

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

Accredited by the Higher
Education Council



COLLEGE OF ADMINISTRATIVE SCIENCES 2019-2021

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University Vision, Mission and Values

Vision:

The vision of Applied Science University is to be one of the leading private universities supporting practical learning and research in Bahrain and the Gulf.

Mission:

ASU is committed to offering an education that is accessible to academically competent students of Bahrain, the Gulf and beyond, and to deliver academic programmes of quality that graduate students equipped with knowledge and skills relevant locally and regionally. ASU is further dedicated to the promotion of a culture of learning and scientific research for its students, staff and faculty regionally and globally to engage meaningfully with the community at large”.

Values:

1. **Integrity:** ASU’s community values honesty, fairness and academic integrity as fundamental to its vision and mission, and will recognize, affirm and uphold this value in a responsible and committed manner.
2. **Collaboration and Team Spirit:** ASU’s community recognizes collaboration and team spirit to be at the heart of the institutional culture and will promote these values in a dedicated manner.
3. **Loyalty:** ASU’s students, faculty and staff cherish loyalty and commitment and recognize these values to be inherent in their culture of cooperation and dedication.
4. **Social Responsiveness and Community Engagement:** ASU’s students, faculty and staff value their partners, networks and communities and intend to engage with them, in a thoughtful, respectful, responsible and meaningful manner.
5. **Quality:** ASU’s community values, quality as an ideal and standard that should characterize its processes, outcomes, people and partners.

Message from the Dean

Dear students,

I am pleased to welcome you to the College of Administrative Sciences at the Applied Science University.

The College of Administrative Sciences provides distinctive undergraduate and graduate programs well-suited to meet the evolving needs of the local and foreign market. Our college has highly qualified faculties from various disciplines and a state-of-the-art infrastructure that satisfies the standards of the quality and accreditation bodies.

We pride ourselves in following the latest developments and innovations in education, research, training, and community outreach. Such focus aims to equip our students with science and knowledge which are main focus in our education system. We strongly believe that students equipped with science and knowledge are the foundation of a prosperous and modern society. So, the message to our students is to gain from our well-established programmes towards a rewarded career path.

Wishing you an enjoyable learning experience at the College of Administrative Sciences.

College Vision, Mission and Objectives

Vision

To lead in the provision of programmes within the framework of quality assurance standards and excellence among its peers in the Kingdom of Bahrain and the Gulf region.

Mission

To meet the needs of Bahrain community and the region for specialized and qualified cadres in administrative sciences including business administration, accounting, finance, MIS and political sciences. To contribute in creating opportunities to pursue graduate studies and scientific research in Master programmes that foster scientific thinking and practices, skills in decision-making in line with the requirements of modern and digital economy.

Objectives

1. Provide well qualified cadres within the college specialization, according to the labor market needs.
2. Continuous improvement of the programmes and study plans offered by the College.
3. Promotion of research and applied aspects of the programmes offered by the College.
4. Enhancement of the use of methods of teaching and learning to support the development of performance at the level of academic programmes, faculty members and students.
5. Use of the latest technology and modern learning resources.

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

BACHELOR IN BUSINESS ADMINISTRATION

Programme Description

Programme Coordinator: Dr. Belal Sadiq Rabab'h

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Programme Details

Programme Title	Bachelor in Business Administration
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Bachelor Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Equip graduates with a coherent and Critical understanding of the concepts and models of business management theory and practice in an ever changing competitive business world.
2. Allow graduates to generate business solutions to complex problems.
3. Prepare graduates for a professional career through acquisition of independent learning skills and creative approaches to tasks that lead to further personal development and lifelong learning.

Programme Structure

Overall Structure of the Programme

Minimum Study Period : 3 years

Maximum Study Period : 8 years

Total Credit Hours : 135 Credit Hours

No. of Courses : 45 Courses

Study Plan

First Year - First Semester (12 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA101	Principles of Management (1)	3	-
MATH101	Business Mathematics	3	-
ENG101	English Language (1)	3	-
POL101	Introduction to Political Sciences	3	-

First Year - Second Semester (15 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
CS104	Computer Skills	3	-
ENG102	English Language (2)	3	ENG101
ACC101	Principles of Accounting (2)	3	-
HR106	Human Rights	3	-
-	University Elective (1)	3	-

Second Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA102	Principles of Management (2)	3	BA101
BA161	Introduction to Entrepreneurship	3	-
ARB101	Arabic Language	3	-
HBH105	Bahrain Civilization & History	3	-
STA101	Principles of Statistics	3	MATH101
ECO104	Principles of Microeconomics	3	-

Second Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA211	Principles of Marketing	3	BA101
FIN251	Financial Management	3	ACC101
LAW021	Principles of Commercial Law	3	-
MIS211	Management Information Systems	3	BA101 + CS104+ ENG102
ACC221	Cost Accounting	3	ACC101
-	University Elective (2)	3	-

Third Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA241	Quantitative Methods in Management (E)	3	STA101 + ENG102
ECO105	Principles of Macroeconomics	3	ECO104
BA251	Organizational Behavior	3	BA102
BA303	Methods of Scientific Research	3	-
BA231	Human Resources Management	3	BA102
BA332	Business Communication (E)	3	BA102 + ENG102

Third Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA415	Sales Management	3	BA102 + BA211
BA342	Operations Management	3	BA102 + BA241
BA252	Organization Theory	3	BA251
BA362	International Business	3	BA211 + BA231 + FIN251
ACC324	Managerial Accounting	3	ACC221
-	Programme Elective (1)	3	-

Fourth Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA353	Business Ethics	3	BA102
BA392	Field Training	3	BA361 + 90 Credit Hours
BA361	Entrepreneurship	3	BA211 + BA231 + FIN251
BA355	Organizational Change and Development	3	BA252
BA443	Business Decision Making	3	BA241
BA344	Supply Chain Management	3	BA342

Fourth Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA454	Leadership and Group Dynamics	3	BA355
BA463	Innovation Management	3	BA361
BA421	Feasibility Studies	3	BA361
BA464	Strategic Management (E)	3	BA102 + 114 Credit
BA499	Applied Research in Business	3	BA392
-	Programme Elective(2)	3	-

B . Levels and Courses

University Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ARB 101	Arabic language	3	-
ENG 101	English language (1)	3	-
ENG 102	English language (2)	3	ENG 101
CS 104	Computer skills	3	-
BA 161	Introduction to entrepreneurship	3	-
HBH105	Bahrain civilization history	3	-
HR106	Human rights	3	-

University Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
Group (A)			
ISL 101	Islamic culture	3	-
ISL 102	Islamic ethics	3	-
ISL 103	Islam & contemporary issues	3	-
Group (B)			
SPT 101	Special topics	3	-
LFS102	Thinking and communications skills development	3	-
SOC101	Introduction to sociology	3	-
MAN101	Man and environment	3	-
LIB101	Introduction to library science	3	-
CS205	Computer applications	3	CS 104

College Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACC 101	Principles of accounting (1)	3	-
BA 101	Principles of management (1)	3	-
BA 211	Principles of marketing	3	BA 101
BA 303	Methods of scientific research	3	-
ECO 104	Principles of microeconomic	3	-
ECO 105	Principles of microeconomic	3	ECO 104
MATH 101	Business mathematics	3	-
POL 101	Introduction to political science	3	-
STAT 101	Principle of statistics	3	MATH 101

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACC 221	Cost accounting	3	ACC 101
ACC 324	Managerial accounting	3	ACC 221
BA 102	Principles of management (2)	3	BA 101
BA 231	Human resources management	3	BA 102
BA 241	Quantitative method in management (E)	3	ENG102 , STA 101
BA 251	Organizational behavior	3	BA 102
BA 252	Organization theory	3	BA 251
BA 332	Business communication	3	ENG102 & BA102
BA 342	Operations management	3	BA102 & BA 241
BA 344	Supply chain management	3	BA 342
BA 353	Organizational change and development	3	BA 252
BA 355	Organizational Change and Development	3	BA252
BA 361	Entrepreneurship	3	BA211 & FIN251 & BA 231
BA 362	International business	3	BA211 & BA231 & FIN251

BA 392	Field training	3	BA361 & 90 Credit Hours
BA 415	Sales management	3	BA211 & BA102
BA 421	Feasibility studies	3	BA 361
BA 443	Business decision making	3	BA241
BA 454	Leadership and group dynamics	3	BA355
BA 463	Innovation management	3	BA 361
BA 464	Strategic management	3	BA102 & 114 Credit Hours
BA 499	Applied research in business	3	BA 392
FIN 251	Financial management	3	ACC101
LAW 021	Principles of commercial law	3	-
MIS 211	Management information system	3	BA 101 & CS104 & ENG102

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
Group (1)			
BA204	Knowledge Management	3	BA102
BA246	Managerial Economic	3	BA101 + ECO104
BA313	Public Relations	3	BA102 + BA211
BA314	Commercial Promotion	3	BA102 + BA211
Group (2)			
BA333	Planning and Selecting Human Resource	3	BA231
BA445	Total Quality Management	3	BA342
BA465	E-Business	3	BA362 + ENG102
BA491	Contemporary Topics in Management	3	BA252

Programme Intended Learning Outcomes

A. Knowledge and Understanding	
A1	Demonstrate critical understanding all disciplines core to the field of Business Administration, of subject specific concepts and theories and of processes related to functional areas of the field (e.g. Human Resources, Marketing, Operation Management, etc.).
A2	Demonstrate critical knowledge and understanding of the dynamic processes of management, of major current issues affecting the business context, and of strategies needed to ensure sustainability within in it including political, economic, legal, technology, social and ethical issues.
Teaching and Learning Methods:	
<ol style="list-style-type: none"> 1. Lectures. 2. Individual / group discussions. 3. Independent learning 	
Assessment Methods:	
<ol style="list-style-type: none"> 1. Quizzes. 2. Written examinations. 3. Student feedback. 4. Written Tasks (homework etc....). 	
B. Subject Specific (Practical) Skills	
B1	Use specialist level skills to apply advance concepts, theories and management practices to address complex situations and problems at the corporate, business, functional and operational levels of business organizations demonstrating creativity in the use of these skills where appropriate
B2	Operate as a professional in business administration who is able to take significant responsibility for the work of others and who demonstrates particular expertise in one or more specialisms in the field.
Teaching and Learning Methods:	
<ol style="list-style-type: none"> 1. Lectures. 2. Individual / group discussions. 3. Independent learning. 4. Research project / field visits to work sites. 5. Field Training as a compulsory course. 	

Assessment Methods:

1. Virtual cases and simulated versions of business issues.
2. Written examinations.
3. Problem solving exercises.
4. Group Project.
5. Internship report.

C. Critical Thinking Skills

C1	Use a range of approaches to critically analyze, evaluate and synthesize information in order to identify and address problems and issues accurately and effectively across a wide range of business domains, including management practices, accounting and financial management, operations, marketing, and strategic management.
C2	Identify and implement relevant solution based on appropriate quantitative and/or qualitative techniques to identify the information necessary to make informed judgments regarding the challenges and changes that will affect a business in the future constructing a reasoned, evidence supported argument in the process.

Teaching and Learning Methods:

1. Lectures.
2. Presentation of ideas through diagrams, and building quantitative models.
3. Case studies requiring analysis and abstraction to diagnose problems and suggest solutions to problems.
4. Individual / group discussions.
5. Brainstorming techniques and problem solving.

Assessment Methods:

1. Written examinations
2. Problem solving and/or quantitative analysis.
3. Case analysis report
4. Individual/group participation in analyzing business problems

D. General and Transferable Skills

D1	Use special skills to communicate with peers, senior colleagues and specialists in the field of business administration, adapting the message to the audience and making formal presentations where appropriate.
D2	Operate at specialist level in defined and undefined area of work with significant responsibility for the work of others and leading multiple groups and projects with decision making responsibility.

Teaching and Learning Methods:

1. Interactive lectures
2. Class based discussions
3. Feedback on communicative performance
4. Group based project.
5. Coordination of presentations including the provision of feedback.

Assessment Methods:

1. Formative assessment of oral communication in class.
2. Oral project presentation.
3. Project report writing.

Curriculum Mapping

PROGRAMME MAPPING (CILOs TO PILOs)										
College Compulsory Courses										
Course Code	Course Name	CILOs	Programme Outcomes							
			A1	A2	B1	B2	C1	C2	D1	D2
MATH 101	Mathematics For Business	a1	√							
		b1			√					
		c1					√			
STA101	Principles of Statistics	a1	√							
		b1			√					
		c1					√			
		d1							√	
BA303	Methods of Scientific Research	a1		√						
		b1				√				
		c1					√			
		d1							√	
		d2								√
ECO 104	Principles of Micro Economics	a1	√							
		b1			√					
		c1					√			
		c2						√		
		d1							√	
		d2								√
ECO 105	Principles of Macro Economics	a1	√							
		a2		√						
		b1			√					
		c1					√			
		c2						√		
		d1							√	
ACC101	Principles of Accounting (1)	a1	√							
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA101	Principles of Management (1)	a1	√							
		a2	√							
		b1			√					
		b2				√				
		c1					√			
		d1							√	
BA211	Principles of Marketing	a1	√							
		b1			√					
		c1					√			
		d1							√	
		d2								√
POL101	Introduction to Political Sciences	a1	√							
		a2	√							
		b1			√					
		c1					√			
		d1							√	
		d2								√

Programme Compulsory Courses

Course Code	Course Name	CILOs	PILOs								
			A1	A2	B1	B2	C1	C2	D1	D2	
LAW021	Principles of Commercial Law	a1	√								
		b1			√						
		c1					√				
		d1							√		
		d2									√
BA102	Principles of Management (2)	a1	√								
		a2		√							
		b1			√						
		b2				√					
		c1					√				
		d1							√		
MIS211	Management Information Systems	a1	√								
		a2	√								
		b1			√						
		c1					√				
		d1							√		
ACC221	Cost Accounting	a1	√								
		b1			√						
		c1					√				
		d1							√		
		d2									√
BA231	Human Resource Management	a1	√	√							
		b1			√						
		c1					√				
		d1							√		
BA241	Quantitative Methods in Management (E)	a1	√								√
		b1			√						
		c1						√			
		d1							√		
		d2									√
BA251	Organization Behavior	a1	√								
		b1			√						
		b2				√					
		c1					√				
		d1							√		
BA252	Organization Theory	a1		√							
		b1			√						
		c1					√				
		d1							√		
		d2									√

FIN251	Financial Management	a1	√							
		a2		√						
		b1			√					
		b2				√				
		c1					√			
		c2						√		
		d1							√	
		d2								√
BA332	Business Communications (E)	a1		√						
		b1			√					
		b2				√				
		c1						√		
		d1							√	
		d2								√
ACC324	Managerial Accounting	a1		√						
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA342	Operations Management	a1	√	√						
		b1			√					
		b2				√				
		c1						√		
		d1							√	
		d2								√
BA344	Supply Chain Management	a1		√						
		b1			√					
		b2				√				
		c1					√			
		d1							√	
		d2								√
BA353	Business Ethics	a1		√						
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA355	Organizational Change and Development	a1		√						
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA361	Entrepreneurship	a1		√						
		b1			√					
		b2				√				
		c1						√		
		d1							√	
		d2								√

BA362	International Business	a1		√						
		b1			√					
		c1					√	√		
		d1							√	
		d2								√
BA392	Field Training	a1		√						
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA415	Sales Management	a1		√						
		b1			√					
		c1					√			
		c2						√		
		d1							√	
		d2								√
BA421	Feasibility Studies	a1	√							
		a2		√						
		b1			√					
		b2				√				
		c1						√		
		d1							√	
d2								√		
BA443	Business Decision Making	a1	√	√						
		b1			√					
		b2				√				
		c1						√		
		d1							√	
		d2								√
BA454	Leadership & Group Dynamics	a1		√						
		b1			√					
		b2				√				
		c1					√			
		c2						√		
		d1							√	
		d2								√
BA463	Innovation Management	a1	√	√						
		b1			√	√				
		c1						√		
		d1							√	
		d2								√
BA464	Strategic Management (E)	a1		√						
		b1			√					
		c1						√		
		d1							√	
		d2								√
BA499	Applied Research in Business	a1		√						
		b1				√				
		c1					√			
		d1							√	
		d2								√

Programme Elective Courses

BA204	Knowledge Management	a1		√						
		b1			√					
		b2				√				
		c1					√			
		d1							√	
		d2								√
BA246	Managerial Economics	a1		√						
		b1			√					
		c1					√			
		d1							√	
		d2								√
BA313	Public Relations	a1		√						
		a2		√						
		b1			√					
		b2				√				
		c1					√			
		d1							√	
		d2								√
BA314	Commercial Promotion	a1		√						
		b1			√					
		b2				√				
		c1					√			
		d1							√	
		d2								√
BA333	Planning and Selecting Human Resource	a1		√						
		b1			√					
		c1					√	√		
		d1							√	
		d2								√
BA445	Total Quality Management	a1		√						
		b1			√					
		c1					√	√		
		d1							√	
		d2								√
BA465	E-Business	a1		√						
		b1			√					
		c1					√			
		c2						√		
		d1							√	
		d2								√
BA491	Contemporary Topics in Management	a1		√						
		b1			√					
		c1					√	√		
		d1							√	
		d2								√

Course Description

Programme Compulsory Courses

LAW 021 - Principles of Commercial Law

This course deals with the study of the principles of commercial law through a Preliminary section about the appearance of commercial law and the development of its sources. The first section deals with the commercial business with its different types. In the second section, the subject of the trader and the trading shop was discussed. Finally, the commercial contracts were discussed in terms of general provisions and types through the third section.

(Prerequisite: None)

BA 102 - Principles of Management (2)

The course deals with the concepts of the organization, its characteristics and legal forms. This course focuses on the provision of a comprehensive understanding of the organization functions (production, marketing, finance, human resource, knowledge & information and management). Additionally, it covers the organization's relationship with the surrounding environment.

(Prerequisite: BA 101)

MIS 211 - Management Information Systems

This course presents computer - based solutions to problems encountered in the business environment. It focuses on systems, information systems concepts and technologies. Students will learn the most effective ways to use information systems to achieve competitive advantages for the business. Topics include: information systems types, computer and IT applications, information systems key resources, integrating collaborating environments, supply chain management, databases and data warehouses.

(Prerequisite: ENG 102 + BA 101 + CS 104)

ACC 221 - Cost Accounting

This course is designed to provide the student with the detailed knowledge and advanced skills in the following cost accounting topics: cost terms and purposes, job order costing, process costing, and activity - based costing systems, activity - based management, allocation of support department cost, and joint products and byproducts.

(Pre - requisite: ACC 101)

BA 231 - Human Resources Management

This course introductory course in the field of Human Resource Management (HRM) is designed to introduce students to detailed knowledge and understandings associated with the field. The course covers the main theories, principles and concepts associated with HMR. The course also exposes students to the major challenges and problems encountered in the HRM environment and introduces them to the tools, techniques and practices used by HRM professionals to deal with problems and issues encountered in the workplace, some of which may be undefined.

(Prerequisite: BA 102)

BA 241 - Quantitative Methods in Management (E)

This course provides an introduction to the concept, theories and principles associated with and application of quantitative methods in Management. It develops the mathematical and statistical competence necessary to facilitate progression in areas such as Operation Management necessary for decision making. The course builds on concepts and analytical techniques taught in (STA 101) Principles of Statistics, developing more advanced quantitative methods, such as, Linear Programming and Sensitivity and Duality Theory, Transportation, Assignment Problems, and Network. Quantitative methods are used throughout business, government and non - profit sector of the economy. Effective participation in decision - making will enable students to, at a minimum, understand and interpret statistical reports.

(Prerequisite: STA 101 + ENG 102)

BA 251 - Organizational Behavior

The course deals with a comprehensive analysis of human behavior at both individual and organizational levels. Topics include personality and attitudes, perception and attribution, motivation, communication, work stress, group and team dynamics, leadership, decision making, quality, ethics, job and organization design, conflict management, organizational culture and politics, and organizational change.

(Prerequisite: BA 102)

FIN 251 - Financial Management

This course introduces students to financial management concepts and tools. It focuses on decision - making in a financial context. The course therefore examines the techniques and methods used in business organizations to make decisions consistent with efforts to increase the owner's wealth in the corporate environment. Topics covered include, but are not limited to, financial analysis, time value of money, capital budgeting, risk and return, valuation of future cash flows, valuation of stocks and bonds, and long - term financing.

(Prerequisite: ACC 101)

BA 252 - Organization Theory

The course provides students with the advanced knowledge related to organizational theory that helps the student in understanding and analyzing organizations. This course examines what an organization is and how it functions, why organizations exist, and what objectives they pursue. It also review issues related to the life cycle of organizations: how do they grow and survive. The environment in which the organization operates is another important topic. Additionally, the course includes theories and practical information about different types of organizational structures, organizational change, organizational culture and innovation within organizations.

(Prerequisite: BA 251)

ACC 324 - Managerial Accounting

This course aims at equipping the student with specific competencies in decision making and control enabling them to evaluate, select and apply various management

accounting techniques. The main topics covered during this course are cost behavior, cost - volume - profit analysis, advanced concepts in integrated planning and budgeting, performance management in decentralized organizations, relevant decision making in various scenarios, price setting for internal and external purposes.

(Pre - requisite: ACC 221)

BA 332 - Business Communication (E)

The course introduces students to the basic concepts of written and oral business communications. This course focuses on the importance of the communication process, its objectives and types. It enables students to achieve competencies in business writing, including good and bad news business letters, memoranda, electronic mail, persuasive messages and formal reports. The course promotes student capacity to use electronic communication and technology appropriate to contemporary business functions. Additionally, it paves the way for students' own personal development as professionals in the business world.

(Prerequisite: BA 102 + ENG 102)

BA 342 - Operations Management

The course provides students with the advanced knowledge and skills necessary to transform inputs (materials, labor, capital and management) into outputs (products or services) in a manner that explores a firm's value propositions and complies with its business strategy. Topics include: location, product selection and design, capacity planning, process selection, facilities location and design, Scheduling, Aggregate Production Planning, Material Requirements Planning (MRP), and Modern Manufacturing Systems and Future Plant. The course contributes to students' development as autonomous and responsible professionals in the business environment.

(Prerequisite: BA 102 + BA 241)

BA 344 - Supply Chain Management

The course explores the process involved in the flows of materials and information amongst firms in the manufacturing/service provision process. The flow of materials and information begins with the sourcing of raw materials and ends with the delivery of a product to end customers. This course exposes students to the efficient integration of all parties: suppliers, factories, warehouses and stores to assure the distribution of products to customers at the right time and in the right quantity. Topics include: supplier evaluation/selection, logistics; partnering; technology; modeling; just in - time purchasing and managing risk.

(Prerequisite: BA 342)

BA 353 - Business Ethics

This course deals with the importance of ethics and its role in the business arena. Ethical dilemmas and decision - making approaches confronting all Business Organization' Stakeholders such as leaders, managers, employees, customers and the public are explored at the societal, organizational and personal levels. The major responsibility of students in this course is to make objective ethical decisions and to justify them through oral and written communication.

(Prerequisite: BA 102)

BA 355 - Organizational Change and Development

The course expose students to critical knowledge and understandings associated with organizational change and development in a dynamic and ever changing business environment. In this course, students will learn about change - its meanings - and will explore drivers for change, causes for changes related to business success or failure, and legal and regulatory issues related to change. The course provides insights to both historical and contemporary theories and methods of introducing change in organizations. Students will be exposed to how planning, managing and assessing change develops the organization. Additionally, the course focuses on organizational development as a process to promote organization problem solving capacity, potential competitiveness and overall effectiveness.

(Prerequisite: BA 252)

BA 361 - Entrepreneurship

The course is designed to provide students with practical insights into entrepreneurship and entrepreneurs. Students will learn the stages that an entrepreneur might pursue through in taking the seed of an idea and growing it into a successful business. Additionally, students will be acquainted with the challenges of owning and running a business. The course focuses on how to start and manage a new business/venture and, more specifically, on questions such as whether this new business should be part of an existing family - business, what appropriate form of ownership the business might take, the sourcing of funds, the selection of a location and other operational requirements.

(Prerequisite: BA 211 + BA 231 + FIN 251)

BA 362 - International Business

The course prepares students to conduct and manage business across borders by introducing them to the differences between domestic and international business. Both opportunities and risks are assessed in international markets. Topics covered international business entry modes, cultural effects on both organizational and individual behavior, economic integration schemes, firm specific and country specific elements and their impact on creating competitive advantages. In addition, the course explores the legal, business, social and political forces in the business environment along with relevant governmental regulations, labor force consideration and issues related to competition in the international environment.

(Prerequisite: BA 211+BA 231+FIN 251)

BA 392 - Field Training

The internship is a pre - arranged, credit - bearing work experience, which allows a student to achieve personal goals that are aligned with the goals of a supervising professional, or agency. Internships provide opportunities to explore career options, test career choices, and encourage the development of skills within a chosen field. An internship allows students to relate theory with practical job experience as well as develop new skills that will be transferable to future employers.

(Prerequisite: 90 Credit Hours + BA361)

BA 415 - Sales Management

The course is practice - oriented and designed to be hands - on introduction to selling and sales management, it focuses on the management of a sales programme, on what it takes to be successful in managing sales function in a personal direct sales environment by engaging students in practical sales management situations similar to real world experiences by putting him or her in the position of being a prospective sales manager. The course focuses on providing a systematic framework for understanding sales processes, how sales is distinguished from marketing and its impact in achieving the organization' overarching objectives. Additionally, this course focuses on the sales strategies, sales budgeting, forecasting and evaluating sales performance, personal selling skills and finally issues related to recruiting, compensating and retaining salespeople.

(Prerequisite: BA 102 + BA 211)

BA 421 - Feasibility Studies

This course exposes students to the area of Feasibility Studies by asking and answering questions such as 'How can the feasibility of a new idea be explored?' and 'How can dominant market trends be identified?' Students are introduced to the core theories and concepts of Feasibility Studies and are required to develop advanced knowledge and understandings of this area of practice. The investigative methods associated with Feasibility Studies are explored and students are exposed to teaching which allows them to apply advanced knowledge to a range of issues and problems and to identify and practice specialist skills to complete advanced level tasks in the area. The course contributes to the development of generic problem solving skills as well as to communication, ICT and numeracy skills.

(Prerequisite: BA 361)

BA 443 - Business Decision Making

The course exposes the students to a wide variety of problem descriptions and methods of analysis. It equips students with quantitative tools commonly used in business setting. For example, decision theory models and decision trees will prove useful for business situation with numerous alternative decisions, each having a probability and monetary value associated with the outcome. Using break - even analysis students will be able to determine the marginal level of products to know when the company is going to profit from its operations and help the manager to control the cost. Game theory will assist students to choose the best competitive strategy.

(Prerequisite: BA 241)

BA 454 - Leadership and Group Dynamics

The course studies leadership roles in the managerial hierarchy, leadership styles and leadership techniques in business organizations. During the course, theories and concepts are used to explore team and organizational problems in order to understand the complexity of the business environment in which groups operate. In addition, this course focuses on building team spirit, creating group interactions and dynamics, ethical and legal issues related to both leadership and group interventions.

(Prerequisite: BA 355)

BA 463 - Innovation Management

The course introduces students to the core concepts and theories related to innovation. Throughout the course, students will learn how innovation is crucial for both individuals and organizations. Students will be provided with various tools and methods to promote innovation capacity within themselves and others. The course will equip students with the knowledge of how to contribute as innovative team, how innovation is managed in real work situations, and how to spread an innovation culture within a business organization. The course itself draws upon real - world examples and experiences of leading organizations from around the world.

(Prerequisite: BA 361)

BA 464 - Strategic Management (E)

This course is capstone, integrative course for graduating business administration students. This exciting, challenging course focuses on how firms formulate, implement, and evaluate strategies. Strategic management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic - management techniques learned, to chart the future direction of different organizations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication.

(Prerequisite: BA 102 + 114 Credit Hours)

BA 499 - Applied Research in Business

This course is designed to develop and sustain students' readiness to work on real business problems related to their work or areas of interest. The course gives students the opportunity to conduct research and gather data to which theoretical knowledge can be applied in order to diagnose and solve the problems encountered in business organisations. The research could involve a study about new market opportunities, a comparative study of the best practices in the field, or a study of the perceptions of employees or clients of a certain business problem or service.

(Prerequisite: BA 392)

Programme Elective Courses

BA 204 - Knowledge Management

This course is designed to give students an introductory exposure to the ways in which organizations create, identify, confine, and disseminate knowledge, i.e., knowledge management (KM). Topics include knowledge management principles; new organizations and intellectual capital; integration of human resources, training and development, information systems, business units implementing knowledge management strategies; and new roles and responsibilities for knowledge workers.

(Prerequisite: BA 102)

BA 246 - Managerial Economic

This course aims at equipping students with detailed knowledge and advanced skills in managerial economics. The main topics covered during this course are: introduction to managerial economics, key measures and relations, demand and pricing, cost and

production, economics of organization, market equilibrium and the perfect competition, firm competition and market structure, and market regulation.

(Prerequisite: BA 101 + ECO 104)

BA 313 - Public Relations

This course deals with the public relations profession by teaching students how to think like a public relations practitioner. The course guides students into recognizing the importance of research, the need to identify a targeted audience and the need to direct messages at specific audiences as well as the importance of planning and evaluation in building a public relations campaign. This course will enable students to deal with public relations problems and to contribute to the provision of multi - angled solutions. In doing this, it underpins the value of public relations in decision - making. In addition, the course focuses on the public relations activities and functions within organizations.

(Prerequisite: BA 102 + BA 211)

BA 314 - Commercial Promotion

In today's market, consumers are bombarded with thousands of messages, that might be interesting or not, on a daily basis. Nowadays, successful marketers are those who are capable of recognizing their audiences and on the other hand they know how these audiences perceive their companies. Therefore, the course enables the students to choose amongst the different promotional mix elements, to create the appropriate message and select the most effective mediums to reach the targeted audiences. As students go through this course, he/she will gain a broad appreciation of the "ubiquity" of advertising and promotion and will realize that they constitute a critical element of any business endeavor. The emphasis in this course is on the role the promotional mix; advertising, personal selling, sales promotion, publicity, and public relations play in business organizations. Other topics, such as Business Communication Models and managing advertising campaigns, are covered throughout the course. As a result the student will gain competencies in the decision making regarding the promotion of commercial products and services.

(Prerequisite: BA 102 + BA 211)

BA 333 - Planning and Selecting Human Resource

This course provides students with the advanced knowledge and understanding of core principles, theories and concepts necessary to plan and select human resources. It also covers the issues, processes and practices involved in planning and selecting human resources. Students will gain the knowledge and tools to analyse and assess human resource requirements using both qualitative and quantitative approaches and techniques. Additionally, the course will examine social, cultural and organizational factors that might affect planning and selecting human resource in that challenging Business context.

(Prerequisite: BA 231)

BA 445 - Total Quality Management

The course introduces students to the concepts, principles, techniques and practices of total quality management (TQM). It provides a historical background; a review to the most important pioneers and scientists such as Deming, Juran, Crosby and Ishikawa. Additionally it explores philosophies and ideas of the leading thinkers in quality management and change management. Students will learn the significant importance of TQM in reducing costs, meeting and exceeding customers and other stakeholders' expectations of business organizations, and TQM awards and ISO. This course focuses on the service quality, client satisfaction, process control and capability, inspection, efficiency improvement, Six Sigma Quality Concepts and the use of statistics control tools to measure the quality of manufacturing and service related processes.

(Prerequisite: BA 342)

BA BA465 - E - Business

Electronic business or e - business causes a paradigm shift in the way today's businesses operate and compete in the global marketplace. The course focuses on how organizations of all types and sizes are rethinking their strategies and how they realized that e - business might be used effectively in implementing traditional business. This course is not a programming course. It introduces students to the fundamentals of e - Business systems found in today's dynamic, rapidly changing business environment, and how these fundamentals support improved e - business processes and decision making. The course focuses on using the evolved technology in E - Business concepts, models such as (B2B), (B2C), (G2B), (C2C), E - Commerce, E - Business market place, and information security issues, E - procurement, E - government and E - learning.

(Prerequisite: BA 362 + ENG 102)

BA 491 - Contemporary Topics in Management

The course explores current and emerging issues/problems that affect business organizations. The course format and content will vary from a semester to another permitting studying a wide range of topics and new business trends derived from the ever changing business environment. Among the addressed issues, problems related to people management, human resource, culture, economy, technology, work process design and management practices will be tackled conforming to the era of globalization and changing firm boundaries.

(Prerequisite: BA 252)



MASTER IN BUSINESS ADMINISTRATION

Programme Description

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Programme Details

Programme Title	Master in Business Administration (MBA)
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Master Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Develop systematic understanding and comprehensive critical knowledge for students in business disciplines as well as the organisations management in the variables of the external environment in which they work.
2. Prepare students for professional development in business and management by promoting a range of professional skills which will expose them to independent planning and implementation of tasks at the professional level or equivalent.
3. Develop students' creative and original responses in applying the knowledge to deal with complex situations and solve problems in a way that will contribute to both business and society in general.
4. Develop the level of students' ability to analyse critically and adopt a creative thinking approach in dealing with complex issues and the ability to understand and appreciate the ethical and social consequences.
5. Enable students to communicate with stakeholders and make contributions to the management of the institutions in which they work in a way that will improve business practices and management.
6. Develop students' abilities through theoretical and practical approaches on how to conduct applied research and enhance the graduates' ability to conduct independent research that can be applied to the develop and interpret of knowledge directly related to the work systems challenges.

Programme Structure

Overall Structure of the Programme

Minimum Study Period	: 2 Years
Maximum Study Period	: 4 Years
Total Credit Hours	: 36 Credit Hours
No. of Courses	: 10 Courses + Thesis

Study Plan

First Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA601	Scientific Research and Statistical Analysis	3	-
BA611	Advanced Marketing Management	3	-
BA621	Corporate Finance	3	-

First Year - Second Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA631	Human Resources Management	3	-
BA641	Operations Management & Decisions	3	-
MIS611	Management Information Systems	3	-

Second Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
ACF611	Advanced Managerial Accounting	3	-
BA664	Strategic Management	3	-
-	Elective Course (1)	3	-

Second Year - Second Semester (9 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
-	Elective Course (2)	3	-
BA699	Thesis	6	18 Credit Hours

Third Year - First Semester (6 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA699	Thesis	Continuation	18 Credit Hours

B. Levels and Courses

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
BA601	Scientific Research and Statistical Analysis	3	-
BA611	Advanced Marketing Management	3	-
BA621	Corporate Finance	3	-
BA631	Human Resources Management	3	-
BA641	Operations Management & Decisions	3	-
MIS611	Management Information Systems	3	-
ACF611	Advanced Managerial Accounting	3	-
BA664	Strategic Management	3	-
BA699	Thesis	6	18

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
BA645	Total Quality Management	3	-
ECO601	Managerial Economics	3	-
BA652	Organizational Design and Behavior	3	-
BA653	Business Ethics	3	-
BA655	Organizational Change	3	-

BA662	International Business	3	-
BA663	Innovation and Entrepreneurship	3	-
BA691	Special Topics in Management (E)	3	-

Programme Intended Learning Outcomes

A. Knowledge and Understanding

A1	Demonstrate critical knowledge and specialised understanding of specialised theories in all areas of business and management at the senior and middle management levels and develop key drivers of management processes.
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Teaching and Learning Methods:

1. Regular lectures.
2. Interactive seminars.
3. Group work sessions.
4. Individual lessons.
5. Workshops that can include simulations activities.
6. Case studies.
7. Role-playing.
8. Guest speakers
9. The theoretical readings and subsequent verbal and written remarks.
10. Group and individual tasks that include reviewing information in the library, the Internet and databases.

Assessment Methods:

1. Written tasks (weekly reports, case study reports, review the literature of previous studies, theories within the thesis and applied research projects).
2. Individual and group work, including reading and critique research and related scientific articles.
3. The final exams and midterm exams.

B. Subject Specific (Practical) Skills

B1	Use professional skills to deal with complex and unexpected situations and problems in business management.
B2	Apply innovative, professional and specialised approaches in business and management issues and planning, implementing large and medium-sized projects.

Teaching and Learning Methods:

1. Individual and group discussions of complex issues in business organisations and other institutions.
2. Workshops.
3. Hosting guest speakers.
4. Problem-solving exercises.
5. Research seminars.
6. Writing the applied research projects or the thesis.
7. Individual and group project discussions.

Assessment Methods:

1. Written tasks (including writing reports, solving complex problems and issues in organisations).
2. Individual and group works, including individual and collective projects.
3. Discuss the applied research projects or the thesis.
4. Final exams and a midterm exam.

C. Critical Thinking Skills

C1	Use a combination of methods to perform critical analysis, interpretation and evaluation for both contemporary business management areas and relevant financial and non-financial data.
C2	Use administrative, professional, innovative and original skills in solving problems and complex issues to make decisions in business management context.

Teaching and Learning Methods:

1. Regular lectures.
2. Interactive seminars.
3. Group work sessions, individual and group lessons and workshops that can involve simulations activities, case studies, role plays and external speakers.
4. Quantitative and/ or qualitative analysis of research and administrative problems.
5. Group and individual tasks that include reviewing information in the library, the Internet and databases.

Assessment Methods:

1. Solving the problems in organisations and research problems.
2. Case study analysis.
3. Analysis of scientific articles and research.
4. Discuss the analysis of data on research dilemmas in the applied research projects and the thesis.
5. The final exam and the midterm exam.

D. General and Transferable Skills

D2	Communicate effectively both verbal and written and utilise professional skills and various means of delivering presentations in the fields of business and management.
D1	Work at the professional level in changing contexts with sustainable responsibility towards individuals and issues in preparing individual and/ or group research project reports.

Teaching and Learning Methods:

1. Group presentations and discussions.
2. Group and individual reports.
3. Workshops and research seminars.
4. Individual and group meetings and discussions, and online sessions.
5. E-learning tools used at the University (e.g. e-mail or student's website or other social media sites).

Assessment Methods:

1. Oral presentations including individual and group work.
2. Projects, reports and work papers provided by students.
3. Teamwork skills.
4. Logical discussion ability.

Curriculum Mapping

Mapping of the CILOs TO PILOs of the MBA programme (CILOs TO PILOs)										
Programme Compulsory Courses										
NO.	Course Code	Course Name	CILOs	PILOs						
				A1	B1	B2	C1	C2	D1	D2
1	BA601	Scientific Research and Statistical Analysis	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
2	BA611	Advanced Marketing Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
3	BA621	Corporate Finance	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2							
			d1						√	
			d2							√

4	BA631	Human Resources Management	a1	√						
			b1		√					
			b2							
			c1				√			
			c2					√		
			d1						√	
			d2							
5	BA641	Operations Management & Decisions	a1	√						
			b1		√					
			b2			√				
			c1					√		
			c2							
			d1						√	
			d2							√
6	MIS611	Management Information Systems	a1	√						
			b1		√					
			b2							
			c1				√			
			c2					√		
			d1						√	
			d2							√
7	ACF611	Advanced Managerial Accounting	a1	√						
			b1		√					
			b2							
			c1				√			
			c2							
			d1						√	
			d2							√

8	BA664	Strategic Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
9	BA699	Thesis	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√

Programme Elective Courses

NO.	Course Code	Course Name	CILOs	PILOs							
				A1	B1	B2	C1	C2	D1	D2	
1	BA654	Total Quality Management	a1	√							
			b1		√						
			b2			√					
			c1				√				
			c2					√			
			d1						√		
			d2								√
2	ECO601	Managerial Economics	a1	√							
			b1		√						
			b2								
			c1				√				
			c2								
			d1						√		
			d2								√

3	BA652	Organizational Design and Behavior	a1	√						
			b1		√					
			b2							
			c1				√			
			c2					√		
			d1						√	
			d2							√
4	BA653	Business Ethics	a1	√						
			b1		√					
			b2							
			c1				√			
			c2					√		
			d1						√	
			d2							√
5	BA655	Organizational Change	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
6	BA662	International Business	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√

7	BA663	Innovation and Entrepreneurship	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
8	BA691	Special Topics in Management (E)	a1	√						
			b1		√					
			b2							
			c1				√			
			c2							
			d1						√	
			d2							√

Course Description

Programme Compulsory Courses

ACF611 - Advanced Managerial Accounting

This course is designed to provide the student with the critical knowledge and professional skills necessary to evaluate and apply the specialized concepts and contemporary techniques in management accounting in various business contexts to enable the management to make decisions related to planning, monitoring and evaluation of the organization's performance and strategic development. The course covers the following topics: sales mix and limited resources, decision making under risk and uncertainty, target cost and pricing of goods and services, capital budgeting, Responsibility accounting and performance evaluation, customer profitability analysis, quality costing, balanced scorecard, inventory management, and product life cycle costing.

(Prerequisite: None)

BA601 - Scientific Research and Statistical Analysis

Business research is crucial in building the graduate capabilities in conducting sound and reliable research. This course addresses particular topics such as research philosophies, problem definition identification, how to establish research objectives, hypotheses in a sound research's proposal. Additionally, the course covers data collection tools, i.e. how to design a questionnaire, how to conduct an interview and observation. Finally, analytical techniques are addressed appropriately, i.e. simple regression and multiple regression via statistical packages using SPSS.

