Directorate of
Higher Education Reviews
Programme Review Summary

Applied Science University
College of Administrative Sciences
Bachelor in Business Administration
Kingdom of Bahrain

Site Visit Date: 29 November – 1 December 2021

HA024-C3-R034

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

Criteria	Judgement
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 **Standard 1** is not satisfied	

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *2*

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 the 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.

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *3*

II. The Programme's Profile

Institution Name*	Applied Science University
College/ Department*	College of Administrative Sciences
Programme/ Qualification Title*	Bachelor in Business Administration
Qualification Approval Number	It is approved for the ASU by the Ministry of Education – Kingdom of Bahrain, according to the decision no. (140/2004) issued by the Council of Ministers on 5th July 2004.
NQF Level	8
Validity Period on NQF	5 years starting from the date (April 4, 2019)
Number of Units*	45 courses
NQF Credit	550 credits of NQF
Programme Aims*	1. Provide graduates with a coherent and critical understanding of the concepts and models of business theory and practice, within a continuous changing competitive business world. 2. Allow graduates to provide business solutions for complex problems. 3. Prepare graduates for a career pathway, by acquiring independent learning skills and creative access to tasks, which lead to further personal development and lifelong learning.
Programme Intended Learning Outcomes*	A1. Demonstrate critical understanding of all core disciplines in the field of business management, as well as subject-specific concepts and theories and processes related to employment areas in this field (e.g. HR, marketing, operations management, etc.). A2. Demonstrate basic critical knowledge and understanding of dynamic management processes, and key current issues affecting the business context, in addition to strategies needed to ensure sustainability, including political, economic, legal, technological, social and ethical issues.

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021 4

	B1. Use specialized level skills to apply advanced management concepts, theories and practices, to address complex situations and problems at the enterprise, business, functional and operational levels of business organizations that demonstrate creativity in using these skills, where appropriate. B2. Work as a business professional, who is able to take significant responsibility, and demonstrate particular expertise in one or more disciplines of this field. C1. Use a range of approaches to critically analyze, evaluate and synthesize information in order to accurately and effectively identify and address problems and issues across a wide range of business areas, including management practices, accounting and finance, operations, marketing, and strategic management. C2. Identify and implement appropriate solutions based on appropriate quantitative and/or qualitative approaches, to identify the information needed to make informed judgments about the challenges and changes that will affect potential business, and to build an evidence-informed interpretation in this process. D1. Use special skills to communicate with peers, senior colleagues, and business professionals, as well as to adapt the message to the audience and make formal presentations, where appropriate. D2. Work at a specialized level in a recognized and unrecognized area of work, with significant responsibility for the others actions, as well as leading multiple groups and projects with responsibility for decision-making.

* Mandatory fields

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *5*

III. Judgment Summary

<div style="text-align:center">

The Programme's Judgment: Confidence

</div>

Standard/ Indicator	Title	Judgement
Standard 1	**The Learning Programme**	**Satisfied**
Indicator 1.1	The Academic Planning Framework	Addressed
Indicator 1.2	Graduate Attributes & Intended Learning Outcomes	Addressed
Indicator 1.3	The Curriculum Content	Partially Addressed
Indicator 1.4	Teaching and Learning	Addressed
Indicator 1.5	Assessment Arrangements	Addressed
Standard 2	**Efficiency of the Programme**	**Satisfied**
Indicator 2.1	Admitted Students	Addressed
Indicator 2.2	Academic Staff	Addressed
Indicator 2.3	Physical and Material Resources	Addressed
Indicator 2.4	Management Information Systems	Addressed
Indicator 2.5	Student Support	Addressed
Standard 3	**Standard 3: Academic Standards of Students and Graduates**	**Satisfied**
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	Addressed

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *6*

Indicator 3.5	Capstone Project or Thesis/Dissertation Component	Addressed
Indicator 3.6	Achievements of the Graduates	Addressed
Standard 4	**Effectiveness of Quality Management and Assurance**	**Satisfied**
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

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *7*

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 Bachelor 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 faculty members received a fellowship from the British Academy of Higher Education.

2. The university's infrastructure, including the classrooms equipment, laboratories, and faculty offices are adequate, and adequately and effectively equipped.

3. The services provided by the programme to students and graduates in terms of career support and career guidance.

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

1. Ensure the involvement of all stakeholders in the periodic review of the programme aims and outcomes.

2. Review the student's academic load within the study plan, and do not allow the student to register in other courses alongside the internship course, during the same semester, in order to optimize the benefit of the practical training.

3. Intensify the applied and technical aspect of the courses by reviewing the courses specification.

4. Update the textbooks and references used in teaching the programme courses.

5. Determine the remedial courses that students, who are not on scientific tracks, must take before joining the programme.

6. Reduce the weekly workload of faculty members in accordance with regional practices.

7. Apply mechanisms to survey the faculty about the professional development activities provided to them and measure their appropriateness and efficiency.

8. Develop a plan, based on surveying the most important software and applications used by the labor market, for the purchase of updated software and utilizing them in delivering course.

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021   *8*

9. Intensify efforts in introducing students to policies, and procedures related to academic integrity, as well as the penalty for academic plagiarism.

10. Review the criteria of selecting the external moderators, taking into account the diversity in terms of their universities and academic backgrounds.

11. Develop appropriate formal mechanisms to evaluate the external moderation process and employ the results of this evaluation to improve the process in general.

12. Review the internship procedures and develop a clear plan for training students during the training period, in cooperation with the internship bodies, in order to achieve a higher effectiveness of the internship course.

13. Activate mechanisms that ensure tracking students' progress rate, making optimal use of the applied research course, and working on developing mechanisms to survey students' views regarding their satisfaction toward the supervision process of the applied research course, and including the results, as well as the outputs of these surveys in the course report, for continuous improvement.

14. Increase communication with graduates, and make use of data regarding their destinations, to develop and improve what is offered to the students.

15. Reconsider the effectiveness of actions taken to ensure accuracy of monitoring and tracking the progress made according to the recommendations of the programme's annual reports, at both the programme and the quality assurance unit of the college levels.

16. Review the criteria of selecting local, regional, and international universities to benchmark with, provided that these criteria include the requirement of the benchmarked university being of a practical nature.

17. Determine the sample size of respondents in different programmes in all surveys and develop a mechanism to ensure increased participation of internal and external stakeholders in the surveys.

18. Develop mechanisms to ensure the propriety of collecting and analyzing different surveys, in order to enhance the utilization of their outputs in the decision-making process.

19. Review the criteria of selecting members of the advisory councils, and to ensure that the majority of the council members are from outside the university (both alumni and employers).

20. Conduct a formal integrated study of labor market needs, based on clear figures and data of the programme, and utilize it in the programme development.

BQA

Academic Programme Reviews– Applied Science University – College of Administrative Sciences – Bachelor in Business Administration– 29 November-1 December 2021

9