

# College of Administrative Sciences

## Strategic Plan 2020 – 2025

### Progress Report

#### Action to Date on Strategic Plan Goals

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For time period  
September 2020 – July 2022



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# Dean's Message

Dr Ramzi Nekhili

The College of Administrative Sciences has revised its vision, mission, and strategic objectives through the participation of various key stakeholders. This revised strategic plan is important to resonate through our community as a response to the challenging demographics of our region. This will serve as an important step in the College's journey through its AACSB initial accreditation. In this plan, we invite you to judge our vision in building upon the university success.

We've made our 2020-2025 plan a living document for growth in a challenging time for higher education as an industry, while striving to build a reputation as a leading College in applied learning, teaching, and research in Bahrain and the region.

This report wraps up the progress made during the first two years of initiating the College strategic plan in achieving the strategic goals. I would like to thank all members of the college steering committee and our stakeholders for their invaluable inputs.

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# Our Vision and Mission

## Vision

To lead in applied learning, teaching, and research in Bahrain and the region

## Mission

To contribute to the societal development by ensuring excellence in applied learning and teaching, fostering an excellent student experience, promoting applied research, and strategically engaging with stakeholders and partners

# Excellence in applied learning and teaching

Applying concepts and skills to real-world problems and products, continuing improvement and reflecting practices

Goal/Enablers		Achievements to date			
1. Continue to innovate our portfolio of programs in applied learning teaching	Use learning analytics and other mechanisms to improve teaching	<b>Key Performance Indicators</b>	<b>Targets and Timeline</b>	<b>2020-2021</b>	<b>2021-2022</b>
	Evaluate courses and programs to ensure marketplace relevance and work-ready graduates	Course evaluation rate	85%	88.8%	89.5%
	Enhance the quality of our programs through national and international accreditations	E-learning satisfaction rate	85%	81.6%	87.1%
	Continue developing faculty skills and abilities	Students' satisfaction rate	80%	76.4%	78.1%
		Internship evaluation rate	90%	93%	95%
		Employers' satisfaction rate	85%	94.3%	88.2%
		Number of programs with accreditation	4	1	1
		AACSB accreditation	By 2025	Eligibility	iSER
		Number of staff development workshops	5/year minimum	13	6
<ul style="list-style-type: none"> <li>63% of CAS's faculty population earning a fellowship: 5 Associate Fellows, 13 Fellows, and 9 Senior Fellows. For these two years:</li> </ul>					
		<b>Department of Business Administration</b>	<b>Department of Accounting and Finance</b>	<b>Department of Management Information Systems</b>	<b>Budget</b>
2020-2021	3 Senior Fellows				\$990
2021-2022	3 Fellows 1 Associate Fellow	1 Senior Fellow	1 Fellow		\$1,360

For the staff development workshops, the College has recorded the following:

2020 – 2021	2021 – 2022
<ul style="list-style-type: none"> <li>• The use of Moodle effectively and efficiently</li> <li>• Newly Hired Academics ASDU induction Programme</li> <li>• Transitioning Effectively to Online Teaching</li> <li>• Re-thinking Student Assessment in Online Learning</li> <li>• Final Assessment Preparation</li> <li>• How to Create a Quiz on Moodle</li> <li>• Preparation for the Online Assessment- training session for and by the HoDs</li> <li>• Assessment, Moderation and Feedback Policy awareness</li> <li>• Online Marking and Feedback</li> <li>• Preparation of Test Bank and Final Assessment</li> <li>• Effective teaching and learning styles; Blended and technology-enhanced learning; High impact pedagogy in Higher Education</li> <li>• Preparation of Test Banks and Final Assessment</li> <li>• LSBU Programmes Closure and sharing of Teaching practices</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstration on Blended Education</li> <li>• Use of MOODLE in teaching</li> <li>• Assessment, Moderation and Feedback Policy</li> <li>• Use of Social Media in Education</li> <li>• Assessment Design</li> <li>• Aligning Assessment to ILOs</li> </ul>

## Excellent student experience

Prioritizing the student experience and responding the demands of learners to commit to innovation and lifelong learning.

Goal/Enablers		Achievements to date																		
2. Create a vibrant learners' experience	Build connection between learners and professionals	<table border="1"> <thead> <tr> <th>Key Performance Indicators</th> <th>Targets and Timeline</th> <th>2020-2021</th> <th>2021-2022</th> </tr> </thead> <tbody> <tr> <td>Number of field trips</td> <td>1/year per program</td> <td>1/program</td> <td>1/program</td> </tr> <tr> <td>Number of student-led startups</td> <td>2/year</td> <td>9</td> <td>3</td> </tr> <tr> <td>Number of students research conference presentations</td> <td>5/year</td> <td>5</td> <td>6</td> </tr> </tbody> </table>	Key Performance Indicators	Targets and Timeline	2020-2021	2021-2022	Number of field trips	1/year per program	1/program	1/program	Number of student-led startups	2/year	9	3	Number of students research conference presentations	5/year	5	6		
	Key Performance Indicators		Targets and Timeline	2020-2021	2021-2022															
	Number of field trips		1/year per program	1/program	1/program															
Number of student-led startups	2/year	9	3																	
Number of students research conference presentations	5/year	5	6																	
Create a culture of entrepreneurship among learners																				
Showcase and communicate learners' engagement in research																				

