

<b>1. Teaching Institution</b>	University of Technology Bahrain
<b>2. University Department</b>	College of Administrative and Financial Sciences (CAFS)
<b>3. Programme Title</b>	Master of Business Administration (MBA)
<b>4. Title of Final Award</b>	Master of Business Administration
<b>5. Modes of Attendance offered</b>	Actual classroom learning-interactive
<b>6. Accreditation</b>	European Council for Business Education (ECBE)
<b>7. Other external influences</b>	<p><b>Local External Influence / Reference</b></p> <p>Ministry of Education (MOE), Higher Education Council (HEC) Education and Training Quality Authority (BQA)</p> <p><b>International External Influence / Reference</b></p> <p>European Council for Business Education (ECBE) QAA-UK Subject Benchmark Statement for MBA AACSB General Business Master's Degree Programmes Bahrain National Qualifications Framework</p>
<b>8. Date of production/revision of this specification</b>	September 2021
<b>9. Aims of the Programme</b>	
<p>The programme is a Master of Business Administration (MBA), which provides an advanced business education and a learning experience that incorporates the key business functional areas for the students to become effective managers and leaders of business organizations in a globally competitive and complex business environment.</p> <p>Upon completion of the programme, MBA graduates will be able to:</p> <ol style="list-style-type: none"> <li>1) Practice effectively as management professionals by demonstrating competency in the key business functional areas and applying critical thinking, analysis and problem-solving skills to develop, implement, and evaluate solutions in complex business and economic problems requiring interdisciplinary and global perspectives; and</li> <li>2) Promote high ethical standards and professionalism by evaluating the moral, social, and environmental implications of managerial decisions and understanding the relationship between business organizations and other societal institutions.</li> </ol>	
<b>10. Learning Outcomes, Teaching, Learning and Assessment Methods</b>	
<p>Upon successful completion of the programme, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate critical knowledge and understanding of the key functional areas of business that are needed by a business manager.</li> <li>2. Critically analyze tools and models using various management techniques that deliver a more efficient strategic decision-making process to solve complex business problems.</li> <li>3. Initiate, communicate and lead cooperative activities to enhance entrepreneurial skills that address the need of globalization.</li> <li>4. Demonstrate the expertise required to perform independent research in the field of business and management by applying appropriate methodologies.</li> </ol>	

5. Pursue life-long learning and promote ethical and professional behavior by taking responsibility for their work.

### Teaching and Learning Methods

1. Constructive Method. Learners must be fully engaged and active in the process of constructing meaning and knowledge based on their prior knowledge and experiences through the process of doing, making, writing, designing, creating and solving. It allows teachers to implement differentiated learning, authentic assessment practices and incorporate technologies to improve individual learning experiences. It includes simulations, in-course projects, field trips, digital content, group discussions and reflections. This method strives to improve achievement by consciously developing learners' ability to consider ideas, analyze perspectives, solve problems and make decisions on their own thereby making them more responsible and independent.
2. Inquiry based Method. Learners develop cognitive skills like critical thinking and problem solving by working on questions, problems, or scenarios and formulate creative solutions. The teachers use either structured, guided, or open inquiry to facilitates learning. As a process, learners are involved in their learning by formulating questions, investigating, building their understanding, and creating meaning and new knowledge on a certain lesson. Typically, activities include laboratory sessions and research-based activities.
3. Collaborative Method. Learners are divided into small groups to learn something together and capitalize on one's other resources and skills, evaluating one another ideas, and monitoring one another's work. It allows students to actively interact by sharing experiences and take on different roles. Typically, students are provided with problems or projects that they work on together to search for understanding, meaning, or solutions and each group is expected to work together developing or formulating solutions and present the solution in class. The activities include think-pair-share, jigsaw, or round-robin which effectively engage students to complete the tasks.
4. Experiential learning method is the process of learning by doing. By engaging students to hands on experience which attempts to apply theories and knowledge learned in the classroom to real-world situations. This may include team challenges, simulations, company visits/fieldworks and other extracurricular activities. Experiential learning opportunities exist in a variety of course- and non-course-based forms and may include community service, service-learning, undergraduate research, study abroad, and culminating experiences such as internships, student teaching, and capstone projects

### Assessment Methods

- Assessment is done independently for each course. Variety of assessment tools will be used to assess achievement of intended learning outcomes including but not limited to: tests, exam, assignments, case analysis, presentations, projects and thesis.