(Prerequisite: None)

BA611 - Advanced Marketing Management

This course provides an in-depth study of the marketing environment, key drivers and forces that are changing the marketing landscape. The course explores and analyzes how marketing activities impact on organizational operations in a competitive and complex environment. The course is concerned with the provision of marketing frameworks and in-depth analysis of a variety of concepts, theories, and models that are used to identify, analyze, and solve marketing problems. This course will emphasize strategic issues such as: How can a firm choose its own industrial activity? What is the marketing competitive advantages of the firm, and how to sustain them? How can the firm distribute its products and services/ how will the company allocate marketing resources? What are the marketing threats facing companies and what are the opportunities that firms enjoy? What are the strategic marketing alternatives?

(Prerequisite: None)

BA621 - Corporate Finance

The main purpose of this course is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of contemporary financial theory. Topics covered include cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing for companies, along with the financial structure, cost of capital, profit distribution policy and related issues. As well as any emerging issues in corporate finance.

(Prerequisite: None)

BA631 - Human Resource Management

The course provides an in-depth study of human capital as a critical source of competitive advantage to business and organizational success. This course will address the development and implementation of human resource practices that align human resource activities with the strategic objectives of the organization. Furthermore, students will be acquainted with the critical role of human resource management which plays a key component of the competitiveness and sustainability of business organization. By focusing on both strategic and operational aspect of workforce management, students will be acquired a critical knowledge on the complexity of managing individuals, organizational staffing, employees training and development, employees' appraisal and compensation.

(Prerequisite: None)

BA641 - Operations Management & Decisions

This Operations Management course encompasses an in-depth study of methods and practices used to systematically plan, design and execute the processes necessary to deliver services or produce goods. This course focuses on a range of procedures and ancillary systems required to manufacture materials or deliver services. The course covers the topics of operations management from manufacturing and service delivery perspectives.

(Prerequisite: None)

BA664 - Strategic Management

Strategic management course designed for MBA students, it aims to provide students with thinking skills, strategic analysis, industry, strategic decision-making and procedures to maintain and sustain the companies' competitive advantage. As well as covering the topics of strategic leadership, competitive analysis, effective strategy formulation and implementation in a multi-business companies.

(Prerequisite: None)

MIS611 - Management Information Systems

This course is designed to provide postgraduate students with an in-depth, hands-on understanding of Management Information Systems and presents problems faced by the business environment and how solutions can be found through the use of computer-based systems. It also focuses on information systems concepts and technologies, information systems evolution, the most effective methods to use information systems, and how to utilize appropriate ICT applications. This course includes topics: information systems types, resources, computers and their applications, the competitive advantage of using ICT, integration and coordination between environments and database technologies. It also emphasizes on: Information Technology, software and hardware components, e-commerce and e-business, Enterprise Resource Planning (ERP), Decision Support Systems (DSS), Expert Systems (ES), Artificial Intelligence (AI) and Modern ICT Technologies.

(Prerequisite: None)

BA699 - Thesis

This course is a supervised research work based on approved topic in the business administration field. It provides opportunity for the students to conduct independent learning and research work based on structured methodology. The thesis focuses on senior level skills to be addressed in terms of progressive intellectual discourse including research problem identification, research methodology, literature review, data analysis, research conclusion and recommendations. The final production of the manuscript is subject to public defense and evaluated based on written and oral presentation.

(Prerequisite: 18 Credit Hours)

Programme Elective Courses

BA645 - Total Quality Management

This course is designed for MBA students to provide an in-depth study of the philosophies and methodologies of Total Quality Management (TQM) used in organizations to add value to their products and thereby achieve competitive advantage. In addition, the course covers topics related to the historical development of TQM, the achievements of its most significant pioneers and scientists, and the organization of TQM. It focuses on satisfying customer needs, effective leadership by the standards of TQM, quality strategies, continuous improvement and the application of TQM, tools, awards, systems and Six Sigma.

(Prerequisite: None)

ECO601 - Managerial Economics

This course is designed to provide the student with critical knowledge of specialized theories and fundamental concepts related to managerial economics. The course covers the following topics: costs, demand, pricing, market structure in economic systems, strategic planning, market equilibrium under different competition conditions, and analysis of economic forecasts.

(Prerequisite: None)

BA652 - Organizational Design and Behavior

The course is designed to provide students with theoretical and practical overviews covering the organizational design, behavior of individuals and groups in organizations. The course addresses many topics related to processes and methods that enable managers and their teams to organizational design, organizational structures, job stacking and design alternatives. Furthermore, it enhances the students' critical and creative thinking on topics of the influence of organizational culture on attitudes toward organizational values, attitudes and behaviors. The course deals with the organizational environment, organizational adaptation, technology and strategy, size and life cycle of the organization. In addition to topics of motivation, trends, individual differences, leadership, team development, decision-making, conflict management, negotiation and stress.

(Prerequisite: None)

BA653 - Business Ethics

This course is designed for MBA students to provide a comprehensive presentation of theories underlying the issues and problems related to business ethics. It gives insights to sources of ethics in business organization, ethical philosophies of business practices, ethical framework of decision-making in business, ethical workplace dilemmas, code of ethical conduct, business ethics and its relation to culture, organizational social responsibility, the impact of globalization on business ethics, and how to create an ethical organization. Additionally, the course addresses how can ethics be applied in day-to-day business, governance, business ethics, investors rights, privileges, ethics of consumer protection, environmental ethics and the role of various agencies to ensure that ethical frameworks are activated within organizations.

(Prerequisite: None)

BA655 - Organizational Change

This course is designed for MBA students to provide an in-depth examination of organizational change theories, concepts of change and its relation to the organizational development process, organization reengineering and empowerment. Additionally, the course addresses the organizational change process and its relation to strategic management for change, causes, types, and implementation. It also addresses the techniques for overcoming the resistance to change, its sources, and the contexts of the planning of the change process and related factors.

(Prerequisite: None)

BA662 - International Business

This course provides in-depth knowledge of international business in today's competitive global environment. The course focuses on the international business arena and its complexity based on the interplay of firms, nations and international institutions. This involves exposure of students to macro-perspectives issues where cultural, legal, political, financial and economic environments affecting international business are covered. On the other hand, micro-perspectives issues are enabling the student to identify, analyze, and execute strategies of firms that operate in the international business environment. Students of this course will develop a sound understanding of the phenomenon of globalization in relation to international business.

(Prerequisite: None)

BA663 - Innovation and Entrepreneurship

The course aims to provide an in-depth study of innovation and entrepreneurship through systematic understanding and critical knowledge of innovation and entrepreneurship as well as small and medium enterprises (SMEs) management. The course includes analysis and practical problem solving related to both the entrepreneurial and the innovation. The course focuses on management models, decision-making and innovative design of the new project. The course also tackles success in the development of new projects, technology and ideas as well as information and risks in entrepreneurship and small businesses.

(Prerequisite: None)

BA691 - Special Topics in Management (E)

This course is designed to provide an in-depth analysis and critical thinking of current and emerging issues/problems that affect business organizations. The course format and content will vary from a semester to another permitting studying a wide range of topics and new business trends derived from the ever-changing business environment. Among the addressed issues, problems related to people management, human resource, culture, economy, technology, work process design and management practices will be tackled conforming to the era of globalization and changing firm boundaries.

(Prerequisite: None)



MASTER IN HUMAN RESOURCE MANAGEMENT

Programme Description

Programme Coordinator: Adel Ali Alzyoud

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Programme Details

Programme Title	Master in Human Resource Management
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Master Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Provide graduates with critical knowledge and understanding as human resources professionals who work in various local and international organizations through studying human resources strategies and leadership development, to prepare highly qualified cadres that contribute to achieving the requirements of sustainable development in the Kingdom of Bahrain.
2. Prepare a graduate capable of conducting scientific research, employing his standard and specialized methodologies and designing and implementing a study of advanced topics in human resources management field. The graduate will utilize software and information systems to develop their abilities, update their knowledge and promote the values of initiative and innovation through research, experimentation and innovation in the formulation and implementation of modern human resource management strategies.
3. Enable graduates to develop critical thinking, critical analysis, interpretation, creative assessment and problem-solving skills that emerge in the context of human resources management applications in business organizations.
4. Enable the graduate to practice professional skills to communicate with a range of audiences with varying levels of experience, and to take a role in decision-making at the strategic level.

Programme Structure

Overall Structure of the Programme

Minimum Study Period	: 2 Years
Maximum Study Period	: 4 Years
Total Credit Hours	: 36 Credit Hours
No. of Courses	: 16 Courses

Study Plan

First Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA601	Scientific Research and Statistical Analysis	3	-
HR639	Human Resource Training & Development	3	-
HR631	Labor Laws and Legislations in Bahrain	3	-

First Year - Second Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
HR633	Human Resource Planning and Staffing	3	-
HR635	Employment Relations and Practices	3	-
HR638	Motivations & Compensations Management	3	-

Second Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
HR637	International Human Resource Management	3	-
HR644	Strategic Human Resource Management	3	-
-	Elective Course (1)	3	-

Second Year - Second Semester (9 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
-	Elective Course (2)	3	-
HR 699	Thesis	6	18 Credit Hours

Third Year - First Semester (6 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
HR 699	Thesis	6	18 Credit Hours

B . Levels and Courses

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
BA601	Scientific Research and Statistical Analysis	3	-
HR639	Human Resource Training & Development	3	-
HR631	Labor Laws and Legislations in Bahrain	3	-
HR633	Human Resource Planning and Staffing	3	-
HR635	Employment Relations and Practices	3	-
HR638	Motivations & Compensations Management	3	-
HR637	International Human Resource Management	3	-
HR644	Strategic Human Resource Management	3	-
HR 699	Thesis	6	18 Credit Hours

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
BA654	Leadership and Organizational Behavior	3	-
BA661	Entrepreneurship	3	-
HR640	Civil Service Management	3	-
HR641	Performance Management	3	-

HR642	Career Planning	3	-
HR643	Negotiation Management	3	-
HR691	Special Topics in Human Resource Management	3	-

Programme Intended Learning Outcomes

A. Knowledge and Understanding

A1	Demonstrate critical knowledge and gain basic understanding of theoretical and strategic policy matters that affect the management of individuals in the light of global developments, problem-solving and decision-making related to human resources to meet the labor market and its modern mechanisms and standards surrounding contemporary organizations.
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Teaching and Learning Methods:

1. Regular lectures.
2. Interactive seminars.
3. Collective sessions.
4. Individual lessons.
5. Flipped classroom.
6. Workshops that can include simulations activities.
7. Case Studies.
8. Role-Playing.
9. External lecturers.
10. The theoretical readings and subsequent verbal and written remarks.
11. Collective and individual tasks that include reviewing data in the library, the Internet and databases.

Assessment Methods:

1. Written tasks (weekly reports, case study reports, literature review of previous studies and theories of the thesis).
2. Individual and collective work including the reading and critique of research and related scientific articles.
3. The final exams and the midterm exams.

B. Subject Specific (Practical) Skills

B1	Use professional skills to deal with complex situations, issues and problems in human resource management with the practical tools, techniques, and business and consulting insights needed to attract, develop and retain talent in the organization.
B2	Apply professional skills to business challenges, and the ability to conduct independently managed research in deep thinking on the planning and implementation of projects in the field of human resources management and challenges at the national and international levels.

Teaching and Learning Methods:

1. Individual and collective discussions of complex issues in business organizations and other institutions.
2. Workshop.
3. Hosting an external lecturer.
4. Problem-solving exercises.
5. Research seminars.
6. Thesis writing.
7. Individual and group project discussions.

Assessment Methods:

1. Written tasks (including writing reports, solving complex problems and issues in organizations).
2. Individual and collective works, including individual and collective projects.
3. Discussion of the thesis.
4. The final exams and midterm exam.

C. Critical Thinking Skills

C1	Use a combination of methods for critical analysis and assessment based on knowledge and understanding of HRM 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.

Teaching and Learning Methods:

1. Regular lectures.
2. Interactive seminars.
3. Group sessions, individual and group lessons and workshops that can involve simulations activities, case studies, role plays and external lecturers.
4. Quantitative or qualitative analysis of research and administrative problems.
5. Collective and individual tasks that include reviewing information in the library, the Internet and databases.

Assessment Methods:

1. Solving problems in organizations and research problems.
2. Case study analysis.
3. Analysis of articles and scientific research.
4. Discuss the analysis of data on the research dilemmas in the thesis.
5. The final exam and the midterm exam.

D. General and Transferable Skills

D1	Use professional skills either orally or in writing, using a variety of tools in preparing and delivering tasks, through communication and teamwork skills. The student will be capable of working together and collectively and to think and plan.
D2	Work at a professional level with independence and responsibility towards the work of individuals and groups in personal competencies and leadership abilities to work in a group with a team-building approach using effective use of ICTs.

Teaching and Learning Methods:

1. Group presentations and group conversations.
2. Collective and individual reports.
3. Workshops and research seminars.
4. Individual and group meetings, discussions and online sessions.
5. E-learning methods used at the University (e.g. e-mail or student's website or other social media sites).

Assessment Methods:

1. Oral presentations including individual and group work.
2. Projects, reports and working papers provided by students.
3. Student contribution to teamwork.
4. Ability to rational discussion.

Curriculum Mapping

Mapping of the CILOs TO PILOs of the MHRM programme (CILOs TO PILOs)											
Programme Compulsory Courses											
NO.	Course Code	Course Name	CILOs	PILOs							
				A1	B1	B2	C1	C2	D1	D2	
1	BA601	Scientific Research and Statistical Analysis	a1	√							
			b1		√						
			b2			√					
			c1				√				
			c2					√			
			d1						√		
			d2								√
2	HR631	Labor Laws and Legislations in Bahrain	a1	√							
			b1		√						
			b2			√					
			c1				√				
			c2					√			
			d1						√		
			d2								√
3	HR633	Human Resource Planning and Staffing	a1	√							
			b1		√						
			b2			√					
			c1				√				
			c2					-			
			d1						√		
			d2								√

4	HR635	Employment Relations and Practices	a1	√						
			b1		√					
			b2			-				
			c1				√			
			c2					√		
			d1						√	
			d2							√
5	HR637	International Human Resource Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					-		
			d1						√	
			d2							√
6	HR638	Motivations & Compensations Management	a1	√						
			b1		√					
			b2			-				
			c1				√			
			c2					√		
			d1						√	
			d2							√
7	HR639	Human Resource Training & Development	a1	√						
			b1		√					
			b2			-				
			c1				√			
			c2					-		
			d1						√	
			d2							√

8	HR644	Strategic Human Resource Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
9	HR 699	Thesis	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√

Programme Elective Courses

NO.	Course Code	Course Name	CILOs	PILOs						
				A1	B1	B2	C1	C2	D1	D2
1	BA654	Leadership and Organizational Behavior	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
2	BA661	Entrepreneurship	a1	√						
			b1		√					
			b2			-				
			c1				√			
			c2					√		
			d1						√	
			d2							√

3	HR640	Civil Service Management	a1	√						
			b1		√					
			b2			√				
			c1				-			
			c2					√		
			d1						√	
			d2							√
4	HR641	Performance Management	a1	√						
			b1		√					
			b2			√				
			c1				-			
			c2					√		
			d1						√	
			d2							√
5	HR642	Career Planning	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√
6	HR643	Negotiation Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√

7	HR691	Special Topics in Human Resource Management	a1	√						
			b1		√					
			b2			√				
			c1				√			
			c2					√		
			d1						√	
			d2							√

Course Description

Programme Compulsory Courses

BA601 - Scientific Research and Statistical Analysis

Business research is crucial in building the graduate capabilities in conducting sound and reliable research. This course addresses particular topics such as research philosophies, problem definition identification, how to establish research objectives, hypotheses in a sound research's proposal. Additionally, the course covers data collection tools, i.e. how to design a questionnaire, how to conduct an interview and observation. Finally, analytical techniques are addressed appropriately, i.e. simple regression and multiple regression via statistical packages using SPSS.

(Prerequisite: None)

HR631 - Labor Laws and Legislations in Bahrain

This course is designed to introduce students to a comprehensive knowledge of the Kingdom of Bahrain Labor law. It focuses on the legislations aimed to protect labor within Bahrain community. In this context, the course will cover two main areas: first, Bahrain labor law which give insights to the application of law for women and teenagers employment and organizing expatriates workers, workload, vacations, work contract for individuals and groups, employer and employee commitment, indemnity and penalties in case of violation of labor law. Secondly, the course covers Bahrain social insurance law in terms of compensations, labor accidents, and other related issues.

(Prerequisite: None)

HR633 - Human Resource Planning and Staffing

This course is designed to introduce students to concepts of human resource planning and provides them with an understanding of the wide range of staffing activities within organizations. This course develops students' abilities to analyze and integrate the complex social, cultural and organizational factors influencing human resource planning and staffing. The course will examine the process of human resource planning, its relation to strategic planning. Additionally, the course focuses on job design, recruitment, selection of employees, orientation, placement and ethical issues such as discrimination and equal opportunities.

(Prerequisite: None)

HR635 - Employment Relations and Practices

The course introduces students to the main topics of Employment Relations (ER) in organizations. It is designed to present the issues and concerns of the major actors in the employment relation: the employer, the employee, the government and unions. The course will examine topics such as organizational environment, culture and stakeholders and their role in ER, the legal side of ER, employee, group and industrial relations, aligning individuals and organizations through motivation, rewards, and team building.

(Prerequisite: None)

HR637 - International Human Resource Management

The course is designed to expose master students to a comprehensive examination of the set of challenges confronting Human Resource Management in a global context in terms of attraction, recruitment, retention and exit. The course focuses on the variations in human resource management systems across countries and nations such as unfamiliarity of the social context the organization will be brought in, the difference between employee's cultural background and movement of employees to an unfamiliar social environment. The following topics will be covered in this course in the context of international human resources management: international organization strategy and structure, international human resource management and culture, international employment law, international workforce planning and staffing, international compensation and benefit and comparative international human resource management.

(Prerequisite: None)

HR638 - Motivations & Compensations Management

The course is designed to promote understanding of concepts related to compensating and rewarding human resources within organizations. It also focuses on enhancing students' practical skills in designing and analyzing rewards systems, policies, and strategies. The course will examine topics related to compensation management, different components of compensation packages, job analysis and its relation to compensations and rewards, designing wages structure, employee benefits and formulating and implementation of compensation strategies.

(Prerequisite: None)

HR639 - Human Resource Training & Development

This course is designed to provide students with intellectual and practical skills in the field of human resource management, training and development within organizations. The course begins with a conceptual framework of training and development function within business organizations. The course progresses towards exploring a variety of topics as identifying training needs, organizational learning, planning and designing training programmes, the use of technology in training and the process of organizational development. Additionally, the course focuses on analyzing the relationship between training and development and employee performance.

(Prerequisite: None)

HR644 - Strategic Human Resource Management

The course is designed to provide an examination of human resources management from a strategic perspective. This course focuses on implementing long term programmes

including strategic, operational, and tactical planning of human resources. The course focuses on the formulation and implementation of human resource strategy to enable business organizations to gain and sustain competitive advantage. The topics covered focus on trends affecting strategic HRM, human resources as a source of competitive advantage, the changing role of human resources management, strategic HR planning and linking strategy to human capital needs.

(Prerequisite: None)

HR699 - Thesis

A research supervised work based on an approved topic in Human Resources Management field. This course is considered a capstone in the HRM programme. It provides an opportunity for the students to conduct an independent learning and research work based on structured methodology. The thesis focuses on senior level skills to be addressed in terms of progressive intellectual discourse including research problem identification, research methodology, literature review, data analysis, research conclusion and recommendations. The final production of the manuscript is subject to public defense and evaluated based on written and oral presentations.

(Prerequisite: 18 credit hours)

Programme Elective Courses

BA654 - Leadership and Organizational Behavior

This course is designed to expose HRM Master Students to theoretical and practical perspectives of leadership and organizational behavior. The course is intended to provide students with critical thinking in a variety of leadership styles and human behavioral patterns. This encompasses micro level (interpersonal and small group) and macro level (inter-organizational) interactions. This Master level course examines the advanced topics, models, and contemporary research on leadership and organizational behavior such as leaders and innovation, group and team dynamics, organization culture and organizational diversity.

(Prerequisite: None)

BA661 - Entrepreneurship

The course provides the students with comprehensive examination of the key features of entrepreneurship. This course guides master students to better apply, synthesize and evaluate the entrepreneurship process. Topics include exploration and screening new business opportunities, assessing entrepreneurial team competencies and capabilities, product/service launch, funding possibilities and appropriate exit strategies. The course provides a combination of theoretical and hands-on learning through case studies from real business situations around the globe generally and the Middle East and North Africa Countries (MENA) particularly.

(Prerequisite: None)

HR640 - Civil Service Management

This course is designed to provide students with the knowledge and skills needed to manage and lead civil services organizations. Formulating strategies and policies, diagnosing and solving problems, building teams, changing organizational culture,

restructuring operations and services and controlling and evaluating civil services organizations, are all topics that are reviewed and analyzed throughout the course. Most of the reviewed topics will be directly applied to the Civil services organizations in the kingdom of Bahrain.

(Prerequisite: None)

HR641 - Performance Management

This course offers a contemporary view of Performance Management (PM); it focuses on both conceptual understanding and practical application of how to manage the performance of people within organizations. The course familiarizes students with topics as, the importance and objectives of PM, the relation between job analysis and PM, strategic plan as a preliminary step for designing an effective PM process, different steps of PM process. Additionally, the course views the performance appraisal process, its different methods, problems and offer solutions to performance problems. Finally, the course views the link between PM process and reward system within the organization.

(Prerequisite: None)

HR642 - Career Planning

The course is designed to provide master students with comprehensive learning of the issues related to build and develop their career path in Business organizations. Through the process of a self-exploration, the student will discover his/her interests, competencies, potential capabilities, and past experiences to build on his/her professional future career. The course topics focus on career decision making, Informational Interviewing and Job Shadowing, Job Search Strategies, Researching Companies, Resume Writing, interviewing, and making plans.

(Prerequisite: None)

HR643 - Negotiation Management

This course introduces students to fundamental concepts relevant to effective negotiation in different business and professional settings. Emphasis is placed on understanding and improving communication, conflict and negotiation management skills. The course will start with a conceptual framework of negotiation: concepts, processes, strategies, and ethical issues related to negotiation within organizations. The course progresses towards exploring a variety of topics and theories related to conflict and negotiation, managing conflict effectively, different types of negotiation techniques and skills designed to help maintain healthy business relationships.

(Prerequisite: None)

HR691 - Special Topics in Human Resource Management

This course is designed to explore contemporary topics in human resources management. The course will help students in understanding and analyzing the role that human resource management plays in implementing a number of contemporary concepts successfully within an organization. The course will focus on topics such as achieving competitive advantage, total quality management, empowerment, and intellectual capital. Other topics such as career planning, learning organizations and the effect of globalization on human resources strategy will be viewed and analyzed.

(Prerequisite: None)

Programme Description

Programme Coordinator: Dr. Bishr Mohammed Mowafak Lutfi

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Programme Details

Programme Title	Bachelor in Accounting
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Bachelor Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. To provide the graduate with critical and detailed knowledge and understanding of accounting and related fields.
2. To prepare the graduate to be capable of using specialist level skills in accounting and related fields to deal with advanced and some complex situations in the business environment that have an element of unpredictability.
3. Develop the graduate's skills in implementing critical analysis and evaluation for the information, concepts, skills, and practices in accounting and related fields to plan and undertake a scientific research, and to identify complex problems in the business environment and recommend relevant solutions.
4. Develop the graduate's professional skills to communicate with peers and specialist, and to deliver formal presentations on accounting topics related to the business environment.
5. Prepare the graduate to operate at a specialist level and lead teams in a variable and unpredictable business environment while having responsibility for related decision-making and the work of others.

Programme Structure

Overall Structure of the Programme

Minimum Study Period : 3 years

Maximum Study Period : 8 years

Total Credit Hours : 135 Credit Hours

No. of Courses : 45 Courses

Study Plan

First Year - First Semester (15 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
ACC101	Principles of Accounting (1)	3	-
CS104	Computer Skills	3	-
ENG101	English Language (1)	3	-
MATH101	Business Mathematics	3	-
	University Elective (1)	3	-

First Year - Second Semester (15 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA101	Principles of Management (1)	3	-
POL101	Introduction to Political Sciences	3	-
ENG102	English Language (2)	3	ENG101
HR106	Human Rights	3	-
ACC102	Principles of Accounting (2)	3	ACC101

Second Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
ARB101	Arabic Language	3	-
BA161	Introduction to Entrepreneurship	3	-
ECO104	Principles of Microeconomics	3	-
HBH105	Bahrain Civilization & History	3	-
STA101	Principles of Statistics	3	MATH101
ACC201	Intermediate Accounting (1)	3	ACC102

Second Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA211	Principles of Marketing	3	BA101
ACC221	Cost Accounting	3	ACC101
FIN251	Financial Management	3	ACC101
LAW021	Principles of Commercial Law	3	-
ACC202	Intermediate Accounting (2)	3	ACC201
-	University Elective (2)	3	-

Third Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
ACC231	Taxation Accounting	3	ACC102
FIN352	Markets and Financial Institutions	3	FIN251
ACC302	Advanced Accounting	3	ACC102
ACC324	Managerial Accounting	3	ACC221
ACC343	Government Accounting	3	ACC102
ECO105	Principles of Macroeconomics	3	ECO104

Third Year - Second Semester (15 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
ACC360	Auditing	3	ACC102
FIN354	Islamic Finance and Banking	3	FIN251
BA241	Quantitative Methods in Management (E)	3	STA101 + ENG102
BA303	Methods of Scientific Research	3	-
ACC371	Digital Accounting (E)	3	ACC102 + CS104 + ENG102

Fourth Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
FIN453	Investment	3	FIN251
ACC410	Accounting for Islamic Financial Institutions	3	FIN354
ACC466	Governance and Profession Ethics	3	ACC102
ACC491	Internship (Accounting)	3	90 Credit Hours
ACC460	Digital Auditing (E)	3	ACC360
-	Programme Elective (1)	3	-

Fourth Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
ACC403	Corporate Reporting	3	ACC201
FIN458	Risk Management	3	FIN251
ACC471	Accounting Information Systems	3	ACC371
ACC499	Applied Research in Accounting	3	ACC491 + BA303
ACC404	Financial Analysis (E)	3	ACC201 + FIN251 + ENG102
-	Programme Elective (2)	3	-

B. Levels and Courses

University Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ARB101	Arabic Language	3	-
BA161	Introduction to Entrepreneurship	3	-
CS104	Computer Skills	3	-
HBH105	Bahrain Civilization & History	3	-
ENG101	English Language (1)	3	-
ENG102	English Language (2)	3	ENG101
HR106	Human Rights	3	-

University Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
ISL101	Islamic Culture	3	-
ISL102	Islamic Ethics	3	-
ISL103	Islam & Contemporary Issues	3	-
LIB101	Introduction to Library Science	3	-
MAN101	Man and Environment	3	-
SOC101	Introduction to Sociology	3	-
SPT101	Special Topics	3	-
CS205	Computer Applications	3	CS104
LFS102	Thinking and communications skills development	3	-

College Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACC101	Principles of Accounting (1)	3	-
BA101	Principles of Management (1)	3	-
MATH101	Business Mathematics	3	-
STA101	Principles of Statistics	3	MATH101

ECO104	Principles of Microeconomics	3	-
ECO105	Principles of Macroeconomics	3	ECO104
BA211	Principles of Marketing	3	BA101
BA303	Methods of Scientific Research	3	-
POL101	Introduction to Political Sciences	3	-

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
LAW021	Principles of Commercial Law	3	-
ACC102	Principles of Accounting (2)	3	ACC101
ACC201	Intermediate Accounting (1)	3	ACC102
ACC202	Intermediate Accounting (2)	3	ACC201
ACC221	Cost Accounting	3	ACC101
ACC231	Taxation Accounting	3	ACC102
BA241	Quantitative Methods in Management (E)	3	STA101 + ENG102
FIN251	Financial Management	3	ACC101
ACC302	Advanced Accounting	3	ACC102
ACC324	Managerial Accounting	3	ACC221
ACC343	Government Accounting	3	ACC102
FIN352	Markets and Financial Institutions	3	FIN251
FIN354	Islamic Finance and Banking	3	FIN251
ACC360	Auditing	3	ACC102
ACC371	Digital Accounting (E)	3	ACC102+ CS104 + ENG102
ACC403	Corporate Reporting	3	ACC201
ACC404	Financial Analysis (E)	3	ACC201 + FIN251 + ENG102
ACC410	Accounting for Islamic Financial Institutions	3	FIN354
FIN453	Investment	3	FIN251
FIN458	Risk Management	3	FIN251
ACC460	Digital Auditing	3	ACC360

ACC466	Governance and Profession Ethics	3	ACC102
ACC471	Accounting Information Systems	3	ACC371
ACC491	Internship (Accounting)	3	90 Credit Hours
ACC499	Applied Research in Accounting	3	ACC491 + BA303

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACC480	Accounting Theory	3	ACC201
ACC481	Contemporary Issues in Accounting	3	ACC201
ACC482	International Accounting	3	ACC201
FIN456	Insurance and Takaful	3	FIN251
FIN457	Financial Planning and Personal Finance	3	FIN251
FIN459	Technology and Financial Innovation	3	FIN251

Programme Intended Learning Outcomes

A. Knowledge and Understanding

A1	Possess detailed knowledge and understanding of the fundamental principles, concepts, and techniques in accounting and related fields.
A2	Demonstrate critical knowledge and understanding of contemporary issues, some specialist theories, standards and research methods in accounting and related fields.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussion.
3. Articles discussion.
4. Presentations.

Assessment Methods:

1. Quizzes
2. Individual and group discussion (formative)
3. Articles discussion (formative)
4. Research proposal
5. Internship report
6. Mid-term and Final exams

B. Subject Specific (Practical) Skills

B1	Use specialist level skills to apply theories and concepts from accounting and related fields to deal with complex problems in the business environment.
B1	Use specialist level skills in accounting and related fields to investigate issues and professional level problems and to plan and undertake a scientific research project.

Teaching and Learning Methods:

1. Interactive lectures
2. Individual and group discussion
3. Exercises
4. Problem solving
5. Practical applications using IT
6. On-site training
7. Presentations

Assessment Methods:

1. Individual and group discussion (formative)
2. Quizzes
3. Problem solving
4. Practical applications using IT
5. Case Study
6. Group work/ group project
7. Internship report
8. Research proposal
9. Mid-term and Final exams

C. Critical Thinking Skills

C1	Use a range of specialist techniques in accounting and related fields to collect and synthesize information in order to identify problems in the business environment.
C2	Critically analyze information and practices in accounting and related fields to identify complex problems and implement relevant solutions.

Teaching and Learning Methods:

1. Interactive lectures
2. Individual and group discussion
3. Problem solving
4. Case study
5. Articles discussion
6. On-site training
7. Presentations

Assessment Methods:

1. Problem solving
2. Case study
3. Group work/ group project
4. Internship report
5. Research report
6. Mid-term and Final exams

D. General and Transferable Skills

D1	Use professional level skills to communicate with peers and specialists, and to process, present and interpret data utilizing IT.
D2	Operate at a specialist level in variable business environments within a team with a responsibility for the related decision making and the work of others.

Teaching and Learning Methods:

1. Interactive lectures
2. Individual and group discussion
3. On-site training
4. Presentations

Assessment Methods:

1. Group work/ Group project.
2. Self-evaluation report.
3. Internship report
4. Research Report
5. Presentations (Group work, Group project, and reports)

Curriculum Mapping

Programme Mapping (CILOs to PILOs)									
		Possess detailed knowledge and understanding of the fundamental principles, concepts, and techniques in accounting and related fields.	Demonstrate critical knowledge and understanding of contemporary issues, some specialist theories, standards and research methods in accounting and related fields.	Use specialist level skills to apply theories and concepts from accounting and related fields to deal with complex problems in the business environment.	Use specialist level skills in accounting and related fields to investigate issues and professional level problems and to plan and undertake a scientific research project.	Use a range of specialist techniques in accounting and related fields to collect and synthesize information in order to identify problems in the business environment.	Critically analyze information and practices in accounting and related fields to identify complex problems and implement relevant solutions.	Use professional level skills to communicate with peers and specialists, and to process, present and interpret data utilizing IT.	Operate at a specialist level in variable business environments within a team with a responsibility for the related decision making and the work of others.
Course Code	Course Name	A1	A2	B1	B2	C1	C2	D1	D2
College Compulsory Courses									
ACC101	Principles of Accounting (1)	✓		✓		✓		✓	✓
MATH101	Business Mathematics	✓		✓			✓		
BA101	Principles of Management (1)	✓	✓	✓	✓	✓		✓	✓
ECO104	Principles of Microeconomics	✓		✓		✓		✓	
STA101	Principles of Statistics	✓		✓		✓			
BA211	Principles of Marketing	✓		✓		✓		✓	✓
ECO105	Principles of Macroeconomics	✓	✓	✓		✓	✓	✓	
BA303	Methods of Scientific Research		✓		✓		✓	✓	✓
POL101	Introduction to Political Sciences	✓		✓		✓		✓	✓

Program Compulsory Courses

ACC102	Principles of Accounting (2)	✓	✓	✓		✓		✓	✓
ACC201	Intermediate Accounting (1)	✓	✓	✓	✓	✓		✓	✓
ACC221	Cost Accounting	✓	✓	✓	✓	✓		✓	✓
FIN251	Financial Management	✓	✓	✓	✓	✓	✓	✓	✓
LAW021	Principles of Commercial Law	✓		✓		✓		✓	✓
ACC202	Intermediate Accounting (2)	✓	✓	✓	✓	✓		✓	✓
ACC231	Taxation Accounting	✓	✓	✓	✓	✓	✓	✓	✓
FIN352	Markets and Financial Institutions	✓	✓	✓	✓	✓	✓	✓	✓
ACC302	Advanced Accounting	✓		✓		✓		✓	✓
ACC324	Managerial Accounting	✓		✓		✓		✓	✓
ACC343	Government Accounting	✓	✓	✓	✓	✓		✓	✓
ACC360	Auditing	✓		✓	✓	✓		✓	✓
FIN354	Islamic Finance and Banking	✓		✓	✓	✓	✓	✓	✓
BA241	Quantitative Methods in Management (E)	✓		✓			✓	✓	✓
ACC371	Digital Accounting (E)	✓		✓		✓		✓	✓
FIN453	Investment	✓	✓	✓	✓	✓	✓	✓	✓
ACC410	Accounting for Islamic Financial Institutions	✓		✓	✓	✓	✓	✓	✓
ACC466	Governance and Profession Ethics	✓	✓	✓	✓	✓		✓	✓
ACC491	Internship (Accounting)	✓			✓	✓		✓	✓
ACC460	Digital Auditing	✓		✓		✓		✓	✓
ACC403	Corporate Reporting	✓		✓		✓		✓	✓

FIN458	Risk Management	✓	✓	✓	✓	✓	✓	✓	✓
ACC471	Accounting Information Systems	✓		✓		✓		✓	✓
ACC499	Applied Research in Accounting	✓			✓	✓		✓	✓
ACC404	Financial Analysis (E)	✓	✓	✓		✓	✓	✓	✓
Programm Elective Courses									
ACC480	Accounting Theory	✓	✓	✓		✓		✓	✓
ACC481	Contemporary Issues in Accounting	✓		✓		✓		✓	✓
ACC482	International Accounting	✓		✓		✓		✓	✓
FIN456	Insurance and Takaful	✓	✓	✓	✓	✓	✓	✓	✓
FIN457	Financial Planning and Personal Finance	✓	✓	✓	✓	✓	✓	✓	✓
FIN459	Technology and Financial Innovation	✓	✓	✓	✓	✓	✓	✓	✓

Course Description

Programme Compulsory Courses

LAW021 Principles of Commercial Law

This course deals with the study of the principles of commercial law through a preliminary section about the appearance of commercial law and the development of its sources. The first section deals with the commercial business with its different types. In the second section, the subject of the trader and the trading shop was discussed. Finally, the commercial contracts were discussed in terms of general provisions and types through the third section.

(Prerequisite: None)

ACC102- Principles of Accounting (2)

This course is considered as an extension to Accounting Principles (1) and designed to cover basic skills and detailed knowledge of measurement and disclosure of cash, accounts receivables and notes receivables, tangible fixed assets, natural resources, intangible assets, current and non-current liabilities, partnership and corporations, capital formation, and dividends and retained earnings.

(Prerequisite: ACC101)

ACC201- Intermediate Accounting (1)

This course is designed to cover advanced skills and knowledge of the conceptual framework of financial accounting and its relevance to the modern business environment. The course covers the following topics: The application of the international Accounting Standards to the elements of financial statements, the presentation of financial statements transactions related to cash and receivables accounts, inventory valuation, prepaid expenses and accrued revenues, in addition to non-current assets of property, plant and equipment, Intangible assets, and other assets.

(Prerequisite: ACC102)

ACC202- Intermediate Accounting (2)

This course is considered as an extension to intermediate accounting (1) in the application of the International Accounting Standards to the elements of the financial statements. It is designed to cover advanced skills and knowledge in the following topics: transactions related to current liabilities and contingent liabilities, accrued expenses and unearned revenues, long-term liabilities, stockholders equity, investments, revenue recognition, accounting for lease, accounting changes and error analysis, statement of cash flows.

(Prerequisite: ACC201)

ACC 221- Cost Accounting

This course is designed to provide the student with the detailed knowledge and advanced skills in the following cost accounting topics: cost terms and purposes, job order costing, process costing, and activity-based costing systems, activity-based management, allocation of support department cost, and joint products and by-products.

(Prerequisite: ACC101)

ACC231- Taxation Accounting

This course aims to provide the student with detailed knowledge and basic skills in tax accounting. The course covers the following topics: introduction to tax, income tax, exemptions, acceptable and unacceptable deductions, calculation and payment of income tax due, taxation objections, tax assessment. Sales tax and value added tax and their calculation and accounting treatment, taxation in Bahrain and in the GCC countries.

(Prerequisite: ACC102)

BA241 Quantitative Methods in Management (E)

This course provides an introduction to the concept, theories and principles associated with and application of quantitative methods in Management. It develops the mathematical and statistical competence necessary to facilitate progression in areas such as Operation Management necessary for decision making. The course builds on concepts and analytical techniques taught in (STA 101) Principles of Statistics, developing more advanced quantitative methods, such as, Linear Programming and Sensitivity and Duality Theory, Transportation, Assignment Problems, and Network. Quantitative methods are used throughout business, government and non-profit sector of the economy. Effective participation in decision-making will enable students to, at a minimum, understand and interpret statistical reports.

(Prerequisite: STA 101 + ENG 102)

FIN251- Financial Management

This course introduces students to financial management concepts and tools. It focuses on decision-making in a financial context. The course therefore examines the techniques and methods used in business organizations to make decisions consistent with efforts to increase the owner's wealth in the corporate environment. Topics covered include, but are not limited to, financial analysis, time value of money, capital budgeting, risk and return, valuation of future cash flows, valuation of stocks and bonds, and long-term financing.

(Prerequisite: ACC101)

ACC302- Advanced Accounting

The course is designed to cover the topics of advanced accounting such as: accounting treatment for merger, consolidation and acquisition using the purchase method and the consolidation of interests method, the consolidated financial statements at the date of consolidation and after the date of consolidation, the procedures for preparing them under the purchase method and the consolidation of interests method, accounting for investment in securities, mutual transactions related to inventory, fixed assets and bonds, foreign exchange and reserves for the risks of transfers, translation of financial statements of foreign currencies.

(Prerequisite: ACC102)

ACC324- Managerial Accounting

This course aims at equipping the student with specific competencies in decision-making and control enabling them to evaluate, select and apply various management accounting techniques. The main topics covered during this course are: cost behavior, cost-volume-profit analysis, advanced concepts in integrated planning and budgeting, performance management in decentralized organizations, relevant decision making in various scenarios, price setting for internal and external purposes.

(Prerequisite: ACC221)

ACC341- Government Accounting

This course is designed to cover a number of topics related to government accounting. It includes the accounting principles for government accounting, the general state budget, its rules, classifications and development, the accounting measurement basis used in government accounting, the government accounting system in the Kingdom of Bahrain, samples of state budget and final accounts for the kingdom.

(Prerequisite: ACC102)

FIN352- Markets and Financial Institutions

This course is designed to cover advanced skills and knowledge in the following topics: the nature of financial markets and institutions, their characteristics, functions and types including the capital market, the money market, the mortgage market, the derivatives market and the foreign exchange market, the financial instruments traded in these markets,

how they are traded and priced, the participants in these markets, the problems faced by the financial markets and how to develop these markets and raise their efficiency, the nature of financial institutions, their objectives and their role in economic development and money management.

