Directorate of
Higher Education Reviews
Programme Review Summary

Applied Science University
College of Administrative Sciences
Master in Human Resources Management
Kingdom of Bahrain

Site Visit Date: 21 – 23 March 2022

HA050-C3-R050

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	

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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.

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II. The Programme's Profile

Institution Name*	Applied Science University
College/ Department*	College of Administrative Sciences/ Department of Business Administration
Programme/ Qualification Title*	Master in Human Resources Management
Qualification Approval Number	(140/2004 و د) dated July 5th 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*	1. Provide the graduate with critical knowledge and understanding as specialists in human resources management, who work in various local and international organizations through the study of human resource strategies and the development of leadership, with the aim of preparing highly qualified cadres that contribute to achieving the requirements of sustainable development in the Kingdom of Bahrain. 2. Prepare a graduate who is capable of scientific research, applying his standard and specialized methodologies, and the ability to design and implement the study of advanced topics in the field of human resources management, by using software and information systems; in order to develop their capabilities, renew their knowledge, and promote the values of initiative and innovation through research, experimentation, and creativity in the formulation and application of modern human resources management strategies. 3. Enable the graduate to develop thinking, critical analysis, interpretation, creative evaluation, and problem solving skills that emerge in the context of human resource management applications in business organizations. 4. Enable the graduate to use professional skills; in order to

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	communicate with a range of audiences with varying levels of experience, and to take part in decision-making at the strategic level.
Programme Intended Learning Outcomes*	A1. Demonstrate critical knowledge and basic understanding of theoretical and strategic issues related to policies that affect people management in the light of global updates, problem solving, and decision-making relevant to human resources; in order to meet the labor market's needs, mechanisms, and modern surrounding standards in the contemporary organizations. B1. Use professional skills to deal with complex cases, issues, and problems in human resources management with the practical tools, techniques, in addition to business and consulting insights needed to attract, develop, and retain talent in the organization. B2. Apply professional skills of business challenges, and the ability to conduct independently managed research in deep thinking about planning, implementing projects in the field of human resources management, and challenges at the national and international levels. C1. Use a combination of approaches for critical analysis, evaluation based on knowledge and understanding of human resources management theories and models. C2. Demonstrate a professional level of insight, interpretation, innovation and creativity to deal with complex situations, issues and problems in the field of human resources, and in the context of their work within national and international frameworks. D1. Use professional skills, either verbally or in writing, to utilize a range of means in preparing and presenting tasks, through means of communication and work skills within work teams, in order to have the ability to work in groups, think and plan. D2. Work at a professional level with responsibility for the work of individuals and groups in personal competencies and leadership abilities; work in a group with a team-building approach using effective ICT.

* Mandatory fields

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III. Judgment Summary

The Programme's Judgment: Confidence		

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	Partially 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	Not Applicable
Indicator 3.5	Capstone Project or Thesis/Dissertation	Addressed

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	Component	
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

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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 in Human Resources Management 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 university policies and systems across all areas of the programme, and complying with them properly; to ensure the application of quality assurance management in the programme, increase its quality, and develop it continuously.

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

1. Reviewing the mapping of university graduate specifications to the programme's graduate specifications and learning outcomes.

2. Review the study plan; to ensure that it includes contemporary subjects, and to consider replacing the obligatory "Human Resources Planning and Recruitment" course with a "Special Subjects in Human Resources" course as a compulsory course.

3. Separate the approaches of scientific research and statistical analysis in two different courses; so that the student can go deeper into the approaches of scientific research, and acquire the skills of statistical analysis better.

4. 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 standards in the field of social sciences.

5. 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.

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6. Revise the content of the assessment form for the external examiner and the discussion committee, and develop further deep questions.

7. Conduct comprehensive benchmarking with local, regional and international universities with a similar learning environment, and a distinct international ranking.

8. Conduct a survey and exploratory study of the labor market, especially in the field of human resources management, in order to determine the requirements of the labor market in the Kingdom of Bahrain.

9. Design surveys for employers' assessments, to measure the labor market requirements met by the programme's graduates.

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