

 <b>University of Technology Bahrain</b>	Doc. No.	QR-AAD-018
	Revision No.	01
	Date of Effectivity.	01-09-23
College: College of Administrative and Financial Sciences		
<b>MBA PROGRAMME SPECIFICATION 2022-2023</b>		Page 1 of 10

<b>1. Teaching Institution</b>	University of Technology Bahrain
<b>2. University Department</b>	College of Administrative and Financial Sciences
<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. National Qualification Framework Level and Credit</b>	NQF Level 9 126 NQF Credits (42 ACS Credits)
<b>7. Accreditation</b>	European Council for Business Education (ECBE)
<b>8. 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>9. Date of production/revision of this specification</b>	September, 2021
<b>10. 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><b>Programme Educational Objectives</b></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>11. 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> </ol>	

3. Initiate, communicate and lead cooperative activities to enhance entrepreneurial skills that address the need of globalization.
4. Demonstrate the expertise required to perform independent research in the field of business and management by applying appropriate methodologies.
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 facilitate 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. A 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.

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**12. Programme Structure**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
CURRICULUM PLAN EFFECTIVE AY2022-2023

**BUSINESS BRIDGING COURSES (PRE-MBA)**

Course Code	Course Title	Units
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**

## FIRST YEAR - FIRST TRIMESTER

Course Code	Course Title	Units
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

Course Code	Course Title	Units
CMBA921	Human Resource Management	3
CMBA922	Managerial Finance	3
CMBA923	Innovation and Entrepreneurship	3
CMBA924	Management Information Systems	3
<b>Total Units</b>		<b>12</b>

## FIRST YEAR - THIRD TRIMESTER

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

Course Code	Course Title	Units
CMBA931	Business Research Method	3
CMBA932	Statistics and Decision Tools	3
MBAE933	Elective 1	3
MBAE934	Elective 2	3
<b>Total Units</b>		<b>12</b>

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**SECOND YEAR -FIRST TRIMESTER**  
**(Thesis Writing 06 units)**

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

<b>List of Elective Courses: <i>choose any two (2)</i></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

<b>13. Awards and Credits</b>	
<b>Degree/ Certificate Awarded</b>	Master of Business Administration (MBA)
<b>Total Units for Degree</b>	42
<b>Total Trimesters Completed</b>	5 trimesters
<b>14. Personal Development Planning</b>	
<ol style="list-style-type: none"> <li>1. Conduct in-house trainings and seminars related to all functional areas of management, and the current trends and updates in the business industry;</li> <li>2. Send faculty members to local and international conferences, seminars and trainings related to their fields of specialization;</li> <li>3. Support faculty members to conduct research projects aligned to college research thrusts and priorities;</li> <li>4. Establish partnerships and linkages where research collaborations can be made; and</li> <li>5. Encourage research publication and dissemination through participation in international research conferences and forums.</li> </ol>	
<b>15. Admission Criteria</b>	
Acceptance to the postgraduate program as a new student depends on the following criteria: <ol style="list-style-type: none"> <li>a. The Applicant should have a bachelor's degree with a minimum CGPA of 2.75 out of 4.00 or 2.00 out of 4.00.</li> <li>b. The Applicant must submit two recommendation letters from his teachers in the previous institution of study.</li> <li>c. The applicant should pass the personal interview conducted by a committee consisting of a minimum of two-panel members.</li> </ol>	

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- d. For an applicant who is a graduate of a baccalaureate degree (in any area of business-related course) and has a minimum CGPA of 2.75 out of 1.00 or 2.00 out of 4.00 will be exempted from taking the bridging courses:
- e. an applicant who is a graduate with a baccalaureate degree in the -business field and is applying and has a minimum CGPA of 2.75 out of 1.00 or 2.00 out of 4.00 will be exempted from taking the bridging courses
- provided he/she has a minimum work experience of two years in any management-related fields.
- f. Applicant who is not a graduate of a baccalaureate degree not delivered in English:
- he/she will take the OOPT and should get a passing score of at least 65 to proceed to core courses but if failed, he/she will proceed to foundation courses. The applicant may also present a minimum score of 490 (paper-based) and 169 (computer-based) in TOEFL or 5.5 in IELTS as an equivalent of OOPT.