(Prerequisite: FIN251)

FIN354- Islamic Finance and Banking

This course is designed to cover advanced skills and knowledge in the following topics: principles of Islamic economic and banking system, foundations and characteristics of finance in Islamic banks, institutions supporting and organizing the operation of Islamic banks and financial institutions in Bahrain and the world, the functions and objectives of Islamic banks, types of deposits and investment instruments in Islamic banks, Mudharaba, Musharaka, Ijara, Salam, Istisna'a, and various modern financial products in Islamic banks. Islamic banking services such as credit cards, governance and Sharia auditing.

(Prerequisite: FIN251)

ACC360- Auditing

This course is designed to cover advanced knowledge and skills in topics related to the theoretical framework and standards governing the auditing process. The course covers the philosophy and concepts of auditing, the demand for auditing and other assurance services, auditing programs, auditor working papers, audit planning auditing, generally accepted auditing standards, materiality and risk, the auditor'S responsibility for detecting errors and fraud, evaluating and testing internal control systems, auditor reports, audit evidence, risk-based auditing and audit of purchases and sales cycles.

(Prerequisite: ACC102)

ACC371- Digital Accounting (E)

This course is designed to provide the student with advanced knowledge and practical skills in utilizing information technology in accounting. The course includes the following topics: The role of information technology in the development of accounting information systems and accounting profession, The use of information technology in the design of an accounting information system for business enterprises and the accounting treatments related to the business cycles such as: sales & customers, purchases & vendors, employees & payroll, and the general ledger cycle.

(Prerequisites: ACC102 + CS104 + ENG101)

ACC403- Corporate Reporting

This course is designed to cover specialized skills and critical knowledge in the following topics of corporate reporting: the importance of corporate reporting, the general framework of corporate reporting, international accounting standards, international financial reporting standards, mandatory and voluntary disclosure, disclosure of non-financial information and financial performance, intellectual capital, firm value, social and environmental performance, and other types of disclosure.

(Prerequisite: ACC201)

ACC404- Financial Analysis (E)

This course is designed to provide students with critical and detailed knowledge that enables them to conduct in-depth financial analysis. The course includes the following topics: objectives and importance of financial analysis, focus on financial statements (balance sheet, income statement and statement of cash flows) in analyzing the firm's current financial performance, in order to predict its future performance, using techniques such as "cash flows analysis" and "financial ratios" to understand the threats and opportunities inherent in the investment and financing decisions.

(Prerequisites: ACC201 + FIN251 + ENG102)

ACC410- Accounting for Islamic Financial Institutions

This course is designed to provide the student with detailed knowledge and specialized skills of topics related to Islamic Accounting and their usage in the Islamic Financial Institutions, in addition to the accounting treatment for a range of financing tools implemented by Islamic institutions, and developing the student's skills in preparing the financial statements for Islamic Financial Institutions.

(Pre- requisites: FIN354)

FIN453- Investment

This course is designed to cover specialized skills and critical knowledge in the following topics: investment concepts, basis of the investment decision, the measurement of investment risk and return, portfolio management, investment companies, investment funds, investment analysis, technical analysis and fundamental analysis. The course concludes with contemporary topics in investment, such as; personal investment and investment advice, investment and information technology, behavioral finance and investment psychology.

(Prerequisite: FIN251)

FIN458- Risk Management

This course is designed to provide the student with detailed knowledge and specialized skills in risk management. The course covers the following topics: introduction to risk management (concept, types, sources), liquidity risk, market risk (interest rates and foreign exchange rates), credit risk, Liability risk, operational risk, capital and fixed asset risk, risk of default and bankruptcy, as well as external risks.

(Prerequisite: FIN251)

ACC460- Digital Auditing

This course is designed to provide the student with critical and knowledge and specialized skills in digital auditing. It includes the following topics: digital accounting information system environment, control objectives for information and related technology (COBIT) framework, Threats and risks of digital accounting information systems, evaluating and testing internal control systems for digital accounting systems, auditing digital accounting information systems and business cycles using block chain, and other related issues.

(Prerequisite: ACC360).

ACC466- Governance and Profession Ethics

This course is designed to cover a range of advanced topics related to governance and professional ethics. The course deals with the principles of corporate governance, economic theories in corporate governance, Corporate Governance Charter in Bahrain, board of directors and committees, corporate social responsibility, the importance of ethics in the accounting profession, principles and codes of ethical conduct in practice, ethical conduct and its relation to corporate governance.

(Prerequisite: ACC102)

ACC471- Accounting Information Systems

This course is designed to cover a range of advanced knowledge and specialized skills in accounting information systems, including: accounting system and its components, development and documentation of accounting information systems, relational databases, and analysis of the relationship between business cycles in accounting information systems, computer fraud and abuse, and accounting information systems security and control.

(Prerequisite: ACC371)

ACC491- Internship (Accounting)

The course is designed to provide the accounting student with the opportunity to gain experience in workplace settings and to translate classroom learning into practice. It focuses on reinforcing students' practical and transferable skills necessary for professional success and career advancement. This course enables the student to communicate with his colleagues and adapt quickly in the workplace environment.

(Prerequisite: 90 credit hours)

ACC499- Applied research in Accounting

This course is designed to provide the student with specialized skills to investigate problems and conduct a scientific research to solve them. This course covers the following topics: Introduction to applied research, research methods, selecting the research topic, reviewing related literature, defining the research problem, articulating the research questions and objectives, developing hypotheses and choosing the methodology, preparing and discussing the research proposal, collecting and analyzing data, testing hypotheses, conclusions and recommendations, writing up the final draft of the research and the self-evaluation report.

(Prerequisites: ACC491 + BA303)

Programme Elective Courses

ACC480- Accounting Theory

This course is designed to cover specialized skills and critical knowledge in the following topics: the evolution of accounting theory, the objectives, concepts, assumptions and principles of accounting, the income concept, income statement and related assumptions and principles, statement of financial position and related principles, cash flow statement and related principles, problems related to working capital, and the information content of accounting reports.

(Prerequisite: ACC201)

ACC481- Contemporary Issues in Accounting

This course is designed to cover critical knowledge and specialized skills in the following topics: The intellectual framework of creative accounting, social responsibility accounting, and green accounting. The course also covers the philosophical framework for the intellectual capital and the accounting treatment of human resources, forensic accounting, value added accounting in the light of electronic commerce, accounting treatments for lease contracts and inflation and any other emerging issues in accounting.

(Prerequisite: ACC201)

ACC482- International Accounting

This course is designed to cover critical knowledge and specialized skills in the following topics: general framework of international accounting, foreign currency accounting, hedging of foreign currency fluctuations, preparation and analysis of consolidated financial statements in foreign currencies, accounting of foreign affiliates, analysis of International financial statements, tax accounting from international perspective.

(Prerequisite: ACC201)

FIN456- Insurance and Takaful

This course is designed to cover critical knowledge and specialized skills in insurance and takaful in the following topics: introduction to insurance and takaful, types of insurance, applications of probability theory in insurance, insurance procedures and insurance policy, rules and principles of law governing insurance contract, insurance and reinsurance, the calculation of insurance premiums (Life Insurance, Property Insurance, Motor Insurance). Islamic insurance and takaful, sources and uses of funds in takaful, takaful applications, risk management, insurance and takaful sector in the Kingdom of Bahrain.

(Prerequisite: FIN251)

FIN457- Financial Planning and Personal Finance

This course is designed to provide the student with critical knowledge and specialized skills to enable them to operate at a specialist level in financial planning and personal finance. The course covers the following topics: introduction to financial planning and personal finance, financial planning and personal financial planning sector, principles of personal finance, personal finance management, personal financial decisions, personal investment decisions, planning for financial future, and the course concludes with case studies of financial planning and personal finance.

(Prerequisite: FIN251)

FIN459 Technology and Financial Innovation

This course is designed to cover specialized skills and critical knowledge in the following topics in the field of technology and financial innovation: digital finance and alternative finance, electronic payments, remittances, portfolio and digital currency, group finance and mutual lending, digital banking, big data, confidentiality, privacy, technology and financial innovations in the field of insurance, investment, financial markets, financial inclusion, and small and medium-sized enterprises, the role central banks, laws and regulations, modern trends and the future of technology and financial innovation in the Kingdom of Bahrain.

(Prerequisite: FIN251)

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

BACHELOR IN ACCOUNTING AND FINANCE

Important Note: ASU no longer admits new students in this programme.

Programme Description

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Programme Details

Programme Title	Master in Accounting and Finance
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Master Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Provide the graduate with critical knowledge and understanding of specialized theories and contemporary issues and methods in accounting, finance and scientific research to contribute effectively to the achievement of qualitative development at the professional and community levels in an environment characterized by rapid changes and uncertainty.
2. Prepare a graduate capable of applying contemporary theories, techniques and specialized scientific research methodologies, carrying out advanced studies to investigate the complex problems in the business environment relevant to accounting and finance and developing creative solutions for them.
3. Develop the graduate's skills in critical thinking and analysis of financial and non-financial information, interpretation and creative assessment of new issues and problems to help the businesses enterprises formulate and implement their strategies.
4. Enable the graduates to use skills at a professional level in an unpredictable and unclearly defined work environment to communicate effectively with others and to work in groups while sustaining responsibility towards others.

Programme Structure

Overall Structure of the Programme

Minimum Study Period	: 2 years
Maximum Study Period	: 4 years
Total Credit Hours	: 36 Credit Hours
No. of Courses	: 11 Courses

Study Plan

First Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF624	Advance Management Accounting	3	-
MAF650	Advanced Financial Management	3	-
MAF691	Scientific Research Methods and Applied Statistics for Accounting and Finance	3	-

First Year - Second Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF603	Advanced Corporate Reporting	3	-
MAF653	Investment Portfolio Management	3	-
-	Program Elective (1)	3	-

Second Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF631	Advanced Tax Accounting	3	-
MAF658	Financial Risk Analysis and Management	3	-
-	Program Elective (2)	3	-

Second Year - Second Semester (9 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MAF604	Advanced Financial Analysis	3	-
MAF699	Thesis	6	-

Third Year - First Semester (6 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MAF699	Thesis	Continuation	-

B . Levels and Courses

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
MAF624	Advance Management Accounting	3	-
MAF650	Advanced Financial Management	3	-
MAF691	Scientific Research Methods and Applied Statistics for Accounting and Finance	3	-
MAF603	Advanced Corporate Reporting	3	-
MAF653	Investment Portfolio Management	3	-
MAF631	Advanced Tax Accounting	3	-
MAF658	Financial Risk Analysis and Management	3	-
MAF604	Advanced Financial Analysis	3	-
MAF699	Thesis	6	-

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
MAF651	Entrepreneurial Finance	3	-
MAF654	Islamic Finance	3	-
ECO601	Managerial Economics	3	-
MAF660	Advanced Audit	3	-
MAF671	Advanced Accounting Information Systems	3	-

Programme Intended Learning Outcomes

A. Knowledge and Understanding

A1

Demonstrate critical knowledge and understanding of specialized theories and contemporary issues and methods in accounting, finance and scientific research.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Critical discussion of scientific articles.
4. Research seminar.
5. Visiting lecturer.
6. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Research proposal (formative).
3. Master Thesis (Theoretical framework and literature review).
4. Mid and final examinations.

B. Subject Specific (Practical) Skills

B1

Use professional level skills to apply specialized theories and contemporary methods in accounting, finance and scientific research to deal with complex and unpredictable problems in the work environment

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Problem Solving.
4. Practical applications using information technology.
5. Case Study.
6. Research Seminar.
7. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Practical applications using information technology (formative)
3. Case study.
4. Group project.
5. Research proposal (formative).
6. Master Thesis (Methodology, analysis, citation, quotation and referencing).
7. Mid and final examinations.

C. Critical Thinking Skills

C1

Use a combination of specialized approaches in accounting, finance and scientific research at a professional level professionally to critically analyze information to develop creative solutions to complex issues and problems.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Case Study.
4. Research Seminar.
5. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Critical discussion of scientific articles.
3. Case study.
4. Group project.
5. Research proposal (formative).
6. Master Thesis (hypotheses testing, results discussion and recommendations).
7. Mid and final examinations.

D. General and Transferable Skills

D1

Use professional skills to effectively communicate with peers, senior colleagues and specialists through appropriate applications.

D2

Operate at a professional level within groups in an unpredictable and not clearly defined work environment while sustaining responsibility towards others.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Research seminar.
4. ASU's Master Thesis guideline.
5. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Critical discussion of scientific articles.
3. Group project.
4. Group projects presentations.
5. Research proposal presentation (formative).
6. Thesis formalities review report (formative).
7. Student progress report (formative).
8. Self-evaluation report (formative).
9. Mock Viva (formative).
10. Master Thesis (presentation and defense).

Curriculum Mapping

Course Code	Course Name	Programme Outcomes																									
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7	D1	D2	D3	D4	D5	D6
College Compulsory Courses																											
ACF101	Principles of Accounting (1)	X	X				X	X		X	X															X	
STA101	Principles of Statistics	X					X	X			X				X			X								X	
ECO102	Principles of Microeconomics	X				X					X																
MATH102	Business Mathematics	X			X			X	X	X		X		X	X			X								X	
ECO103	Principles of Macroeconomics	X			X	X						X						X									X
BA108	Principles of Management(1)	X													X			X									
POL110	Introduction To Political Sciences	X																			X	X					
BA218	Principles of Marketing	X				X															X	X				X	
BA307	Methods of Scientific Research	X				X	X	X	X		X						X	X	X	X	X		X			X	
Programme Compulsory Courses																											
ACF102	Principles of Accounting (2) (E)	X	X				X	X	X		X	X		X							X				X		
LAW121	Principles of Commercial Law	X																X			X						X
ACF151	Financial Management(1)	X		X	X	X		X	X		X	X	X		X			X	X	X	X				X	X	
ACF203	Intermediate Accounting (1)	X										X									X				X		
ACF204	Intermediate Accounting (2)	X					X					X									X	X					X
ACF221	Cost Accounting (E)	X										X					X				X						X
ACF252	Financial Management (2) (E)	X		X	X	X		X	X	X	X	X		X			X			X	X				X		
ACF253	Insurance & Risk Management				X	X	X				X				X			X		X			X			X	
ACF272	Banking Management (E)	X		X	X				X		X	X			X			X		X							
ACF273	Banking & Islamic Finance				X				X		X	X			X	X										X	X
ACF305	Advanced financial Accounting (E)	X	X					X	X	X	X	X		X		X	X	X	X		X	X			X	X	
ACF311	International Accounting Standards	X	X			X	X		X				X		X	X	X	X		X	X	X			X	X	X
ACF312	Accounting Theory (E)	X	X			X	X		X		X			X		X	X	X		X	X	X			X		

Curriculum Mapping

Course Code	Course Name	Programme Outcomes																									
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	B6	C1	C2	C3	C4	C5	C6	C7	D1	D2	D3	D4	D5	D6
College Compulsory Courses																											
ACF322	Managerial Accounting (E)	X	X										X					X				X					X
ACF332	International Auditing Standards					X	X													X		X	X			X	X
ACF342	Islamic Accounting	X	X						X	X	X		X	X	X		X	X			X		X		X	X	
ACF343	Computer Applications in Accounting & Finance	X											X					X				X	X				
ACF354	Investment & Portfolio Management	X		X	X					X		X			X		X						X				
ACF374	Financial Markets				X						X							X							X	X	
ACF433	Auditing	X	X										X							X		X					
ACF435	Profession Ethics			X	X						X	X		X	X	X	X	X	X	X	X	X	X				X
ACF444	Accounting Information Systems (E)	X	X			X	X		X	X	X		X	X	X	X	X	X		X	X	X		X	X		X
ACF461	Financial Statement Analysis	X	X	X		X	X	X	X	X	X	X	X		X		X				X	X	X	X	X		
ACF491	Internship	X		X				X	X					X			X		X			X	X	X		X	X
ACF499	Applied Research in Accounting & Finance Science	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X	
Programme Elective Courses																											
BA109	Principles of Management (2) (E)	X											X					X			X						X
ECO208	Money & Banking				X				X			X															
ACF231	Taxation Accounting	X	X				X	X	X	X	X		X	X	X	X		X		X			X		X	X	
ACF241	Governmental Accounting	X	X	X			X	X	X	X	X		X		X		X	X		X					X	X	
BA241	Quantitative Methods in Management (E)	X			X		X	X	X	X						X	X				X						
ACF455	Corporate Governance			X	X	X	X	X		X		X	X					X		X	X	X			X	X	
ACF492	Special Topics in Accounting & Finance	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X

Course Description

Programme Compulsory Courses

ACF 102- Principles of Accounting (2) (E)

This course is a continuation of Principles of Accounting I. The topics covered include cash, accounting for receivables, plant, natural resources and intangible assets, current liabilities, accounting for partnership and corporations.

(Prerequisite: ACF 101)

LAW 121 - Principles of Commercial Law

The course introduces students to the basic concepts of commercial law. It begins with a historical overview of commercial law and its development. This course exposes students to different patterns of business organizations and different legal forms of ownership. Additionally, the course covers different commercial contracts in terms of their general provisions and types, and gives insight to commercial mortgage, commercial agencies, and brokers.

(Prerequisite: None)

ACF 151 - Financial Management (1)

This course will introduce students to the concepts and tools of financial management. The focus of the course is decision making in a financial context. It therefore examines the techniques that are used in businesses to make decisions that are consistent with the efforts to increase the wealth of the owners of the business in a corporate environment. The topics covered include but not limited to financial analysis, time value of money, capital budgeting, risk and return, valuation of future cash flows, valuation of stocks and bonds, and long term financing.

(Prerequisite: None)

ACF 203 - Intermediate Accounting (1)

Intermediate Accounting I is the study of Accounting Principles and procedures essential to the preparation of financial statement with particular emphasis on the corporate form. This course is the first in a two-course sequence of Intermediate Accounting. It provides a comprehensive review of the accounting process that was initially discussed in Financial Accounting. Students will study the conceptual basis of accounting. Students will also deepen their understanding of the preparation and understanding of classified financial statements and related information and apply analytical tools in making both business and financial decisions.

Students will be introduced to: The environment of financial accounting and the development of accounting standards; conceptual framework underlying financial accounting; review of accounting process; statement of income and related information; retained earnings statement; balance sheet; cash and receivables; valuation of inventories; exchange of assets and intangible assets.

(Prerequisite: ACF 102)

ACF 204 - Intermediate Accounting (2)

This course is a continuation of Intermediate accounting I. The topics covered include current liabilities, provisions and contingencies, noncurrent liabilities, bonds issued at premium and discount, dividends, book value per share, equity, lump-sum sale of securities, preference shares, dividends policy and book value, investments, equity method and fair value method, revenue recognition, percentage of completion method, cost recovery method, leases, accounting by the lessor and lessee, statement of cash flows, direct method.

Students will learn how to apply some of the many accounting concepts to analyze the financial position of the company.

(Prerequisite: ACF 203)

ACF 221 - Cost Accounting (E)

This course aims at equipping students with detailed knowledge and advanced skills in cost accounting. The main topics covered during this course are: introduction to cost accounting, cost terms and purposes, job order costing, process costing, and activity based costing systems, activity-based management, allocation of support department cost, and joint products and byproducts.

(Prerequisite: ACF 101)

ACF 252 - Financial Management (2) (E)

This course represents a continuation of financial management (1). The concentration will be on cost of capital, leverage, dividend policy, and strategic long-term financing decisions. This will give the students an idea about how much the firm will pay to acquire the funds that it will use in purchasing assets. The students will also be informed about different theories related to capital structure and dividend policy.

(Prerequisite: ACF 151)

ACF 253 - Insurance & Risk Management

This course introduces the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance.

(Prerequisite: ACF 151)

ACF 272 - Bank Management (E)

The course will help student to understand the nature of banks, their different kinds, the core principles for their work, their role in the economy. It also obtain a thorough understanding of Capital adequacy of banks, management of capital structure, Bank earnings, and importance of attracting a deposit base, liquidity, investment portfolio composition, lending, and the procedures of each of these areas.

(Prerequisite: ACF 252)

ACF 273 - Banking & Islamic Finance

This course is designed to teach students what is Islamic finance, the principals underlying Islamic finance, the application of Shari'ah in Islamic finance, the concept of money and the principles of Islamic Banking and to highlight the differences between Islamic and conventional banking. It explores the sources and uses of money for Islamic banks and their role in investing funds for economic development. Furthermore, it introduces students to the financial services provided by Islamic banks and how they differ from conventional banks. Finally, this course introduces the problems that face Islamic banks in practice including their relationship with the central banks and how they can find solutions for them.

(Prerequisite: ACF 272)

ACF 305 - Advanced financial Accounting (E)

The topics covered include the combination accounting according to purchase method and combination shareholders equity method; prepare the conciliated financial statements of holding and subsidiaries companies at the date of combination and after, long-term leases agreements accountancy, foreign currency concept, transaction and reporting.

(Prerequisite: ACF 204)

ACF 311 - International Accounting Standards

This course introduces international accounting standards (IAS), their issuing, and related topics such as international financial reporting framework, Presentations of Financial statements, it also covers disclosure, (IFRS and IAS3 and other versions , accounting policies such as IAS 8, IFRS 1) inventories , revenues , types of assets and cash flow IAS7.

(Prerequisite: ACF 204)

ACF 312 - Accounting Theory (E)

This course deals with the concepts of accounting theory through studying many main accounting concepts such as: accounting measurement, accounting principles and standards and revenue recognition and accounting treatments of the inflation.

(Prerequisite: ACF 311)

ACF 322 - Managerial Accounting (E)

This course emphasizes the use of accounting information for internal purposes as opposed to the external disclosure focus of the financial accounting, and the main topics covered during this course are: Explain Cost Behavior& the features of CVP analysis, preparing master budgets, use relevant information for decision making with a focus on operational decisions and pricing decisions, management control in decentralized organizations, and capital budgeting.

(Prerequisite: ACF 221)

ACF 332 - International Auditing Standards

This course deals with a detailed study of the latest international standards of auditing and confirmation from the theoretical side and then touches upon the practical side

by applying these standards. The course covers a number of international standards including quality control standards - general principles, responsibilities and goals that govern the process of auditing the financial statements - audit evidence - terms of reference of auditing - audit documentation - legal auditor responsibility - planning of the audit process - relative importance - the audit evidence - foreign accreditation - audit of accounting estimates - analytical procedures - audit samples - audit reports of financial statements - audit reports of auditing functions for special purposes - auditing derivative financial Instruments - review of interim financial information by the independent auditor - examining future financial information and international standard of related services.

(Prerequisite: ACF 204)

ACF 342 - Islamic Accounting

This course contains the modern development in Islamic accounting, theoretical and practical, objectives and concepts of financial accounting for Islamic institutions, Islamic accounting standards such as, Mudarabha, Murabha, takaful, the accounting system in Islamic institutions, accounting treatment of many Islamic financial methods operations, and prepares the financial statement of Islamic institutions.

(Prerequisite: ACF 273)

ACF 343 - Computer Applications in Accounting & Finance

This course contains a study of utilizing the computer to develop and maintain accounting record-keeping systems, make management decisions by using accounting and financial data, record daily business transactions, and generate financial statements using Easy-soft hardware program. This course also develops the ability of the student to prepare financial statements, financial analysis, time value of money, valuation of stocks and bonds and capital budgeting.

(Prerequisite: ENG111 + CS104 + ACF151)

ACF 354 - Investment & Portfolio Management

This course covers topics related to the theoretical and practical background for the investment process and the tools and methods used in evaluating the financial investment tools. In addition, it focuses on developing the student's analytical skills to clarify the relationship between risk and return and how to balance between them. On the managerial side, however, this course explores portfolio formation, management and its performance evaluation.

(Prerequisite: ACF 252)

ACF 374 - Financial markets

The course includes defining five markets which are: Capital markets, Money markets, Derivatives market, Mortgage markets and currency markets. The explanation of all the financial securities traded in these markets will also be included and the mechanism of pricing these tools.

(Prerequisite: ACF 151)

ACF 433 - Auditing

This course comprehensively surveys the topics of internal and external auditing; the professional ethics, the characteristics and responsibilities of internal or external auditors, audit evidence & documentation, audit sampling, the internal control system, in this course also using the generally accepted auditing and accounting standards to audit the financial statements (audit programme) & auditors' reports, other assurance services, finally discusses major auditing developments of the twenty century.

(Prerequisite: ACF 332)

ACF 435 - Profession Ethics

This course deals with the Code of Ethics for professional accountants to help students maintain a profession committed to a good performance, the course also deals with answering some questions, including those related to the of awareness extent of Programme Elective Courses accountants of developments of principles and rules of ethical behavior. It also addresses a discussion of the elements of ethics and develops appropriate solutions in order to deal with ethical issues related to the work environment, such as financial statements misleading, fraud, exploitation, financial scandals, corporate social responsibility and whistle-blowing. Cases are used sparingly to illustrate general principles. The emphasis is on acquiring the thinking skills necessary to recognize and resolve difficult ethical issues in the workplace.

(Prerequisite: ACF 433)

ACF 444 - Accounting Information Systems (E)

The aim of this subject is to teach the student how to analyze, design, and development of accounting system, dealing with: the general framework of the accounting information system, internal control, coding, accounting database, flow of documents maps, and systems design and its development.

(Prerequisite: 343)

ACF 461 - Financial Analysis

This course will introduce students to the concepts and tools of financial analysis that focuses on the income statement, balance sheet, and cash flow statement. In addition, one key area of financial analysis involves extrapolating the company's past performance into an estimate of the company's future performance. Value and safety of debtors' claims against the firm's assets. It employs techniques such as 'funds flow analysis' and financial ratios to understand the problems and opportunities inherent in an investment or financing decision.

(Prerequisite: ACF 204 + ENG 112)

ACF 491 - Internship

The course is designed to provide students with the opportunity to gain experience in workplace settings and to translate classroom learning into practice. It focuses in reinforcing students' practical and transferrable skills where further industry knowledge and skills necessary for professional advancement are acquired and developed. This course enables them to function well in a culturally diverse working environment.

Additionally, it helps students reflect on the skills they are learning and the benefits gained from the internship experience.

(Prerequisite: 90 Credit Hours + ACF 311 + ACF 273)

ACF 499 - Applied Research in Accounting & Finance Science

This course is designed as an introduction to applied accounting research. Students cover the fundamentals of research relating to both financial and management accounting, and investigate, synthesize and communicate accounting information to inform management decisions. The course is designed to build foundation skills for students to successfully conduct applied accounting research that employs qualitative data analysis methods that are employed in accounting practice.

(Prerequisite: ACF 491)

Programme Elective Courses

BA 109 - Principles of Management (2) (E)

The course deals with the concepts of the organization, its characteristics and legal forms. This course focuses on the provision of a comprehensive understanding of the organization functions (production, marketing, finance, human resource, knowledge & information and management). Additionally, it covers the organization's relationship with the surrounding environment.

(Prerequisite: BA 108)

ECO 208 - Money and Banking

This course is an introductory study of the role of money in the economic system, with emphasis on markets and institutions. There are many areas of this course that naturally lead into different aspects of modern macro-economics. Because of the breath of this course, we will be focusing our attention on certain elements that are useful for a well-rounded economic education. The subfields covered are: Financial Markets, Financial Institutions, Central Banking, International Finance, and Monetary Theory. Students will focus their attention to the markets and institutions and introduce monetary theory.

(Prerequisite: ECO 102 + ACF 151)

ACF 231 - Taxation Accounting

The course addresses the various aspects of taxation, such as tax payment in general, double taxation, tax evasion and tax equality. In particular, theoretical and practical aspects of the income tax, sales tax laws world are covered, and illustrated through examples and cases.

(Prerequisite: ACF 204)

ACF 241 - Governmental Accounting

This course will cover fundamental concepts of accounting principles and practices in government and not-for-profit organizations. Concepts of budgeting, allocating fund accounting for government units and financial control.

(Prerequisite: ACF 102)

BA 241 - Quantitative Methods in Management (E)

This course provides an introduction to the concepts and applications of quantitative methods in management. It develops mathematical and statistical competence necessary to facilitate progression in courses such as Operations Management and Business Decision Making, however this course builds on the concepts and analytical taught in Principle of Statistics (STA 101). This course focuses on developing quantitative methods, such as, linear programming, sensitivity and duality theory, transportation and assignment problems, network and queuing theory in addition to waiting line, game theory and simulation. Quantitative methods are used throughout business, government and non-profit sector of the economy. An effective participation in decision-making must be able to understand and interpret statistical data.

(Prerequisite: STA 101)

ACF 455 - Corporate Governance

This course deals with a number of topics related to the basic concepts of corporate governance, the evolution of institutional thought, moral challenges facing corporate governance and ten principles for ensuring the effectiveness of corporate governance. The course also addresses the concept of agency theory, its principles, duties and rights of shareholders and its relationship to corporate governance as well as the role of stakeholders in corporate governance (Audit Committee, Board of Directors, the external auditors, internal auditors).

Furthermore, the course deals with risk management, capital adequacy, management of credit risk, liquidity risk management, Treasury Organization, risk management, portfolio management of stable liquidity, market risk management, Interest-Rate Risk Management, Currency Risk Management, transparency and disclosure in the financial statements of banks and the relationship between risk analysis and supervision on the banks.

(Prerequisite: ACF 354)

ACF 492 - Special Topics in Accounting & Finance

This course introduces some topics in accounting and finance. It enables small groups of advanced students to work on selected accounting and finance topics of interest and develop their ability to follow the relevant literature and do independent work. The contents may change from year to year depending on faculty and student interests.

(Prerequisite: ACF 312)

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

MASTER IN ACCOUNTING AND FINANCE

Programme Description

Programme Coordinator: Dr. Mohammad Oudat

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Programme Details

Programme Title	Master in Accounting and Finance
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Master Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Provide the graduate with critical knowledge and understanding of specialized theories and contemporary issues and methods in accounting, finance and scientific research to contribute effectively to the achievement of qualitative development at the professional and community levels in an environment characterized by rapid changes and uncertainty.
2. Prepare a graduate capable of applying contemporary theories, techniques and specialized scientific research methodologies, carrying out advanced studies to investigate the complex problems in the business environment relevant to accounting and finance and developing creative solutions for them.
3. Develop the graduate's skills in critical thinking and analysis of financial and non-financial information, interpretation and creative assessment of new issues and problems to help the businesses enterprises formulate and implement their strategies.
4. Enable the graduates to use skills at a professional level in an unpredictable and unclearly defined work environment to communicate effectively with others and to work in groups while sustaining responsibility towards others.

Programme Structure

Overall Structure of the Programme

Minimum Study Period	: 2 years
Maximum Study Period	: 4 years
Total Credit Hours	: 36 Credit Hours
No. of Courses	: 11 Courses

Study Plan

First Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF624	Advance Management Accounting	3	-
MAF650	Advanced Financial Management	3	-
MAF691	Scientific Research Methods and Applied Statistics for Accounting and Finance	3	-

First Year - Second Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF603	Advanced Corporate Reporting	3	-
MAF653	Investment Portfolio Management	3	-
-	Program Elective (1)	3	-

Second Year - First Semester (9 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
MAF631	Advanced Tax Accounting	3	-
MAF658	Financial Risk Analysis and Management	3	-
-	Program Elective (2)	3	-

Second Year - Second Semester (9 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MAF604	Advanced Financial Analysis	3	-
MAF699	Thesis	6	-

Third Year - First Semester (6 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MAF699	Thesis	Continuation	-

B . Levels and Courses

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
MAF624	Advance Management Accounting	3	-
MAF650	Advanced Financial Management	3	-
MAF691	Scientific Research Methods and Applied Statistics for Accounting and Finance	3	-
MAF603	Advanced Corporate Reporting	3	-
MAF653	Investment Portfolio Management	3	-
MAF631	Advanced Tax Accounting	3	-
MAF658	Financial Risk Analysis and Management	3	-
MAF604	Advanced Financial Analysis	3	-
MAF699	Thesis	6	-

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
MAF651	Entrepreneurial Finance	3	-
MAF654	Islamic Finance	3	-
ECO601	Managerial Economics	3	-
MAF660	Advanced Audit	3	-
MAF671	Advanced Accounting Information Systems	3	-

Programme Intended Learning Outcomes

A. Knowledge and Understanding

A1

Demonstrate critical knowledge and understanding of specialized theories and contemporary issues and methods in accounting, finance and scientific research.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Critical discussion of scientific articles.
4. Research seminar.
5. Visiting lecturer.
6. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Research proposal (formative).
3. Master Thesis (Theoretical framework and literature review).
4. Mid and final examinations.

B. Subject Specific (Practical) Skills

B1

Use professional level skills to apply specialized theories and contemporary methods in accounting, finance and scientific research to deal with complex and unpredictable problems in the work environment

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Problem Solving.
4. Practical applications using information technology.
5. Case Study.
6. Research Seminar.
7. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Practical applications using information technology (formative)
3. Case study.
4. Group project.
5. Research proposal (formative).
6. Master Thesis (Methodology, analysis, citation, quotation and referencing).
7. Mid and final examinations.

C. Critical Thinking Skills

C1

Use a combination of specialized approaches in accounting, finance and scientific research at a professional level professionally to critically analyze information to develop creative solutions to complex issues and problems.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Case Study.
4. Research Seminar.
5. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Critical discussion of scientific articles.
3. Case study.
4. Group project.
5. Research proposal (formative).
6. Master Thesis (hypotheses testing, results discussion and recommendations).
7. Mid and final examinations.

D. General and Transferable Skills

D1

Use professional skills to effectively communicate with peers, senior colleagues and specialists through appropriate applications.

D2

Operate at a professional level within groups in an unpredictable and not clearly defined work environment while sustaining responsibility towards others.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Research seminar.
4. ASU's Master Thesis guideline.
5. Presentations.

Assessment Methods:

1. Individual and group discussions (formative).
2. Critical discussion of scientific articles.
3. Group project.
4. Group projects presentations.
5. Research proposal presentation (formative).
6. Thesis formalities review report (formative).
7. Student progress report (formative).
8. Self-evaluation report (formative).
9. Mock Viva (formative).
10. Master Thesis (presentation and defense).

Curriculum Mapping

Course Code	Course Name	Programme Outcomes												
		A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	D1	D2	D3
Programme Compulsory Courses														
ACF601	Financial Accounting & International Financial Reporting	X	X	X	X	X	X	X	X	X	X	X	X	X
ACF611	Advanced Managerial Accounting	X				X			X			X	X	
ACF621	Advanced Auditing	X	X	X	X	X	X	X	X	X	X	X	X	X
ACF641	Advanced Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X
ACF642	Portfolio Investments	X	X	X		X	X		X	X	X	X	X	
ACF651	Financial and Credit Markets	X	X	X		X	X	X	X	X	X	X	X	
ACF661	Scientific Research Methodology in Accounting & Finance	X	X	X		X	X	X	X	X	X	X	X	
ECO601	Managerial Economics	X	X	X		X	X	X	X	X	X	X	X	X
ACF669	Thesis	X	X	X	X	X	X	X	X	X	X	X	X	X
Programme Elective Courses														
ACF602	Accounting Theory	X	X	X		X	X		X	X		X	X	
ACF603	Contemporary Issues in Accounting and Finance	X	X	X	X	X	X	X	X	X	X	X	X	X
ACF631	Accounting Information Systems	X	X	X		X	X	X	X	X	X	X	X	
ACF643	International Financial Management	X	X	X		X	X	X	X	X	X	X	X	
ACF654	Islamic Banking and Finance	X	X	X		X	X		X	X		X	X	
BA664	Strategic Management		X			X	X	X	X	X	X	X	X	X

Course Description

Programme Compulsory Courses

MAF624 - Advanced Management Accounting

This course is designed to provide the student with the critical knowledge and professional skills necessary to evaluate and apply the specialized concepts and contemporary techniques in management accounting in various business contexts to enable the management to make decisions related to planning, monitoring and evaluation of the organization's performance and strategic development. The course covers the following topics: sales mix and limited resources, decision making under risk and uncertainty, target cost and pricing of goods and services, capital budgeting, Responsibility accounting and performance evaluation, customer profitability analysis, quality costing, balanced scorecard, inventory management, and product life cycle costing.

(Prerequisite: None)

MAF650 - Advanced Financial Management

This course is designed to provide the student with critical knowledge and understanding of the specialized concepts and theories in financial management. The course covers the following main topics: capital markets and market efficiency, short-term financing and working capital management: cash management, Inventory management and trade receivables management, long-term financing: equity and debt financing, advanced cases in valuing investments: capital structure theories, cost of capital, dividend theories and policies, mergers and acquisitions.

(Prerequisite: None)

MAF691 - Methods of Scientific Research and Applied Statistics for Accounting and Finance

This course is designed to provide the student with critical knowledge and understanding of investigative methods and professional skills necessary to apply scientific research methods and applied statistics to carry out discreet scientific research to address complex accounting and financial problems in the business environment. This course deals with a number of topics including: philosophy and ethics of scientific research; Identifying the research problem and developing the objectives. The course also covers the methodology of scientific research, data collection tools and applied statistical methods suitable for data analysis using modern statistical packages.

(Prerequisite: None)

MAF603 - Advanced Corporate Reporting

This course is designed to provide the student with critical knowledge and core concepts in advanced corporate reporting. The course covers: the conceptual framework for financial reporting, disclosure of equity-based payments, disclosure of insurance contracts, disclosure of non-current assets held for sale and discontinued operations, disclosure of mineral resources prospecting and submission, fair value disclosure, financial reporting fraud: earnings management, risk disclosure, sustainability disclosure, graphical and photographic reporting, corporate reporting in the Kingdom of Bahrain.

(Prerequisite: None)

MAF653 - Investment Portfolio Management

This course is designed to provide the student with critical knowledge and specialized understanding of investment analysis and portfolio management. The course covers the following topics: portfolio return and risk, diversification and portfolio risk, efficient portfolio selection models, capital asset pricing model, weighted pricing theory, multi-factor model, management of stocks portfolio, bonds portfolio, and investment funds, valuation portfolio performance, financial derivatives, foreign investment portfolio.

(Prerequisite: None)

MAF631 - Advanced Tax Accounting

This course is designed to provide students with critical knowledge and fundamental concepts in tax accounting. The course covers: taxable and non-taxable income, taxable and unacceptable expenses, income tax on salaries, wages and similar incomes, income tax on taxpayers with regular accounts, methods of payment of tax and fines, general sales tax, value added and tax evasion.

(Prerequisite: None)

MAF658 - Financial Risk Analysis and Management

This course is designed to provide students with critical knowledge and specialized understanding of financial risk analysis and management. The course covers a range of topics including: introduction to probabilities and descriptive statistics, types of financial risk, analysis and management of credit risk, liquidity risk, interest rate risk, currency exchange risk, ownership risk, money laundering risk, financial engineering and its role in risk management, capital adequacy risk in conventional and Islamic banks.

(Prerequisite: None)

MAF604 - Advanced Financial Analysis

This course is designed to provide the student with critical knowledge and professional skills in financial analysis. This course covers the following topics: financial statement analysis, financial analysis tools and methods, statement of financial position analysis, income statement analysis, cash flow statement analysis, credit analysis for short and long term lending purposes, profitability analysis, corporate valuation, and financial forecasting.

(Prerequisite: None)

MAF699 - Thesis

This course is designed to prepare the student for planning and carrying out a supervisory-based master thesis in accounting and /or finance. The thesis is prepared following the specialized steps of scientific research. The student is expected to use higher-level skills to critically evaluate information to investigate a complex problem and devise innovative solutions. This is done through a structured methodology, literature review and analysis of relevant data, to arrive at appropriate research conclusions and recommendations that will hopefully contribute to qualitative development at both: the professional and community levels. The final version of the thesis is subject to public defense and its assessment is based on the written and oral presentation, which is prepared in accordance with the Thesis Guide at Applied Sciences University.

(Prerequisite: None)

Programme Elective Courses

MAF651 - Entrepreneurial Finance

This course aims to provide the student with critical knowledge and specialized understanding of entrepreneurial finance. The course covers the following topics: characteristics and importance of entrepreneurial projects, sources of finance, revenue forecasting, financial needs assessment, methods of determining financial value, risk and reward sharing, exit strategies, and financing of entrepreneurial projects in the Kingdom of Bahrain.

(Prerequisite: None)

MAF654 - Islamic Finance

This course is designed to provide the student with critical knowledge and fundamental concepts in Islamic finance. The course covers: the concept and characteristics of Islamic finance, sources and uses of funds, Islamic financing modes and associated risk: Murabaha, Ejara, Musharakah, Mudarabah, Salam and Istisna'a. It also discusses the regulatory and legislative framework of the Islamic financial industry, and the governance, Shari'a supervision and social responsibility in Islamic banks.

(Prerequisite: None)

ECO601 - Managerial Economics

This course is designed to provide the student with critical knowledge of specialized theories and fundamental concepts related to managerial economics. The course covers the following topics: costs, demand, pricing, market structure in economic systems, strategic planning, market equilibrium under different competition conditions, and analysis of economic forecasts.

(Prerequisite: None)

MAF660 - Advanced Audit

This course is designed to provide the student with critical knowledge and understanding of contemporary issues and specialized concepts in auditing. The course covers the following topics: community need for audit, auditor independence, professional skepticism, financial statements fraud and auditor's responsibility, audit quality and earnings management, quality control of audit using artificial intelligence techniques and Sigma 6 approach, designing and testing internal control systems, analytical audit procedures, and completion of audit process, audit reports, environmental and social audits.

