



هيئة جودة التعليم والتدريب  
Education & Training Quality Authority  
Kingdom of Bahrain - مملكة البحرين

# **Directorate of Higher Education Reviews Programme Review Summary**

**Applied Science University  
College of Administrative Sciences  
Master's in business administration  
Kingdom of Bahrain**

**Site Visit Date: 21 – 23 March 2022**

**HA048-C3-R048**

## I. Introduction

In keeping with its mandate, the Education & Training Quality Authority (BQA), through the Directorate of Higher Education Reviews (DHR), carries out two types of reviews that are complementary. These are: Institutional Reviews, where the whole institution is assessed; and the Academic Programme Reviews (APRs), where the quality of teaching, learning and academic standards are assessed in academic programmes within various colleges according to specific standards and indicators as reflected in its Framework.

Following the revision of the APR Framework at the end of Cycle 1 in accordance with the BQA procedure, the revised APR Framework (Cycle 2) was endorsed as per the Council of Ministers' Resolution No.17 of 2019. Thereof, in the academic year (2019-2020), the DHR commenced its second cycle of programme reviews.

The Cycle 2 APR Review Framework is based on four main Standards and 21 Indicators, which forms the basis the APR Reports of the Higher Education Institutions (HEIs).

The **four** standards that are used to determine whether or not a programme meets international standards are as follows:

*Standard 1: The Learning Programme*

*Standard 2: Efficiency of the Programme*

*Standard 3: Academic Standards of Students and Graduates*

*Standard 4: Effectiveness of Quality Management and Assurance*

The Review Panel (hereinafter referred to as 'the Panel') decides whether each indicator, within a standard, is 'addressed', 'partially addressed' or 'not addressed'. From these judgments on the indicators, the Panel additionally determines whether each of the four standards is 'Satisfied' or 'Not Satisfied', thus leading to the Programme's overall judgment, as shown in Table 1 below.

**Table 1: Criteria for Judgements**

<b>Criteria</b>	<b>Judgement</b>
All four Standards are satisfied	Confidence
Two or three Standards are satisfied, including Standard 1	Limited Confidence
One or no Standard is satisfied	No Confidence
All cases where <b>Standard 1</b> is not satisfied	

The APR Review Report begins with providing the profile of the Programme under review, followed by a brief outline of the judgment received for each indicator, standard, and the overall judgement.

The main section of the report is an analysis of the status of the programme, at the time of its actual review, in relation to the review standards, indicators and their underlying expectations.

The report ends with a Conclusion and a list of Appreciations and Recommendations.

## II. The Programme's Profile

Institution Name*	Applied Science University
College/ Department*	College of Administrative Sciences/ Department of Business Administration
Programme/ Qualification Title*	Master's in Business Administration
Qualification Approval Number	(140/2004 د ج), dated July 5 <sup>th</sup> 2004
NQF Level	9
Validity Period on NQF	5 years starting from the date of placement
Number of Units*	36
NQF Credit	144
Programme Aims*	<ol style="list-style-type: none"> <li>1. Develop systematic understanding and comprehensive critical knowledge of students in business disciplines, as well as the management of organization within the external environment variables, in which they work.</li> <li>2. Prepare students for professional development in business and management field, by promoting a set of professional skills that will expose them to independent planning, performing tasks at the professional level, or its equivalent.</li> <li>3. Develop creative and authentic responses of students in applying knowledge; to deal with complex situations, and to solve problems in a way that will contribute to both business and society in general.</li> <li>4. Develop the level of students' ability to critically analyze, adopt a creative thinking approach in dealing with complex issues, and be able to understand and appreciate both ethical and social consequences.</li> <li>5. Enable students to be able to communicate with the stakeholders, and to make contributions to the management of the institutions, in which they work, in a way that will improve business and management practices.</li> </ol>

	<p>6. Develop students' abilities through the theoretical and practical approach to know how to conduct applied researches, and enhance graduates' ability to conduct independent researches that can be implemented; to develop and interpret knowledge that is directly relevant to the challenges faced by the work systems.</p>
<p>Programme Intended Learning Outcomes*</p>	<p>A1. Demonstrate critical knowledge and specialist understanding of specialized theories in all areas of business management at senior and middle management levels, and develop key motives of management processes.</p> <p>B1. Use professional skills to deal with complex and unexpected situations and problems in the areas of business management.</p> <p>B2. Apply creative, professional and specialized methods and techniques in business management topics and issues, in addition to planning and implementing large and medium-sized projects.</p> <p>C1. Use a combination of approaches to perform critical analysis, interpretation and evaluation for both contemporary areas of business management, and related financial and non-financial data.</p> <p>C2. Using managerial, professional, innovative and authentic skills to solve complex problems and issues; to make decisions in the field of business management.</p> <p>D1. Communicate effectively verbally and in writing, using professional skills and diverse means of presentation in the field of management and business management.</p> <p>D2. Work at a professional level in changing contexts while keeping responsibility towards individuals, and dealing with situations by preparing individual and/ or group research project reports.</p>