The students' research that culminate in formal presentations at the Annual Student Research Conference:

Academic Year	Discipline	Research Title	Student Name / Faculty Name
2020-2021	Management Information Systems	Wassel - A Website to Connect Parents with School	Ruqaya Isa Ali, Sara Ahmed Faraj, Fatima Anwar Alshaikh and Mohammad / Dr. Alaa Al-Hamami

	Management Information Systems	Using Social Media in Self Learning	Mohammed AbdulAziz Abdulla and Mohammad / Dr. Alaa Al-Hamami
	Management Information Systems	Departure Control System	Amal Ebrahim Al-Mukhaimer and Mohammad / Dr. Alaa Al-Hamami
	Management Information Systems	Find Your Doctors System	Aseel Mohammed Al-Ghossain and Dr. Mohammad / Dr. Alaa Al-Hamami
	Management Information Systems	Applied Science University Parking System	Adullaziz Fasial Almurbati and Mohammad / Dr. Alaa Al-Hamami
2021-2022	Business Management	The impact of applying electronic human resource management on employee performance: Application on Bahrain Airport Company	Ibtihal Jamal Salman Adwan / Dr. Khairi Omar
	Business Management	The Impact of Crisis Management on Retention of Employees in Small and Medium Enterprises (SMEs) in the Kingdom of Bahrain,	Asma Hussain Mohammed Al-Kooheji / Dr. Khairi Omar
	Business Management	The impact of the Corona pandemic (COVID 19) on the profitability of small and medium enterprises in the Kingdom of Bahrain	Manal Ali Ahmed Ali Al-Qattan / Dr. Hooriya Al-Deeb
	Human Resources management	Strategic planning and its impact on the performance of employees: An applied study at Ibn Al-Nafees Hospital in the Kingdom of Bahrain	Sheikha Adel Khalifa Al-Zayed / Dr. Ibrahim Hatamleh
	Management Information Systems	The impact of the Internet of Things on supply chain management	Isa Ahmed Alromaihi / Dr. Abdulaah shatat
	Business Management	Electronic management requirements and their role in improving job performance An applied study on the Gulf Petrochemical Industries Company (GPIC) in the Kingdom of Bahrain	Rajaa Adnan / Dr. Ibrahim Hatamleh

# Promoting applied research

Supporting faculty, financially and logistically, carrying applied research that aims at addressing and solving real-world problems.

Goal/Enablers		Achievements to date			
3. Enhance intellectual contribution in quantity and quality and engage in applied research	Encourage producing research that has impact and is applied	<b>Key Performance Indicators</b>	<b>Targets and Timeline</b>	<b>2020-2021</b>	<b>2021-2022</b>
	Encourage and provide opportunities for joint applied research projects with other colleagues	h-index growth	30%/year	30%	32.70%
	Engage in collaborative research regionally and internationally	Number of Applied PRJ (Scopus)	65/year	52	100
		Number of funded research projects	1/year	2	2
		Number of International conference participation	2/year	2	3

There is an ascending trend of the quality of peer-reviewed journal publications over the years. As per the quality of intellectual contributions, the college has identified the h-index metric as a measure. The following illustrates the quality of publication:

	Total Publications	PRJ Scopus indexed	Applied PRJ	h-index	Total incentives
2020 – 2021	127	77	52	52	\$28,575
2021 – 2022	195	148	100	69	\$52,650

Other quality indicators:

	Total Publications in Scopus	Total Publications in Q1 and Q2 Scopus	Total Publications in Q3 and Q4 Scopus
2020 – 2021	77	25	52
2021 – 2022	148	54	94

CAS faculty have also been awarded funding for competitive research grants (funded by the university) for the following:

2020-2021

- Ahmed Shatat (Principal), Manal Almatrook (Co-principal), Mohamed Yousif (Co-principal), “The impact of techno-entrepreneurship on venture creation among Bahraini youth”, \$29,255.
- Mohamed Qeshta (Principal), “Content Analysis of Narrative Reporting in the Annual Reports of Commercial and Islamic Banks in the Kingdom of Bahrain: A longitudinal Study”, \$75,000.

2021-2022

- Adel Alsamman (Principal), Horiya Aldeeb (Co-principal), Atheelah Azzawi (Co-principal), “The Student as the Top Marketing Tool for Higher Education Institutions within the Arab World: Bahrain Case”, \$6,117.
- Abdennasser Mohamed (Principal), Khairi Omar (Co-principal), “Effects of Job Characteristics on Organizational Identity: The Mediating of Psychological Contract Fulfillment in Higher Education Sector in the Kingdom of Bahrain”, \$5,000.