(Prerequisite: None)

MAF671 - Advanced Accounting Information Systems

This course aims to provide the student with critical knowledge in accounting information systems. The course covers the following topics: The strategic role of accounting information systems in adding value to the organization, documenting accounting information systems: document flow chart, control and accounting information systems, control objectives of information and technology framework (COBIT), audit of computerized accounting information systems, databases using the entity and relationship model (REA), systems design and implementation, development and analysis of accounting information systems, strategies for the development of accounting information systems.

(Prerequisite: None)



BACHELOR IN MANAGEMENT INFORMATION SYSTEMS



Programme Description

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Programme Details

Programme Title	Bachelor in Management Information Systems
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Bachelor Degree
Academic Year	2019 - 2021
Language of Study	English
Mode of Study	Full Time

Aims of the Programme

1. Provide a learning environment and learning opportunities which ensures graduates have advanced knowledge and expertise of information systems infrastructure, development, implementation and management, in the changing external environment in which modern businesses operate, particularly in the context of enabling them to take full advantage of emerging technologies.
2. Prepares graduates with a range of practical skills to ensure they are fully equipped to critically analyze problems and implement relevant solutions required for a professional career in management information systems management.
3. Students will learn how to transfer their technical knowledge and skills within the business environment and gain an understanding of how technology can positive impact on business success.
4. The programme also seeks to enhance students' lifelong learning skills and personal development skills to enable them to contribute ethically and in a socially responsible manner both in their professional role and to society at large. Through appropriate teaching and assessment methods it will also develop students' interpersonal and communication skills.

Programme Structure

Overall Structure of the Programme

Minimum Study Period	: 3 years
Maximum Study Period	: 8 years
Total Credit Hours	: 135 Credit Hours
No. of Courses	: 45 Courses

Study Plan

First Year - First Semester (18 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
CS104	Computer Skills	3	-
BA108	Principles of Management (1)	3	-
MATH102	Business Mathematics	3	-
ACF101	Principles of Accounting (1)	3	-
POL110	Introduction to Political Science	3	-
ENG111	Upper-Intermediate English	3	-

First Year - Second Semester (18 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
ENG112	Advanced English	3	ENG111
HR106	Human Rights	3	-
ACF151	Financial Management (1)	3	ACF101
ARB101	Arabic Language	3	-
ECO102	Principles of Microeconomics	3	-
-	University Elective (1)	3	-

Second Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA161	Introduction To Entrepreneurship	3	-
BA109	Principles of Management (2) (E)	3	BA108
STA101	Principles of Statistics	3	MATH102
HBH105	Bahrain Civilization & History	3	-
MIS231	Programming and Data Structures	3	CS104
MIS211	Management Information Systems	3	BA108+CS104

Second Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
-	University Elective (2)	3	-
BA218	Principles of Marketing	3	BA108
MIS240	Information Systems Infrastructure	3	MIS231
BA241	Quantitative Methods in Management	3	STA101
MIS251	Information Resources Management	3	MIS211
BA307	Methods of Scientific Research	3	-

Third Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
ECO103	Principles of Macroeconomics	3	ECO102
BA238	Human Resources Management (E)	3	BA109
MIS255	Knowledge Base Management	3	MIS211
BA349	Operations Management (E)	3	BA241+BA109
MIS344	Introduction to Database Systems	3	MIS240
-	Programme Elective (1)	3	-

Third Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
-	Programmer Elective (2)	3	-
MIS321	Information Systems Analysis	3	MIS 344
MIS332	Visual Programming	3	MIS231
MIS312	E-Decision Support Systems	3	MIS211
MIS314	Integrated Information Systems	3	MIS211
MIS356	Information Systems Auditing	3	MIS211

Fourth Year - First Semester (15 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MIS343	Information Systems Security	3	MIS240
MIS361	E-Business	3	MIS211
MIS363	Special Topics in Information Systems	3	MIS312+ MIS314
MIS445	Mobile Computing	3	MIS240
MIS462	Internship	3	90 Credit Hours

Fourth Year - Second Semester (12 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
MIS422	Information Systems Design and Implementation	3	MIS321
MIS464	Applied Research in MIS	3	MIS462
MIS456	Information Systems Project Management	3	BA241
MIS454	MIS Ethics	3	MIS240

University Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ARB 101	Arabic Language	3	-
BA 161	Introduction to Entrepreneurship	3	-
CS 104	computer skills	3	-
ENG 111	Upper-Intermediate English	3	-
ENG 112	Advanced English	3	ENG111
HBH 105	Bahrain Civilization & History	3	-
HR 106	Human Rights	3	-

University Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
CS 205	Computer Applications	3	CS104
ISL 101	Islamic Culture	3	-
ISL 102	Islamic Ethics	3	-
ISL 103	Islam & Contemporary Issues	3	-
LFS 102	Thinking and communications skills development	3	-
LIB 101	Introduction to Library Science	3	-
MAN 101	Man and Environment	3	-
SOC 101	Introduction to Sociology	3	-
SPT 101	Special Topics	3	-

College Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACF 101	Principles of Accounting (!)	3	-
BA 108	Principles of Management (1)	3	-
BA 218	Principles of Marketing	3	BA108
BA 307	Methods of Scientific Research	3	-
ECO 102	Principles of Microeconomics	3	-

ECO 103	Principles of Macroeconomics	3	ECO102
MATH 102	Business Mathematics	3	-
POL 110	Introduction To Political Sciences	3	-
STA 101	Principles of Statistics	3	MATH102

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ACF 151	Financial Management (2)	3	ACF101
BA 109	Principles of Management (2) E	3	BA108
BA 238	Human Resources Management (E)	3	BA109
BA 241	Quantitative Methods in Management (E)	3	STA101
BA 349	Operations Management (E)	3	BA241 + BA109
MIS 211	Management Information Systems	3	CS104 + BA108
MIS 231	Programming & Data Structure	3	CS104
MIS 240	Information Systems Infrastructure	3	MIS231
MIS 251	Information Resources Management	3	MIS211
MIS 255	Knowledge Base Management	3	MIS211
MIS 312	E - Decision Support Systems	3	MIS211
MIS 314	Integrated Information Systems	3	MIS211
MIS 321	Information Systems Analysis	3	CS331
MIS 332	Visual Programming	3	MIS231
MIS 343	Information System Security	3	MIS240
MIS 344	Introduction to Database Systems	3	MIS240
MIS 356	Information Systems Auditing	3	MIS211
MIS 361	E-Business	3	MIS211
MIS 363	Special Topics in Information Systems	3	MIS312 + MIS314
MIS 422	Information Systems Design & Implementation	3	MIS321
MIS 445	Mobile Computing	3	MIS240
MIS 454	MIS Ethics	3	MIS240

MIS 456	Information Systems Project Management	3	BA241
MIS 462	Internship	3	MIS321
MIS 464	Applied Research in MIS	3	MIS462

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
BA 258	Organization Theory (E)	3	BA109 + ENG111
BA 332	Business Communication	3	BA109 + ENG111
MIS 210	Financial Information Systems	3	MIS211 + ACF101
MIS 436	Web Applications Development	3	-
MIS 465	Business Intelligence	3	BA108 + MIS255

Programme Intended Learning Outcomes

A. Knowledge and Understanding	
A2	Demonstrate critical knowledge of core Information systems concepts including but not restricted to information systems infrastructure, information systems security, ethical considerations, and successful application of systems in a business context.
A1	Demonstrate critical practical knowledge of the IS and IT tools which are used in designing, implementing, evaluating, securing, and auditing Management Information systems.

Teaching and Learning Methods:

1. Interactive Lectures.
2. Individual/Group discussions.
3. Practical demonstrations
4. Directed and Independent learning.

Assessment Methods:

1. Quizzes.
2. Written examinations.
3. Written Assignments
4. Practical tasks.

B. Subject Specific (Practical) Skills

B2	Identify problems in selection/design and implementation of information systems to solve business problems, critically applying an extensive understanding of information systems, infrastructures, tools, and components and the context in which they can be used effectively.
B1	Critically apply appropriate IS theories, tools and techniques, systems, and strategies to solve problems in a range of business problems in both well-defined and loosely defined contexts.

Teaching and Learning Methods:

1. Interactive lectures.
2. Provision of multiple examples of real- world situations during interactive lectures.
3. Use of computer laboratories for practical teaching and demonstration.
4. Fieldwork visits to the workplace
5. Internship.
6. Projects

Assessment Methods:

1. Written Exam.
2. Practical tasks.
3. Problem solving exercises.
4. Group and individual projects
5. Internship report.

C. Critical Thinking Skills

C2	Use a range of approaches to critically analyze, synthesize, and evaluate information systems and concepts and use.
C1	Analyze and recommend relevant solutions to business problems drawing on practical knowledge of information technology elements, and a range of different IS systems solutions.

Teaching and Learning Methods:

1. Interactive Lectures,
2. Presentation of ideas through e.g. diagrams, mind maps, flow charts and diagrams and building UML models.
3. Case studies requiring analysis and abstraction to diagnose problems and suggest solutions
4. Individual / group discussions
5. Brainstorming techniques and problem solving.

Assessment Methods:

1. Written exams.
2. Tests requiring information systems analysis and problem solving.
3. Case analysis report.
4. Individual/group participation in analyzing business problems.
5. Examinations

D. General and Transferable Skills

D2	Use special skills to communicate with colleagues and specialists in the field of information systems adapting the message to the audience and making appropriate use of ICT when making formal presentations.
D1	Operate autonomously at a specialist level to demonstrate individual responsibility, or demonstrate joint responsibility when required to lead or participate in group projects to demonstrate leadership, decision making and interpersonal skills.

Teaching and Learning Methods:

1. Interactive lectures
2. Class based discussions
3. Group/Individual projects
4. Technical Writing
5. Internship.

Assessment Methods:

1. Written Tasks.
2. Oral Presentation.
3. Group working.
4. Report Writing.
5. Systems and End User documentation

Curriculum Mapping

5. Programme Mapping (CILOS TO PILOS)												
Programme Compulsory Courses												
No.	Course Code	Course Title	CILOs	PILOs								
				A1	A2	B1	B2	C1	C2	D1	D2	
1	BA109	Principles of Management (2) (E)	a1	√								
			a2		√							
			b1			√						
			b2				√					
			c1					√				
			c2									
			d1								√	
			d2									√
2	ACF151	Financial Management (1)	a1	√								
			a2		√							
			b1			√						
			b2				√					
			c1					√				
			c2							√		
			d1								√	
			d2									√
3	MIS211	Management Information Systems	a1	√								
			a2		√							
			b1			√						
			b2				√					
			c1					√				
			c2							√		
			d1								√	
			d2									√

4	MIS231	Programming and Data Structures	a1	√										
			a2		√									
			b1				√							
			b2											
			c1							√				
			c2											
			d1									√		
			d2											√
5	BA238	Human Resources Management (E)	a1	√										
			a2											
			b1				√							
			b2											
			c1							√				
			c2											
			d1									√		
			d2											
6	MIS240	Information Systems Infrastructure	a1	√										
			a2		√									
			b1				√							
			b2					√						
			c1							√				
			c2								√			
			d1									√		
			d2											√
7	BA241	Quantitative Methods in Management (E)	a1	√										
			a2											
			b1				√							
			b2											
			c1							√				
			c2											
			d1									√		
			d2											√

8	MIS251	Information Resources Management	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2									√		
9	MIS255	Knowledge Base Management	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2									√		
10	BA307	Methods of Scientific Research	a1	√										
			a2											
			b1			√								
			b2				√							
			c1											
			c2						√					
			d1							√				
			d2									√		
11	MIS312	E-Decision Support Systems	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2									√		

12	MIS314	Integrated Information Systems	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2											
			d1									√		
			d2											√
13	MIS321	Information Systems Analysis	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2							√				
			d1									√		
			d2											√
14	MIS344	Introduction to Database Systems	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2							√				
			d1									√		
			d2											√
15	MIS332	Visual Programming	a1	√										
			a2		√									
			b1				√							
			b2											
			c1							√				
			c2									√		
			d1										√	
			d2											√

16	MIS343	Information Systems Security	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2									√		
17	BA349	Operations Management (E)	a1	√										
			a2											
			b1			√								
			b2				√							
			c1					√						
			c2											
			d1								√			
			d2										√	
18	MIS356	Information Systems Auditing	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2										√	
19	MIS361	E-Business	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1							√				
			d2										√	

20	MIS363	Special Topics in Information Systems	a1	√										
			a2		√									
			b1			√								
			b2											
			c1					√						
			c2						√					
			d1								√			
			d2										√	
21	MIS422	Information Systems Design and Implementation	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1								√			
			d2										√	
22	MIS445	Mobile Computing	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1								√			
			d2										√	
23	MIS454	MIS Ethics	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1								√			
			d2										√	

24	MIS456	Information Systems Project Management	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1								√			
			d2										√	
25	MIS462	Internship	a1	√										
			a2											
			b1				√							
			b2											
			c1					√						
			c2											
			d1								√			
			d2										√	
26	MIS464	Applied Research in MIS	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2						√					
			d1								√			
			d2										√	

Programme Elective Courses

No.	Course Code	Course Title	CILOs	PILOs								
				A1	A2	B1	B2	C1	C2	D1	D2	
1	MIS210	Financial Information Systems	a1	√								
			a2		√							
			b1			√						
			b2				√					
			c1					√				
			c2						√			
			d1							√		
			d2									√
2	BA258	Organization Theory (E)	a1	√								
			a2		√							
			b1				√					
			b2				√					
			c1					√				
			c2									
			d1							√		
			d2									√
3	BA332	Business communication	a1	√								
			a2									
			b1			√						
			b2				√					
			c1					√				
			c2									
			d1									√
			d2								√	

4	MIS436	Web Applications Development	a1	√									
			a2		√								
			b1			√							
			b2				√						
			c1					√					
			c2						√				
			d1								√		
			d2										√
5	MIS465	Business Intelligence	a1	√									
			a2		√								
			b1			√							
			b2				√						
			c1					√					
			c2						√				
			d1								√		
			d2										√
College Compulsory Courses													
1	ACF101	Principles of Accounting (1)	a1	√									
			a2										
			b1		√								
			b2										
			c1					√					
			c2										
			d1								√		
			d2										√

2	STA101	Principles of Statistics	a1	√									
			a2		√								
			b1				√						
			b2										
			c1						√				
			c2										
			d1								√		
			d2										
3	ECO102	Principles of Microeconomics	a1	√									
			a2										
			b1				√						
			b2										
			c1					√					
			c2							√			
			d1								√		
			d2									√	
4	MATH102	Business Mathematics	a1	√									
			a2		√								
			b1			√							
			b2										
			c1										
			c2										
			d1										
			d2										
5	ECO103	Principles of Macroeconomics	a1	√									
			a2		√								
			b1			√							
			b2										
			c1				√						
			c2					√					
			d1								√		
			d2										

6	BA108	Principles of Management (1) E	a1	√										
			a2		√									
			b1			√								
			b2				√							
			c1					√						
			c2											
			d1									√		
			d2											√
7	POL110	Introduction To Political Sciences	a1	√										
			a2		√									
			b1				√							
			b2											
			c1						√					
			c2											
			d1									√		
			d2											√
8	BA218	Principles of Marketing	a1	√										
			a2											
			b1				√							
			b2											
			c1						√					
			c2											
			d1									√		
			d2											√

Course Description

Programme Compulsory Courses

ACF 101 - Principles of Accounting (1)

This course concentrates on basic accounting concepts, principles and assumptions, basic accounting equations, the accounting cycle (journalizing, posting, preparation of a trial balance, financial statement), adjusting entries, the accounting cycle for a merchandising company, computing inventory cost under periodic & perpetual inventory systems.

(Prerequisite: None)

STA 101 - Principles of Statistics

Principle of Statistics (STAT 101) is the capstone, integrative course for all students for two colleges (Administrative and Arts & Science). This exciting, challenging course focuses on how present, describe of statistical data that related with practical life of students. As well as Principle of Statistics taught inferential statistics as correlation and regression to employ it practically. Students use all the knowledge acquired from prior business courses together with this course.

(Prerequisite: MATH 102)

ECO 102 - Principles of Microeconomics

Economics is the study of how people satisfy their wants in the face of limited resources. There are two main branches of economics, microeconomics and macroeconomics. Microeconomics deals with the behavior of individual households and firms and is the subject of this course. This course relates to the functioning of individual industries and the behavior of individual economic decision-making units: business firms and households and explores the decisions that individual businesses and consumers make and how these decisions are coordinated in markets. The course details a study on how households make decisions about what goods to buy and how firms make decisions about what to produce, how to produce and for whom to produce. Examining the behavior of households and firms will give us the necessary insight to understand how the interaction between consumers' demands and producers' supplies determines prices in the marketplace.

(Prerequisite: None)

MATH 102 - Business Mathematics

This course focuses on business mathematics topics such as set theory, distance formula, line equations, matrices, integration and derivation. During this course, the student will learn the various types of functions and be able to solve and sketch functions. The course will also increase the student's ability and skills in mathematics more generally.

(Prerequisite: None)

ECO 103 - Principles of Macroeconomics

Macroeconomics course is designed as an initial college-level course in macroeconomics and as a foundation for study in the College. Course contents include an analysis of national income and its components, economic indicators, inflation and unemployment, money and banking, stabilization policies, governmental fiscal and monetary policy, and

economic growth and world trade. Upon completion of the course, students will be able to generate, interpret, label, and analyze graphs, charts, and data in order to describe and explain economic concepts.

(Prerequisite: ECO 102)

POL 110 - Introduction to Political Sciences

The course introduces students to the basic concepts and ideas in the field of Political Science. It teaches students the relationship between political science and other disciplines, and develops their understandings of key concepts such as 'the state', 'government', 'political parties' and 'interest and pressure groups'. The course stress important topics such as the political system, political socialization and public opinion, as well as international relations. It introduces students to the evolution of the international system and foreign policy and international organizations.

(Prerequisite: None)

BA 108 - Principles of Management (1)

This is an introductory course for the study of management and the role it plays in organizations. It introduces students to the ideas of managerial levels, skills and management 'concepts'. It develops their understanding about how successful employees and managers operate. The course begins with a historical overview of the management field and evolution of management thought. Additionally the course focuses on the management process/ managerial functions such as planning, organizing, leading, and controlling.

(Prerequisite: None)

BA 218 - Principles of Marketing

This course provides a broad background to the concept of marketing, the role of marketing in an organization and the external environment. It also introduces students to basic, and some advanced, marketing tools. During the course the student will learn to think like a marketer and will understand how marketing managers' use marketing elements to enable their business organization to gain a competitive advantage.

(Prerequisite: BA108)

BA 307 - Methods of Scientific Research

The course studies the scope and significance of business research. It introduces students to the various aspects of business research; its types, tools and methods and students will learn how to apply business research techniques into real world situations. The course covers topics such as the identification of a topic by the student, proposition of hypothesis, formulation of research inquiries, development of literature review, select research design and methodologies. Additionally students will learn data collection techniques; primary and secondary data with application to specific problems, scaling and research instrument design and sampling design.

(Prerequisite: None)

Programme Compulsory Courses

BA 109 - Principles of Management (2) (E)

The course exposes students to the basic concepts of the organization, its characteristics and legal forms. It focuses on the provision of a comprehensive understanding of the organization functions (production, marketing, finance, human resource, knowledge & information and management). Additionally, it covers the organization's relationship with the surrounding environment.

(Prerequisite: BA 108)

ACF 151 - Financial Management (1)

This course will introduce students to the concepts and tools of financial management. The focus of the course is decision making in a financial context. It therefore examines the techniques that are used in businesses to make decisions that are consistent with the efforts to increase the wealth of the owners of the business in a corporate environment. The topics covered include but are not limited to financial analysis, the time value of money, capital budgeting, risk and return, valuation of future cash flows, valuation of stocks and bonds, and long term financing.

(Prerequisite: ACF 101)

MIS 211 - Management Information Systems

This course presents computer-based solutions to problems encountered in the business environment. It focuses on systems, information systems concepts and technologies. Students will learn the most effective ways to use information systems to achieve competitive advantages for the business. Topics include: information systems types, computer and IT applications, gaining competitive advantage with IT information systems key resources, integrating collaborating environments, E-Commerce, Decision Support Systems, enterprise resource planning, customer relationship management, supply chain management, databases and data warehouses.

(Prerequisite: CS 104 + BA 108)

MIS 231 - Programming and Data Structure

This course introduces the students to the concepts of structured programming together with programming tools. It also introduces them to Data Structures types, the primitive operations associated with each type, and C++ implementation for some of the primitive operations. Topics to be covered in this course are: Algorithms, C++ Programming language tools (Input Output, Selection, Repetition, Methods and Matrices), Data structures types (Linked list, Stacks, Queues and trees).

(Prerequisite: CS 104)

MIS 332 - Visual Programming

This course introduces to the students the concepts of Visual Basic (VB) Programming, its tools, its elements and its usage in problem solving. The student will learn how to design, write and implement Programme with VB programming language. The topics covered in this course are the user interface with its tools (dialog boxes, text boxes, buttons, list boxes, combo boxes, radio buttons, check boxes, etc.) loops, selections statement, and timers. The student also will learn how to use VB tools to do animation, create a web

browser, and connect a visual basic programme with a database.

(Prerequisite: MIS 231)

BA 238 - Human Resources Management (E)

This course introductory course in the field of Human Resource Management (HRM) is designed to introduce students to detailed knowledge and understandings associated with the field. The course covers the main theories, principles and concepts associated with HMR. The course also exposes students to the major challenges and problems encountered in the HRM environment and introduces them to the tools, techniques and practices used by HRM professionals to deal with problems and issues encountered in the workplace, some of which may be undefined.

(Prerequisite: BA 109)

BA 241 - Quantitative Methods in Management (E)

This course provides an introduction to the concept, theories and principles associated with and application of quantitative methods in Management. It develops the mathematical and statistical competence necessary to facilitate progression in areas such as Operation Management necessary for decision making. The course builds on concepts and analytical techniques taught in STA 101 Principles of Statistics, developing more advanced quantitative methods, such as, Linear Programming and Sensitivity and Duality Theory. Quantitative methods are used throughout business, government and the non-profit sector of the economy. Effective participation in decision-making must be able to, at a minimum, understand and interpret statistical reports.

(Prerequisite: STA 101)

MIS 240 - Information Systems Infrastructures

This course engages students in an advanced study of the Information technology infrastructure required to build and implement information systems. Topics related to operating systems (structure, functionality, types, & security), Computer Networks (Component, Protocols, and Applications), the key features of Cloud computing, and Data centers are covered in this course.

(Prerequisite: MIS 231)

MIS 251 - Information Resources Management

The course aims to extend students' detailed knowledge of the business environment by introducing students to how information resources are managed in business environment. The material covered in this course includes the impact of IT on business, T strategy, IT governance, IT processes, IT planning, and the role of the CIO within the organization.

(Prerequisite: MIS 211)

MIS 312 - E- Decision Support Systems

This course explores the core concepts of decision support systems and investigate the fundamental techniques associated with them to ensure that they can effectively support the decision- making process. It also develops an understanding of the methodologies, technologies, and modeling used in Decision Support Systems and Business Intelligence.

(Prerequisite: MIS 211)

MIS 314- Integrated Information Systems

The course provides a comprehensive review of enterprise systems, with a particular focus on integrated business processes with enterprise resource planning (ERP) systems. It provides detailed coverage of enterprise systems architecture, data in enterprise systems, and ERP application platforms. This course also covers the key business processes supported by modern ERP systems.

(Prerequisite: MIS 211)

MIS 321 - Information Systems Analysis

This course provides students with an advanced knowledge and understanding of the concepts and practice of information systems analysis. The students will gain skills in Information Systems requirements analysis and logical system specifications. The student will also learn several systematic approaches and tools for the analysis process management and techniques that will enable them to analyze systems in a team environment.

(Prerequisite: MIS 344)

MIS 344- Introduction to Database Systems

This course develops students' knowledge and understanding of database systems. It extends students understanding of approaches to maintenance and manipulation of files by introducing and explaining database systems concepts, database systems evolution, and database types. Entity, attributes, relational database, and database architecture, database modeling methods, data definition, and database manipulation languages such as SQL are comprehensively explained.

(Prerequisite: MIS 240)

MIS 343 - Information Systems Security

This course covers the key principles and practices related to the security of information systems. The course comprehensively covers information security concepts, attacking techniques, security policies, cryptographic tools, authentication systems, access control, and types of malicious software. In addition, the course examines legal and ethical issues related to information systems security.

(Prerequisite: MIS 240)

BA 349 - Operations Management (E)

The course provides students with the advanced knowledge and skills necessary to transform inputs (materials, labor, capital and management) into outputs (products or services) in a manner that explores a firm's value propositions and complies with its business strategy. Topics include: location, product selection and design, capacity planning, process selection, facilities location and design, Scheduling, Aggregate Production Planning, and Material Requirements Planning (MRP), and Modern Manufacturing Systems and Future Plant. The course contributes to students' development as autonomous and responsible professionals in the business environment.

(Prerequisite: BA 109 + BA 241)

MIS 255 - Knowledge Based Management

This course Introduces students to the concepts of Knowledge management and forces driving knowledge management Systems. Students will learn about the issues in knowledge management, knowledge types, knowledge generation, knowledge transfer, knowledge management solutions, knowledge management technologies and the infrastructure of knowledge management systems. Also, this course will acquaint students with the applications of knowledge management systems.

(Prerequisite: MIS 211)

MIS 356-Information Systems Auditing

This course introduces the fundamental concepts of the information systems audit and control function. The main focus of this course is to understand audit controls, the types of controls and their impact on the organization performance. The concepts and techniques used in information technology and information systems audits will be presented. Students will learn audit management; dealing with best practices, standards, regulatory requirements, governing information and controls is addressed.

(Prerequisite: MIS 211)

MIS 361- E-Business

This course provides students with advanced knowledge of technological concepts, economic effects, and structural constitution for electronic business systems such as B2B, B2C, C2C, G2B and any other emerging technology. Enterprise systems solutions, paying techniques, information security issues, clients' relations, social and legal issues will also be covered. The course focuses on how business is carried out electronically through a range of digital platforms.

(Prerequisite: MIS 211)

MIS 363-Special Topics in Information Systems

This course aims to provide students with detailed knowledge of selected topics in information systems that reflect emerging trends or areas of interest in information systems which are not covered in depth in other courses in the Bachelor degree of Management Information Systems (MIS). The course currently examines developments and research in the following topics - Social Media, Internet of Thing, Cloud Computing and Big Data. The course thus gives students knowledge of new and emerging topics related to the use of new and innovative information system technologies, management approaches, integration issues, and relevant contemporary issues which impact on MIS. The course covers areas of knowledge which are of professional interest for information systems practitioners and managers. The contents of the course will be revised periodically (subject to relevant approvals from the College and the University) to incorporate other topics or research which is having or is likely to have a significant impact on information systems development and use.

(Prerequisite: MIS 312 + MIS 314)

MIS 422 - Information Systems Design & Implementation

This course provides students with advanced knowledge and understanding of Information Systems development review, converting new system specification to design, designing effective output, designing effective input, database design, designing effective user interface, designing accurate data entry procedures, design documentation, coding, testing, and getting user approval, user training and system implementation.

(Prerequisite: MIS 321)

MIS 464 - Applied Research in MIS

In this course, students critically apply appropriate research methodologies to develop either a software application with an accompanying research report or a comprehensive research report based on another valid research project selected by the student and validated by the tutor. Typically, the research project undertaken will be oriented to real life business problems or situations. This gives the opportunity for individual student, to take the responsibility of executing applied research with guidance from a supervisor. Student will use knowledge and skills gained in earlier studied courses and implement them in the research. Students will be required to plan their work and meet deadlines, they also need to demonstrate the outcome of the investigation and write a comprehensive report.

(Prerequisite: MIS 462)

MIS 445 - Mobile Computing

This course comprehensively covers all aspects of mobile computing; mobile computing platforms; wireless networks; architectures; security and management; mobile computing applications such as mobile messaging, mobile agents, and sensor applications. It deals with the fundamentals of mobile technology and progressively builds on these to consider more complex topics, including network and wireless communication, mobile computing applications, platforms and middleware, wireless LANs and PANs, wireless security, wireless positioning, and wireless management and support.

(Prerequisite: MIS 240)

MIS 454 - MIS Ethics

This course aims to provide students with a solid grounding on the principles and concepts which underpin a study of ethics and to give them in depth knowledge of how ethical concepts and actions impact on the field of information systems management. The course focuses on the fundamental concepts of ethics, ethical standards of information systems, professionals and users of information systems, ethical issues related to privacy and digital crimes.

(Prerequisite: MIS 240)

MIS 456 - Information Systems Project Management

This course discusses the processes, methods, techniques and tools that organizations use to manage their information systems projects. The course covers a systematic methodology for initiating, planning, executing, controlling, and closing projects. This course assumes that project management in the modern organization is a complex

team based activity, where various types of technologies including project management software as well as software to support group collaboration are an inherent part of the project management process. This course also acknowledges that project management involves both the use of resources within the organization as well as others acquired from outside the organization.

(Prerequisite: BA 241)

MIS 462 - Internship

The internship is a pre-arranged, credit-bearing work experience, which allows a student to achieve personal goals that are aligned with the goals of a supervising professional organisation or agency. Internships provide opportunities to explore career options, test career choices, and encourage the development of skills within a chosen field. An internship allows students to relate theory with practical job experience as well as develop new skills that will be transferable to future employers.

(Prerequisite: 90 Credit Hours + MIS 321)

Programme Elective Courses

MIS 210- Financial Information Systems

Financial Information Systems is concerned with how computerized information systems impact financial data capturing, processing, and communicating. This course introduces students to the components of financial information systems i.e. people, technology, procedures, and controls that are necessary to conduct internal and external e-business, with an emphasis on the internal controls over such systems. This course presents problems in the financial environment with their computer-based solution. It focuses on the concepts of information systems and technology applied in a business context and also examines the importance of financial information systems in the detection and prevention of fraud. Students will learn the most effective ways to use information systems in the financial environment. Students will gain advanced understanding of the importance of implementing effective financial information systems in a business context.

(Prerequisite: MIS 211 + ACF 101)

BA 258 - Organization Theory (E)

The course provides students with the advanced knowledge related to organization theory that helps the student in understanding and analysing organizations. This course examines what an organization is and how it functions, why organizations exist, and what objectives they pursue. It also reviews issues related to the life cycle of organizations: how do they grow and survive. The environment in which the organization operates is another important topic. Additionally, the course includes theories and practical information about different types of organizational structures, organizational change, organizational culture and innovation within organizations.

(Prerequisite: BA 109 + ENG 111)

BA 332 - Business Communication

The course introduces students to the concepts of written and oral business communications. This course focuses on the importance of the communication process, its objectives and types. It enables students to achieve competencies in business writing, including good and bad news business letters, memoranda, electronic mail, persuasive messages, formal letters, and formal reports. The course promotes students' capacity to use electronic communication and technology appropriate to contemporary business functions. Additionally, it paves the way for students' own personal development as professionals in the business world.

(Prerequisite: BA 102 + ENG 102)

MIS 436 - Web Applications Development

This course covers the concepts in required to demonstrate critical knowledge of programming web application servers. The student will gain advanced knowledge of the fundamental architectural elements of programming web sites that produce content dynamically. The primary development tools which will be introduced will be HTML, JavaScript and PHP but the course will also cover related topics dealing with content development as necessary so that students may build significant applications.

(Prerequisite: None)

MIS 465 - Business Intelligence

This course introduces the concepts of Business Intelligence (BI) together with its capabilities which include organizational memory capabilities, integration capabilities, presentation capabilities and Business Intelligence tools and techniques. The material in this course covers the various aspects of BI, including the business impacts, technologies, management and development of BI.

(Prerequisite: MIS 255 + BA 108)



BACHELOR IN POLITICAL SCIENCE



Programme Description

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Programme Details

Programme Title	Bachelor in Political Science
Awarding Institution	Applied Science University
Teaching Institution	Applied Science University
Programme licensed by	Ministry of Education, Kingdom of Bahrain
Final Qualification	Bachelor Degree
Academic Year	2019 - 2021
Language of Study	Arabic
Mode of Study	Full Time

Aims of the Programme

1. Meet the needs of the community in the Kingdom of Bahrain and the region by graduating cadres of qualified specialists in the field of political science who are capable of solving problems to work in the diplomatic field, international and regional organizations, civil society organizations, ministries, public and private institutions, media and public opinion industry.
2. Prepare a graduate familiar with basic and advanced knowledge in the various branches of political science, and possesses a sufficient number of skills: mental and practical and communication skills and critical thinking qualify him to enter the labor market and contribute to community service.
3. Prepare a graduate capable of collective and individual scientific research in various fields of political science.
4. Prepare students for postgraduate studies in the field of political science and related fields.
5. Contribute to the political socialization and deepen the values of good citizenship and consolidate the behavioral and national values based on objective dialogue, tolerance and respect for the other.

Programme Structure

Overall Structure of the Programme

Minimum Study Period : 3 years

Maximum Study Period : 8 years

Total Credit Hours : 135 Credit Hours

No. of Courses : 45 Courses

Study Plan

First Year - First Semester (15 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
POL101	Introduction To Political Sciences	3	-
CS101	Computer Skills	3	-
ENG101	English Language (1)	3	-
MATH101	Business Mathematics	3	-
-	University Elective Course (1)	3	-

First Year - Second Semester (15 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
BA101	Principles of Management (1)	3	-
ACC101	Principles of Accounting (1)	3	-
ENG102	English Language (2)	3	ENG101
HR106	Human Rights	3	-
POL131	Principles of International Relations	3	-

Second Year - First Semester (18 Credit Hours)			
Course Code	Course Title	Credit Hours	Prerequisite
ARB101	Arabic Language	3	-
BA161	Introduction to Entrepreneurship	3	-
ECO104	Principles of Microeconomics	3	-
HBH105	Bahrain Civilization & History	3	-
STA101	Principles of Statistics	3	MATH101
POL124	Principles of Law	3	-

Second Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
BA211	Principles of Marketing	3	BA101
POL 121	Comparative political systems	3	POL 101
POL125	Constitutional Law	3	POL124
POL211	Ancient & Medieval Systems	3	POL101
-	University Elective Course (2)	3	-
POL 268	Readings in Politics (E)	3	ENG102+ POL 101

Third Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
POL234	International Organizations	3	POL131
POL251	Political Sociology	3	POL101
POL233	Geopolitics	3	POL131
POL 322	Bahrain's Political System	3	POL 121
POL312	Modern & Contemporary Political Thought	3	POL211
ECO105	Principles of Macroeconomics	3	ECO104

Third Year - Second Semester (15 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
POL325	Arab Political Systems	3	POL121
POL313	Political Theory	3	POL312
POL342	Comparative Foreign Policy	3	POL233
BA303	Methods of Scientific Research	3	-
POL327	Pubic Administration	3	POL121

Fourth Year - First Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
POL361	Methodology of Political Science	3	BA303
POL 354	Public Opinion and Media	3	POL251
POL343	Diplomacy in Theory & Practice	3	POL234
POL362	Internship	3	90 Credit Hours
-	Programme Elective Course (1)	3	-
POL439	Contemporary International Issues (E)	3	POL131 + POL268

Fourth Year - Second Semester (18 Credit Hours)

Course Code	Course Title	Credit Hours	Prerequisite
POL433	International Economic System (E)	3	POL131 + POL268
-	Programme Elective Course (2)	3	-
POL451	Political Development	3	POL 251
POL465	Ethics in Politics	3	POL313
POL434	The Theories of International Relations	3	POL433
POL464	Applied Research in Political Science	3	POL361 + POL362

B . Levels and Courses

University Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
ARB 101	Arabic Language	3	-
ENG 102	English Language (2)	3	ENG 101
CS 101	Computer Skills	3	-
HBH 105	Bahrain Civilization and History	3	-
HR 106	Human Rights	3	-

University Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
ISL 103	Islam and Contemporary Issues	3	-
ISL 102	Ethics in Islam	3	-
SPT 101	Special Topics	3	-
SOC 101	Introduction to Social Science	3	-
MAN 101	Human and Environment	3	-
LIB 101	Introduction to Libraries Science	3	-
CS 205	Computer Applications	3	CS104

College Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
MATH101	Business Mathematics	3	-
STA101	Principles of Statistics	3	MATH 101
BA303	Methods of Scientific Research	3	-
ECO104	Principles of Microeconomics	3	-
BA101	Principles of Management (1)	3	-
ACC101	Principles of Accounting (1)	3	-
POL 101	Introduction to Political Science	3	-
BA211	Principles of Marketing	3	BA 101
ECO105	Principles of Macroeconomics	3	ECO 104

Programme Compulsory Courses

Course Code	Course Title	Credit Hours	Prerequisite
POL 121	Comparative political systems	3	POL 101
POL 124	Principles of Law	3	-
POL 125	Constitutional Law	3	POL 124
POL 131	Principles of International Relations	3	-
POL 211	Ancient and Medieval Thought	3	POL 101

POL 268	Readings in Politics (E)	3	ENG102+ POL 101
POL 234	International Organizations	3	POL 131
POL 233	Geopolitics	3	POL 131
POL 251	Political Sociology	3	POL 101
POL 312	Modern and Contemporary Political Thoughts	3	POL 211
POL 322	Bahrain's Political System	3	POL 121
POL 325	Arab Political Systems	3	POL 121
POL313	Political Theory	3	POL 312
POL327	Public Administration	3	POL121
POL 342	Comparative Foreign Policy	3	POL 233
POL 343	Diplomacy in Theory and Practice	3	POL 234
POL 354	Public Opinion and Media	3	POL251
POL 362	Internship	3	90 Credit Hours
POL 361	Methodology of Political Science	3	BA 303
POL 439	Contemporary International Issues (E)	3	POL 131+ POL268
POL433	International Economic System (E)	3	POL 131 +POL 268
POL 451	Political Development	3	POL 251
POL 465	Ethics in Politics	3	POL 313
POL 434	Theories of International Relations	3	POL433
POL 464	Applied Research in Political Science		POL 361+POL 362

Programme Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite
POL 366	Special Topics in Political Science	3	POL 251
POL432	Arab's Neighboring Countries	3	POL 233
POL 414	Contemporary Political Ideology	3	POL 312
POL 353	Political Parties	3	POL251
POL467	Strategic Studies	3	POL 233
POL326	Electoral systems	3	POL 121

POL 436	International Crises Management	3	POL 234
POL 431	Negotiation Skills	3	POL 343

Programme Intended Learning Outcomes

A. Knowledge and Understanding	
A1	Possessing critical knowledge and understanding of the fundamental principles, concepts and methods in political science and related fields.
A2	Demonstrate critical knowledge and understanding of contemporary issues and some specialized theories, standards and methods of scientific research in various fields of political science.
Teaching and Learning Methods:	
<ol style="list-style-type: none"> 1. Interactive lectures. 2. Individual and group discussions. 3. Discussion of scientific articles. 4. Presentations. 5. Use the concept tree. 6. Homework. 	
Assessment Methods:	
<ol style="list-style-type: none"> 1. Mid and final exams. 2. Quizzes. 3. Evaluate individual and group discussions (formative). 4. Evaluation of the discussion of scientific articles (formative). 5. Research plan. 6. Training report. 7. Evaluation of Homework 	
B. Subject Specific (Practical) Skills	
B1	Use specialized skills to apply theories and concepts related to political science and related fields to address complex problems in the political environment.
B2	The use of specialized skills in the application of scientific research methods and methods to investigate thorny political issues and problems.

Teaching and Learning Methods:

1. Interactive lectures.
2. Simulation models.
3. Case Study.
4. Individual and group discussions.
5. Writing a scientific report.
6. Solving problems.
7. Practical application in the training.
8. Presentations.

Assessment Methods:

1. Mid and final exams.
2. Evaluation of case studies / simulation models.
3. Evaluate individual and group discussions (formative).
4. Evaluation of scientific reports.
5. Quizzes.
6. Solve problems.
7. Teamwork / Project Teamwork.

C. Critical Thinking Skills

C1	Use a range of specialized methods and approaches in the field of political studies and related fields to identify problems and challenges in the national, regional and international political environment.
C2	Critical analysis of information and practices in policy and related fields to develop and implement solutions to complex political and international problems.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. Simulation models.
4. Case study.
5. Reporting and research.
6. Presentations.

Assessment Methods:

1. Mid and final exams.
2. Evaluate the classroom discussions (formative).
3. Solve problems.
4. Evaluation of the case study.
5. Classroom work and group projects.
6. Evaluation of reports and research.

D. General and Transferable Skills

D1	Use special skills to communicate with peers and professionals and to process, present and interpret data through the application of information technology (using appropriate applications).
D2	Work at a specialized level in a changing and transformed political environment within working groups with responsibility for decision-making and the actions of others.

Teaching and Learning Methods:

1. Interactive lectures.
2. Individual and group discussions.
3. The group project.
4. Individual reports.
5. Practical application in training.
6. Presentations.

Assessment Methods:

1. Teamwork / Project Teamwork.
2. Evaluate individual reports.
3. Work presentations / project evaluation / training report.