Acceptance to the postgraduate programme as a transfer student depends on the following criteria:

- UTB requires as a matter of policy that a transfer postgraduate student is required to complete at least 50% of the required credit units/hours of a programme of residence at UTB.
- The maximum credit units/hours that are eligible for transfer credits should not exceed fifty percent (50%) of the required credits from the original degree from another university.
- Capstone (Thesis) course is not eligible for credit transfer; the transfer student must take this course during his/her residency at UTB.

**16. CGPA Requirement for Graduation**

3:00 / 4:00

**17. Key Resources of information about the programme**

- Included in the university catalogue
- Uploaded to the university website

18.		MBA Curriculum Skills Map						
Course Code	Course Title	Core (C) or Elective (E)	Programme Intended Learning Outcomes					
			P1	P2	P3	P4	P5	
<b>CORE COURSES and CILO MAPPING TO PILO</b>								
CMBA910	Strategic Management	C	√	√		√	√	
CMBA912	Managerial Accounting	C	√	√	√	√		
CMBA913	Marketing Management	C	√	√	√	√	√	
CMBA914	Corporate Governance and Ethics	C	√	√	√	√	√	
CMBA921	Human Resource Management	C	√	√	√	√	√	
CMBA922	Managerial Finance	C	√	√	√	√		
CMBA923	Innovation and Entrepreneurship	C	√	√	√	√	√	
CMBA924	Management Information Systems	C	√	√	√	√	√	
CMBA931	Business Research Method	C	√	√			√	
CMBA932	Statistics and Decision Tools	C	√	√	√	√		
<b>ELECTIVE COURSES: (ANY TWO)</b>								
	Data Mining and Business Analytics	E	√	√		√	√	

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	Investment and Portfolio Management	E	√	√	√	√	√
	Supply Chain and Logistics Management	E	√	√			√
	Project Management Systems	E	√	√	√	√	
	Organizational Change and Development	E	√	√	√	√	√
	Managerial Economics	E	√	√	√	√	
	Business Law	E	√	√			√
	E- Business	E	√	√			√
<b>THESIS COURSE</b>							
MBAT999	Thesis Writing (to be completed in two trimesters minimum, maximum three Trimesters)	C	√	√	√	√	√

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**COURSES DESCRIPTION**

Course Code	Course Title	Lec Hrs.	Lab Hrs	Units
PMBA801	INTRODUCTION TO MANAGEMENT	3	0	3
<p>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 processes, 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.</p>				
PMBA802	QUANTITATIVE METHODS FOR BUSINESS	3	0	3
<p>The course focuses on advanced analytical methods that help executives make sound decisions 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.</p>				
PMBA803	SURVEY OF ECONOMICS	3	0	3
<p>This course covers survey of both micro and macroeconomic concepts. Microeconomics topics include scarcity, positive and normative economics, economic problems, demand and supply mechanism, elasticity and market structure. Macroeconomics topics include national accounts, unemployment, business cycles, inflation, money, banking and monetary and fiscal policies.</p>				
PMBA804	FINANCIAL ACCOUNTING	3	0	3
<p>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.</p>				
CMBA910	STRATEGIC MANAGEMENT	3	0	3
<p>This course critically analyzes, evaluates and/or synthesizes drivers of effective, innovative and sustainable business strategy in organizations in contexts that are often complex and not 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.</p>				
CMBA912	MANAGERIAL ACCOUNTING	3	0	3
<p>This course emphasizes on use of financial and accounting data as a management tool for managerial control and decision-making process. It covers the perspective of how accounting and financial</p>				

statements information is used as a tool by the management in carrying out its functions particularly on planning, controlling and in all aspects of decision-making.