\* Mandatory fields

### III. Judgment Summary

## The Programme's Judgment: Confidence

Standard/ Indicator	Title	Judgement
<b>Standard 1</b>	<b>The Learning Programme</b>	<b>Satisfied</b>
Indicator 1.1	The Academic Planning Framework	Addressed
Indicator 1.2	Graduate Attributes & Intended Learning Outcomes	Addressed
Indicator 1.3	The Curriculum Content	Addressed
Indicator 1.4	Teaching and Learning	Addressed
Indicator 1.5	Assessment Arrangements	Addressed
<b>Standard 2</b>	<b>Efficiency of the Programme</b>	<b>Satisfied</b>
Indicator 2.1	Admitted Students	Addressed
Indicator 2.2	Academic Staff	Partially Addressed
Indicator 2.3	Physical and Material Resources	Addressed
Indicator 2.4	Management Information Systems	Addressed
Indicator 2.5	Student Support	Addressed
<b>Standard 3</b>	<b>Standard 3: Academic Standards of Students and Graduates</b>	<b>Satisfied</b>
Indicator 3.1	Efficiency of the Assessment	Addressed
Indicator 3.2	Academic Integrity	Addressed
Indicator 3.3	Internal and External Moderation of Assessment	Addressed
Indicator 3.4	Work-based Learning	Not Applicable

Indicator 3.5	Capstone Project or Thesis/Dissertation Component	Addressed
Indicator 3.6	Achievements of the Graduates	Addressed
<b>Standard 4</b>	<b>Effectiveness of Quality Management and Assurance</b>	<b>Satisfied</b>
Indicator 4.1	Quality Assurance Management	Addressed
Indicator 4.2	Programme Management and Leadership	Addressed
Indicator 4.3	Annual and Periodic Review of the Programme	Addressed
Indicator 4.4	Benchmarking and Surveys	Partially Addressed
Indicator 4.5	Relevance to Labour Market and Societal Needs	Partially Addressed

## IV. Conclusion

Taking into account the institution's own self-evaluation report, the evidence gathered from the interviews and documentation made available during the virtual site visit, the Panel draws the following conclusion in accordance with the *DHR/BQA Academic Programme Reviews (Cycle 2) Handbook, 2020*:

**There is Confidence in the Master's in Business Administration of College of Administrative Sciences offered by the Applied Science University.**

**In coming to its conclusion regarding the four Standards, the Panel notes, with appreciation, the following:**

1. The University's efforts to update and link all its electronic systems and programmes, which provide the necessary reports and data to manage the programme and make appropriate decisions.
2. The efforts of the programme's managers in applying and complying with university policies and regulations across all areas of the programme properly; to ensure that the quality assurance management of the programme is applied, and to increase its quality and development continuously.

**In terms of improvement, the Panel recommends that the Applied Science University should:**

1. Review the mapping of university graduate specifications to the programme's graduate specifications and learning outcomes.
2. Separate the approaches of scientific research methods and statistical analysis; so that the student can go deeper into the approaches of scientific research, and acquire the skills of statistical analysis better.
3. Increase interest in the quality of international publication, and establish rules for publishing research in robust scientific journals, which are classified according to international classification rules in the field of social sciences.
4. Increase the percentage of hours dedicated for the preparation of research, and international publication, as they are considered a criteria for appraisal and promotion of faculty members, and increase the recruitment of faculty members with the rank of professor and associate professor, to suit the nature of the research programme.
5. Revise the content of the evaluation form for the external examiner and the discussion committee, and develop further deep questions.

6. Conduct comprehensive benchmarking with local, regional and international universities which have a similar learning environment, and a distinct international ranking.
7. Conducting a survey and perspective study of the labor market, especially in the field of business management, in order to determine the requirements of the labor market in the Kingdom of Bahrain.
8. Design surveys for employers' assessment to measure the labor market's requirements met by the programme's graduates.