## 11. Programme Structure

<b>List of Elective Courses: <i>choose any two (2)</i></b>	<b>Units</b>
Data Mining and Business Analytics	3
Investment and Portfolio Management	3
Supply Chain and Logistics Management	3
Project Management Systems	3
Organizational Change and Development	3
Business Law	3
Managerial Economics	3
E Business	3

**Business Bridging Courses (PRE-MBA)**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
PMBA801	Introduction to Management	3
PMBA802	Quantitative Methods for Business	3
PMBA803	Survey of Economics	3
PMBA804	Financial Accounting	3
<b>Total Units</b>		<b>(12)</b>

**CORE COURSES (30units)****FIRST YEAR - FIRST TRIMESTER**

<b>Course Code</b>	<b>Course Title</b>	<b>Units</b>
CMBA910	Strategic Management	3
CMBA912	Managerial Accounting	3
CMBA913	Marketing Management	3
CMBA914	Corporate Governance and Ethics	3
<b>Total Units</b>		<b>12</b>

**FIRST YEAR - SECOND TRIMESTER**

<b>CourseCode</b>	<b>CourseTitle</b>	<b>Units</b>
CMBA921	Human Resource Management	3
CMBA922	Managerial Finance	3
CMBA923	Innovation and Entrepreneurship	3
CMBA924	Management Information Systems	3
<b>TotalUnits</b>		<b>12</b>

**FIRST YEAR - THIRD TRIMESTER**

**Electives (06 Units) - (All First and Second Trimester Courses are pre-requisites to any Elective Courses)**

CourseCode	CourseTitle	Units
CMBA931	Business Research Method	3
CMBA932	Statistics and Decision Tools	3
MBAE933	Elective 1	3
MBAE934	Elective 2	3
<b>TotalUnits</b>		<b>12</b>

**SECOND YEAR -FIRST TRIMESTER**

**(Thesis Writing 06 units)**

Course Code	Course Title	Units
MBAT999	Thesis Writing(2 trimester minimum; 3 trimesters maximum)	6
<b>TotalUnits</b>		<b>06</b>
<b>GRAND TOTAL UNITS</b>		<b>42</b>

<b>List of Elective Courses: Choose any Two (2)</b>	Units
Data Mining and Business Analytics	3
Investment and Portfolio Management	3
Supply Chain and Logistics Management	3
Project Management Systems	3
Organizational Change and Development	3
Business Law	3
Managerial Economics	3
E Business	3

**12. Awards and Credits**

<b>Degree/ Certificate Awarded</b>	Master of Business Administration (MBA)
<b>Total Units for Degree</b>	42
<b>Total Trimesters Completed</b>	5 trimesters

**13. Personal Development Planning**

1. Conduct in-house trainings and seminars related to all functional areas of management, and the current trends and updates in the business industry;
2. Send faculty members to local and international conferences, seminars and trainings related to their fields of specialization;

3. Support faculty members to conduct research projects aligned to college research thrusts and priorities;
4. Establish partnerships and linkages where research collaborations can be made; and
5. Encourage research publication and dissemination through participation in international research conferences and forums.