Curriculum Mapping

Course Code	Course Name	Programme Outcomes													
		A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4
College Compulsory Courses															
ACC101	Principles of Accounting (1)	X	X	X	X	X			X	X	X		X		
BA101	Principles of Management (1)						X						X	X	
BA211	Principles of Marketing					X		X					X	X	
BA303	Methods of Scientific Research												X	X	
ECO104	Principles of Microeconomics			X		X	X	X					X	X	
ECO105	Principles of Macroeconomics			X		X	X	X					X	X	
MATH101	BUSINESS MATHEMATICS												X	X	
POL101	Introduction To Political Sciences	X	X	X	X	X			X	X	X		X		
STA101	Principles of Statistics			X										X	
Programme Compulsory Courses															
POL322	Bahrain's Political System	X	X	X		X	X		X	X	X		X		
POL124	Principles of Law	X	X	X		X	X		X	X			X		
POL125	Constitutional Law	X	X	X		X			X	X			X		
POL131	Principles of International Relations	X	X	X	X				X				X		
POL141	Principles of Diplomacy	X	X	X					X	X			X		
POL211	Ancient & Medieval Systems	X	X	X	X	X			X	X	X		X		
POL121	Comparative Political Systems	X	X	X		X	X		X	X	X		X		
POL234	International Organizations	X	X	X		X	X		X	X	X		X		
POL233	Geopolitics	X	X	X		X	X		X	X	X		X	X	
POL251	Political Sociology	X	X	X		X			X	X			X	X	
POL451	Political Development	X	X	X	X	X	X		X	X	X		X		
POL312	Modern & Contemporary Political Thought	X	X	X	X				X	X	X		X		
POL313	Political Theory	X	X	X					X	X	X		X		

Curriculum Mapping

Course Code	Course Name	Programme Outcomes															
		A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4	
Programme Compulsory Courses																	
POL323	Arab Political Systems	X	X	X		X			X	X	X		X				
POL342	Comparative Foreign Policy	X	X	X		X			X	X	X		X				
POL343	Diplomacy in Theory & Practice	X	X	X		X	X		X	X	X		X	X			
POL361	Methodology of Political Science	X	X	X	X	X	X		X	X			X	X			
POL362	Internship	X	X	X		X	X		X	X	X		X	X	X	X	
POL434	The Theories of International Relations	X	X	X		X	X		X	X	X		X				
POL439	Contemporary International Issues (E)	X	X			X			X	X	X		X				
POL433	International Economic System (E)	X	X	X		X			X	X	X		X				
POL268	Readings in Politics (E)	X	X			X			X	X	X		X				
POL464	Applied Research in Political Science	X	X	X		X	X	X	X	X	X		X	X			
POL465	Ethics in Politics	X	X	X					X	X	X		X				
Programme Elective Courses																	
POL432	Arabs' Neighbouring Countries	X	X	X		X	X		X	X	X		X				
POL326	Electoral Systems	X	X	X		X			X	X			X				
POL353	Political Parties	X	X	X		X	X		X	X			X				
POL366	Special Topics in Political Science	X	X	X	X	X	X		X	X	X		X				
POL414	Contemporary Political Ideologies	X	X	X		X			X	X	X		X				
POL436	International Crisis Management	X	X	X	X	X			X	X	X		X	X			
POL467	Strategic Studies	X	X	X		X			X	X	X		X				

Course Description

Programme Compulsory Courses

POL 101 - Introduction to Political Sciences

The course aims to identify basic concepts and terminology, such as the concept of politics, political science, the relationship between political science and other humanities, methods of research in political science, key concepts of political science, such as the state, its concept, origin and functions, types of states, forms of government, political parties, lobby and interest groups, public opinion, and issues of international relations, such as foreign policy, the international system, and international organisations.

(Prerequisite: None)

POL 131 - Principles of International Relations

This course is designed to receive detailed knowledge of the theories, concepts and core principles in the field of international relations and to familiarise with the most significant transformations and interactions related to the international arena through the study of: the concept of international relations and related concepts, and access to the methods of studying international relations. The course also deals with the stages of development of the international political system and its characteristics and the most important factors affecting it, besides the study of foreign policy, its objectives and mechanisms of implementation, and the study of national power in international relations, the research into the phenomenon of international conflict, and stand on the power balance system and collective security system in international relations, as well as identifying of military alliances and the main images of international wars.

(Prerequisite: None)

POL 124 - Principles of Law

This course is designed to provide the student with detailed knowledge and understanding of the concept of law and its characteristics, the concept of legal regulation and its types, the relationship of law to social sciences, and the general law and its various categories. The course includes the definition of the right, its types and individuals as well as the legal protection of the right, the concept of legislation and types of legislation as well as ways of enacting such legislation, and involves the concept of legal personality where it is addressed in terms of characteristics and types.

(Prerequisite: None)

POL 121 - Comparative political systems

This course deals with detailed knowledge and understanding of comparative political systems from a comparative analytical perspective, based on many approaches to the study of the comparative political system with a focus on studying the characteristics of different political systems of government, such as presidential, parliamentary, mixed and parliamentary systems. The study includes applied models, such as the American system, the British system, the Swiss system and the French system, and other models of developing countries' systems, in addition to the future of political systems under globalisation.

(Prerequisite: POL 101)

POL 125 - Constitutional Law

This course is designed to provide the student with detailed knowledge and understanding of the concept of Constitution and Constitutional Law, the origins of constitutions, the methods and types of constitutions, the information use and systematising to analyse the relationship between the Constitution and the political system and the reasons for the supremacy of constitutional rules. The course provides information and ideas to compare the ways of amending constitutions, monitoring the constitutionality and the different ways of terminating constitutions, and analysing the development of the Bahraini constitutional system.

(Prerequisite: POL124)

POL 211 - Ancient & Medieval Systems

This course is designed to cover detailed knowledge, understanding, basic skills and some advanced skills in the following topics: the environment generating political ideas in the civilisations of the ancient East, Western and Islamic civilisations in ancient and medieval times, with the study of models for the great thinkers of Western civilisation (Greek, Roman and Christian culture), and Islamic Al-Farabi, Al-Mawardi, Al-Ghazali, and Ibn Khaldun, to combine old and contemporary ideas. This requires focusing on understanding political phenomena and examining the main issues that have preoccupied political opinion in ancient and medieval times.

(Prerequisite: POL101)

POL 268 - Readings in Politics (E)

This course is designed to provide students with advanced knowledge and understanding of about the rentier state; economic interdependence; the politics of oil; food and water security in the Middle East. As well, this course is structured to enable students to use advanced level skills to deal with advanced and some complex topics such as refugees. Use a range of approaches to critically analyse several political topics like public policy-making; climate change; stability; governance; expatriates and Arab integration.

(Prerequisite: ENG102+ POL 101)

POL 234 - International Organizations

This course is designed to provide advanced knowledge and skills in international organisations and deals with the following topics: Study of international organisations as active units in the international system as well as other units, where their concept, historical origin, objectives, membership conditions, and institutional structure are addressed. It also studies its personality both legally and functionally at the international and regional level. It also discusses the study of international and regional organisations and the criteria of discrimination between them. It also assesses the functions and work of international organisations, their effectiveness in the international system, and analyses the impact of globalisation and international variables on the effectiveness of international regulation. It focuses as models on the United Nations, its branches and specialised agencies, the League of Arab States, and the Gulf Cooperation Council.

(Prerequisite: POL131)

POL 251 - Political Sociology

This course is designed to provide students with advanced knowledge on some topics of political sociology, a wide range of assessment and critical methods, and some advanced skills in communication, presentation of ideas and working in changing contexts, throughout the main topics of political sociology such as the relationship of the state with society and the concept of modern civil society, political elites and their sources of power, public opinion and its significance and methods of measurement, bureaucracy, political culture, political upbringing, ideology, political participation, political parties, lobby and interest groups, and theories of development in developing countries.

(Prerequisite: POL101)

POL 233 - Geopolitics

This course is designed to provide advanced knowledge and skills in geopolitics. It deals with the following topics: basic concepts and elements of geopolitics, Methods of scientific research in this specialization, natural, human and economic elements of the state, its impact on its domestic political behaviour, and on their regional and international role, and the relationship between international relations and geopolitics, theories of power and its impact on international politics and developments in this matter, the impact of technological progress on geopolitics and its modern concepts, the introduction of models for some regional disputes over water and borders with a focus on the geopolitical characteristics of the Arab world, including the Gulf region and particularly the Kingdom of Bahrain.

(Prerequisite: POL131)

POL 322 - Bahrain's Political System

This course is designed to cover advanced skills and knowledge in the following topics: characteristics and environment of the Bahraini political system, the constitutional and legal framework of the Bahraini regime including the organisation of public authorities and their relationship, in addition to studying the internal and external operations of the Bahraini political system in which the dynamic nature of the system is shown.

(Prerequisite: POL 121)

POL 312 - Modern & Contemporary Political Thought

This course is designed to cover advanced knowledge and skills and some specialised skills in the following topics: the environment that generates political ideas in modern and contemporary times, with the study of models for the great thinkers of Western civilisation (Martin Luther, Jean Calvin, Machiavelli, Thomas Hobbes, John Locke and Jean-Jacques Rousseau), Karl Marx, etc.), and Arab and Islamic (such as Mohammed Abdo, Abdul Rahman al-Kawakibi, Malik bin Nabi, Ismail Faruqi, and Muhammad Abed al-Jabri), to link reformist ideas with the current reality, which entails focusing on understanding political phenomena, and studying the main issues that have occupied political thinking in modern and contemporary times.

(Prerequisite: POL211)

POL 325 - Arab Political Systems

This course is designed to cover advanced skills and knowledge in the following topics: characteristics of Arab political systems, classification criteria, their environment and decision-making mechanisms, and the constitutional and legal framework, as well as ideologies prevailing in the Arab world as well as institutions of Arab civil society. The course includes a description of the Arab regional system and sub-regional systems throughout the study of their internal and external environment and some models of Arab political systems and their general features and the most important issues in addition to models for some Arab political systems.

(Prerequisite: POL121)

POL 313 - Political Theory

This course is designed to cover advanced knowledge and skills and some specialised skills in the following topics: political theory and its relationship with other branches of political science, topics at the heart of political phenomena, theoretical methods used in the past, the tools of analysis used recently, scientific method empirical, behavioural school, post-behavioural school, the set of models used in the framework of the analysis of the national policy world (structural, functional, systematic and cultural), and the set of theories used in the framework of the analysis of the international policy world (communication theory, theories of automatic equilibrium, and theories of equilibrium).

(Prerequisite: POL312)

POL 342 - Comparative Foreign Policy

This course is designed to cover advanced knowledge and skills in the following topics: the concept of foreign policy and the most important concepts associated with it, its tools, research methods in the field of study and analysis, and internal and external factors affecting the foreign policy-making of States, while the applied side includes a comparative study of models of foreign policies of countries in particular, the big countries, such as the foreign policy of the United States of America and Russia, as well as the unified foreign policy of the European Union countries, and the foreign policy of developing countries, are compared at two levels: in particular topics, such as objectives and determinants, and the level of study of foreign policy of these countries through their attitudes towards the Arab region.

(Prerequisite: POL233)

POL 327 - Public Administration

This course deals with the study of advanced knowledge and understanding of public administration from an analytical perspective, based on many approaches to management study, with a focus on studying the four functions of public administration such as planning, organisation, leadership and control. The course includes the bureaucratic issues in the administrative apparatus of the state as well as centralisation and decentralisation, in addition to linking decentralisation to local development. Finally, there is a practical part on the administrative system of the Kingdom of Bahrain.

(Prerequisite: POL121)

POL 361 - Methodology of Political Science

This course is designed to provide the student with critical knowledge and specialised skills in the curricula of political science research. This course deals with the following topics: detailed concepts in political science research, the study of political phenomenon and analysis, ethics of scientific research and intellectual property. It examines the research strategies included in quantitative, qualitative and mixed research methods. The course is also exposed practically throughout many methods, such as workshops to prepare a plan and research report. It also includes training students to work in a research team, collecting and organising data and information, and using them and presenting scientific works.

(Prerequisite: BA303)

POL 354 - Public Opinion and Media

The course deals with the definition of public opinion and the media and their origin and development, as well as their relationship with some other social sciences. The course deals with the factors of formation and change of public opinion and its features, characteristics, types and behavioural aspects in public opinion and the role of the media in its formation. It also examines the relationship between the media and public opinion on the one hand and the political authority on the other, as well as the leadership role of society and political authority over the media. The course examines the differences between opinion, direction, behaviour and the distinction between public opinion and rumours. It also examines the impact of modern media on political life in society.

(Prerequisite: POL251)

POL 343 - Diplomacy in Theory & Practice

This course is designed to provide the student with detailed and critical knowledge and specialised skills in diplomatic work, starting with the role of international diplomatic work, particularly in the light of globalisation and the communications revolution, as well as the concept of the diplomatic corps and its functions, throughout the study of the preparation of diplomatic cadres, such as organisations and specialised institutions, and the function of diplomatic language, and conduct critical analysis of the central and subsidiary organs of the Department of External Relations, the impact of public opinion on diplomatic decision-making, the forms of diplomatic work, the permanent bilateral diplomatic exchange system, the sources of its rules and the conditions of its practice. In order to identify the problems of contemporary diplomacy and identify and implement solutions related to them, and then evaluate some types of diplomacy, such as preventive diplomacy and coercive diplomacy and secret diplomacy, and public diplomacy and popular diplomacy.

(Prerequisite: POL234)

POL 439 - Contemporary International Issues (E)

This course is designed to provide students with critical knowledge about several contemporary issues that will continue to influence international politics for many years, such as terrorism and nuclear proliferation. This course is framed to enable students to

use specialist level skills to deal with advanced issues such as an international terrorism and efforts to combat it, refugees and human rights issues, racial discrimination, environmental issues and climate change.

(Prerequisite POL131 + POL268)

POL 362 - Internship

This course is designed to equip students of political science with experience, bridge the gap between scientific theories, concepts and practical practices, and apply the specialised skills studied, which increases the chances of professional success and career advancement in the workplace. This course also helps the student to communicate in a specialised manner with his colleagues and blend in the work environment smoothly.

(90 Credit Hours)

POL 433 - International Economic System (E)

This course is designed to provide students with critical knowledge about the international economic system such as the concept of the international economic system and the development of the international economy. This course is framed to enable students to use specialist skills to deal with advanced issues such as the development of the international economic system, policies of international trade, international finance and economics development issues. This course also deals with international economic crises such as the international monetary system crisis, technology transfer crisis, external debt, energy crisis, and the global financial crises.

(Prerequisite: POL131 + POL268)

POL 451 - Political Development

This course is designed to provide students with critical knowledge and specialised skills in political development, political backwardness and related concepts. The course also examines the causes, consequences and effects of political underdevelopment, theories, trends, proposals, approaches and details of political development, and the emergence and development of the study of political development and its tools. The student studies various crises of political development and its relationship with nation-building and development of the capabilities of the political system and the building of state institutions and good governance. The student concludes with a study of case studies in the field of political development.

(Prerequisite: POL 251)

POL 465 - Ethics in Politics

This course is designed to provide a critical knowledge of the ethics concept, and the concepts associated with it, as well as to have detailed knowledge in the various approaches to the study of ethics in politics, as well as to conduct a critical analysis of the study of ethics in Western and Islamic political thought, and addresses models of political ethical value, such as justice, equality and integrity, and respect for human rights, as well as accountability and the rule of law, environmental issues, rules of war, humanitarian intervention in times of war and disaster, and the efforts of the international community in these various aspects.

(Prerequisite: POL313)

POL434 - The Theories of International Relations

This course is designed to provide a critical knowledge of the theoretical frameworks and concepts related to international relations, and to have detailed knowledge of traditional and contemporary theories, the British and Chinese theorists of international relations, then deal with critical theory, post-structuralism, structuralism theory, feminist theory, green theory, and peaceful evolution theory.

(Prerequisite: POL433)

POL 464 - Applied Research in Political Science

This course is designed to provide students with specialised skills to investigate problems and carry out scientific research to address them. This course deals with the following topics: introduction to applied research, research methods, selection of research topic, reviews of previous studies, identification of research problem, questions and methodology, discussion of the research plan, data collection and analysis, writing the final report of the research and self-assessment report.

(Prerequisite: POL361 + POL362)

Programme Elective Courses

POL 366 - Special Topics in Political Science

This course is designed to provide critical knowledge of selected and influential political events in today's international life which are separatist, populist and cyber movements where countries in the world in general and the Arab world, in particular are affected by separatist movements of varying motives. The phenomenon of populism also affects public life in countries with international influence, such as the United States, Germany and some Western European countries. The course took care of the cyberspace from the point of view as a phenomenon that reflects the impact of tremendous technological progress on the dimensions of a security and political nature. Therefore, besides providing in-depth knowledge of these topics, the Rapporteur concerns about conducting a critical analysis of the study and its discussion.

(Prerequisite: POL 251)

POL 432 - Arab's Neighboring Countries

This course is designed to provide the student with a critical and detailed knowledge of the definition of the neighbouring countries and the external orientations of these countries towards the Arab countries due to the geographical locations of the different parties throughout addressing the policies adopted by the neighbouring countries towards the Arab countries, and how to address some of the key issues that matter to these countries, such as national security, border problems, water crisis and minorities.

(Prerequisite: POL 233)

POL 414 - Contemporary Political Ideology

This course is designed to cover critical knowledge, skills and specialised methods in the following topics: the concept of ideology, its characteristics and functions, what is

the state, criteria for classifying ideologies, opinions and their political role in societies, and assessing the political use of ideology. The course also addresses a number of contemporary ideologies: liberalism, socialism, communism, fascism, Islamic movements, Arab nationalism, feminism, etc.) and its main thinkers.

(Prerequisite: POL 312)

POL 353 - Political Parties

The course aims to provide students with specialised concepts in relation to the study of partisan phenomenon and in terms of concept, pillars, origins and roles. It also provides students with critical knowledge about building political parties and criticism and their relationship to the political system, as well as theoretical trends related to political parties. The course explains political and ideological parties and indicators to measure the effectiveness of parties and political parties, communication, political marketing and public opinion. The course also teaches students about the parties and party practices in Western Europe, the United States, the Arab world and other developing countries.

(Prerequisite: POL251)

POL 467 - Strategic Studies

This course is designed to address critical knowledge and understanding of theories in the conceptual framework of the strategy and related terminology, strategy attributes, the nature of the strategic environment, as well as the effects of the strategic environment, and strategic thinking, as well as the relationship between policymaker and strategist. This course is designed to understand contemporary issues and the use of specialised skills to deal with sophisticated situations in the strategy industry and its effects on the levels of strategy, and the international environment of the strategy. This course also concerns strategic assessment, strategy formulation and study of American strategy.

(Prerequisite: POL 233)

POL 326 - Electoral systems

This course deals with an analytical and comparative study of the electoral system, throughout the study of the concepts and terms associated with the voting systems, its legal adaptation, the basics and methods of elections, the preparatory procedures for the elections, the objectives, types and formats of different voting systems. The course stands on the most important electoral system and their characteristics and features, and highlights the importance of the relationship between the electoral system and democracy. The study also includes practical models of modern and contemporary electoral systems.

(Prerequisite: POL 121)

POL 436 - International Crises Management

This course is designed to address critical knowledge of international crisis management and its associated concepts, understand contemporary issues arising from international crises, and utilise specialised skills to deal with sophisticated situations to apply and analyse knowledge or practices in international crisis management, their causes, their characteristics, their types and methods of management. The course also deals with the crises containment and management, as well as the steps of restoring the situation,

balancing after the end of the crisis and overcoming the consequences of the crisis. The course also concerns studying the relationship of mutual impact between the management of international crises and the structure of the international system, the role of information and communication technologies in crisis management, and models of international crisis management.

(Prerequisite: POL 234)

POL 431 - Negotiation Skills

This course is designed to provide the student with detailed and critical knowledge and specialised skills in the art of negotiation. The course deals with the concept of negotiation, its objectives, and its historical development. It also deals with negotiating methods, elements of the negotiation process and principles of negotiation science in social, economic, political and military issues. The course focuses on the human element in the negotiation process and on the skills and rules of negotiation and psychological and moral aspects. It also deals with studying the negotiation controls of various kinds, negotiation strategies, in addition to studying the stages of the negotiation process, throughout practical models in the issues of negotiations, and tactics used in the bargaining.

(Prerequisite: POL 343)



Cardiff
Metropolitan
University

Cardiff Metropolitan Programmes

Introduction

The purpose of this handbook is to tell you something about the programmes on which you are enrolled. It provides you with a written record of the programme philosophy, structure and content, as well as key procedures and rules which the programme team have developed to facilitate the success of you and your fellow students.

This handbook should be read in conjunction with the Cardiff Metropolitan University Student Handbook which contains the following additional information:

- Your status as a Cardiff Metropolitan student
- Cardiff Metropolitan Student Charter
- Academic Regulations and Conduct of Examinations
- Unfair Practice Procedure
- Mitigating Circumstances Procedure
- Data Protection and Freedom of Information
- Transfer from another University
- Cardiff Metropolitan's Student Union
- Complaints and Appeals
- Disciplinary Procedures, Codes of Conduct and Ethics
- Health and Safety and Health advice

<http://www.cardiffmet.ac.uk/study/studentservices/Pages/Student-Handbook-and-Student-Charter.aspx>

Role	Name
Dean of the College of Administrative Sciences	Dr. Ramzi Nekhili (Tel. 160 36 173)
Programme Directors	Dr. Nympha Joseph (Accounting and Finance) (Tel. 160 36 152) Dr. Marwan Abdeldayem (Management and Business Studies) (Tel. 160 36 176)
Academic Administrators	Suad Abbas (160 36 171)

Overview of the College

A full academic calendar outlining the dates of assessments and when students should expect feedback, etc. will be available close to the start of the academic year.

Enrolment/Module Selection and Induction (provisional):

18 September 2017 - 26 September 2017

Semester 1: 18 September - 7 January 2019

Semester 2: 22 January - 13 May 2019

The Award

On the successful completion of the

Business and Management Studies programme, you will be awarded

BA (Hons) Management and Business Studies

Accounting and Finance programme, you will be awarded

BA (Hons) Accounting and Finance

As a Cardiff Metropolitan University student studying at Applied Science University, one of its partner institutions, your award will be made by Cardiff Metropolitan University. You will receive a certificate and academic transcript detailing your achievement and bearing the Cardiff Metropolitan University crest.

Programme Management

The Programme Committee consists of all lecturers on the programme, elected student representatives, administrative staff. The Cardiff Met appointed Moderator (an academic member of staff from Cardiff Metropolitan University) will also attend one programme committee meeting per year. The Programme Committee is chaired by the Head of the Department who is responsible to the Programme Committee for the effective operation of the Programme.

The Head of the Department will call three formal programme committee meetings per year. Early in the programme the student body will be asked to elect some of their number to represent their views at programme committee meetings and through other appropriate channels. Cardiff Metropolitan University and Applied Science University genuinely value the views of students on all aspects of the quality of their learning experience. Therefore, students should make the most of the student representative system, although it would be counter-productive to use it simply to air petty or trivial grievances.

All students will be asked to complete programme/course evaluation forms during their studies and this information will be utilized by the Programme Director in reviewing programmes. Issues identified will be considered at Programme Committee meetings and action taken as appropriate.

Teaching and Learning Methods

Lectures

Formal lectures are used for the transfer of basic subject material. Lecture materials and other learning resources will be made available via the existing VLE system. However, this should not be seen as a substitute for attending.

Lectures provide an opportunity to deliver a broad overview of a topic and to initiate further research and study by students for tutorials, seminars and private study.

Directed Reading

Students are expected to undertake significant directed reading in all aspects of the programme. All Cardiff Met students, including those studying at Applied Science University, have access to the University's electronic resources. Guidelines on accessing these resources are available at:

<http://tsr.uwic.ac.uk/Learning/Library/eleclib/Pages/default.aspx>

Seminars

Seminar sessions are used to reinforce material presented by the other methods and to clear up possible misconceptions. Seminars enable students to build on their understanding of the subject gained via the lecture and preparatory readings. Seminars also provide an environment in which you are able to clarify queries and raise questions about the subject. It is also likely that you will be asked to prepare presentations and you will receive formative feedback on assessed activities.

Case Studies

Case studies present realistic examples and by study, research and discussion students are expected to gain insights into problems that they might otherwise not encounter.

Assessment

Written examinations, written assignments (essays, case studies) and presentations.

It is essential when writing essays, examination papers or any form of assignment to write good English. If you do not express yourself accurately and correctly, then you will almost certainly lose marks.

Writing essays and assignments allows students to demonstrate their own ideas and understanding of a topic. The HARVARD method of referencing is recommended by Cardiff Metropolitan University and Applied Science University, regardless of the type of dissertation or assignment which is written.

Submission of assignments

All assignments are to be submitted printed in the respective faculty office and upload in turnitin before the date and time stipulated in the assignment briefs.

Attending Exams

Exams must be attended on the scheduled day and time ONLY. In case of extenuating (mitigating) circumstances leading to non-attendance, please contact Faculty Office.

Do not book holidays and do not envisage any absences during the Exam periods and Referral (Resit) period.

Rules for the Conduct of Examinations of the Cardiff Metropolitan University and Applied Science University

General

- The University defines an examination as an assessment undertaken within a constrained period of time in a set location following a specified rubric of instruction. This definition is intended to include practices variously known, inter alia, as 'examinations', 'open book examinations', 'mid-term exams', and 'in-class testing'. It is not intended to include practices variously known as 'presentations', 'oral examinations'.
- Candidates must observe all instructions given by an invigilator.
- A candidate who wishes to attract the attention of an invigilator shall remain seated and raise a hand.
- Candidates are required to bring the Student ID Card with photograph.
- Exams are to be taken on the scheduled day ONLY.

Entering and Leaving Examination Rooms

- Candidates may be admitted to the examination room not more than fifteen minutes before the start of the examination.
- No candidate may enter the examination room later than half an hour after the start of the examination.
- No candidate may leave the examination room other than for illness, or other reason acceptable to the invigilator, earlier than half an hour after the start of the examination.
- No candidate may leave the examination room within the last half an hour of the examination, other than in exceptional circumstances, and with the permission of the invigilator.
- For exams lasting up to 1.5 hour candidates are not allowed to leave the examination room.

Starting and Ending Examinations

- No candidate shall commence writing until directed to do so by an invigilator.
- Candidates are required to stop working immediately they are instructed to do so by the invigilator.

Examination Stationery and Materials

- All work, including rough work, must be done in the answer books provided. Additional sheets of paper, such as graph paper and drawing, must be clearly marked with the

candidate's Student Registration Number and fixed to the relevant answer book.

- Mathematical tables, charts, etc. which may be provided for candidates' use are the property of the University, and may not be removed from the examination room.
- Candidates will be instructed via an invigilator or the rubric of the examination paper, what aids are permissible such as, calculators. A candidate who brings into the examination room a calculator other than a type specified in the examination rubric commits an assessment offence.
- Invigilators may inspect any materials or items in the examination room, or in any candidate's possession, at any time during the examination.

Behaviour during Examinations

- Any form of cheating in examinations is malpractice, and is always treated as a serious assessment offence.
- Throughout the whole of the examination, silence must be maintained. A candidate whose behaviour persistently disturbs other candidates may be excluded from the examination. If the excluded student obstructs the order of the invigilator he/she will be reported to the Programme Director and might be excluded from the programme.
- Candidates are not allowed to bring food or drink into the examination room.
- Personal belongings such as a handbag or briefcase must be left in a part of the room, as directed by the senior invigilator, but they remain the responsibility of the candidate.
- Any candidate in possession of a mobile telephone or other means of transmitting or receiving information in any form must make sure that the device is switched off throughout the examination. Permitting such a device to make a sound or using such a device is in breach of the regulations and leads to expulsion from the exam room.
- A candidate may temporarily leave the examination room for illness or other reason acceptable to the invigilator. During such absence, one of the invigilators will accompany the candidate.

Anonymity

- The University operates a policy of anonymous marking of all examination scripts and, wherever practical, coursework.
- Any attempt by a candidate to invalidate this anonymity is an assessment offence.

How exam papers and other assessment elements are evaluated/ marked

The Exam papers are evaluated in several steps:

First, they are evaluated by the Applied Science University lecturer. Second, a double marking is performed again by Applied Science University lecturer. The Exam Paper of students with a provisional mark is sent to the Cardiff Metropolitan University for moderation by Cardiff Metropolitan University lecturers. After that the paper is subject of moderation by the external examiner.

Third, the mark moderated by the Cardiff Metropolitan University lecturer is presented to the programme Exam Board which sets the final mark for each module, and if this mark is 40 or above, assigns credit for this module. This means that the student has passed this module successfully. Please note that the final mark for each module includes marks for all assessment elements (CW, test, exam, presentation, etc.) in the weighting specified in the module descriptors. The fact that you have passed an exam does not always mean that you have passed the module, i.e. if your CW mark is low.

And finally, your programme Award Board makes decisions about your academic progress and recommendation of awards. In making these decisions the Award Board will take into account each student's overall performance and academic development.

Coursework will be double marked at Applied Science University, moderated at Cardiff Metropolitan University and further moderated externally. However, the policy of the Cardiff Metropolitan University and of Applied Science University is that you cannot appeal against a mark awarded for either coursework or exam on the basis of academic judgement

NB: Applied Science University applies the 'in-the-student's-favour rule' which means that the last sentence/paragraph of the exam work, which the student could not finish by the end of exam, is interpreted and marked in favour of the student if correctly started.

NB: Please note that there is no Remarking Procedure at the Cardiff Metropolitan University and Applied Science University.

Assessment Feedback

Students can receive feedback on their assignments and exams after the feedback date or earlier, if the assignments and exams have already been marked. They would receive a copy of their marking and feedback sheet for the assignment and can read the comments in their marked exam papers. It is Cardiff Metropolitan University policy that students are provided with written feedback on formative assessments within 4 working weeks of submission.

Student Commitments

Attendance

Students are required to attend at least 80% of lectures, seminars and tutorials. If you fall below this threshold, initial warning will be given verbally by the subject tutor. If the non-attendance continues the Head of faculty will issue a written warning which, if still unheeded, may result in termination of your studies.

Plagiarism

It is imperative that you give full and correct acknowledgement of any materials you use in your academic work which are not your own. Failure to do so will be regarded as Plagiarism Students fail programmes because they do not acknowledge the source of materials.

It is normal practice to find information and quote it in an academic essay and the action of quoting and referencing is actively encouraged. It demonstrates research, reading about the topic and provision of a balanced argument. An assignment should be accompanied by a bibliography detailing all the books you read when preparing the assignment, even if no quotes were taken from them. You will need to learn how to reference, support material and short programmes are available at:

<http://tsr.uwic.ac.uk/learning/AcSkills/Pages/Home.aspx>

Unfair Practice

Cardiff Metropolitan University's regulations on Unfair Practice can be viewed in full in the Academic Handbook (http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/Ah1_08.aspxf).

Where there is any evidence of unfair practice Cardiff Metropolitan University takes the matter very seriously and has rigorous procedures to investigate the alleged offence. Unfair practice can be defined as gaining an unpermitted advantage by cheating. It involves breaking the examination regulations, copying from others, plagiarising, impersonating someone else or making false claims. All work should be the student's own effort in some way.

Plagiarism involves taking or using another person's thoughts or writings and presenting them as if they were your own. To avoid suspicion of this, you must acknowledge all your sources, using a recognised referencing system such as Harvard or APA. You must not copy out passages of text from a publication word for word or simply make slight changes. You must use your own words, unless you insert a direct quotation but, even if using your own words, you must still acknowledge any ideas or concepts that are not your own; if you plagiarise inadvertently, you will still be penalised.

If you are accused of any type of unfair practice, Cardiff Metropolitan University's procedures allow you to defend yourself or to be represented and, if found guilty, you have the right to appeal on certain grounds. As part of its commitment to quality and the maintenance of academic standards, Cardiff Metropolitan University reserves the right to use plagiarism detection systems, including Turnitin. Further details of this system are available from <http://www.cardiffmetsu.co.uk/representationhome/academicssupport/unfairpractice/>.

It is important that you familiarise yourself with the definition of plagiarism at the above link, as anyone found to have plagiarised work or any other form of Unfair Practice will face the most severe sanctions including exclusion and/or cancellation of marks, in appropriate cases.

There are a number of web sites that claim to check for plagiarism in work that is uploaded to them. Apart from Turnitin, you should not use these sites because, invariably, they are a means to get a copy of your work and then sell it to others. This will also make your own work appear as if it has been plagiarised from those who have purchased it.

Assignment Format

All assessments require a front cover to enable mark recording and feedback, please ensure you use the official form. The front covers can be obtained from Module Leader. Always ensure your name is on every sheet of your assignment and the pages are clearly numbered. The pages should be stapled together and placed in a protective wallet.

Your CW papers have to be submitted to the Module Leader. They should always be clearly marked with your name, programme name, module and assignment name. Always keep a backup copy of the assignment. Do not delete your copy until you have the marked assignment back.

You will receive feedback on your assignment within three-four weeks of submission. Please note that late submission of an assignment where there have been no exceptional circumstances will be classed as a fail and any re-submission capped at 40.

Ethics

In order to undertake a primary research involving human subjects, students must submit to the Module Leader an ethics form for approval. The form should be collected from your module leader. Only after ethics approval has been granted can the student undertake the primary research. A 100% penalty will be applied to all students who fail to achieve ethical approval for the primary research.

Student Support

The Deanship for Student Affairs caters for the student's character from the psychological, academic, and social dimensions. The main objectives of the Deanship are:

- Careers Advice Dr. Hafnida Hasan - Tel 160 36 314: Information about job positions that are announced by different organisations will be made available to you at the Applied Science University Facebook page.
- Academic Counselling (Dr. Rawya Zamari - Tel. 160 36 039)
- Personal Tutoring (Mr. M Al Najjar - Tel. 160 36 037) is provided by your tutors, please contact the academic administrators to know who is your personal tutor
- Financial Advice is provided by Applied Science University's Accountant Advisor
- Health Advice (Mr. M Al Najjar) could be obtained through the Student Affairs office.
- Language study support is provided by the faculty of Foundation Studies, please contact Mr. H. Ramadan - Tel. 160 36 250).

Appeals, Complaints and Academic Regulations

As a student of Cardiff Metropolitan University you are subject to a number of the University's regulations including their academic regulations, unfair practice procedure, mitigating circumstances procedure, appeals procedure and complaints procedure.

If you are unhappy with any aspect of your experience and wish to make a complaint you should first try and resolve your complaint through the mechanisms that are in place at

Applied Science University. Once you have completed these procedures, if you are still not satisfied you may complain to the University directly.

Details of these procedures can be found in the Cardiff Metropolitan University Student Handbook:

<http://www.cardiffmet.ac.uk/study/student-services/Pages/Student-Handbook-and-Student-Charter.aspx>

To make a complaint to Applied Science University:

There are regular surveys to gauge student attitudes and obtain feedback and suggestions from as wide a cross-section of students as possible. Student feedback surveys are anonymous and are circulated twice throughout each semester in the third and eleventh weeks. The participation in the surveys is obligatory. A staff member will give the students from the particular administrative group a questionnaire to fill in and will collect the filled in forms in a closed box. The students are given the opportunity to evaluate the lecturers by 15 criteria.

At the end of each semester the students have to evaluate anonymously each module using the Module evaluation form. The results from the feedback are summarized and discussed during the Department meetings.

If you do have a comment or complaint about a particular module, it is usually best to discuss it immediately with the lecturer for that unit. Do not feel you have to wait to go through the formal mechanisms. Remember that a considerate and constructive approach is likely to be most effective.

It is, of course, just as important to offer praise and support where this is warranted – through formal and informal mechanisms. We are always on the lookout to generalize ‘best-practice’ and students can often be in the best position to point out something that could usefully be disseminated.

Student complaints procedures

1. Students who are dissatisfied with any aspect of the delivery of the lectures, provision of services or with the facilities, may lodge a complaint.
2. The complaint must, in the first instance, be raised informally verbally or in writing to an appropriate member of the Applied Science University staff.
3. In case the matter cannot be resolved informally, students can lodge a formal written complaint with the Student Affairs Office depending on the nature of the complaint within 10 working days after the matter occurred.
4. Within 3 working days the Student Affairs Office has to prove the case. For this purpose it may ask for additional information or arrange a meeting with the students, faculty or staff members. Based on this information, a proposal for decision will be submitted to the Applied Science University Management who may confirm, reject or send back the decision proposal for additional information.
5. The decision-making procedure may lead to:

- a) Immediate solution of the matter raised
 - b) Accepting the complaint and developing an Action Plan for resolving the problem
 - c) Rejecting the complaint with appropriate arguments
6. If the matter raised is not within the competence of the Applied Science University and regards Cardiff Metropolitan University regulations, students will be advised to contact the Cardiff Metropolitan University Contact Person.
 7. Students have to be informed within 5 working days after lodging the complaint about the decision taken according to p.5 and 6.
 8. If students are not satisfied with the decision, they may ask for a special meeting of the Board of Studies. The Board of Studies meeting has to take place not later than 10 days after the student's request. The decision of the Board of Studies is final.

Students may not question the academic judgment of the examiners and any requests based on such grounds alone will be dismissed. Coursework will be double marked at Applied Science University, moderated at Cardiff Metropolitan University and further moderated externally. However, the policy of the Cardiff Metropolitan University and of Applied Science University is that you cannot appeal against a mark awarded for either coursework or exam, except in a case of a technical mistake or break of these administrative regulations.

NB: Complaints can be lodged by students and prospective students, but cannot be made by a third party.

To submit mitigating circumstances:

All students who have mitigating circumstances have to report them to the Head of Faculty providing medical or other evidence for that at their earliest convenience, i.e. after end of hospitalisation period. The decision on the mitigating circumstances is of the Exam Board and will be announced privately. You have to complete the mitigating circumstances form and attach to it all relevant document in support of your position. For further details please consult the Cardiff Met's Academic Handbook:

http://www.cardiffmet.ac.uk/registry/academichandbook/Pages/Ah1_05.aspx

To request a withdrawal or suspension:

Any student who wants to submit a withdrawal or suspension request can make it any working day at Applied Science University, College of Administrative Science office.

Induction

The induction takes place during the second week of Semester 1 a full outline of the induction process will be given to you.

Fees

Students have various convenient options of fee payment, either in instalments or to pay per module. Alternatively they can put forward a payment proposal

to the finance section for approval. Another option is based on the sponsorship payment pattern. Please contact (Dr. Hafnida Hasan – Tel 160 36 314) for further information.

Learning Resource Centre Services

As a student of Cardiff Metropolitan University you are entitled to full access to the University's electronic resources. These include a range of guidance on academic skills, access over 30,000 e-journals, 4500 e-books and about 120 databases:

<https://tsr.cardiffmet.ac.uk/Learning/Library/services/Pages/Students.aspx>

In addition, Applied Science University provides access to EBSCO Business Source Complete, Science Direct and Scopus. Access to EBSCO is possible off-campus – access details can be obtained from the Library. Access to Science Direct and Scopus is available only through the computers at Applied Science University.

Department and Course Representatives

Students are elected to represent each 'year' in the relevant programmes. Student representatives participate in the Student Council meetings, are expected to give feedback and comments, and may raise specific issues. They are our partners in the process of course development. They make suggestions for improvements; they may undertake some project work and participate in a number of activities (e.g. helping out with open days).

Progression and Transfer Opportunities

As a student studying a Cardiff Metropolitan University programme you may be able to transfer to study some of your programme or progress onto another programme at the University's home campuses. If you are an international student and you wish to enquire about transfer opportunities to study at Cardiff Metropolitan University you should contact the Programme Directors.

Health and Safety

Policy On Disability

Applied Science University has developed a Policy for Disabled Students and is committed to providing opportunities to the students with special needs. Applied Science University has established the support needs and, where possible, provide assistance to meet those needs.

Policy On Bullying And Harassment

A safe working and educational environment depends on more than behavior of individuals. Applied Science University focuses on the prevention of bullying and harassment through the development of a work and study culture in which relationships are characterized by dignity and respect as well as tackling inappropriate behavior. Applied Science University is committed to building a safe work and study environment in

which both staff and students feel confident to raise concerns. Applied Science University fully supports the right of all people to be treated with fairness, dignity and respect. It is committed to fostering an environment that values the diverse nature of its community, and where its staff, students, visitors and contractors can work, learn and visit free from intimidation, aggression, coercion and victimization. Applied Science University will not tolerate bullying and harassment as it recognizes that such behavior is unacceptable, discriminatory and may also be unlawful.

Policy On Gender And Race Anti-Discrimination

Applied Science University has developed an equal opportunities environment for all members of its community. It will not discriminate on grounds of age, race, colour, nationality, ethnic origin, creed, gender, sexual orientation, disability, health or marital status.

Disciplinary Issues (What Is Not Allowed) Plagiarism

Plagiarism is considered to be a very serious violation of the rules and regulations and it is penalized according to the regulations of Applied Science University and the Cardiff Metropolitan University.

