ( 22) for the year 2010
  - 4- Competition and antitrust law No. (14 ) for the year 2010
  - 5- Allocating support for these projects within the financial budget .
  - 6- Working on approval of Iraqi law for the realization of the entrepreneurship that the law includes the establishment of an Iraqi form with official authorities (ministries) and semi-formal ( lenders ) and private sector institutions such as banks, semi-official organizations (Chambers of Commerce - Industrial - unions) so this authority can bear this ( the entrepreneurial Business Support ) is responsible for developing a strategy for the sector . to take care of this business , including the case in developed countries and some developing countries, and that the importance of the works in reducing the phenomenon of unemployment as well as its importance in raising the GDP.
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- 2- Working on the website specified for the study to resolve the problems and obstacles that have been mentioned above, noting that this site has been designed on the basis of the leading obstacles of business in Iraq, and to using it by the

concerned ministries and affiliate commissions to facilitate the work and the creation of entrepreneurship projects.

- 3- Establishment of national exhibitions to promote our products inside and outside Iraq, with entrepreneurship projects to grant an appropriate support share their products.
- 4- Choosing the work of Twenty-five organizations dealing with entrepreneurship projects for the future.
- 5- Measuring the work efficiency of the website in the near term and long term through the collection of data on an ongoing basis.
- 6- Linking the study Website with the donors such as independent companies and businessmen for the purpose of providing employment and rehabilitation of the participants courses, workshops and facilitate for granting loans to entrepreneurs and financial grants for entrepreneurship projects.
- 7- Making a development in the community through the involvement of a large number of entrepreneurs to share their experiences and successes.
- 8- Diagnosis the reality of entrepreneurship in Iraq and showing its role in reducing unemployment and supporting the national economy, and economic development.
- 9- Reviewing of the local, regional and international experiments (the diagnosis and evaluation of reality), and the disclosure of the ingredients of success and the most important challenges and constraints encountered.
- 10- Highlighting the initiatives that introduced to support entrepreneurship locally, especially in light of the growing commitment to social responsibility to the community by the public and private sectors.
- 11- Showing the role of educational institutions in the education and training of students in the Iraqi universities in the field of entrepreneurship and to highlight the role of universities specifically in spreading the culture of entrepreneurship .
- 12- Promoting a culture of entrepreneurship through the participation of a large number of students and a professor in the business and individuals writing of entrepreneurship cases and providing innovative ideas for entrepreneurship projects.

- 13- Making society concerned with the creation of a culture of entrepreneurship.
- 14- The provision of social security for entrepreneurs to ensure their rights.
- 15- fighting financial and administrative corruption.
- 16- Strengthen the infrastructure for the entrepreneurship realization.
- 17- Using of modern technology in the creation of entrepreneurship projects.
- 18- Developing and activating the role of the private sector, which suffers from neglecting, and this is through working on the mechanisms of development to facilitate the work of establishment of new entrepreneurship projects and supporting existing projects and bring them into the development process for the advancement of business in the country and bridging the technology gap and the transition towards a market economy.
- 19- Increasing interest in the entrepreneurial audio-visual media and not being limited to political issues and sports.
- 20- Activating partnerships between civil society organizations and the private goals that converged or integrated.
- 21- Increasing the awareness and perception of specialists in the state of the role of Entrepreneurship organizations.
- 24 - The need to speeding up the application of the national strategy for poverty alleviation through the developing programs for lending to income-generating activities and creating or activating the craft centre and training on income-generating occupations in all Iraqi ministries .

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