#### 14. Admission Criteria

##### Graduate Applicants:

Acceptance to the graduate programme depends on the following admission criteria:

- a) A Bachelor's degree in any discipline from a university or an institution accredited by the Higher Education Authority of Bahrain, with a minimum CGPA of 2.00 (Grade C Range is 70-72) out of 4 (or its equivalent). or minimum CGPA of 2.75 out of 1.0.
- b) The applicant should submit a certificate of at least two (2) year work experience or two recommendation letters from a academic faculty in undergraduate study in lieu of the work certificate.
- c) Proficiency in English language. An applicant who is a graduate of a Bachelor business degree not delivered in English need to meet any one of the below criteria.
  - 1) must have a minimum score of 5.5 in IELTS or
  - 2) 80 in TOEFL (IBT based) or 550 in TOEFL (PBT) or
  - 3) the applicant needs to take university conducted OOPT and should get a passingscore of at least 80 to be admitted to the programme.
- d) The applicant should pass the personal interview conducted by a committee.
- e) The final admission will be based on the merit list of the applicants.

##### Criteria for Taking Bridging-Courses (PRE-MBA)

1. An applicant who is not a graduate of a bachelor's degree in business will take bridging (PRE-MBA) courses.
2. An applicant who is a graduate of business degree willtakebridging(PRE-MBA) courses if he/she has CGPA lessthanB-.

#### 15. Key Resources of information about the programme

1. Included in the College Catalogue
2. Uploadedon theUTB website

#### 16. Curriculum Skills Map

		Programme Learning Outcomes					
Course Code	Course Title	Core (C) Elective (E)	PILO1	PILO2	PILO3	PILO4	PILO5
<b>CORE COURSES and CILO MAPPING TO PILO</b>							
CMBA910	Strategic Management	C	CILO2	CILO1	CILO5	CILO3	CILO4
CMBA912	Managerial Accounting	C	CILO1	CILO4	CILO5	CILO2, CILO3	CILO5

CMBA913	Marketing Management	C	CILO1,	CILO3, CILO4	CILO5	CILO2	
CMBA914	Corporate Governance and Ethics	C	CILO1	CILO2	CILO2 , CILO3	CILO4	CILO5
CMBA921	Human Resource Management	C	CILO1	CILO2, CILO3	CILO3	CILO4	CILO5
CMBA922	Managerial Finance	C	CILO1	CILO2, CILO3	CILO5	CILO4	CILO5
CMBA923	Innovation and Entrepreneurship	C	CILO1	CILO3 CILO4	CILO5	CILO2	
CMBA924	Management Information Systems	C	CILO1 CILO2	CILO4,		CILO3	CILO5
CMBA931	Business Research Method	C	CILO1	CILO3		CILO2, CILO4	CILO5
CMBA932	Statistics and Decision Tools	C	CILO1	CILO2 CILO3 CILO5	CILO5	CILO4	
<b>ELECTIVE COURSES: (ANY TWO)</b>							
MBAE93x	Data Mining and Business Analytics	E	CILO1	CILO3, CILO4		CILO2	CILO5
MBAE93x	Investment and Portfolio Management	E	CILO1	CILO2, CILO4, CILO5	CILO5	CILO3	
MBAE93x	Supply Chain and Logistics Management	E	CILO1, CILO2	CILO3, CILO4			CILO5
MBAE93x	Project Management Systems	E	CILO1	CILO3, CILO4	CILO5	CILO2	
MBAE93x	Organizational Change and Development	E	CILO1	CILO2	CILO3	CILO4	CILO5
MBAE93x	Managerial Economics	E	CILO1	CILO3, CILO4, CILO5		CILO2	
MBAE93x	Business Law	E	CILO1, CILO2	CILO3, CILO4			CILO5
MBAE93x	E- Business	E	CILO1, CILO2	CILO3, CILO4			CILO5
<b>THESIS COURSE</b>							

MBAT999	Thesis Writing (to be completed in two trimesters minimum, maximum three Trimesters)	C	CILO1	CILO2	CILO3	CILO4	CILO5
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**COURSE DESCRIPTION**