Narcotics (drugs)

We, at Applied Science University, strongly support the state anti-drug legislation on narcotics. Every student is kindly asked to sign special anti-drug declaration (Enclosure 4) and present it to the Registrar. The students who do not wish to sign their anti-drug declarations will not be registered as students of Applied Science University for the specific academic year. Violation of this rule leads to expulsion from Applied Science University.

Damage of Applied Science University property

We pride ourselves on our constant efforts for achieving very high standards of education. This includes provision of state-of-the-art computers and other equipment. With the aim of protecting the rights of the students to work with the best available equipment anybody will be kept liable for any loss of or damage to Applied Science University property caused by his/her/their carelessness, negligence or misuse of the computers, printers, TV and other electronic equipment as well as for the tables, whiteboards, etc. Please note that writing on the tables or marking them in any other way, or sticking chewing-gum to the tables, chairs, boards, etc. will be considered a serious damage and the perpetrator will be subject to disciplinary actions. A second offence will result in exclusion from Applied Science University.

Cheating During Exams

Cheating during exams is considered an unacceptable practice and leads to disciplinary measures as far as it disadvantages your colleagues (competing later on with the cheating person for the same job positions).

The following practices will result in disciplinary measures:

- i. Starting to work on the exam questions before the invigilator announces the beginning of the exam and working on the exam after the end of the exam is announced.
2. Turning around during the exam; copying from the papers of other students or other unauthorized sources
- 2i. Using unauthorized texts, papers, electronic or other devices during the exam

The violation of these rules and regulations may lead to expulsion from the exam room and the exam work will be marked by the invigilator as terminated for violation of the exam rules and regulations. The student may receive a mark of zero on such an exam.

Disturbing other students and faculty during classes and exams According to the Regulations, the following actions will be considered as violation of the rules:

- i. Speaking to/contacting other students during the exam except in cases of Acts of God
2. Producing loud/unpleasant/bothering sounds which bother the other students during the classes and exams
- 2i. Using mobile phones for whatever purposes during the classes and exams. The ringing of a mobile phone is considered a misuse and the possessor of the device will be expelled from the class/exam. Mobile phones are not allowed to be used as calculators.
- iv. Leaving the exam room during the first and the last ½ hours of the exam.

The violation of these rules and regulations leads to expulsion from the class/exam room and the exam work will be marked by the invigilator as terminated for violation of the exam rules and regulations. The student will receive a mark of zero on such an exam.

The Programmes of Study

A Note on Length of Study in ASU and Credit Hours

Each of the two proposed programmes is for four-year duration. Each year has two semesters and consists of a number of learning units (known as modules)

The degree **(BA (Hons) Management and Business Studies or BA (Hons) in Accounting and Finance)** is awarded based on the student accumulating

This credit system is mapped onto the Bahrain credit systems as follows: Each module carries a weight of 3 Credit Hour (CH) and each year has a total of 36 CH. In the Bahrain Education system, BA is a four-year programme in which the first year is treated as a Foundation (or Year 1). The degree is awarded based on the student accumulating 135 CH.

Central to the design of the programmes is that all students, in the Foundation year (or Year 1) should acquire relevant essential knowledge regarding the understanding of the specific subject matter (at Level 3) as well as university and college requirement modules.

In this year, students are exposed to study other prerequisite modules as a gateway to the programme compulsory modules.

BA (Hons) Management and Business Studies

1.

Awarding Institution/Body	Cardiff Metropolitan University
Teaching Institution	Applied Science University
Dean of Faculty	Dr. Ramzi Nekhili
Programme Accredited By	N/A
Final Award (including any named exit awards)	BA (Hons)
Programme Titles	Management and Business Studies
Programme Director	Dr. Marwan Abdeldayen
Mode of Study	Full time
Normal Duration of Programme	years 4
Period of Candidature	years 6
Language of Study	English
UCAS Code (or other coding system if relevant)	NN12 (BA Management and Business Studies)
Relevant QAA Subject Benchmarking Group(s)	(General business and management (2007
Date of Production/Revision	September 2018

2. Criteria for admission

Students must satisfy the normal minimum entry criteria for admission of students, as outlined in University's Academic Handbook.

Students must:

- have a pass in a General School Certificate Examination,
 - have proficiency in written and spoken English equivalent to IELTS 4.5 for entry to level 3
- Applications from overseas students are welcomed but all candidates are required to demonstrate a high level of written and verbal fluency. An IELTS test with a minimum score of 6.0 or an equivalent test of English is the standard set for non-English speaking applicants.

Exceptional Entry

Candidates who do not possess normal minimum entry qualifications are considered on an individual basis by members of the course team. Notification of admission by exceptional entry plus a rationale is forwarded to the University Learning and Teaching Committee and the Registry.

Admissions Policy

The major criteria for selection of candidates are that they must demonstrate they are capable of succeeding on a degree programme. Exceptional entry students will normally be required to attend for an interview.

All applicants will be invited to attend one of a series of open days held throughout the academic year.

Students whose first language is other than English will need to provide evidence of fluency to at least an IELTS 4.5 standard or equivalent for admission to the foundation year and IELTS 6.0 standard or equivalent for admission to year one or higher.

3. Aims of the programme.

The programme aims to provide a high quality and professionally relevant undergraduate programme, developing in students a critical appreciation of the role managers undertake in the modern business world. Graduates will be equipped with the necessary skills and knowledge for a multi-disciplinary approach to diverse business, information communication technology and management problems.

4. Programme Mission, Philosophy and Structure

Through the exposure to the set of knowledge and skills, students are expected to acquire self-learning and creative approaches as they progress through their programme for further personal development and lifelong learning. The course structure and the proposed teaching and learning strategies are designed to support this development. The programme uses diverse teaching and learning strategies that permit a great span of teacher to learner interactivity such as case studies, individual / group projects, practical exercises, role-play scenarios and coordinated presentations supported by appropriate materials, videos, computer software etc. Active engagement will promote students' potential learning opportunities.

In designing the curriculum, the programme team has sought to ensure an appropriate balance between knowledge and skills, and between theory and practice to ensure academic progression, year-on-year within a suitable student workload.

The programme seeks to provide students with the required body of knowledge in management and business discipline. Furthermore, the programme develops the appropriate skills necessary to enable students to apply such knowledge to real world business situations.

The structure of Level 4 has been designed to provide a sound foundation in Management and Business studies, from which students entering Level 5.

At Level 5, students are exposed to profound knowledge and skills relevant to Management and Business studies, At that level, students study four compulsory courses and choose two option courses.

It is compulsory to undertake a work-based learning course at level 5 to strengthen student required competencies that will raise his/her potential employability.

At Level 6, students study four compulsory courses and choose two option courses.

The structure of elective courses is designed to allow students to choose between two specializations; management and marketing as per the discipline they would like to work in upon graduation. Building on students' completion of these highly specialized elective courses, students will gain the required knowledge and skills that will qualify them to start their career path and join a challenging first destination job.

All courses are taught in English with exception of some at Level 3.

5. Relevant subject benchmark statements and other external and internal reference points Used to inform programme outcomes.

The graduate attributes were formulated in compliance with the QAA- UK Statement subject area benchmark - QAA, UK general Business and Management 2007 and are clearly stated in terms of aims and achieved learning outcomes for the programme.

The expected Graduate Attributes of the MBS Programme are as follows :

- The MBS graduate will be able to apply knowledge to all relevant management issues.
- The MBS graduate will possess a set of communication skills enabling him/her to pursue a professional career.
- The MBS graduate will be acquainted with all required intellectual skills that enable him/her to deal with complex business problems.
- The MBS graduate will be engaged in a life-long learning, graduate-level studies, or professional development.
- The MBS graduate will contribute to the community in an ethical and responsible commitment.

A mapping of graduate attributes to the Programme aims can be seen in the following table:

Graduate Attributes	MBS Programme Aims		
	The graduate will acquire a high quality and professionally business management scope of study	The graduate will be equipped with the necessary skills and knowledge to tackle and generate solutions to complex problems in a multi-disciplinary business context.	The graduate will acquire critical appreciation of the role managers undertake in an ever changing competitive business world
The MBS graduate will be able to apply knowledge to all relevant management issues.	√		
The MBS graduate will possess a set of communication skills enabling him/her to pursue a professional career.			√
The MBS graduate will be acquainted with all required intellectual skills that enable him/her to deal with complex business problems.		√	
The MBS graduate will be engaged in a life-long learning, graduate-level studies, or professional development.			√
The MBS graduate will contribute to the community in a responsible commitment.			√

Table 1.1 Mapping Graduate Attributes to the Programme Aims

The following are the anticipated skills that the graduate of the Bachelor in Management and Business studies is expected to possess upon graduation as derived from the relevant subject benchmark statement-U.K (General Business and Management 2007) :

1. Graduates should be able to demonstrate relevant knowledge and understanding of organizations, the external environment in which they operate and how they are managed. There is likely to be an emphasis upon understanding and responding to change and the consideration of the future of organizations and the external environment in which they operate.
2. Graduates will also be able to demonstrate knowledge and understanding in the following areas:

- markets - the development and Operations of markets for resources, goods and services
 - customers - customer expectations, service and orientation
 - finance - the sources, uses and management of finance; the use of accounting and other information systems for managerial applications
 - people - the management and development of people within organizations
 - Operations - the management of resources and Operations
 - information systems - the development, management and exploitation of information systems and their impact upon organizations
 - communication and information technology - the comprehension and use of relevant communication and information technologies for application in business and management
 - business policy and strategy - the development of appropriate policies and strategies within a changing environment, to meet stakeholder interests
 - Pervasive issues - sustainability, globalization, corporate social responsibility, diversity, business innovation, creativity, enterprise development, knowledge management and risk management.
3. Graduates should be able to demonstrate a range of cognitive and intellectual skills together with techniques specific to business and management. Graduates should also be able to demonstrate relevant personal and interpersonal skills. These include (not in any particular priority order):
- a. The ability to analyze and evaluate a range of options together.
 - b. The ability to apply ideas and knowledge to a range of situations
 - c. Effective problem solving and decision-making using appropriate numeracy, quantitative and qualitative skills including identifying, formulating and solving business problems.
 - d. effective communication, oral and in writing, using a range of media which are widely used in business such as the preparation and presentation of business reports
 - e. effective performance, within a team environment, including leadership, team building, influencing and project management skills
 - f. Interpersonal skills of effective listening, negotiating, persuasion and presentation, ability to conduct research into business and management issues, either individually or as part of a team for projects/dissertations/presentations. This requires familiarity with and an evaluative approach to a range of business data, sources of information and appropriate methodologies, and for such to inform the overall learning process
 - g. Skills of learning to learn and developing a continuing appetite for learning; reflective, adaptive and collaborative learning.

The MBS Programme Intended learning outcomes (PILO's) are related to the graduate attributes listed below and is incorporated into the curriculum at each level of the programme.

Programme - Learning Outcomes	MBS Programme Graduate skills								
	First Skill Set	Second Skill Set	Third Skill Set A	Third Skill Set B	Third Skill Set C	Third Skill Set D	Third Skill Set E	Third Skill Set F	Third Skill Set G
Knowledge and Understanding									
A1		√							
A2	√	√							
A3	√								
A4								√	
A5	√								
Subject-specific skills									
B1									√
B2				√					
B3		√			√				
B4		√							
Cognitive skills									
C1					√				
C2			√	√					
C3			√						
C4					√				
General and transferable skills									
D1									√
D2					√				
D3			√						
D4									√

Table 1.2 Mapping Graduate Set of Skills for the MBS Programme to the Programme Learning Outcomes

6. Programme Outcomes

Upon completion of the Management and Business Studies programme covered by the subject benchmark statement, a student should have the following subject specific knowledge and understanding, cognitive skills, practical and professional and transferable skills:

Knowledge and Understanding

A1	Demonstrate understanding of the functional areas of Management and Business.
A2	Demonstrate a broad and critical understanding of the global business context including the forces and challenges encountered by business organizations in a dynamic environment.
A3	Display sound understanding of both individual and group behavior in business organizations
A4	Display an understanding of research in the area of Management and Business and its contribution to practices relating to the scope of business.
A5	Recognize cultural differences and how these impact on business in different communities and societies.

Practical and Professional Skills

B1	Employ self-learning skills to develop both reflective and integrated learning in terms of and business management issues.
B2	Apply knowledge into management and business practices at all levels of the business organization within a real or simulated business situation.
B3	Apply quantitative and qualitative analysis techniques necessary to analysis and evaluate business related problems.
B4	Demonstrate competence in the application of IT applications in business.

Cognitive Skills

C1	Identify and diagnose business related problems accurately and effectively across a wide range of business disciplines.
C2	Identify, interpret, and evaluate data pertinent for problem solving and decision making from multiple sources.
C3	Critically analysis supported by independent judgment to construct a reasoned argument to draw conclusions.
C4	Evaluate existing business and management practices to provide a range of possible alternative solutions.

Transferable Skills

D1	Learn independently to achieve specific goals and objectives.
D2	Work as a team member and promote group dynamics by adopting appropriate roles and processes
D3	Possess effective oral and written communication skills by selecting a format and style appropriate to the context
D4	Develop the skills of the reflective practitioner through the articulation of ideas and arguments with clarity, conciseness and rigor.

7. Teaching, learning and assessment strategies to enable outcomes to be achieved and demonstrated.

Learning methods will include a combination of the following.

1. Lectures are used for the delivery of core material and establishing a framework for the course against which other material can be set. Lectures are also supported through the virtual learning environment (Moodle).

2. Tutorial sessions are used in two ways. To expand upon material delivered in lectures, through an enquiry-driven problem solving approach, and to provide remedial work to overcome any deficiencies in students' background knowledge.

3. Case Studies are employed in a range of courses. This strategy involves presenting students with realistic and complex problems they might not otherwise encounter, and requires them to synthesise or present their own solution orally or in writing.

4. Self-Managed Practical Work: in these classes students are able to practice and refine their skills in a supportive environment where feedback is available from the course tutors.

5. Seminars are used to provide students with experience in presentational skills as well as providing staff with a method of assessing student-centred learning. Visiting lecturers from industry are invited to participate in the teaching programme.

6. Study Texts published by, for example, BPP or Kaplan, are traditionally used for studying professional accounting exams. Assessment will include a combination of the following:

- Time constrained assignments;
- Integrative assignments;
- Written examinations;
- Multi-choice examinations;
- Computer assisted assessment;
- Written programme work;
- Individual and group presentations;
- Assessed practical work;
- Oral examinations;
- Graduation project.

8. Programme structures and requirements, levels, curriculum units (courses), credits and awards.

The compulsory courses (marked "C") are essential in terms of delivering the necessary content to satisfy the academic requirements of a graduate in this area. Optional courses are denoted "O".

YEAR 1 (LEVEL 3):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Arabic Language	ARAB 301	10	C	1
Arabic for Non Arabic Speakers	ARAB 300			
Intermediate English	ENGL 301	10	C	1
Bahrain Civilization &History	HIST 300	10	C	1
Principles Of Management (1)	MBS 301	10	C	1
Computer Skills	CS 300	10	C	1
Mathematics for Business	MATH 300	10	C	2
Principles of Statistics	STAT 300	10	C	2
Principles Of Management (2)	MBS 302	10	C	2
Advanced English	ENGL 302	20	C	2
Principles of Accounting	BAF 301	10	C	2
Human Rights	HRL 300	10	C	Summer
Total		120		

YEAR 2 (LEVEL 4):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Business in a Global context	MBS 461	20	C	1
Personal Development Planning	MBS 431	10	C	1
Foundations of Law	LAW 402	10	C	1
Finance for Managers	MBS 421	10	C	1
Managing People and Organizations	MBS 451	10	C	1
Introduction to Marketing	MBS 411	20	C	2
Introduction to Information Systems	MIS 411	10	C	2
E- Business management	MBS 465	10	C	2
HRM in Context	MBS 433	10	C	2
Employment Relations	MBS 434	10	C	2
Total		120		

YEAR 3 (LEVEL 5):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Contemporary Issues in Political Economy	MBS 501	10	C	1
Business Operations and Improvement	MBS 541	10	C	1
Business in Action	MBS 542	10	C	1
Summer Experience of Work with Personal Development Planning (PDP)	MBS 592	10	C	1
Research Methods for Business	MBS 503	10	C	1
Investment Markets and Principles	BAF 514	10	C	1
Consumer Law	LAW 504	10	C	2
Business Obligations	MBS 502	10	C	2
Consumer, Culture, Commerce	MBS 553	10	C	2
Integrated Marketing Communication	MBS 515	10	C	2
Business Intelligence	MBS 504	10	C	2
Money, Banking and Risk	BAF 513	10	C	2
Total		120		

YEAR 4 (LEVEL 6):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Strategic Management	MBS 665	10	C	1
Leadership and Change Management	MBS 654	10	C	1
HR Strategy and Professional Practice	MBS 631	10	C	1
Contemporary and International Issues in Business Ethics	MBS 653	10	C	1
Investment Management	BAF 605	10	C	1
Elective S1-1		10	O	1
Business Structures and Regulations	MBS 601	10	C	2
Legal Framework in Employment	MBS 635	10	C	2
Contemporary Business Communication	MBS 632	10	C	2
Graduation project	MBS 699	20	C	2
Elective S2-1		10	O	2
Total		120		

Year 3 (Level 6) Term 1 Electives (S1)

International and Comparative HRM	MBS 623	10	O
People Resourcing and Development	MBS 633	10	O
Bahrain Business Law	LAW 601	10	O
Financial Management for Managers	MBS 622	10	O

Year 3 (Level 6) Term 2 Electives (S2)

Strategic Brand Management and Effective Advertising	MBS 611	10	O
International and Global Marketing	MBS 612	10	O
Industrial Work Experience	MBS 692	10	O
Visioning Sustainability for Change	MBS 695	10	O
Information Systems Project Management	MBS 613	10	O
Strategic Management of Information Systems	MIS 612	10	O
Innovation and Entrepreneurship	MBS 663	10	O
Launching an Enterprise	MBS 621	10	O

9. Support for students and their learning

Personal Tutors

All students studying in College of Administrative Sciences at the Applied Science University (ASU) benefit from the team of dedicated tutors who provide a point of personal and regular contact for students. They guide students in such matters as, finance, welfare, career development as well as helping where needed with the planning of effective study patterns, exam preparation and a range of other important issues. The Personal Tutors work closely with the Programme Directors and Year Tutors to ensure that the needs of the students are effectively met and that their time at ASU is both a pleasant and successful experience.

In addition to the Personal Tutors, the individual course specific academic support and guidance is provided by the Programme Director and the respective Year Tutor. This is particularly important in relation to both the choice of options which are available at level 5 and 6 and the selection of pathways. To ensure that the students make an informed decision, there is a dedicated webpage accompanied by podcasts available. This is further supported by a compulsory plenary session for each year of the programme, together with an Options Fair to give further individual guidance.

The programme provides further general support to the students through the following:

- An induction programme for level 4 students.
- Student handbook, programme handbook and individual module handbooks
- The Moodle Virtual Learning Environment

- Library and study skills packages
- Library and learning resources of both Cardiff Metropolitan University and Applied Science University
- Specialist computing facilities including interactive and multi-media labs
- A 24-hour open access IT facility.
- Unlimited worldwide web access
- Access to student services including those offered by careers, welfare, disability, counselling, and medical centre.

Personal Development Planning

The compulsory level 4 module, Personal Development Planning, is for students to develop personal, social and academic skills. At Level 5 personal development planning is related to the Work Placement module where students reflect from work experience on professional skills required by employers from graduates as well as an understanding of employability, supported by e-learning.

Induction

An Induction Programme is offered to new entry students one week prior to commencement of teaching. The Programme Team is involved in this activity as are Year Tutors and International Mentors. The Induction Programme is both an academic and social event. Academically, students are prepared for study in Higher Education, meet with employers, and are given opportunities to network and socialize with each other. Induction leads into the Passport to Success, a series of weekly or fortnightly plenary sessions that enhance knowledge of business and support their learning experiences. It develops knowledge of potential career opportunities, work placements, and the role of the careers advisory service. External speakers are also invited to add professional knowledge. The Passport to Success continues into Levels 5 where students may take up the opportunity to attend self-improvement courses organized by the Students' Union and the Centre for Entrepreneurship; They may also undertake volunteering activities or become Student Ambassadors.

At Level 6 the Passport to Success is directed through the Careers Service to assist students in finding and preparing for applications for employment. Students claim points for involvement at all three levels and a Certificate of Achievement (Gold, Silver and Bronze) is awarded, based on the number of verifiable points achieved or claimed

10. Work-based learning (to include information about the location of work-based learning and the learning activities that must be undertaken to enable the outcomes to be achieved and demonstrated).

All students must undertake a full-time year-long compulsory Industrial Work Placement module along 60 days' work placement as an assessed part of their academic programme at level 5. This is integrated with a module on employability (Personal Development Planning).

11. Methods for evaluating and improving the quality and standards of teaching and learning (to include, for example, stakeholder feedback from students, graduates and employers).

The programme follows the regulations within Cardiff Metropolitan University's Academic Handbook concerning monitoring, review and evaluation of the programme. This includes completion of an Annual Programme Report (APR).

http://www3.cardiffmet.ac.uk/English/registry/AH2013-14/Pages/AH2_00.aspx

Feedback for the APR is obtained as follows:

The Teaching Team: Members of the team are asked to identify strengths and weaknesses of the programme provision, to identify areas for improvement and requisite staff development. This is done both informally in discussions with the Programme Director and formally through Programme Committee which meets at least three times a year.

Students: All students have the opportunity to comment on the programme and other relevant issues (Library, IT, Student support services) through a questionnaire which is administered for each module at the end of the term/term. Their views are also presented to the Programme Committee by the student representatives. Individual students also have opportunities to discuss areas of concern with their personal tutor and module leader.

Programme Committees: Terms of reference for the Programme Committees can be found in Applied Science University's Academic Handbook.

Staff Student Liaison Committee: This committee meets formally on at least three occasions in each academic year. The purpose of such meetings is to provide a forum for an exchange of views between students and staff in relation to any aspect of the work of the college.

External Examiners: Terms of reference for the role of the external examiner can be found in Applied Science University's Academic Handbook.

School Learning and Teaching Committee: This committee oversees the delivery of all taught programmes within the college with respect to implementation of Cardiff Metropolitan University's academic regulatory framework, compliance with quality assurance systems and progress towards initiatives emanating from the Learning and Teaching Board.

Periodic Review: All existing programmes undergo major in-depth review at least every five years. These concentrate on the development of the programme, on the learning experience of students and on future plans for the programme.

Employers' Advisory Committee: This gives the Programme Directors the opportunity to meet employer representatives which further informs and supports the currency of the programme.

Staff Development: Staff attend regular training sessions run by the university's Learning and Teaching Development Unit as well as external events.

12. Assessment regulations.

(All programmes must indicate compliance with the University's Assessment Regulations. In addition, any programme-specific assessment regulations, including those arising from PSRB requirements, must be listed here. Please specify the number of re-assessment attempts allowed [1 or 2] and list any modules which cannot be compensated).

The assessment regulations conform to the Cardiff Metropolitan University regulations for taught modular programmes as outlined in Cardiff Metropolitan University's Academic Handbook which can be found at:

http://www3.uwic.ac.uk/English/registry/academic_handbook/Pages/AH1_04.aspx

and School Assessment Guidelines, Core Content and CSM specific Assessment Guidelines 13/14 (Appendix 11 SED document)

All taught modules within the programme can be compensated. In accordance with the academic regulations, students are permitted a maximum of **two** reassessment attempts.

13. Indicators of quality and standards

Level of recruitment and retention

Numbers of 1st and 2.1 awarded

Feedback from Module Evaluation Questionnaires

External Examiner Reports

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a student is expected to achieve and demonstrate if he/she is to gain an award. More detailed information on the learning outcomes, content and teaching and learning and assessment methods of each module can be found in programme handbooks/module handbooks. The accuracy of the information contained in this document is reviewed by the University and may be checked by the Quality Assurance Agency for Higher Education.

BA (Hons) Accounting and Finance

Awarding Institution/Body	Cardiff Metropolitan University
Teaching Institution	Applied Science University
Dean of College	Dr. Ramzi Nekhili
Programme Accredited By	N/A
Final Award (including any named exit awards)	BA (Hons)
Programme Title	BA (Hons) Accounting and Finance
Programme Director	Dr. Nympha Joseph
Mode of Study	Full-time
Normal Duration of Programme	years 4
Period of Candidature	years 6
Language of Study	English
UCAS Code (or other coding system if relevant)	NN43 (BA Accounting and Finance)
Relevant QAA Subject Benchmarking Group(s)	edition 2007
Date of Production/Revision	May 2017

1. Criteria for admission to the programme.

Students must satisfy the normal minimum entry criteria for admission of students, as outlined in University's Academic Handbook.

Students must:

- a. have a pass in a General School Certificate Examination,
 - b. have proficiency in written and spoken English equivalent to IELTS 4.5 for entry to level
- Applications from overseas students are welcomed but all candidates are required to demonstrate a high level of written and verbal fluency. An IELTS test with a minimum score of 6.0 or an equivalent test of English is the standard set for non-English speaking applicants.

Exceptional Entry.

Candidates who do not possess normal minimum entry qualifications are considered on an individual basis by members of the course team. Notification of admission by exceptional entry plus a rationale is forwarded to the University Learning and Teaching Committee and the Registry.

Admissions Policy.

The major criteria for selection of candidates are that they must demonstrate they are capable of succeeding on a degree programme. Exceptional entry students will normally be required to attend for an interview.

All applicants will be invited to attend one of a series of open days held throughout the academic year.

Students whose first language is other than English will need to provide evidence of fluency to at least an IELTS 4.5 standard or equivalent for admission to the foundation year and IELTS 6.0 standard or equivalent for The programme team believes that the combination of courses will provide an educational experience which is developmental in character. We seek to provide progression on the part of the students so that they move from dependence to independence, this being reflected in the reduction in teaching hours as the programme progresses, leaving more time for independent work. Teaching and assessment strategies will also alter to facilitate this transition from dependent to independent learning admission to year one or higher

2. Aims of the programme.

The overall aims of the programme are to:

1. develop within students a body of essential knowledge, understanding and skills which will enable them to begin careers in accountant and finance;
2. develop in students a critical appreciation of the roles undertaken by accountants in the modern business and financial world;
3. lay the foundation for future and professional development and/or post graduate study.

3. Mission and philosophy of the programme.

At Level 4, we seek to provide students with a broad awareness of the fundamental concepts and methods of accountancy and finance and other subjects of which graduates in this area should have some knowledge. Levels 5 and 6 courses are designed to develop the knowledge of these concepts and methods in the key areas of accounting and finance and corporate law.

4. Level

The programme team believes that all students of accountancy and finance should acquire relevant essential knowledge, key skills and competences at Level 4. At this foundation level, the collective aim of the programme is to enable students to obtain a knowledge and understanding of the main current technical language and practices of accountancy and finance and to receive some breadth in their education by studying business-related subjects. Key skills include: understanding and communicating accounting principles using numerical, verbal and written modes; relevant mathematical and statistical skills; the confidence to work in groups and independently; and the development of written and oral presentation skills.

Level 4 courses also seek to develop awareness on the part of the student of the complexity and range of accountancy and finance as disciplines and to locate them within the wider political, legal and socio-economic contexts.

At Level 5 our aim is to continue the process of providing students with relevant skills and knowledge. However, at this level the student is expected to acquire more analytical skills and to be able to gain confidence in the independent demonstration of a greater ability to analyse and synthesise material.

At Level 6, the compulsory areas of study bring technical competence to a high level. The student is expected to demonstrate greater powers of analysis and synthesis. Students are expected to exhibit a greater awareness of alternative models and an ability to use a critical approach, where appropriate.

4. Relevant subject benchmark statements and other external and internal reference points used to inform programme outcomes.

Accounting (2007 edition)

Finance (2007 edition)

The mapping to these benchmark states are to be found at the end of this document.

The programmes are also benchmarked against the programme outcomes of the ACCA, ICAEW and CIMA and we have maximum exemptions from ACCA and ICAEW and substantial exemptions from CIMA and screenshots of the websites are included in the submission.

The programme modules which map against the ICAEW and CIMA papers are stated on the websites. The modules which map against ACCA papers are:

F1 to F3 Exemptions given automatically

F4 Corporate and Business Law

BHL5015 Corporate and Business Law

F5 Performance Management

BAC5010 Performance Management

BAA6000 Advanced Performance Management

F6 Taxation

BAC5007 Taxation

BAA6001 Advanced Taxation

F7 Financial Reporting

BAC5001 Financial Reporting

BAA6002 Advanced Financial Reporting

F8 Audit and Assurance

BAC5003 Audit and Assurance

BAA6003 Audit and Corporate Governance

F9 Financial Management

BAC5006 Financial Management

BAA6004 Advanced Financial Management

ACCA gives the exemption on the basis of the level 6 module, but it is assumed that if the level 6 module has been passed, the associated level 5 module has also been covered.

5. Programme outcomes

i) Knowledge and understanding

On completion of a degree covered by this subject benchmark statement, a student should have the following subject-specific knowledge and skills:

1. some of the contexts in which accounting and finance can be seen as operating (examples of contexts include the legal, ethical, social and natural environment; the accountancy profession; the business entity; the capital markets; the public sector);
2. the main current technical language and practices of accounting (for example, recognition, measurement and disclosure in financial statements; managerial accounting; auditing; taxation) in a specified socio-economic domain;
3. some of the alternative technical languages and practices of accounting (for example, alternative recognition rules and valuation bases, accounting rules followed in other socio-economic domains, alternative managerial accounting approaches to control and decision-making);
4. skills in recording and summarising transactions and other economic events; preparation of financial statements; analysis of the operations of business (for example, decision analysis, performance measurement and management control); financial analysis and projections (for example, analysis of financial ratios, discounted cash flow analysis, budgeting, financial risks);
5. contemporary theories and empirical evidence concerning accounting in at least one of its contexts (for example, accounting and capital markets; accounting and the firm; accounting and the public sector; accounting and society; accounting and sustainability) and the ability to critically evaluate such theories and evidence;
6. theories and empirical evidence concerning financial management, risk and the operation of capital markets;
7. knowledge of the major theoretical tools and theories of finance, and their relevance and application to theoretical and practical problems (e.g. concept of arbitrage and examples of its use; financial mathematics and capital budgeting criteria; informational efficiency).

2) Cognitive Skills

1. Ability to interpret financial data including that arising in the context of the firm or household from accounting statements and data generated in financial markets;
2. Understanding of the relationship between financial theory and empirical testing, and application of this knowledge to the appraisal of the empirical evidence in at least one major theoretical area;
3. Critically analyse the financing arrangements and governance structures of business entities, and an appreciation of how theory and evidence can be combined to assess the effectiveness and efficiency of such arrangements;
4. Identify the factors influencing the investment behaviour and opportunities of private individuals;
5. Evaluate the financial service activity in the economy, and an appreciation of how finance theory and evidence can be employed to interpret these services.

2) Transferable Skills and other attributes

On completion of a degree programme covered by this subject benchmark statement, a student should have acquired the following abilities and skills:

1. the capacity for the critical evaluation of arguments and evidence;
2. the ability to analyse and draw reasoned conclusions concerning structured; and, to a more limited extent, unstructured problems from a given set of data and from data which must be acquired by the student;
3. the ability to locate, extract and analyse data from multiple sources, including the acknowledgement and referencing of sources;
4. capacities for independent and self-managed learning;
5. numeracy skills, including the ability to manipulate financial and other numerical data and to appreciate statistical concepts at an appropriate level;
6. skills in the use of communications and information technology in acquiring, analysing and communicating information (currently these skills include the use of spreadsheets, word processing software, online databases);
7. communication skills including the ability to present quantitative and qualitative information, together with analysis, argument and commentary, in a form appropriate to the intended audience;
8. normally, an ability to work in groups, and other interpersonal skills, including oral as well as written presentation skills.

6. Teaching, learning and assessment strategies to enable outcomes to be achieved and demonstrated.

Learning methods will include a combination of the following.

1. Lectures are used for the delivery of core material and establishing a framework for the course against which other material can be set. Lectures are also supported through the virtual learning environment (Moodle).

2. Tutorial sessions are used in two ways. To expand upon material delivered in lectures, through an enquiry-driven problem solving approach, and to provide remedial work to overcome any deficiencies in students' background knowledge.
3. Case Studies are employed in a range of courses. This strategy involves presenting students with realistic and complex problems they might not otherwise encounter, and requires them to synthesise or present their own solution orally or in writing.
4. Self-Managed Practical Work: in these classes students are able to practice and refine their skills in a supportive environment where feedback is available from the course tutors.
5. Seminars are used to provide students with experience in presentational skills as well as providing staff with a method of assessing student-centred learning. Visiting lecturers from industry are invited to participate in the teaching programme.
6. Study Texts published by, for example, BPP or Kaplan, are traditionally used for studying professional accounting exams.

Assessment will include a combination of the following:

- time constrained assignments;
- integrative assignments;
- written examinations;
- multi-choice examinations;
- computer assisted assessment;
- written programme work;
- individual and group presentations;
- assessed practical work;
- oral examinations;
- dissertation/project.

7. Programme structures and requirements, levels, curriculum units (courses), credits and awards.

The compulsory courses (marked "C") are essential in terms of delivering the necessary content to satisfy the academic requirements of a graduate in this area. Optional courses are denoted "O".

YEAR 1 (LEVEL 3):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Arabic Language	ARAB 301	10	C	1
Arabic for Non Arabic Speakers	ARAB 300			
Intermediate English	ENGL 301	10	C	1
Bahrain Civilization &History	HIST 300	10	C	1
Principles Of Management (1)	MBS 301	10	C	1
Computer Skills	CS 300	10	C	1
Mathematics for Business	MATH 300	10	C	2
Principles of Statistics	STAT 300	10	C	2
Principles Of Management (2)	MBS 302	10	C	2
Advanced English	ENGL 302	20	C	2
Principles of Accounting	BAF 301	10	C	2
Human Rights	HRL 300	10	C	Summer
Total		120		

YEAR 2: (LEVEL 4):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Financial Accounting	BAF 408	20	C	1
Business in a Global Context	MBS 461	20	C	1
Personal Development Planning	BAF 407	10	C	1
Digital Accounting	BAF 419	10	C	1
Management Accounting	BAF 409	20	C	2
Quantitative Methods	BAF 403	20	C	2
Financial Services: Regulation and Ethics in the GCC Region	BAF 404	10	C	2
Business Applications	BAF 410	10	C	2
Total		120		

YEAR 3: (LEVEL 5):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Performance Management	BAF 510	10	C	1
Money, Banking & Risk	BAF 513	10	C	1
Financial Management	BAF 506	10	C	1
Investment Markets & Principles	BAF 514	10	C	1
Research Skills	BAF 511	10	C	1
Summer Experience of Work with Personal Development Planning	BAF 531	10	C	1
Financial Reporting	BAF 501	10	C	2
Taxation	BAF 507	10	C	2
Audit and Assurance	BAF 503	10	C	2
Financial Services	BAF 519	10	C	2
Corporate and Business Law	BAF 515	10	C	2
Financial Accounting in Islamic Finance	BAF 520	10	C	2
Total		120		

YEAR 4: (LEVEL 6):

Module Name	Code	Credits	Compulsory (C) or Option(O)	Term
Audit and Corporate Governance	BAF 603	10	C	1
Business Planning: Taxation	BAF 614	10	C	1
Advanced Performance Management	BAF 600	10	C	1
Advanced Financial Management	BAF 604	10	C	1
Investment Management	BAF 605	10	C	1
Elective S1-1		10	O	1
Advanced Financial Reporting	BAF 602	10	C	2
Industrial Work Experience	BAF 630	10	C	2
Graduation Project	BAF 609	20	C	2
Advanced Audit	BAF 615	10	C	2
Elective S2-1		10	O	2
Total		120		

YEAR 3 (Level 6) Term 1 Electives (S1)

Advanced Computation taxation	BAF 601	10	○
Strategic Management	MBS 665	10	○

YEAR 3 (Level 6) Term 2 Electives (S2)

Islamic Accounting	BAF 691	10	○
Capital Markets and Derivatives	BAF 611	10	○
Behavioral Finance	BAF 613	10	○
The Grand Pursuit - The people & ideas that made modern finance	BAF 619	10	○

8. Support for students and their learning

All modules are fully supported by Cardiff Metropolitan University's VLE. Students are also able to make appointments to discuss issues relating to their learning with module tutors, year tutors or the programme director at any mutually convenient time. Students may also consult the CSM personal tutors on general academic matters, such as essay structure or referencing at any time.

9. Work-based learning (to include information about the location of work-based learning and the learning activities that must be undertaken to enable the outcomes to be achieved and demonstrated).

Students on the BA Accounting and Finance complete level 5 module work placement module which consists of 20 days (normally done one day a week over a number of months) on placement at a local employer. This is assessed through a combination of:

Submission of a CV

Submission of application form and covering letter 15 minute employability presentation

Submission of five reflective logs and a 2,500 word reflective report .

Students on the sandwich modes of both courses complete a 20 credit level 6 module which consists of a full year's secondment at an employer in the local area or the area local to the student's home. This is assessed through a combination of:

Reflective log for each month of the placement

500 word employer report

30 minute presentation

4,000 word reflective report

10. Methods for evaluating and improving the quality and standards of teaching and learning (to include, for example, stakeholder feedback from students, graduates and employers).

Cardiff Metropolitan University quality assurance and enhancement procedures include:

- regular programme committee meetings with student representation;
- student evaluation and feedback at the end of every module;
- annual programme reports;
- periodic internal and external review of programmes;
- staff development programmes;

11. Assessment regulations. (All programmes must indicate compliance with the University's Assessment Regulations. In addition, any programme-specific assessment regulations, including those arising from PSRB requirements, must be listed here. Please specify the number of re-assessment attempts allowed [1 or 2] and list any modules which cannot be compensated).

The programmes comply with Cardiff Metropolitan University's assessment regulations which can be found at:

<http://www.cardiffmet.ac.uk/registry/6A%20FINAL%20FINAL%20FINAL.doc>

Students are permitted a maximum of two reassessment attempts.

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a student is expected to achieve and demonstrate if he/she is to gain an award. More detailed information on the learning outcomes, content and teaching and learning and assessment methods of each module can be found in programme handbooks/module handbooks. The accuracy of the information contained in this document is reviewed by the University and may be checked by the Quality Assurance Agency for Higher Education.

Appendix 1: Mapping of modules to programme learning outcomes Knowledge and Skills

1. some of the contexts in which accounting can be seen as operating (examples of contexts include the legal, ethical, social and natural environment; the accountancy profession; the business entity; the capital markets; the public sector)
2. the main current technical language and practices of accounting (for example, recognition, measurement and disclosure in financial statements; managerial accounting; auditing; taxation) in a specified socio-economic domain
3. some of the alternative technical languages and practices of accounting (for example, alternative recognition rules and valuation bases, accounting rules followed in other

socio-economic domains, alternative managerial accounting approaches to control and decision-making)

4. skills in recording and summarising transactions and other economic events; preparation of financial statements; analysis of the operations of business (for example, decision analysis, performance measurement and management control); financial analysis and projections (for example, analysis of financial ratios, discounted cash flow analysis, budgeting, financial risks)
5. contemporary theories and empirical evidence concerning accounting in at least one of its contexts (for example, accounting and capital markets; accounting and the firm; accounting and the public sector; accounting and society; accounting and sustainability) and the ability to critically evaluate such theories and evidence
6. theories and empirical evidence concerning financial management.

Cognitive Abilities and Generic Skills

7. the capacity for the critical evaluation of arguments and evidence;
8. the ability to analyse and draw reasoned conclusions concerning structured; and, to a more limited extent, unstructured problems from a given set of data and from data which must be acquired by the student;
9. the ability to locate, extract and analyse data from multiple sources, including the acknowledgement and referencing of sources;
10. capacities for independent and self-managed learning;
11. numeracy skills, including the ability to manipulate financial and other numerical data and to appreciate statistical concepts at an appropriate level;
12. skills in the use of communications and information technology in acquiring, analysing and communicating information (currently these skills include the use of spreadsheets, word processing software, online databases);
13. communication skills including the ability to present quantitative and qualitative information, together with analysis, argument and commentary, in a form appropriate to the intended audience;
14. normally, an ability to work in groups, and other interpersonal skills, including oral as well as written presentation skills.