CMBA913

MARKETING MANAGEMENT

3

0

3

This course critically analyzes the role of comprehensive marketing plans within an organization. It focuses on the design and integration of 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, market research and marketing of service-oriented and non-profit entities. It also includes the discussion of issues affecting marketing in variable contexts that are often complex and unpredictable.

CMBA914

CORPORATE GOVERNANCE AND ETHICS

3

0

3

The course provides critical understanding of the legal and ethical aspects of corporate governance. The course develops the abstract thinking ability of the students while dealing with issues related to ethical behavior and corporate governance. The topics include principles of corporate governance, corporate culture, ethical behavior, the role of the board and senior executives and assessing their performance, and the audit function among others.

CMBA921

HUMAN RESOURCE MANAGEMENT

3

0

3

This course critically examines the functions and roles of human resource management (HRM) in complex organizations. It investigates the process of managing people from a strategic perspective covering important areas on human resource acquisition, training and development, performance and compensation management, and labor relations. It enables students to design a strategic HRM program.

CMBA922

MANAGERIAL FINANCE

3

0

3

The course requires knowledge and understanding of the financial models, theories and concepts of financial management. It builds the essential analytical skills of the managers of the firm and investors using financial tools and techniques. It covers financial statement analysis, discounted cash flows, valuation of equity and bonds, capital budgeting techniques and the risk and return on investments.

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).

CMBA924

MANAGEMENT INFORMATION SYSTEMS

3

0

3

The course integrates with the current Information Systems concepts and technologies. 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 systems 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.



CMBA931	BUSINESS RESEARCH METHODS	3	0	3
<p>This course focuses on research methods and tools used by decision makers in organizations. It presents the critical knowledge of 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.</p>				
CMBA932	STATISTICS AND DECISION TOOLS	3	0	3
<p>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.</p>				

**ELECTIVE COURSES**

Course Title	Lec Hrs	Lab Hrs	Units
DATA MINING AND BUSINESS ANALYTICS	3	0	3
<p>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.</p>			
INVESTMENT AND PORTFOLIO MANAGEMENT	3	0	3
<p>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.</p>			
SUPPLY CHAIN MANAGEMENT AND LOGISTICS MANAGEMENT	3	0	3
<p>This course demonstrates critical knowledge and understanding of modeling and solution techniques for planning and executing logistics and supply chain management decisions. It uses optimization and simulation techniques to extend the understanding of planning, organizing, operating, and controlling the supply chain operations. It brings together the principles of logistics management to deliver cost-effective customer service through the integration of transportation, inventory management, and materials handling. It examines inbound and outbound logistics, inventory management, warehousing, transportation systems, and logistics network design concepts.</p>			
PROJECT MANAGEMENT	3	0	3
<p>This course provides students with the modern project management foundations, technical skills, behavioral competence and strategic awareness required of a project manager. It covers project strategy</p>			

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and organization, project organization and culture, leadership, managing project teams, outsourcing, monitoring progress leading to a successful project closure.

#### ORGANIZATIONAL CHANGE AND DEVELOPMENT

3

0

3

This course deals with the advanced 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 with the necessary abilities and competencies to create and design an OD intervention.

#### BUSINESS LAW

3

0

3

This course is designed to help students analyze the legal environment in which a 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.

#### E- BUSINESS

3

0

3

This course deals with the advanced electronic business and describes information technologies and web services that improve the productivity of a business. The course includes examples of best practices and real-world examples. 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.

#### MANAGERIAL ECONOMICS

3

0

3

This course exposes students to a rigorous foundation in microeconomics and industrial organization. It aims to develop students' capacity to analyze the economic environments in which business entities operate and understand how managerial decisions can vary under different constraints that each economic environment places on a manager's pursuit of its goals. Its focus will be on analyzing the functioning of markets, the economic behavior of firms and other economic agents and their economic/social implications.

#### THESIS COURSE

Course Code	Course Title	Lec Hrs	Lab Hrs	Units
MBAT999	<p>THESIS WRITING (Minimum 2 trimesters; Maximum 3 trimesters)</p>	6	0	6

This thesis 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.