Course Code	Course Title	LecHrs.	Lab Hrs	Units
PMBA801	Introduction to Management	3	0	3
This course deals with the study of principles and foundations of management and organizations. The course covers management activities when dealing with strategic management and decision-making process, the leadership theories and provides knowledge on how to handle business environments to gain competitive advantages. It also provides awareness on the importance of team building in management environment and skills that managers need to identify and define situations, issues/or problems for a successful business environment.				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
PMBA802	Quantitative Methods for Business	3	0	3
The course focuses on advanced analytical methods that help executives make sound decision for complex business problems. The course presents the application of quantitative mathematical modelling to decision making in a business management context. Topics include relations of managers and numbers, calculations and equation, quadratic equations, collecting and summarizing data, and solving management problems involving uncertainty specifically with the application of network models, assignment method, and inventory models.				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
PMBA803	Survey of Economics	3	0	3
This course covers survey of both micro and macroeconomic concepts. Microeconomics topics include scarcity, positive and normative economics, economic problem, demand and supply mechanism, elasticity and market structure. Macroeconomics topics include national accounts, unemployment, business cycles, inflation, money, banking and monetary and fiscal policies.				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
PMBA804	Financial Accounting	3	0	3
This course deals with the study of the theoretical accounting framework objectives of financial statements, accounting conventions, and generally accepted accounting principles relating to the preparation and presentation of financial statements for the benefit of the various users of financial statements. It covers valuation of the asset, liability, and owners' equity accounts.				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA910	Strategic Management	3	0	3
This course critically analyzes, evaluates and/or synthesizes drivers of effective, innovative and sustainable business strategy in organizations in context that are often complex and not clearly aligned. It includes critical evaluation of the strategic management processes which are long-term managerial decisions and actions that shape the organization's pursuit of competitive advantage. It covers the concepts and processes underlying environmental scanning, strategy formulation, implementation, and control.				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA912	Managerial Accounting	3	0	3

This course emphasizes on the use of accounting data as a management tool for managerial control and decision-making process. It covers critical analysis, evaluation and synthesis of accounting information to extend existing knowledge and concepts in management particularly in the area of planning, controlling and decision making.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA913	Marketing Management	3	0	3

This course critically analyzes the role of comprehensive marketing plan within an organization. It focuses on the design and integration on the new marketing trends and communication of the marketing process related to key decision-making. It covers how product, price, place and promotions contribute to the marketing mix, customer value satisfaction, the international market, marketing research and marketing of service-oriented and non-profit entities. It also includes the discussion of ethical and social issues affecting marketing in variable contexts that are often complex and unpredictable.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA914	Corporate Governance and Ethics	3	0	3

The course aims at applying the underlying concepts of corporate governance, business ethics and corporate social responsibility which are relevant to the contemporary business environment. It is designed to foster critical understanding and application of ethical influences on economic, financial, managerial and environmental aspects of business. The course further aims to enhance the ability to critically analyze ethical issues in business. This course includes the review and analysis of regulatory processes essential to have better judgment on the principles of corporate governance and ethics.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA921	Human Resource Management	3	0	3

The course deals on the major functions of human resource management such as recruitment and hiring, training and development, compensation and performance management, and labor relations. It enables students to develop an HRM program.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA922	Managerial Finance	3	0	3

The course builds the essential analytical skills of the managers of the firm and investors using financial tools and techniques. It integrates financial theories and concepts in financial management particularly on financial statement analysis, discounted cash flows, valuation of equity and bond and in assessing the risk and return on investments.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA923	Innovation and Entrepreneurship	3	0	3

This course provides practical insights and solid foundation of entrepreneurship and hands-on experience in applying creativity and innovation in new ventures. The course will prepare students for the kinds of technically linked business challenges that are inherent to situations where “the answer” (a technical innovation) is being developed in parallel with “the problem” (a market need).