Module Name	Learning outcome
Financial Accounting	1,2,4,8,9,10,11,12,13,14
Management Accounting	1,2,4,5,7,8,9,10,11,12,13,14
Quantitative Methods	8,10,11,12,13,14
Digital Accounting	1,2,4,10,10,11,12,13
Financial Services: Regulation and Ethics in the GCC Region	7,8,9,10,11,12,13,14
Business Applications	8,9,10,11,12,13,14
Business in a Global Context	7,8,9,10,12,13,14
Personal Development Planning	7,8,9,10,12,13,14
Performance Management and Advanced Performance Management	1,2,3,4,5,7,8,9,10,11,12,13,14
Taxation, Advanced Computational Taxation,	1,2,5,8,9,10,11,12,13,14
Financial Reporting and Advanced Financial Reporting	1,2,3,4,5,7,8,9,10,11,12,13,14
Audit And Assurance, Audit and Corporate Governance, Advanced Audit	1,2,3,5,7,8,9,10,12,13,14
Financial Management and Advanced Financial Management	1,2,3,4,5,6,7,8,9,10,11,12,13,14
Corporate and Business Law	7,8,9,10,12,13,14
Money, Banking and Risk	7,8,9,10,11,12,13,14
Investment Markets and Principles	7,8,9,10,11,12,13,14
Financial Accounting in Islamic Finance	7,8,9,10,11,12,13,14

Module Name	Learning outcome
Financial Services	7,8,9,10,11,12,13,14
Behavioural Finance	7,8,9,10,11,12,13,14
The Grand Pursuit	7,8,9,10,11,12,13,14
Strategic Management	7,8,9,10,12,13,14
Investment Management	7,8,9,10,11,12,13,14
Capital Markets and Derivatives	7,8,9,10,11,12,13,14
Research Skills	7,8,9,10,11,12,13,14
Summer Experience of Work with Personal Development Planning and Industrial Work Experience	1,2,3,4,5,6,7,8,9,10,11,12,13,14
Graduation Project	1,2,3,4,5,6,7,8,9,10,11,12,13,14

Appendix 2: Mapping of graduate attributes to compulsory modules at each level

Graduate Attributes		Level 3										
		Arabic Language	Upper Intermediate English	Bahrain Civilization and History	Principles Of Management (1)	Computer Skills	Mathematics for Business	Principles of Statistics	Principles Of Management (2)	Advanced English	Principles of Accounting	Human Rights
PROBLEM SOLVING and ANALYTICAL ABILITY	Use information in a range of media and apply logical and critical thinking to a range of problems					X	X	X	X	X		X
	Appropriately use evidence gathering, numeracy, analysis and synthesis to investigate problems and provide effective solutions					X	X	X	X			X
	Consider multiple perspectives as they apply to both practical and theoretical challenges					X	X	X	X		X	X
INTER-PERSONAL SKILLS AND NETWORKING	Work collaboratively and network effectively, taking the initiative and leading others when appropriate		X	X		X		X	X		X	
	Negotiate, assert their own values and respect the values and contributions of others		X	X		X		X	X		X	
	Be able to operate in a range of roles within teams in order to meet common goals			X		X		X	X		X	

Graduate Attributes		Level 3											
		Arabic Language	Upper Intermediate English	Bahrain Civilization and History	Principles Of Management (1)	Computer Skills	Mathematics for Business	Principles of Statistics	Principles Of Management (2)	Advanced English	Principles of Accounting	Human Rights	
GLOBAL CITIZENSHIP (DIVERSITY and SUSTAINABILITY)	See themselves as part of a larger community and recognise the impact that their decisions and actions have on those around them.			X	X				X		X		X
	Possess an international perspective and the inter-cultural competence to engage effectively with the environments in which they operate			X	X				X		X		X
	Appreciate the importance of sustainable development								X		X		X

Graduate Attributes		Level 3										
		Arabic Language	Upper Intermediate English	Bahrain Civilization and History	Principles Of Management (1)	Computer Skills	Mathematics for Business	Principles of Statistics	Principles Of Management (2)	Advanced English	Principles of Accounting	Human Rights
FLEXIBILITY and ADAPTABILITY (LIFE-LONG LEARNING)	Be able to effect change and be responsive to the situations and environments in which they operate											
	Show openness to life-long learning through directed and self-directed study and apply learning to new and unexpected situations			x	x	x	x	x	x			
	Identify, evaluate and implement personal learning strategies					x	x	x	x			x

Graduate Attributes		Level 3										
		Arabic Language	Upper Intermediate English	Bahrain Civilization and History	Principles Of Management (1)	Computer Skills	Mathematics for Business	Principles of Statistics	Principles Of Management (2)	Advanced English	Principles of Accounting	Human Rights
EFFECTIVE COMMUNICATION	Be able to communicate effectively for different purposes and in different contexts		x	x		x	x	x	x	x	x	
	Use the communication appropriate to a given situation including oral, written, numerical and graphic communication		x	x		x	x	x	x	x	x	
	Effectively communicate with others, using digital technologies and engage productively in relevant online communities		x	x		x	x	x	x	x	x	
CREATIVITY and INNOVATION	Have the ability to articulate new meanings; devise new arguments and find new ways of extending, modifying or contesting existing arguments				x	x						
	Create value through originality, use of imagination and innovation					x						
	Initiate innovative solutions processes or ideas through invention, exploration and making connections between different fields of knowledge					x						

Graduate Attributes		Level 4								
		Financial Accounting	Management Accounting	Business in a Global Context	Personal Development Planning	Digital Accounting	Quantitative Methods	Financial Services: Regulation and Ethics in the GCC Region	Business Applications	
PROBLEM SOLVING and ANALYTICAL ABILITY	Use information in a range of media and apply logical and critical thinking to a range of problems		X	X	X	X	X	X	X	X
	Appropriately use evidence gathering, numeracy, analysis and synthesis to investigate problems and provide effective solutions		X	X	X	X	X	X	X	
	Consider multiple perspectives as they apply to both practical and theoretical challenges		X	X	X	X	X	X	X	

Graduate Attributes		Level 4								
		Financial Accounting	Management Accounting	Business in a Global Context	Personal Development Planning	Digital Accounting	Quantitative Methods	Financial Services: Regulation and Ethics in the GCC Region	Business Applications	
INTER-PERSONAL SKILLS AND NETWORKING	Work collaboratively and network effectively, taking the initiative and leading others when appropriate.		X	X	X			X	X	
	Negotiate, assert their own values and respect the values and contributions of others.		X	X	X			X	X	
	Be able to operate in a range of roles within teams in order to meet common goals		X	X	X			X	X	
GLOBAL CITIZENSHIP (DIVERSITY and SUSTAINABILITY)	See themselves as part of a larger community and recognise the impact that their decisions and actions have on those around them.				X				X	
	Possess an international perspective and the inter-cultural competence to engage effectively with the environments in which they operate				X				X	
	Appreciate the importance of sustainable development				X				X	

Graduate Attributes		Level 4								
		Financial Accounting	Management Accounting	Business in a Global Context	Personal Development Planning	Digital Accounting	Quantitative Methods	Financial Services: Regulation and Ethics in the GCC Region	Business Applications	
FLEXIBILITY and ADAPTABILITY (LIFE-LONG LEARNING)	Be able to effect change and be responsive to the situations and environments in which they operate									
	Show openness to life-long learning through directed and self-directed study and apply learning to new and unexpected situations		X	X	X	X	X	X	X	
	Identify, evaluate and implement personal learning strategies		X	X	X	X	X	X	X	
EFFECTIVE COMMUNICATION	Be able to communicate effectively for different purposes and in different contexts		X	X	X	X	X	X	X	X
	Use the communication appropriate to a given situation including oral, written, numerical and graphic communication		X	X	X	X	X	X	X	X
	Effectively communicate with others, using digital technologies and engage productively in relevant online communities		X	X	X	X	X	X	X	X

Graduate Attributes		Level 4								
		Financial Accounting	Management Accounting	Business in a Global Context	Personal Development Planning	Digital Accounting	Quantitative Methods	Financial Services: Regulation and Ethics in the GCC Region	Business Applications	
CREATIVITY and INNOVATION	Have the ability to articulate new meanings; devise new arguments and find new ways of extending, modifying or contesting existing arguments				x	x				
	Create value through originality, use of imagination and innovation					x				
	Initiate innovative solutions processes or ideas through invention, exploration and making connections between different fields of knowledge					x				

Graduate Attributes		Level 5											
		Performance Management	Financial Management	Financial Reporting	Taxation	Audit and Assurance	Corporate and Business Law	Financial Accounting in Islamic Finance	Money Banking and Risk	Financial Services	Investment Markets and Principles	Research Skills	Work Experience with PDP
PROBLEM SOLVING and ANALYTICAL ABILITY	Use information in a range of media and apply logical and critical thinking to a range of problems		X	X	X	X	X	X	X	X	X	X	X
	Appropriately use evidence gathering, numeracy, analysis and synthesis to investigate problems and provide effective solutions		X	X	X	X	X	X	X	X	X	X	X
	Consider multiple perspectives as they apply to both practical and theoretical challenges		X	X	X	X	X	X	X	X	X	X	
INTER-PERSONAL SKILLS AND NETWORKING	Work collaboratively and network effectively, taking the initiative and leading others when appropriate.		X	X	X	X	X	X	X	X		X	X
	Negotiate, assert their own values and respect the values and contributions of others.		X	X	X	X	X	X	X	X		X	X
	Be able to operate in a range of roles within teams in order to meet common goals		X	X	X	X	X	X	X	X		X	X

Graduate Attributes		Level 5												
		Performance Management	Financial Management	Financial Reporting	Taxation	Audit and Assurance	Corporate and Business Law	Financial Accounting in Islamic Finance	Money Banking and Risk	Financial Services	Investment Markets and Principles	Research Skills	Work Experience with PDP	
GLOBAL CITIZENSHIP (DIVERSITY and SUSTAINABILITY)	See themselves as part of a larger community and recognise the impact that their decisions and actions have on those around them.		X	X	X		X	X	X	X	X	X	X	X
	Possess an international perspective and the inter-cultural competence to engage effectively with the environments in which they operate		X	X	X		X	X	X	X	X	X	X	X
	Appreciate the importance of sustainable development		X	X	X		X	X	X	X	X		X	X

Graduate Attributes		Level 5												
		Performance Management	Financial Management	Financial Reporting	Taxation	Audit and Assurance	Corporate and Business Law	Financial Accounting in Islamic Finance	Money Banking and Risk	Financial Services	Investment Markets and Principles	Research Skills	Work Experience with PDP	
FLEXIBILITY and ADAPTABILITY (LIFE-LONG LEARNING)	Be able to effect change and be responsive to the situations and environments in which they operate		X	X	X		X	X	X	X	X	X	X	X
	Show openness to life-long learning through directed and self-directed study and apply learning to new and unexpected situations		X	X	X	X	X	X	X	X	X	X	X	X
	Identify, evaluate and implement personal learning strategies		X	X	X	X	X	X	X	X	X	X	X	X

Graduate Attributes		Level 5													
		Performance Management	Financial Management	Financial Reporting	Taxation	Audit and Assurance	Corporate and Business Law	Financial Accounting in Islamic Finance	Money Banking and Risk	Financial Services	Investment Markets and Principles	Research Skills	Work Experience with PDP		
EFFECTIVE COMMUNICATION	Be able to communicate effectively for different purposes and in different contexts		X	X	X	X	X	X	X	X	X	X		X	X
	Use the communication appropriate to a given situation including oral, written, numerical and graphic communication		X	X	X	X	X	X	X	X	X	X	X	X	X
	Effectively communicate with others, using digital technologies and engage productively in relevant online communities		X	X	X	X	X	X	X	X	X	X		X	X

Graduate Attributes		Level 5												
		Performance Management	Financial Management	Financial Reporting	Taxation	Audit and Assurance	Corporate and Business Law	Financial Accounting in Islamic Finance	Money Banking and Risk	Financial Services	Investment Markets and Principles	Research Skills	Work Experience with PDP	
CREATIVITY and INNOVATION	Have the ability to articulate new meanings; devise new arguments and find new ways of extending, modifying or contesting existing arguments		X	X	X	X	X	X	X	X	X	X	X	X
	Create value through originality, use of imagination and innovation		X	X	X	X	X	X	X	X	X	X	X	X
	Initiate innovative solutions processes or ideas through invention, exploration and making connections between different fields of knowledge		X	X	X	X	X	X	X	X	X		X	X

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
PROBLEM SOLVING and ANALYTICAL ABILITY	Use information in a range of media and apply logical and critical thinking to a range of problems		x	x	x	x	x	x	x	x	x	x	x	x	x
	Appropriately use evidence gathering, numeracy, analysis and synthesis to investigate problems and provide effective solutions		x	x	x	x	x	x	x	x	x	x	x	x	x
	Consider multiple perspectives as they apply to both practical and theoretical challenges		x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
INTER- PERSONAL SKILLS AND NETWORKING	Work collaboratively and network effectively, taking the initiative and leading others when appropriate.		x	x	x	x	x	x	x	x	x	x	x	x	x
	Negotiate, assert their own values and respect the values and contributions of others.		x	x	x	x	x	x	x	x	x	x	x	x	x
	Be able to operate in a range of roles within teams in order to meet common goals		x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
GLOBAL CITIZENSHIP (DIVERSITY and SUSTAINABILITY)	See themselves as part of a larger community and recognise the impact that their decisions and actions have on those around them.		x	x	x	x	x	x	x	x	x	x	x	x	x
	Possess an international perspective and the inter-cultural competence to engage effectively with the environments in which they operate		x	x	x	x	x	x	x	x	x	x	x	x	x
	Appreciate the importance of sustainable development		x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
FLEXIBILITY and ADAPTABILITY (LIFE-LONG LEARNING)	Be able to effect change and be responsive to the situations and environments in which they operate		x	x	x	x	x	x	x	x	x	x	x	x	x
	Show openness to life-long learning through directed and self-directed study and apply learning to new and unexpected situations		x	x	x	x	x	x	x	x	x	x	x	x	x
	Identify, evaluate and implement personal learning strategies		x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
EFFECTIVE COMMUNICATION	Be able to communicate effectively for different purposes and in different contexts		x	x	x	x	x	x	x	x	x	x	x	x	x
	Use the communication appropriate to a given situation including oral, written, numerical and graphic communication		x	x	x	x	x	x	x	x	x	x	x	x	x
	Effectively communicate with others, using digital technologies and engage productively in relevant online communities		x	x	x	x	x	x	x	x	x	x	x	x	x

Graduate Attributes		Level 6													
		Advanced Performance Management	Advanced Financial Management	Investment Management	Advanced Taxation	Capital Markets and Derivatives	Advanced Financial Reporting	Audit and Corporate Governance	Strategic Management	Behavioural Finance	The Grand Pursuit: The people and ideas that made modern finance.	Business Planning and taxation	Advanced Audit	Industrial Work Experience	Graduation Project (Dissertation)
CREATIVITY and INNOVATION	Have the ability to articulate new meanings; devise new arguments and find new ways of extending, modifying or contesting existing arguments		x	x	x	x	x	x	x	x	x	x	x	x	x
	Create value through originality, use of imagination and innovation		x	x	x	x	x	x	x	x	x	x	x	x	x
	Initiate innovative solutions processes or ideas through invention, exploration and making connections between different fields of knowledge		x	x	x	x	x	x	x	x	x	x	x	x	x

ASU



جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

BACHELOR DEGREE BYLAW

Article (1)

This bylaw is called the Bachelor Degree Bylaw in the Applied Science University, and is applicable to all University colleges effective from the date of approval. It is applied to enrolled students that are registered to obtain a Bachelor Degree.

Article (2)

1. The following words and expressions, as indicated in this bylaw, have the meanings allocated below; unless the context signifies otherwise.

A. President: University President

B. Council: University Council

C. College Dean: Dean of the College to which the student belongs

D. Study System: Credit Hours System

2. Credit Hours System:

The system of study is based on:

A. Number of credit hours that should be completed by the student and passed according to the level determined by the University as a condition for graduation in any academic programme.

B. Identification of academic fields in which such credit hours are distributed as per the provisions of this bylaw giving the student the freedom to select required courses based on his/her needs and readiness with the guidance from his/her academic advisor and within the range of minimum and maximum credit hours allowed per semester and according to the advising plan.

3. Credit Hours (Cr.):

Includes one theoretical hour of study per week or its equivalence in practical hours, within the full academic semester.

4. University Year:

The university year consists of two obligatory semesters and one optional summer semester.

5. Semester:

The duration of each semester is at least 14 weeks, including the examination period, and the duration of the summer semester is at least seven weeks, including the examination period. The University Council is entitled to change this duration as per public interest as viewed by the University Council, in a way that does not conflict with the bylaws and laws issued by the Higher Education Council.

6. University Requirements:

A set of compulsory and elective courses studied by all students in the University according to their approved plan of study.

7. College Requirements:

A set of compulsory and elective courses studied by all students in the College according to their approved plan of study.

8. Programme:

The total credit hours required to be studied by the student to obtain a Bachelor Degree in a certain specialty.

9. Programme Requirements:

A set of compulsory and elective courses studied by all students in the programme according to their approved plan of study.

10. Academic Level:

The academic level of the student is determined by the number of hours the student has passed successfully by virtue of the study plan.

11. Elective Courses:

These are a set of courses from which the student is entitled to select, as included in the elective courses list, and according to the approved plan of study in the University.

12. Compulsory Courses:

A group of courses that the student must complete as part of their approved study plan in the University.

13. Prerequisite:

An academic course that must be successfully completed by the student before enrolling in the more advanced course, according to the provisions of Article 8/2.

14. Study Load:

The number of credit hours registered by the student during the semester.

15. Study Plan:

This specifies the total number of credit hours distributed accordingly throughout the study period in order to obtain a Bachelor Degree.

16. Punctuality:

Attendance of lectures, discussions, and practical classes defined for each course in the study plan.

17. The Academic Advisor:

An Academic Staff who helps the student register the required courses after referring to their academic transcript and the study plan provisions, as well as the university bylaws, depending on the student's abilities and academic progress in the University.

18. Course Grade:

The total marks from the final exam, mid-term exam and classroom work, excluding courses that are on a (Pass) or (Fail) basis.

19. Semester Average:

The average of courses grades studied by the student in one semester, calculated to the nearest decimal points.

20. Grade Point Average (GPA):

The accumulative average of all the courses completed by the student, successfully or otherwise, as set in their study plan until the date at which the average is calculated. Courses that are not within the student's study plan are not included in the calculation of the GPA and are calculated to the nearest two decimal places.

21. Minimum Pass Mark:

The Minimum Pass Mark in the course is 50%, and the minimum final mark is 35% (University Zero Mark). This should take into account the fact that the mark should be a single overall integer mark.

22. Transcript:

A copy of the student's academic report, which the student receives at the end of each semester, indicating the number of credit hours studied, mark for each course, semester average and Grade Point Average (GPA).

23. Withdrawal:

- **Withdrawal from the course (W)**

This refers to the student's withdrawal from the academic course within the specified period.

- **Emergency Withdrawal (WE)**

This refers to the student's emergency withdrawal from all courses after the specified withdrawal period for compelling reasons, such as ill health, personal injury, or the death of a first or second degree relative.

- **Forced Withdrawal (WF)**

This refers to the student's withdrawal from the registered courses in a certain semester

in cases in which he has exceeded the permitted absenteeism percentage without providing an official excuse.

- **Automatic Withdrawal (WA)**

This refers to the student's withdrawal from the registered courses in a certain semester in cases which they have not attended any of the lectures of the course during the semester.

- **Cancel Registration (CR)**

This refers to the cancellation of a student's registered courses in a certain semester in case the misconduct committee issues a decision to cancel the registration.

24. Academic Warning:

A formal warning given to the student in cases where he has low GPA.

25. Hosted Programmes:

Hosted Programmes are academic programmes from higher education institutions from outside the Kingdom of Bahrain that are offered at Applied Science University under scientific agreements approved by the Higher Education Council of the Kingdom of Bahrain. These accredited programmes are validated by the parent university, including the adjustments needed to suit the educational and professional requirements of the Kingdom of Bahrain and the region.

Article (3):

The University Council declares the study plan that leads to obtaining of a Bachelor Degree in the specialities provided by the University Department, based on the recommendation of Councils of Colleges and appropriate Academic Departments, as well as proposals from the appropriate committees, so that the credit hours required for obtaining degrees are as follows:

1. College of Administrative Sciences:

A. Bachelor of Accounting	135 Credit Hours
B. Bachelor of Business Administration	135 Credit Hours
C. Bachelor of Accounting and Finance	135 Credit Hours
D. Bachelor of Management Information Systems	135 Credit Hours
E. Bachelor of Political Sciences	135 Credit Hours
F. B.A. (Hons) Management and Business Studies (Hosted)	135 Credit Hours
G. B.A. (Hons) Accounting and Finance (Hosted)	135 Credit Hours

2. College of Law

Bachelor of Law	135 Credit Hours
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3. College of Arts and Science

A. Bachelor of Computer Science	135 Credit Hours
B. Bachelor of Graphic Design	135 Credit Hours
C. Bachelor of Interior Design	132 Credit Hours

4. College of Engineering

A. B.Eng. (Hons) Civil and Construction Engineering (Hosted)	150 Credit Hours
B. B.Eng. (Hons) Architectural Design Engineering (Hosted)	150 Credit Hours

Article (4) Study Plan:

The study plan in each Bachelor Degree programme includes the following courses.

1. University requirements:

Number of credit hours needed to meet the University's requirements is 27 Cr., divided as follows:

A. University Compulsory Requirements: (21) Credit Hours:

Course no.	Course Name	Credit Hours
ARB101	Arabic Language	3
ENG101	English Language (1)	3
ENG102	English Language (2)	3
CS104	Computer Skills	3
HBH105	Bahrain Civilization and History	3
BA161	Introduction to Entrepreneurship	3
HR106	Human Rights	3

B. University Elective Requirements: (6) Credit Hours:

One course is to be selected from the first group (3 credit hours) and one course from the second group (3 credit hours).

Group	Course no.	Course Name	Credit Hours
First Group	ISL 101	Islamic Culture	3
	ISL 103	Islam and Contemporary Issues	3
	ISL 102	Islamic Ethics	3

Group	Course no.	Course Name	Credit Hours
Second Group	SOC 101	Introduction to Sociology	3
	MAN 101	Man and Environment	3
	LIB 101	Introduction to Library Science	3
	SPT 101	Special Topics	3
	CS 205	Computer Applications	3
	LFS102	Thinking and Communications Skills Development	3

Other courses may be added, and some of the courses mentioned above may be cancelled by a resolution of the University Council. The council forms a committee for each course, or a number of the required courses. These committees set the courses' curriculum according to the council's guidelines.

2. College Requirements:

The requirements of the College consist of the set of credit hours declared by the University Council, upon a recommendation of the College Council, as follows:

Colleges	Credit Hours
College of Administrative Sciences	27
College of Arts and Science	21 - 12
College of Law	21

3. Requirements of the programme and Supporting Courses:

The number of credit hours required is approved by the University Council upon a recommendation from the councils of colleges. These credit hours are distributed between compulsory and elective courses, as well as applied education and internships.

Article (5): Admissions Requirements and Placement tests for new students

1. University Admissions requirements:

A. The student should obtain a Secondary School Certificate or its equivalent certified by the Ministry of Education in the Kingdom of Bahrain with an average of no less than 60% or equivalent.

B. Students with averages below 60% may be admitted in the University, provided that they meet one of the following criteria:

1. They are athletes and artists who represent the Kingdom of Bahrain internationally.

2. Those with at least one year of practical experience following their secondary school certificate.

3. In addition to that, the University Council has the right to decide on applicants with averages below 60%.

4. The number of students admitted according to this point (B) can be no more than 5% of the admitted students.

C. In some programmes, the students admitted from non-scientific secondary school fields should pass remedial courses.

2. All students admitted to the University should take a compulsory placement test - determined by the University- to determine their English language level. The levels admitted to the programmes are determined as follows, so that the admitted student studies the course listed according to their own ability level:

A. Programmes taught in English according to the following table:

Course	Level	Mark in the placement test
ENG 097	Elementary	0 - 34
ENG 098	Intermediate	35 - 50
ENG 111	Upper-Intermediate	51 - 120

B. Programmes taught in Arabic according to the following table:

Course	Level	Mark in the placement test
ENG 099	Remedial course	0 - 40
ENG 101	English 101	41 - 120

3. A student may be exempted from studying the English language courses in the following cases:

- The student is exempted from the courses ENG 097 and ENG 098 for programmes taught in English, and the course ENG 099 for programmes taught in Arabic if they have obtained (5) or higher in an IELTS test, or 450 and higher in a TOEFL test.
- The English language placement test is conducted in the semester in which the student is admitted. If the student does not attend the test, he will be given a mark of 0, and will not be allowed to postpone the test for any reason or under any circumstances unless he gets an approval from the University Council.
- Students transferred from other universities will be exempted from the English language placement test if they have taken an equivalent English course in their previous university.

Article (6): Credit Hours

- 1- Each course consists of three credit hours, excluding some courses that have practical requirements (for example, laboratory work), in which case, the number of credit hours for a course may reach five hours. The University Council may assign fewer or more hours for some courses, if required.
- 2- The credit hours for each course are assigned on the basis that one hour of theoretical weekly lecture equals one credit hour. In the case of laboratory or practical hours, the assessment is made separately for each course, where one credit hour constitutes no less than two practical hours or two laboratory hours.

Article (7): Levels of Study

- 1- The courses offered by each programme as well as the courses included in the study plans are classified into four levels, stating any prerequisites (if any) for each course. Each course is assigned a code that indicates its level. Moreover, every course must identify the number of lectures, weekly laboratory hours, and number of credit hours.
- 2- The students registered at the University under the Bachelor Degree are classified into four levels: first year, second year, third year, and fourth year, according to the number of credit hours they completed. It should be the case that a second year student has completed 33 credit hours, whereas a third year student will have completed 66 credit hours, and a fourth year student will have completed 99 credit hours.

Article (8): Prerequisites

1. The student is not allowed to study a course before studying its prerequisite courses.
2. The student is allowed to study a certain course and its prerequisite in the same semester if their graduation so requires, or if they have previously failed the prerequisite.
3. The meaning of studying a prerequisite which is mentioned in paragraphs 1 and 2 of this article- :the student should have registered ,attended and taken the exams of the prerequisite irrespective of passing or failing it ,provided that his grade is not less than 36%.

Article (9): Duration of Study:

1. The study duration to obtain a Bachelor Degree in any programme with a regular study load is four academic years.
2. Students are not allowed to obtain a Bachelor Degree in a period of less than three years.
3. The study duration to obtain the Bachelor Degree should not exceed eight academic years in all programmes.

Article (10): Study Load

The minimum number of credit hours a student may register for is 12 credit hours per semester ,and the maximum is 19 credit hours per semester .A student is allowed to register less than 12 credit hours only once during his studies .Moreover ,he is allowed to register less than the aforementioned minimum number of credit hours more than once on condition that he is considered a part-time student and that it should not count towards the minimum period of obtaining the degree .A student is allowed to register for extra credit hours ,provided that these hours do not exceed 21 credit hours ,and the following conditions are met:

- His GPA is not less than 84%.
- The student needs to study 21 credit hours to complete the requirements of graduation during that semester.

Article (11)

In the graduation semester ,the student may register any number of credit hours required for graduation ,without considering the minimum level of the prescribed study load.

Article (12): Punctuality

All registered students must regularly attend all lectures and actively participate in all classroom discussions .Furthermore ,the course instructor keeps a record of the students' absence and attendance in the Students Information System.

Article (13): Absence and Excuses

1. The student is not allowed to be absent for more than 25% of the course credit hours.
2. The course instructor submits the names of those students whose absenteeism exceeds 15%of the total hours of the course to the Head of the Department in order to take the necessary action.
3. If the student is absent for more than 25% of the total course credit hours without a reasonable excuse that is accepted by the College Dean ,they will not be allowed to attend their final exam and will be given the minimum pass mark ,i.e) .WF .(35 ,The student will then have to retake the course ,if it is compulsory .In all cases ,the grade will be included in the calculation of the student's accumulative and semester average for warning or dismissal purposes.
4. The Head of the Department submits to the College Dean a list of those students who are prohibited from taking the final examinations due to their absenteeism ,to inform the Directorate of Admissions and Registration to assign to those students the minimum grade for that course.

Article (14): Absence

1. If the student is absent for more than 25% of the course hours due to illness or any reasonable excuse that is accepted by the College Dean ,they will be considered as withdrawn from the course with a grade of) W ,(and the rules of withdrawal will apply. The Dean of College shall notify the Director of Admissions and Registration of that decision and assign) Withdrawal (to that course in the student's academic records. Students who represent the Kingdom or the University in social activities shall be permitted to be absent for no more than 30% of the total course hours.
2. It is necessary that sick leave be issued by an approved medical authority and a certificate be submitted to the Dean of College within a period of two weeks from the date of the absence.

Article (15): Examinations

1. Any student absent from the final exam without an excuse that is accepted by the College Dean will be given a mark of zero.
2. The maximum number of) stamped (sick leave for out-patient students is five days if approved within two working days ,whereas for in-patient students ,approval must be sought within four working days from the period of absence.
3. If the student misses the final exam with a reasonable excuse that is accepted by the Dean of the College, the Dean is responsible for informing the Directorate of Admissions and Registration of the need to assign a grade of "incomplete", where the course instructor will schedule a make-up exam within the first 2 weeks of the next semester unless the student has postponed that semester; this rule doesn't apply to the summer semester since it is an optional semester. If this does not happen, the students will not be able to retake the exam, and he/she will be assigned zero in that exam.
4. It is possible to consider the student who has missed the final examination with an acceptable excuse as withdrawn from the course, provided that he successfully passed the Mid-Term exam and the coursework, and are not registered for the make-up exam during the period determined in Paragraph 3 above, and that the student did not miss a make-up exam scheduled by the department without providing an acceptable excuse to the Dean.

Article (16): Course Description

Academic Staff members prepare descriptions of their courses, which include the nature of the course, its objectives and timetable, the course requirements, exams and assessment dates, mark distribution, reading and references lists. These will be approved by the Department Council.

Article (17): Marks

1. The final mark for each course is the sum of the final exam mark and the coursework mark.
2. The coursework includes the following:
 - a) Oral and written quizzes, reports, research, group discussions, presentations and class participation, and counts for 20% of the overall course mark.
 - b) A mid-term written exam which counts for 30%.
3. The final exam for each course is held at the end of the semester and counts for 50% of the overall mark. The final exam is a written exam that covers the course material and may include oral or practical tests or a submitted report and the College Council determines, based on a recommendation from the concerned Department, its percentage from the final exam mark. This has to be announced to the student at the beginning of the semester.
4. The distribution of the marks for practical courses, or those which have a practical element, are determined by the College Council based on recommendations by the Department Council.
5. The Final exam, Mid-term exam grades and coursework may be re-distributed if recommended by the Department Council and the College Council and given an approval from the University Council.
6. The marks are calculated and recorded for each course using percentages, and the credit hours of the course should be clearly stated.
7. The final grade for each course is calculated from 100 to the nearest whole number.

Article (18): Examination Questions

The exam questions should be confidential and each academic staff member setting them should coordinate with his Head of Department and College Dean. The academic Staff should take full responsibility for the supervision, printing, copying, packing, and maintaining of the exam papers.

Article (19)

The course instructor is responsible for keeping a record of students' attendance of the exam, and the marking of papers.

Article (20)

The course instructor is responsible for accurately recording the students' marks in the Students Information System.

Article (21)

1. Mark Classifications are as follows:

Mark	Grade	Symbol in English
90 - 100%	Excellent	A
80 - 89%	Very Good	B
70 - 79%	Good	C
60 - 69%	Pass	D
50 - 59%	Poor	E
Below 50%	Fail	F

2. The Accumulative Averages are classified as follows:

GPA	Grade
92- 100%	Excellent with Honours
84 - less than 92%	Excellent
76 - less than 84%	Very Good
68 - less than 76%	Good
60 - less than 68%	Satisfactory

Article (22): Calculation of Semester and GPA Averages

1. The calculation of any semester or GPA averages is done by multiplying the percentage for each course by the number of credit hours for each course divided by the total number of credit hours.
2. In cases where the student has failed, their mark will be recorded by the course instructor as 35%, including all marks that fall below 35%.
3. All courses completed by the student are documented in their academic transcript.

Article (23): Appeals

1. Students have the right to appeal against their final examination mark for any course within ten days of the results being announced. The Dean will ensure the accuracy of the aggregation and transfer of marks and that no answers left unmarked. This is done by a committee formed by the College Dean, consisting of academic staff members but excluding the course instructor.
2. The student pays 10 Dinars for each appeal request.
3. The student has the right to appeal against his final mark for any course using the following steps:

- A. The student submits an appeal request to the Directorate of Admissions and Registration within 10 days of the results announcement. The student then pays 10 Bahraini dinars to be refunded if the mark is subsequently augmented.
- B. The Head of the Academic Department forms a special committee that consists of two academic staff members to review the coursework results and re-mark the final exam paper; provided that the student's course instructor is not a member of the committee. If the committee cannot agree on the same result, it will be transferred to a third member to make the final decision.
- C. The committee depends on the mark distribution that was provided by the course instructor.
- D. The committee submits its report to the Head of the Academic Department within one week of its formation.
- E. If the mark is changed following the committee report, it will be approved by the concerned Head of Department and College Dean. The report will then be delivered to the Directorate of Admissions and Registration to amend the mark prior to end of the Add/Drop period of the coming semester.
- F. The Directorate of Admissions and Registration notifies the student of the result.
- G. The student is not allowed to request an appeal on a course that was already reviewed. The first appeal's decision will be considered as a final decision.

Article (24): Adding or Dropping Courses

1. The student is allowed to withdraw from courses in which they are registered and add new courses within five working days of the beginning of the first and second semesters, and within three working days of the beginning of the summer semester. The courses dropped within those periods will not be included in the student's academic transcript.
2. Given the content of Clause (1) of this Article, the student is allowed to withdraw from a course within eight weeks of the beginning of the first and second semesters, and within four weeks of the beginning of the summer semester, provided that the student has not exceeded the percentage of the allowed absenteeism rate. The dropped course in this case would be included in the student's academic transcript with a note of 'withdrawn-W', and this course would not be included in the total credit hours they have studied in terms of passing, failing or graduation requirement. If the student has dropped the course after the mentioned period, the academic staff should include the student's result in his academic transcript. The withdrawal process should not decrease the number of credit hours registered by the student in terms of the minimum study load allowed according to these instructions, except in some compelling circumstances mentioned in these instructions.

Article (25): Withdrawal from and completion of courses

1. In cases where the student has withdrawn from a course, the note 'W withdrawn' will appear next to the course on his academic transcript.
2. The note 'incomplete' will appear next to the course if the student does not complete the requirements, or misses the final exam with an acceptable excuse.
3. If the student obtains the result of 'incomplete' in some courses, their averages will be calculated when the marks of the courses are complete. The averages are considered retroactively from the date of the student having obtained the 'incomplete' result, when it comes to academic warning or dismissal.

Article (26): Honorary Board

1. Each semester The President issues the names of students listed in the honorary board of the University. This includes names of students who have obtained semester averages of 92% and above, and the University honours them in a way that it deems appropriate.
2. The Dean places the names of the students who have obtained semester averages of 85% and above on the honorary board of the College, and notes this in their academic transcript, provided their load of study is no less than 12 credit hours.
3. The bylaw of the Honorary Board of the Excellent Students in the Applied Science University is applied to the students listed in the above Clauses 1 and 2.

Article (27): Academic Warning and Dismissal

1. The student is given an academic warning if his GPA is lower than the minimum required level for graduation in the academic programme at the end of any semester, except for his/her first semester at the University, the semester when the student changes his specialization (if it occurs) and also the summer semester; the Directorate of Admissions and Registration notifies the student via the method it deems appropriate.
2. The student who receives an academic warning should resolve the issues that have caused him/her to be put under probation within a maximum period of three regular semesters after the semester because of which he/she was put under probation.
3. If the student receives an academic warning then was capable to increase his/her GPA to the required minimum, the effects of that warning are cancelled; and if his/her GPA decreases again at a later stage, he/she shall receive a new academic warning different from the previous warning (s).
4. The student who is subject to an academic warning is not allowed to register for more than four courses (12) credit hours in the semester, except with a recommendation from the Academic Advisor and the Head of Department.

5. The student who is given an academic warning is not allowed to participate in any extra-curricular activities held at the University.
6. The summer semester is not taken into consideration for the purposes of academic warning and dismissal, but the academic warning is cancelled if the student's GPA has increased to the minimum required level for graduation in the academic programme according to the result of the summer semester.
7. If the student cannot resolve the issues that have caused him/her to be put under probation, by virtue of Clause (2) of this article, he/she will be dismissed from the academic programme, and maintains the right to move to another academic programme.
8. Any student who has successfully completed (75%) of the credit hours required for the academic programme will not be dismissed. The student obtaining a GPA between 59.5% and 59.9% by the end of the third semester of the academic warning will also be excluded from dismissal and, in both cases, the student remains under probation until he/she manages to raise his/her GPA to the minimum required for graduation and is only dismissed if he/she exceeds the maximum permitted study duration in the university.
9. A student who is dismissed from his/her initial academic programme and then denied registration at a new academic programme will be dismissed from the University.
10. The student is not allowed to move to an academic programme from which he/she was dismissed in the past.
11. In spite of the above, every student who exceeds the maximum permitted study duration in the university will be dismissed.

Article (28): Re-taking the Course

1. Student must re-take any of the compulsory courses that he has failed. If a student fails an elective course, he is allowed to study another course according to the study plan. The student is also allowed to re-take any course in which they have obtained a mark below 65%, in order to raise his GPA. In all of the cases indicated, the higher mark will be calculated for the student and the lower mark will be ignored.
2. In cases where the student re-takes a course due to an earlier failure or for any other reason, the credit hours of this course will be calculated only once within the number of hours required for graduation.
3. If the student completes more courses than the required elective courses in their study plan, the courses with the highest grades will be included in the calculation of their accumulative average, taking into account Paragraphs (1) and (2) of this article.

Article (29): Postponement of Study, Drop-out and Withdrawal from the University

1. The student is entitled to submit a postponement request prior to the commencement of the semester and provide reasons to convince the concerned body, according to the following criteria:
 - A. College Dean: if the postponement required is for a period of one semester and does not exceed four semesters, whether continuous or not.
 - B. College Council: if the postponement required is for a period exceeding four semesters, and for no more than six semesters, whether continuous or not.
2. A newly admitted or transferred student, whether from another university or from one programme to another within the university, is not allowed to postpone a semester or withdraw courses unless he has already completed one semester at the University, the semester of the programme remedial courses being excluded.
3. The period of the postponement is included in the maximum study duration specified for obtaining the Bachelor Degree.

Article (30): Attendance / Re-registration / Absence and Withdrawal from Courses

1. If the full-time student is not registered at the University for one or more semesters, and does not obtain written consent from the College Dean for the postponement of his study for this period, his admissions will be cancelled.
2. The University Council may re-register the enrolled student if he presents a reasonable excuse that is approved by the Council. After approval, the student may retain their entire previous academic transcript, provided that the postponement period is not more than four academic years and that they will be able to meet the graduation requirements within the permitted period.
3. The University Council, based on the recommendations of the College Council and the Directorate of Admissions and Registration, will determine the study plan for the re-registered student.
4. The student, whose total excused absences exceed (25%) of the credit hours for semester courses, is considered withdrawn from the semester and the note 'Withdrawn W' will appear on their transcript. This semester will be considered postponed.
5. The student may submit a request to the College Dean to withdraw from all courses registered in a specific semester. If approval from the Dean is obtained, that semester will be considered postponed, and the student should submit such a request at least four weeks prior to the date of the final exams.

Article (31): Transfer from one Academic Programme to Another

1. The student may transfer from one programme to another in the University, if there is a suitable vacancy, provided that his secondary school GPA qualifies him to study in such a programme.
2. When the student is transferred to another programme, he may be exempted from any courses of his choice that he completed in the previous programme if they are included in the study plan of the new programme. The marks of such courses are included in the student's semester and GPA average.
3. Each 15-credit-hour course selected, as per the previous clause, is calculated as one semester.
4. Transfer requests will be submitted to the Director of Admissions and Registration using the prescribed forms.
5. The transferred student receives the same treatment as the new student, for the purposes of postponement, warnings, and dismissal from the programme.

Article (32): Visiting Students

1. The visiting student is enrolled in his original university, but is a temporary student at the Applied Science University and is allowed to study specific courses in a certain semester. After the end of this semester, the University is not obligated to admit or transfer this student to any academic programme.

The conditions for dealing with the visiting student are as follows:

- A. The student should be a full-time enrolled student in a university
 - B. The visiting student should be studying at a recognised university as per the laws and bylaws of the Higher Education Council in Bahrain.
 - C. The student should be nominated by his original university to study specific courses, and at the end of the semester, his results will be sent to the responsible body in his original university.
 - D. A vacancy must be available in the courses that the visiting student is applying for.
 - E. Visiting students are registered after the period of registration and add/drop, and only in those courses that have available seats.
2. Students desiring to study as visiting students in another university, recognised by the national committee for the equalization of certificates by the Ministry of Education of the Kingdom of Bahrain, should obtain prior consent from the Directorate of Admissions and Registration in the University with the subjects to be studied based

on recommendations from the relevant academic department. This consent requires a submission of study request in the other university supported by the following documents:

- A. Description of the contents of the course to be studied as approved by the relevant body in the external university, to be submitted to the academic department concerned as per the controls declared by the University Council.
- B. A letter obtained from the Director of Admissions and Registration in the University addressed to the relevant body in the host University.
- C. The courses studied by the university student appear as "Pass" if the student has obtained a mark of no less than 70%.