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA924	Management Information Systems	3	0	3

The course integrates Information Systems concepts and technologies into management. Students will learn how information systems could be used effectively at different levels of management for the purpose of decision-making process. The course will cover concepts on how information system give a business or organization a competitive edge by providing technologies that help managers plan, organize, control, and lead. Includes topics such as information systems components, decision support system, e-



business concepts and implementation, enterprise resource planning and common information systems used today.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA931	Business Research Methods	3	0	3

This course exposes the students to the principles of scientific methodology in business enquiry. It presents a critical approach to research intent and design, methodology and technique, data management and analysis informed by commonly used statistical methods. It provides analytical approaches that can be applied to practical issues. The course would enable students to develop and present a research proposal appropriate to the master level.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
CMBA932	Statistics and Decision Tools	3	0	3

This course focuses on statistical methods and tools used by decision makers in organizations. This course introduces the topics involving descriptive statistics, sample size determination and hypothesis testing, as well as measuring and predicting relationships. The course should enable students to develop an understanding of the application and interpretation of basic data analysis techniques with an emphasis on statistical applications.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Data Mining and Business Analytics	3	0	3

In this course the students will learn the state-of-the-art techniques applied in data science for mining, analysis, visualization and interpretation of data. Both statistical and machine-learning based techniques will be taught with emphasis on the application of programmable solutions, visualization, interpretation and communication of the results obtained from the application of such techniques. In addition, the students will understand the uncertainty hidden in their results due to the probabilistic nature of the statistical and machine-learning techniques.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Investment and Portfolio Management	3	0	3

The course aims to provide an understanding of the principles and theories relevant to the process of building investment portfolios. The course covers practical applications as well as theoretical material. The course considers mean-variance portfolio theory, linear asset pricing models such as the capital asset pricing model (CAPM) and arbitrage pricing theory (APT), market efficiency, portfolio management, and fund performance.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Supply Chain Management and Logistics Management	3	0	3

The course integrates core theories, some specialized theories, principles and concepts of operation and supply chain management in increasing the productivity of the organization. Topics include global sourcing and procurement, logistics and distribution, demand management forecasting, sales and operations planning.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Project Management	3	0	3

This course provides students with different applications of the theories of project management that any project manager would need to know and understand to develop a successful project. It covers various areas, such as integration, cost, human resources, stakeholder management, scope, quality, communications, time, procurement and risk management.

Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Organizational Change and Development	3	0	3
<p>This course deals with the advance strategic principles and functions of management and the different skills that managers need for a successful business. It also includes the leadership patterns in the managerial hierarchy together with the internal and external forces of an organizational change and development. It also covers the analysis of organizational development and change management practice and evaluation of the relevance and implications for leading sustainable change in business. In the end, the course equips the students the necessary abilities and competencies to create and design an OD intervention.</p>				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Business Law	3	0	3
<p>This course is designed to help students analyze the legal environment in which business operates. Topics include a general overview of the nature of business law and its relationship to business ethics, laws on business organizations, law on contracts, and negotiable instruments law. This course enables students to draft and formulate legal contracts and commercial papers.</p>				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	Managerial Economics	3	0	3
<p>This course critically evaluates the firm and its goals; mathematics of demand and supply; demand and revenue analysis; demand elasticity; estimation of demand; theory and estimation of production; theory and estimation of costs; pricing and output decision under perfect and imperfect competitions; pricing in practices; case studies and managerial economics in action.</p>				
Course Code	Course Title	LecHrs.	Lab Hrs	Units
MBAE93X	E- Business	3	0	3
<p>This course deals with the advanced electronic business and describes information technologies and web services that improve the productivity of a business. Its content is designed to assist students in identifying and solving problems in connection with electronic business applications. The course includes examples of best practices and lessons learned to engage students and help them construct knowledge. In addition, the course covers the basics of electronic business, forms of electronic commerce, electronic data interchange, electronic payment systems, electronic business options and opportunities, electronic business security concerns, and legal and ethical issues.</p>				
Course Code	Course Title	LecHrs	Lab Hrs	Units
MBAT999	Thesis Writing (Minimum 2 trimesters Maximum 3 trimesters)	6	0	6
<p>This capstone course allows students to conduct a deep and thoughtful investigation of developments and strategies of complex global business environment that is properly grounded on scientific methodologies. The thesis, including its defense and submission, is a required component of the MBA programme.</p>				