Article (33)

If the first bachelor degree is obtained from the same university from which the student wants to get a bachelor degree in another programme, the University is not allowed to exempt the student from any of the University or College requirements.

Article (34): Transfer from Other Universities

Students may transfer to the University if there are vacancies available, provided that transfer requests are submitted to the Directorate of Admissions and Registration on the dates announced in each semester, and according to the following conditions:

1. Meeting the requirements of the admissions and registration of the University. In addition, the student must have an acceptable secondary school average or its equivalent for the programme to which he is transferred.
2. The student must be transferring from an accredited university, college, or higher education institute that is approved by the Equivalence Committee at the Ministry of Education in the Kingdom of Bahrain. The courses completed by the transfer student will be included in their study plan, provided that the credit hours accumulated from their previous university are no less than the credit hours of their new course in the Applied Science University.
3. They are a full-time student, and evidence of this is provided.
4. The student is not dismissed for disciplinary purposes from their previous university directly before submitting the transfer request.
5. Every 15 credit hours completed by the transfer student is equal to one semester, provided that the course marks are not calculated in the semester and GPA averages.

Article (35): Re-enrolling in the university

1. If a student who has withdrawn from the University wants to re-enroll, he must submit his application as a new student and, if admitted, he shall be subject to Article 37 related to course equivalence.
2. The student academic transcript will not be considered if the student postpones his study for more than four years.
3. In all cases, the student should study at least 1/3 credit hours with the Applied Science University.

Article (36): Requirements to obtain a Bachelor Degree

The Bachelor Degree is granted to students by the University Council after completion of the following:

1. Successfully passing all courses required for graduation in the study plan
2. Obtaining a GPA of no less than 60%
3. Spending the minimum duration required for graduation and not exceeding the maximum duration, as indicated in Article (9) of this bylaw

Article (37): Course Equivalence

The conditions for transferring courses in cases where a student has transferred from a Higher Education Institution to the Applied Science University:

1. The number of credit hours transferred should not exceed 66% (2/3rds) of the Bachelor Degree requirements, where the minimum study duration for a transferred student is two academic semesters and a minimum of 30 credit hours. Courses with a grade less than C are not transferred.
2. The number of credit hours required in order to be transferred cannot be less than the number of the credit hours of the equivalent course.
3. The course is equivalent to only one course.
4. An official and approved academic transcript is required to verify the student's successful completion of the course.
5. The equivalence of courses from academic degrees (previously obtained by the student) that are similar to the current academic degree in which the student has been enrolled is strictly prohibited.

Article (38): Issuing the Graduation Certificate

The graduation certificates are awarded upon the completion of the requirements at the end of each semester.

Article (39)

1. In cases where the student's graduation is dependent on one or two compulsory courses that are not listed in the semester schedule, or whose timing clashes with another compulsory course, or where the student has failed in the same course twice, the Dean of the College, in consultation with the Head of Department, may allow the student to enrol in an alternative course(s) that is (are) equivalent to the original one(s). The Directorate of Admissions and Registration should be notified accordingly.
2. If the student's graduation depends on one or two elective courses, and the student could not register them for a reason beyond his control, the Dean is entitled to approve the replacement of these courses with other appropriate courses of matching levels from the same or other college upon a recommendation from the concerned Head of Department. The Directorate of Admissions and Registration should be notified.
3. In all cases, whether the matter is related to compulsory and/or elective subjects, the number of alternative courses should be no more than two courses.
4. If the student did not register for a compulsory or elective course because it was not offered or because it clashed with another course, they are allowed to register for an equivalent course upon the recommendation of the Head of Department and the approval of the Dean.

Article (40)

1. The Head of Department and the Academic Advisor are responsible for following up the academic status of the students in co-ordination with the Directorate of Admissions and Registration, and to examine their fulfilment of the graduation requirements.
2. Any student who is expected to graduate at the end of any semester must fill out a graduation form with their department a semester before their graduating semester. This happens in coordination with the Directorate of Admissions and Registration in order to avoid any unexpected mistakes.

Article (41)

The student must obtain a No Liability certificate from the University in order to complete their graduation procedures.

Article (42)

The student does not have the right to claim that they were not aware of these bylaws, University announcements, or anything published on the University noticeboard regarding these instructions.

Article (43)

The Bachelor Degree bears the due date.

Article (44)

1. The student must pay the tuition fees and any required deposit at the time of their registration in each semester. The student registration will not be completed unless they pay all the required fees. The University has the right to amend the amount of fees and deposits required as it deems appropriate, after obtaining the approval of the responsible bodies.

2. Newly-admitted students who have applied to the University immediately after their graduation from secondary schools are entitled to a discount in their first semester. This discount relates to tuition fees only. Other fees such as books fees are excluded:

A. 30% for students who have obtained a GPA 95% and above.

B. 15% for students who have obtained a GPA 90-94.99%.

3. Tuition fees paid by students are as follows

A. Tuition fees per credit hour for students in bachelor's degree programmes in each of the following colleges:

1. College of Administrative Sciences

N°	Programmes	Credit Hours	Fees per Credit Hour
1	Bachelor's Degree in Accounting	135	BHD 92.700
2	Bachelor's Degree in Business Administration	135	BHD 92.700
3	Bachelor's Degree in Accounting and Finance Sciences	135	BHD 92.700
4	Bachelor's Degree in Management Information Systems	135	BHD 92.700
5	Bachelor's Degree in Political Sciences	135	BHD 92.700

2. College of Law

N°	Programmes	Credit Hours	Fees per Credit Hour
1	Bachelor's Degree in Law	135	BHD 92.700

3. College of Arts & Science

N°	Programmes	Credit Hours	Fees per Credit Hour
1	Bachelor's Degree in Computer Science	135	BHD 92.700
2	Bachelor's Degree in Graphic Design	135	BHD 92.700
3	Bachelor's Degree in Interior Design	132	BHD 92.700

4. Hosted Programmes

Hosted Programmes from Cardiff Metropolitan University			
N°	Programmes	Credit Hours	Fees per Credit Hour
1	B.A. (Hons) Management and Business Studies	135	BHD 160
2	B.A. (Hons) Accounting and Finance	135	BHD 160

Hosted Programmes from London South Bank University			
N°	Programmes	Credit Hours	Fees per Credit Hour
1	B.Eng. (Hons) Civil and Construction Engineering	150	BHD 180
2	B.Eng. (Hons) Architectural Design Engineering	150	BHD 180

B. Other non-refundable fees:

- 1) 10 BHD Application fee (paid once)
- 2) 100 BHD Registration fee (paid once; 110 BHD for Hosted Programmes)
- 3) 100 BHD Labs' fees per first and second semester for Computer Science, Interior Design and Graphic Design students.
- 4) 50 BHD labs' fees per summer Semester for Computer Science, Interior Design and Graphic Design students.
- 5) 5 BHD fees for English language placement test.
- 6) 5 BHD fees for an official academic transcript.

- 7) 5 BHD fees for issuing a graduation certificate.
- 8) 5 BHD fees for a duplicate official academic transcript.
- 9) 5 BHD fees for issuance student bona fide official student certificate.
- 10) 10 BHD fees for course equivalence procedure.
- 11) 10 BHD fees for appealing a final grade per course.
- 12) 30 BHD Fees for submission of an incomplete exam (a valid excuse should be submitted in accordance with the procedures established in the University Regulations).
- 13) 5 BHD fees to issue a new ID card or a replacement.
- 14) 10 BHD for each extra copy of the graduation transcripts and certificate.
- 15) In cases where a student loses or damages a book borrowed from the University Library, the fee applied is twice the price of the borrowed book
- 16) 150 BHD graduation fees + graduation certificate Arabic - English + yearly book.
- 17) 25 BHD graduation robe fees.

4. The newly-admitted student pays 650 BHD non-refundable for seat reservation and it consists of the following fees:

- a) 10 BHD one-time fee to submit the application as mentioned in item (1) of paragraph (b) of Article (44) of this Regulation.
- b) 100 BHD one-time registration fee as mentioned in item (2) of paragraph (b) of Article (44) of this Regulation.
- c) 5 BHD fee to issue a new university ID card and mentioned in item (13) of paragraph (b) of Article (44) of this Regulation
- d) 535 BHD part of the tuition fees of the admissions semester.

5. Financial instructions relating to the withdrawal of a student:

- a) Enrolled students have the right to withdraw totally or partially during the late registration period and the add/drop period (announced each semester by the Directorate of Admissions and Registration) and without any financial charges.
- b) Enrolled students have the right to withdraw totally or partially before the end of the second week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 25% of the fees of the withdrawn courses, provided that the payment is processed before the

- approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
- c) Enrolled students have the right to withdraw totally or partially before the end of the third week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 50% of the fees of the withdrawn courses, provided that the payment is processed before the approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
 - d) Enrolled students have the right to withdraw totally or partially before the end of the fourth week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 75% of the fees of the withdrawn courses, provided that the payment is processed before the approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
 - e) In case the student withdraws partially or totally after the end of the fourth week, he shall pay the entire amount of registered credit hours fees.
 - f) The student has the right to withdraw totally or partially without financial charges from courses that require prerequisites and were registered in the course registration form submitted by the student to the Directorate of Admissions and Registration.
 - g) The student has the right to withdraw totally or partially from courses that have been equalized later on without financial charges.
 - h) In case the student wishes to transfer to another programme after the regular add/drop period, he/she shall bear all the financial charges mentioned above.
 - i) The student has the right to withdraw totally or partially from courses that have been registered beyond the limit allowed by the university and the Bahraini Higher Education Council without financial charges.
 - j) If the university cancels or withdraws any courses registered by the student at any time, the amount of the paid fees will be credited to his account.
 - k) The aforementioned regulations related to students' withdrawal do not apply to new students during admissions semester; they are governed by total withdrawal instructions issued by the university during the registration of an academic semester.

Article (45): Hours of Student Activities and Community Engagement

1. Regulations for granting a credit hour to the extracurricular activities and community engagement of students:

- A. The credit hour for student activities is an hour granted with a grade of 100% for participation in student activities through, for example, scientific student societies, students clubs, and student council committees, which are not considered to be an academic requirement.
- B. The student granted this credit hour should be an effective member of a scientific society, student club, or any authority that cares for student activities, voluntary activities and community engagement, in coordination with Student Affairs.
- C. The credit hour is not granted for student activities and community engagement for:
 - Students in the orientation programme.
 - Students receiving disciplinary action in the same semester.
- D. The credit hour for student activities and community engagement counts towards the GPA along with the results of the academic courses at end of each semester through which the activities are practised.
- E. The student is granted a maximum of one credit hour during their time of study in the University.

2. The criteria for granting the credit hour to student activities:

- A. The eligible student is granted one credit hour if the hours of participation are not less than 30 hours in one semester, as indicated in the forms of activity prepared for this purpose by the Student Affairs Deanship.
 - B. The activity should be indicated in the University form, Student Affairs Deanship, Colleges, Student Council, Clubs, or Societies, etc.
 - C. The students should perform well in the activity they are doing as approved by the organised authority and the declaration of the Student Affairs Deanship.
- ## **3. Mechanisms for granting the credit hour for student activities and community engagement:**
- A. The responsible body for the activity fills out a form allocated for the activities that is prepared by the Student Affairs Deanship, so that each student has a file that includes their activities that is kept in the Student Services Office.
 - B. The Student Services Office records all student performed activities in one form by end of the semester, in coordination with the body responsible for that activity.
 - C. The responsible body of the activity approves the student activity form and refers it to the Student Affairs Deanship.

- D. The Deanship of Student Affairs approves the student activity form, then it is referred to the Directorate of Admissions and Registration before the end of the semester, for auditing and granting of one hour for activity, as per the system. The Directorate of Admissions and Registration is entitled to return the forms to the Student Affairs Dean to be reviewed once more in case of any errors.
- E. Student activity and community engagement are not granted retroactively for activity in previous semesters.

Article (46): Amendment to Provisions of the bylaw

The University Council is entitled to amend the provisions of the articles of this bylaw according to recent updates and public interest, and per resolutions that do not reflect the bylaws and resolutions of the Higher Education Council in Bahrain.

Article (47): Instructions not indicated in this bylaw

The University Council settles the cases not provided for in the instructions and in disputes that may arise due to the application of such instructions, so as not to conflict with the bylaws and resolutions of the Higher Education Council. In emergency cases that cannot be delayed, the President of the University replaces the University Council for the settlement thereof.

Article (48): Implementation of the Provisions of this bylaw

The President, Vice Presidents, Academic and Non-Academic Deans are responsible for the implementation the provisions of these instructions.



GRADUATE STUDIES BYLAW

Article (1)

This bylaw is called Graduate Studies Bylaw and is applicable to all colleges from the date of its approval.

Article (2)

1. The following words in this bylaw have the meanings allocated below unless the context signifies otherwise.

University: Applied Science University

President: University President

University Council: University Council of Applied Science University

Council: College Council

Dean: Dean of Research and Graduate Studies

College: College Concerned

College Dean: Dean of College Concerned

Department: Department Concerned in the College

College Committee: Postgraduate Committee in the College

Thesis Assessment Panel: Master's Thesis Assessment Committee

Study System: Credit Hours System

2. System of Study

The system of study is based on:

- A. The number of credit hours that should be successfully completed by a student according to the level determined by the university as a graduation requirement in any academic programme
- B. The fields of study on which such credit hours are distributed according to the provisions of this bylaw, giving the student the freedom to select required courses based on his needs and readiness with the guidance from his academic advisor and within the range of minimum and maximum credit hours allowed per semester.

3. Credit Hour (Cr.)

One theoretical hour of study per week or its equivalent of practical hours within the full academic semester.

4. Academic Year

The academic year consists of two compulsory semesters and one optional summer semester.

5. Semester

The duration of each semester is at least 14 weeks, including the examination period, and the duration of the summer semester is at least seven weeks, including the examination period.

6. Elective Courses

The courses that the student is entitled to select from a list of offered courses set by the College Council.

7. Compulsory Courses

Studying a course in one semester, covering a number of credit hours defined by the Department Concerned, and it may have a prerequisite.

8. Prerequisite

A course that a student should study and complete successfully before enrolling in a more advanced course.

9. Study Load

The number of credit hours registered by the student during the semester.

10. Study Plan

The number of credit hours required to obtain a Master's Degree.

11. Punctuality:

Attendance of lectures, discussions and practical classes defined for each course in the study plan.

12. Academic Advisor

An academic staff member who helps the student select the required courses after referring to his/her academic record and the study provisions as well as the university bylaws depending upon the student's abilities and his/her academic progress in the University.

13. Course Grade

The total marks for the final exam, the mid exam and classroom work, excluding the courses that are on a Pass or Fail basis.

14. Semester Average

The average of courses grades studied by the student in one semester as included in the study plan. The average will be calculated to the nearest two decimal points.

15. Grade Point Average (GPA)

The accumulative average of all of the courses grades completed by the student, successfully or otherwise, as set in his/her study plan up to the date of this average. Courses not within the student's study plan are not included in the calculation of the GPA and are calculated to the nearest two decimal points.

16. Pass grade

The minimum passing grade of a course is 70% and the minimum grade is 50%.

17. Transcript

A copy of the student's academic record which the student receives at the end of each semester indicating the number of credit hours studied and the GPA.

18. Withdrawal

A. Withdrawal from the course (W): the student's withdrawal from a course during to the defined period.

B. Official Withdrawal (postponement of study)

The student's withdrawal from all courses registered according to the conditions defined by the university.

19. Academic Warning

The student is warned due to his/her low GPA.

20. Duration of Study

The time spent by a student registered in the University to achieve the requirements of graduation in a certain programme with a specific study load according to the provisions of such instructions.

21. Add/Drop and Courses Timetable

A. **Drop:** drop from course(s) in the semester.

B. **Add:** addition of course(s) in the semester.

C. **Courses Timetable:** courses offered by Departments and Colleges.

Article (3)

Application of bylaw

This bylaw applies to all Colleges of the University, and its provisions are enforceable on enrolled students registered to obtain a Master's Degree.

Article (4)

Specialties of the Colleges

The University Council approves study plans leading to obtaining a Master's degree in programmes offered by University Departments based on recommendations of College Councils and the Academic Department Councils Concerned and proposals of the study plan committee. Study plans must contain study courses and the credit hours required to obtain an academic degree are not less than 36 Cr.

Article (5)

Admissions Requirements

Firstly: to be admitted in a master's Degree Programme, the student must fulfil the following requirements:

- A. Holding a Bachelor's Degree or its equivalent from a University or College recognized by the Ministry of Education in the Kingdom of Bahrain
- B. The bachelor's degree programme should be in the same speciality as the master programme or a similar qualifying field according to the study plan of that speciality; otherwise, the student should pass a number of remedial courses approved by the University and specified by the Concerned Department.
- C. The applicant should be the holder of a Bachelor's Degree with a GPA of not less than Good or its equivalent to be admitted.
- D. It is required for the applicant to any of the master's programmes to pass the English placement test adopted by the University or the applicant will have to provide a (TOEFL) score of (450) or equivalent. Otherwise, the student commits during the first year to study and pass two English remedial courses determined by the college, with a passing grade of 50%.
- E. The applicant should pass an interview conducted by a committee in the Academic Department.
- F. The applicant should pass any tests conducted by the Academic Department when required.
- G. The applicant submits two recommendation letters one of which is preferred to be from an academic staff member from the University where the student has graduated.
- H. The applicant should have experience of not less than one year in a relevant professional field, except those obtaining a GPA not less than Very Good or the equivalent, provided that the number of admitted applicants with this exception does not exceed 50% of the total number of students.

Secondly: the student can be granted conditional admission in some Master's Degree Programmes according to the number of seats determined by the University Council and according to the following:

1. He/she must hold a Bachelor's Degree with a GPA of not less than Good or its equivalent. If the applicant's GPA is less than that, the application shall be sent to the Committee of Appeal against Denial of Admissions, chaired by the Vice President for Academic Affairs and Development.
2. The applicant must have at least two years of experience in the related professional field.
3. The applicant must pass an interview conducted by the Committee of Appeal against Denial of Admissions.
4. The applicant must pass an interview conducted by a committee in the academic department.
5. The applicant must pass any tests carried out by the academic department when required.
6. The applicant must submit two recommendation letters one of which is preferred to be from an academic staff member from the University where the student has graduated.
7. The applicant must pass the English placement test adopted by the University or he/she will have to provide a (TOEFL) score of (450) or equivalent. Otherwise, the student commits during the first year to study and pass two English remedial courses determined by the college.
8. He/she must pass during the first semester after admission to the programme the remedial courses determined by the academic department with a score of not less than 70%, otherwise he/she will be dismissed from the programme.
9. The applicant must obtain the approval of the University Council or the person/body authorized by the Council in order to be admitted in the programme.

Article (6)

Procedures of Admissions

1. The applicant submits an application form that includes the required information and attaches the documents mentioned in the form to the Directorate of Admissions and Registration in the University. The documents required are:
 - A. Four recent personal photos
 - B. Authenticated copies of academic certificates with grades, including:
 - Secondary School Certificate or its equivalent
 - Bachelor's Degree Certificate
 - C. Copy of the passport
 - D. Copy of the CPR

- E. Payment of application fees as specified by University
 - F. Validation of the Bachelor's Degree certificate accredited by the responsible bodies in the Kingdom of Bahrain.
 - G. Health fitness certificate from approved medical centre.
2. The applicant should pass a test and an interview to determine his/her academic level if the Department so requires, and pass remedial courses as specified by the concerned department in light of the qualifications obtained and the performance in the test and interview.

Article (7)

Requirements for Academic Degree

The requirements to obtain a Master's Degree Certificate are at least 36 credit hours according to the plan of the Department Concerned that is approved by the College Council. These requirements are as follows:

First: Distribution of Credit Hours

1. 15-24 compulsory credit hours of study
2. 6-12 elective credit hours of study
3. Submission of applied project or thesis to be counted as 6 to 12 credit hours for all academic programmes

Second: Academic Year

1. The academic year consists of two semesters, the first semester and the second semester, and the duration of each is at least 14 weeks. A summer semester may be approved with a duration of not less than 7 weeks, and it is not considered as a semester for warning purposes
2. One credit hour equals at least 14 classroom hours in one semester
3. One practical credit hour equals at least two practical hours weekly in one semester

Article (8)

Study Load

1. The study load for postgraduate students is 3-12 credit hours without calculating the thesis or the applied project and 3 credit hours may be added for graduation purposes.
2. The duration prescribed for students to obtain a Master's Degree is not less than one calendar year and not more than 8 semesters, not including summer semesters.
3. The duration prescribed for passing the remedial courses is not calculated within the maximum duration prescribed to obtain a Master's Degree.

4. A postponement period is not calculated in the maximum duration to obtain a Degree and is not allowed to be more than two semesters.
5. An interruption period is not calculated in the maximum duration to obtain a Degree and is not allowed to be more than two semesters.
6. The University Council is entitled to look into an extension of the study period in exceptional circumstances.

Article (9)

Passing Grade, Semester Average and GPA

First:

1. The passing grade in courses is 70% and the GPA is 75%.
2. A student is put on probation if the GPA is less than 75%.
3. A student put on probation should sort out the issue in a period not more than two semesters after the affected semester, and summer semesters are not calculated in this period.
4. Consideration of reviewing the final grade for any student on a certain course is allowed based on a written request or a written initiative from the course instructor to be sent to the Dean in a period not exceeding ten days after the announcement of results. An internal committee should be formed by a resolution from the Head of Department to look into the review (the committee is formed of two members provided that the course instructor is not a member of this committee. A third member may be added in case one of the two opinions is required to be weighed). The concerned College Dean notifies the Director of Admissions and Registration of the committee's resolution within two weeks of issuance.

Second:

The marks for postgraduate studies are distributed as follows:

1. 30 marks for first exam (midterm)
2. 30 marks for participation and coursework
3. 40 marks for final exam
4. Some academic departments of a special nature, in which the scientific and/or applied aspect constitutes an important part of the courses requirements, may redistribute the mark so that mark of the final exam is not less than 30% with approval of the College and the approval of the University Council.

Third:

The grades of courses obtained by a student are classified according to the following table:

Mark	Grade	Average
90%-100%	Excellent	A
80%-89%	Very Good	B
70%-79%	Good	C
Less than 70%	Fail	F

Fourth:

The semester averages and GPA obtained by a student are classified according to the following table:

GPA	General Grade
94%-100%	Excellent with Honours
88%- less than 94%	Excellent
80%- less than 88%	Very Good
75%- less than 80%	Good
Less than 75%	Fail

Article (10)

Any course outside the plan of study, based on which a student is enrolled in the programme, is not allowed to be counted unless that course is equivalent to a programme's course by a resolution from the Equalisation (Credit Transfer) Committee in the College and in exceptional circumstances, together with considering provisions of equalisations and transfer indicated in Articles (15) and (17) of this bylaw.

Article (11)

Remedial Courses

First:

The passing grade of the remedial courses is 60%.

Second:

The grades of remedial courses are recorded in the student's transcript (pass/fail).

Third:

The student should complete the remedial courses in the first year of the registered Master's programme.

Article (12)

Registration of Master's Thesis / Applied Project *

* This article will be implemented upon HEC's approval of the new study plans.

1. A registration application for a Master's Thesis or Applied Project may be accepted according to procedures prescribed in this bylaw: when the student passes equivalent to at least 75% of the courses in the study plan and the GPA is not less than 75%.
2. The Master's Thesis is registered for the student on the basis of (6-12) credit hours when his / her GPA is not less than 75% provided that the thesis is as genuine and innovative as possible, and for the period defined in the university's bylaws, and as per the conditions defined by the University Council.
3. The Applied Project is registered on the basis of 6 credit hours if the GPA is less than 80% provided the students takes elective courses to compensate the difference in credit hours between the thesis and the applied project.
4. In case the applied project is not completed in the registration semester, a grade of "Incomplete Research (IR)" will be assigned to the student along with one additional semester to complete the project, and in case the project is not submitted by the end of the additional semester, a grade of "Zero" and the status of the grade will be assigned to him/her.
5. If the student chooses to do an applied project, he/she must follow the applied project guidelines adopted by the University Council.

Article (13)

Punctuality

1. If a student is absent from a certain course without an excuse accepted by the College Dean, for more than 25%, he/she will be prevented from taking the final exam. The mark in that course is deemed 50 and the course should be repeated if compulsory.
2. If the student is absent from a certain course with an excuse that is accepted by the College Dean, for more than 25%, he/she will be considered as withdrawn. However, students representing the Kingdom or University in official activities are allowed to be absent with a percentage not exceeding 30%.
3. Any absentee from the announced final exam, with an excuse that is accepted by the College Dean Concerned according to the approved policy, will be registered as incomplete. The course instructor will be notified of excuse acceptance to conduct a compensatory exam for the student in a period not exceeding the end of the following semester. If this semester is postponed officially by the student, in such a case, the exam will be held before the end of the semester following the one postponed.
4. Sick leave should be with a certificate issued and approved by a medical body. Such a certificate should be submitted to the College Dean Concerned within a period not exceeding two weeks from the date of the student's absence. In other compulsive cases, the student submits proof of the compulsive case within two weeks of absence.

Article (14)

Postponement, Withdrawal and Interruption

1. Postponement

- A. A postponement request is accepted if the student has completed at least one semester in the academic programme.
- B. The student submits a postponement request in a form prepared by the Admissions and Registration Directorate. Approval of postponement is issued by the College Dean Concerned. If the request is submitted after the end of the add/drop period, it will be subject to the provision of withdrawal, which state that there will be a non-refund of fees for withdrawn or postponed courses. The student's academic study is deemed postponed from the date of approval of the postponement request and not from the date of the submission of the request as per the effective financial practice in the university.

2. Withdrawal

- A. The student is allowed to drop courses and add new courses in the first week of the first and second semesters and within the first three days of the summer semester according to the calendar of the University. The dropped courses do not appear on the student's transcript.
- B. The student is allowed to withdraw from one or more courses within eight weeks of the beginning of both the first and second semesters, and within four weeks of the beginning of the summer semester. In this case, the course appears in the student's transcript as withdrawn (W). The credit hours of these courses are not calculated in the number of hours studied in terms of success or failure and graduation requirements. If the student did not withdraw during the said period, the course instructor should record the student's result in the transcript. As a result of this withdrawal, the number of credit hours registered is not allowed to be less than the minimum number of credits permitted according to such instructions unless in special cases, as provided for in this bylaw.
- C. Withdrawal from a course is made by submitting a form prepared for this purpose to be submitted by the student to the College Dean Concerned.
- D. The note 'incomplete' is registered next to the course whose requirements are not completed by the student or due to absence in the final exam with an acceptable excuse.
- E. The student should work for removal of the 'incomplete' note in a period not exceeding the end of the semester following the one in which this note is registered, as long as that semester was not postponed (in which case the period is extended to the end of the semester in which the student has registered after the withdrawal), excluded from that is the summer semester since it is an optional semester for the student, otherwise the student loses his right to sit for the exam, together with considering provisions of Article (13/3) of this bylaw.
- F. If a student obtains an incomplete result in some courses, averages will be calculated when the marks of courses are completed. Averages are considered retroactive from

the date of obtaining an incomplete result in terms of placing a student under probation or dismissal.

3. Interruption

1. A student is considered to have interrupted his studies in the following cases:

A. If study has started, the Add and Drop period has finished without registration.

B. If registration is cancelled due to non-payment of university fees despite having attendance in the attendance and absence records.

2. A student who interrupted his studies loses his seat in the University and will not be allowed to return without the approval of the University Council.

Article (15)

Transfer from a Programme to Another inside the University

A student may be transferred from a Master's Programme - if any - to another programme by a resolution of the College Dean(s) if the admissions requirements are met for the desired programme to be transferred to, in terms of the GPA, academic programme and availability of a vacant place. The joint courses which the student has studied in the programme transferred from, provided that all courses transferred credits from the previous programme are entered into the new GPA. The Head of Department(s) concerned will be notified.

Article (16)

Warning and Dismissal

1. A student is warned in the following cases:

A. If the minimum GPA is not obtained at the end of any semester as defined in this bylaw

B. If the College Council viewed that the student has neglected working on his/her thesis, based on a report from the supervisor and recommendation of the College Committee

2. The student is dismissed from the Master's programme in the following cases:

A. If the minimum GPA is not obtained at the end of two semesters following the warning, excluding the semester in which the student was admitted.

B. If the student committed a violation requiring dismissal according to the bylaws applicable in the University

C. If the student failed in the defence of his/her Master's thesis twice or has registered twice for the thesis and did not attend the assessment session.

D. If the student has withdrawn from all courses registered in the first semester since starting study in the University

E. If a period of postponement or interruption exceeded two semesters

F. If the maximum limit for the duration of study is exceeded

Article (17)

Transfer

1. Students transferred from other universities are admitted to study for a Master's Degree provided that the number of credits transferred does not exceed 12 credit hours, as long as these courses are similar to those listed in the programme. The grade in each course should not be less than C or equivalent, and the period of studying in the university is not less than two semesters.
2. The transferred credits are not calculated in the GPA if the transfer is from outside the University.
3. Only one semester is deducted from the maximum period of the graduation semester against every 9 credit hours calculated in favour of the student.
4. Any course studied from a lower programme level must not be calculated in the higher programme level.
5. Upon transferring from a higher education institution to another one, the number of hours transferred should not be more than 50% of the second university grade requirements with a maximum limit of 12 credit hours, provided that courses whose grade is less than C or equivalent are not calculated. The Credit Transfer committee in the College is concerned with reviewing courses to be exempted within the limits mentioned in Article (18) and according to the names of each course, description, level and content in the prescribed plan of study. Then, the committee's decision should be approved by the College Dean and sent to the Admissions and Registration Directorate for implementation.

Article (18)

Credits Transfer

Credit Transfer committees in the College are concerned with reviewing courses required to be exempted within the limits mentioned in Article (17) according to the names of each course, description, level and content in the prescribed study plan, then to be approved by the College Dean and sent to the Admissions and Registration Directorate for implementation.

Article (19)

Repetition of Course

1. A student may repeat a course if the grade obtained is less than 75%, with no more than two compulsory courses and one elective course.
2. If the student has studied an elective course and obtained a mark less than 75%, another elective course may be studied as a compensatory course to complete the

requirements of the study plan. This compensatory course is deemed a repeated course of an elective one, and the highest mark in the two averages (semester and GPA) will be calculated.

3. A course is not allowed to be restudied more than once if a student has passed it.
4. A student is allowed to register in a maximum of two additional courses from the elective plan of study with approval of the College Council provided that the highest grades are calculated in the GPA for the purpose of improving the average.

Article (20)

Honorary Board

The name of a student is listed in an honorary board if his registration in that semester has no less than 6 credit hours (thesis credit hours not considered) as follows:

1. Honorary board in the College: if semester average is 88% and above
2. Honorary board in the University: if semester average is 94% and above
3. Summer semesters are not calculated in this honouring. A student will not be listed in case of withdrawal from and/or postponement of any semester and violation of any University Bylaw

Honouring the distinguished students at the end of each semester will be considered appropriately by the Dean and the President.

Article (21)

Teaching and Supervision

1. The Professors and Associate Professors in the Academic Department undertake teaching courses of postgraduate studies.
2. The Dean is entitled to approve, based on nomination of the College Committee, that Assistant Professors in the Academic Department undertake teaching courses of postgraduate studies.
3. The College Council has the right to seek help from experienced specialists or those who have published papers in the same field to teach, supervise and be part of the assessment panels of master thesis or applied projects.
4. The Concerned Department is entitled to propose academic staff (full-time or part-time) assigned for supervising a Master's thesis and postgraduate students' research; and the Dean, based on recommendation of the College Committee, approves a teaching staff member with a grade of Assistant Professor according to the same conditions indicated in clauses 2 and 3 of this Article.
5. A thesis may be supervised by more than one supervisor, whether the second supervisor is from inside or outside the University, provided that the assistant supervisor is qualified and a holder of a PhD degree.

6. The supervisor of the thesis commits to submitting a semester report for the Department about the student's progress in his study in order to take the necessary actions in this respect using a form prepared by the Deanship of Research and Graduate Studies.

Article (22)

Continuity in Supervision

By virtue of a resolution from the College Council and based on the recommendation of the Department Council, an academic staff may continue to supervise a student's thesis or participate in supervision if he changed his work place inside or outside the Kingdom provided that it does not conflict with the interest of the student.

Article (23)

Unforeseeable Circumstances and Supervision

Upon the occurrence of unforeseeable circumstances that prevent the supervisor from continuing to supervise theses of students, the Department Council, at the earliest opportunity, nominates another supervisor(s) and submits his/her nomination to the College Council for approval, considering the conditions required in the appointment of supervisors as indicated in Article (21) of this bylaw.

Article (24)

Amendment of Plan or Title of Thesis

The student may, in coordination with the supervisor, amend the plan of a thesis if the circumstances of the research so require. As to the title of a thesis, the Dean is entitled to settle this upon recommendation from the College Dean, Head of Department, Programme Director and Supervisor prior to defining the date for defence session.

Article (25)

Selection of Discussants of Thesis

- A. The College Committee prepares a list of names and specialities of professors in some universities inside and outside the Kingdom of Bahrain to select the discussants. This list is changeable and updated annually.
- B. The Dean issues a resolution, based on a recommendation of the College Council upon a recommendation from the graduate studies committee in the college to form a three-member thesis assessment panel (supervisor, internal examiner, external examiner) as long as there is no shared supervision. The chair of the assessment panel is the one with the highest and most senior academic rank, be it the internal or the external examiner.
- C. The student delivers copies of the thesis in its final form to members of the committee at least two weeks prior to the date of discussion.
- D. The Head of Department undertakes responsibility for ensuring the full procedures of the discussion and submits a report to the Deanship of Research and Graduate Studies and the Council via a form approved by the Deanship of Research and Graduate Studies.

Article (26)

Thesis Defence

The thesis is discussed as follows:

1. The student presents an abstract of the thesis and conclusions and recommendations reached in a proper way.
2. The Head of the Discussion Committee undertakes management of the session. Following the discussion, the Committee starts its deliberation and unanimously or by the majority determines the success of the student according to the following grades:

Grade	Percentage
Excellent	90%-100%
Very Good	80%-89%
Good	70%-79%
Fail	69% or less

3. The Head of the Discussion Committee announces the resolution in the discussion hall in the presence of all members.
4. The resolution of the Discussion Committee is supported by one of the following phrases:
 - A. Without amendments
 - B. With slight amendments in a period not exceeding two weeks
 - C. Essential amendments without re-discussion within two months
 - D. Essential amendments and re-discussion within three months
 - E. Rejection of thesis
5. The Head of the Discussion Committee presents the resolution of the Committee signed by members to the Head of Department, who, in turn, presents it to the College Council after the student has completed all amendments prescribed by the Discussion Committee in order to take the necessary recommendation for graduation to the University Council.
6. The student is considered to have failed the course of the thesis if he/she has not completed the amendments required on the dates specified in the previous clause. The University Council is entitled to reconsider the mentioned periods by recommendation from the College Dean.
7. If a thesis is rejected by the Discussion Committee, a grade of 50 is assigned to it. The Council is entitled, based on the recommendation of the supervisor, to allow the student to register the thesis again provided this registration should not conflict with the provisions of Article (8) of this bylaw.

8. When registering the thesis again because of failure or rejection, the student is exempt from the GPA condition stated in Article 12 of this bylaw.

Article (27)

1. The Master's thesis should be written in the Arabic language and two abstracts should be attached, one in Arabic and the other in English, with the Arabic abstract being not more than 600 words and 3 pages, and the abstract in English not being more than 300 words and one and a half pages. The Master's thesis can be written in the English language with the approval of the Council.
2. As to the Colleges teaching in a language other than Arabic, the thesis is to be written in this language or in Arabic. If the thesis is written in a language other than Arabic, the Arabic abstract is to be enclosed, provided that it is not more than 600 words and three pages.

Article (28)

In writing a Master's thesis, the student must abide by the instructions indicated in the thesis manual issued by the Deanship of Research and Graduate Studies.

Article (29)

Granting the Degree

The Master's degree is granted by virtue of a resolution from the University Council based on the recommendations of the College Council.

Article (30)

The Deanship of Research and Graduate Studies undertakes responsibility for ensuring the implementation of procedures provided for in the bylaw by Deans of Colleges and the Directorate of Admissions and Registration.

Article (31)

The University Council is entitled to treat cases of admission, registration, withdrawal, interruption and dismissal as exceptions from the action mechanisms of the articles in this bylaw according to the development of matters of public interest as viewed by the University Council in this respect, and in a way that does not conflict with the resolutions and bylaws of the Higher Education Council.

Article (32)

1. The student must pay the tuition fees and any required deposit at the time of their registration in each semester. The student registration will not be completed unless they pay all the required fees. The University has the right to amend the amount of fees and deposits required as it deems appropriate, after obtaining the approval of the responsible bodies.

2. Tuition fees paid by students are as follows:

A. Tuition fees per credit hour for students in Master's degree programmes in each of the following colleges:

B. A.1. College of Administrative Sciences

°N	Programmes	Credit Hours	Fees per Credit Hour
1	Master's Degree in Business Administration	36	BHD 144.200
2	Master's Degree in Human Resources Management	36	BHD 144.200
3	Master's Degree in Accounting and Finance Sciences	36	BHD 144.200

A.2. College of Law

°N	Programmes	Credit Hours	Fees per Credit Hour
1	Master's Degree in Law	36	BHD 144.200
2	Master's Degree in Commercial Law	36	BHD 144.200

B. Other non-refundable fees:

- 1) 10 BHD Application fee (paid once).
- 2) 250 BHD registration fee for first and second semesters.
- 3) 125 BHD registration fee for the summer semester.
- 4) 5 BHD fees for English language placement test.
- 5) 5 BHD fees for an official academic transcript.
- 6) 5 BHD fees for issuing a graduation certificate.
- 7) 5 BHD fees for a duplicate official academic transcript.
- 8) 5 BHD fees for issuance student bona fide official student certificate.
- 9) 10 BHD fees for course equivalence procedure.
- 10) 10 BHD fees for appealing a final grade per course.
- 11) 30 BHD Fees for submission of an incomplete exam (a valid excuse should be submitted in accordance with the University's Regulations).
- 12) 5 BHD fees to issue a new ID card or a replacement.
- 13) 10 BHD for each extra copy of the graduation transcripts and certificate.
- 14) In cases where a student loses or damages a book borrowed from the University Library, the fee applied is twice the price of the borrowed book.

- 15) 150 BHD graduation fees + graduation certificate Arabic - English + yearly book.
- 16) 25 BHD graduation robe fees.
- 3. The newly-admitted student pays 650 BHD non-refundable for seat reservation and it consists of the following fees:**
- a) 10 BHD one-time fee to submit the application as mentioned in item (1) of paragraph (b) of Article (32) of this Regulation.
 - b) 250 BHD registration fee for the admissions semester as mentioned in item (2) of paragraph (b) of Article (32) of this Regulation.
 - c) 5 BHD fee to issue a new university ID card and mentioned in item (12) of paragraph (b) of Article (32) of this Regulation
 - d) 385 BHD part of the tuition fees of the admissions semester.
- 4. The university holds the right to change all fees based on the approval of the Higher Education Council.**
- 5. Financial instructions relating to the withdrawal of a student:**
- a) Regular students have the right to withdraw totally or partially during the late registration period and the add/drop period (announced each semester by the Directorate of Admissions and Registration) and without any financial charges.
 - b) Regular students have the right to withdraw totally or partially before the end of the second week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 25% of the fees of the withdrawn courses, provided that the payment is processed before the approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
 - c) Regular students have the right to withdraw totally or partially before the end of the third week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 50% of the fees of the withdrawn courses, provided that the payment is processed before the approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
 - d) Regular students have the right to withdraw totally or partially before the end of the fourth week of the approved study semester as announced every semester by the Directorate of Admissions and Registration and will have to pay the amount of 75% of the fees of the withdrawn courses, provided that the payment is processed before the approval of the courses by the Directorate of Admissions and Registration and after obtaining official approvals by the concerned parties in the college.
 - e) In case the student withdraws partially or totally after the end of the fourth week, he/she shall pay the entire amount of registered credit hours fees.

- f) The student has the right to withdraw totally or partially without financial charges from courses that require prerequisites and were registered in the course registration form provided by the student to the Directorate of Admissions and Registration.
- g) The student has the right to withdraw totally or partially from courses that have been equalized later on without financial charges.
- h) In case the student wants to transfer to another programme after the regular add/drop period, he shall bear all the financial charges mentioned in items b, c and d of this paragraph.
- i) The student has the right to withdraw totally or partially without financial charges from courses that have been registered beyond the limit allowed by the university and the Bahraini Higher Education Council.
- j) If the university cancels or withdraws any courses registered by the student at any time, the amount of the paid fees will be credited to his account.
- k) The aforementioned regulations related to students' withdrawal do not apply to new students during admissions semester; they are governed by total withdrawal instructions issued by the university during the registration of an academic semester.

Article (33)

The University Council settles issues which are not provided for in this bylaw.

Article (34)

The President, Deans of Colleges, Dean of Research and Graduate Studies and Director of Admissions and Registration are responsible for implementing the provisions of this bylaw.


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