For collaborative research with regional institutions:

Governmental Institutions
<p>Stakeholder: Ministry of Health in the Kingdom of Bahrain            Problem: Low work performance            Outcome: <u>Al-Qahtani, A.A., Alzyoud, A.A., Muttar, A.K. (2022). The Impact of Using Information Technology on Job Performance of Employees in the Ministry of Health in the Kingdom of Bahrain. Journal of Statistics Applications and Probability, 11, 37-52.</u>            Recommendation: Increasing interest in the usage of information technology in the Ministry of Health in the Kingdom of Bahrain that will lead to a positive impact on improving the level of job performance.</p>
<p>Stakeholder: Ministry of Information Affairs in the Kingdom of Bahrain            Problem: Upskilling and productivity            Outcome: <u>Qamber, A.A., Muttar, A.K., Alzyoud, A.A. (2021). The Impact of Employee Empowerment on Managerial Creativity: An Empirical Study in the Ministry of Information Affairs in the Kingdom of Bahrain. Information Sciences Letters, 10, 301-316.</u>            Recommendation: Increasing the number of training courses to ensure the ongoing filling of gaps in employees' skills and fostering creative skills. Developing a clear plan for incentives and rewards.</p>
<p>Stakeholder: Bahrain Olympic Committee (BOC)            Problem: Strategy for identifying talented and creative employees            Outcome: <u>Alhajeri, B., Alzyoud, A.A. (2022). The Role of Managerial Innovation in Improving Human Resource Performance at Bahrain Sport Federations (Bahrain Olympic Committee (BOC)). Applied Science University Journal, 2(4), 67-73.</u>            Recommendation: Develop an effective system of both monetary and non-monetary incentives, with incentives being closely tied to exceptional performance and innovation at work.</p>



Stakeholder: Ministry of Labor and Social Development  
Problem: Low efficiency of the human capital  
Outcome: Al Samman, A., Al Aathem, M. (2020). How Information Technology Affects HR Performance Development in Service Sectors: A Case Study from Bahrain. International Journal of Innovation, Creativity and Change, 14(1), 1085-1107.  
Recommendation: The adoption of IT, with its three dimensions of use of IT, IT infrastructure and IT systems, has a positive effect on the development of human resource performance in the ministry.

#### Private Institutions

Stakeholder: Mohamed Fakhro & Bros  
Problem: Women empowerment in the workplace  
Outcome: Al Samman, A.M., Khalifa, M., Abdelsaheb, M. (2021). Societal and Cultural Barriers Impact on Woman's Contribution in the Private Service Sector. Academy of Strategic Management Journal. 20(3), 1-12.  
Recommendation: Implementing policies and programs that are designed to work around gender norms to help female empowerment.

Stakeholder: Zain Bahrain  
Problem: Improving the effectiveness of the selection and recruitment of human resources  
Outcome: Abdulaziz, M.M., Aldulaimi, S.H., Abdeldayem, M.M. (2022). Using Artificial Intelligence to improve HRM practices in Bahrain. Journal of Statistics Applications and Probability, 11, 1-20.  
Recommendation: Adopting technological Skills-Automation-Expert Artificial Intelligence systems in the selection and recruitment of human resources.

Stakeholder: Bahrain Islamic Bank  
Problem: Team dynamics and factors influencing team creativity  
Outcome: Abo Keir M. Y, Abdeldayem Marwan M, Aldulaimi S. H.; Aldeeb H. &. Al-Mudawi A. J. (2020) "Teamwork Effectiveness and Creativity in Islamic Banks". Strad Research, 7(10), 300-311  
Recommendation: Practical insights into how Bahrain Islamic Bank can leverage teamwork to spark creativity and innovation.

# Strategically engaging with stakeholders

Engaging faculty and students with the local community and communicating and surveying our stakeholders.

Goal/Enablers		Achievements to date			
4. Network and engage with local community	Expand local relationships/opportunities for service-learning, internships, and social activities	<b>Key Performance Indicators</b>	<b>Targets and Timeline</b>	<b>2020-2021</b>	<b>2021-2022</b>
	Survey key stakeholders	Number of MOU with local institutions	1 every 2 years	1	1
	Improve community's perception of college programs	Number of MOC for Internship opportunities	2/year	3	2
		Number of social activities	2/year	2	3
		Alumni satisfaction rate	85%	84.0%	86.4%
		Employers' satisfaction rate	85%	94.3%	88.2%
		Internship evaluation rate	90%	93%	95%
		Advisory board satisfaction rate	90%		
		Graduation rate	College average above 40%	31%	42%
		Social media engagement rate	Increase monthly by 10%	4.2%	4.9%
		Growth rate of new admitted students	20%/year	-14.5%	-22.0%

Instagram Engagement	2020-2021	2021-2022
Comments	75	145
Saves	820	850
Shares	980	1020
Likes	2755	5120
Reach	109482	145600
Engagement Rate (monthly average) based on reach	4.2%	4.9%
followers	17230	21680
Engagement Rate (monthly average) based on followers	26.9%	32.9%

## Strategically engaging with partners

Initiating activities that promote quality standards in teaching and research.

Goal/Enablers		Achievements to date			
5. Develop initiatives that promote collaboration with partners	Expand college programs through development of new programs with partnering institutions	Key Performance Indicators	Targets and Timeline	2020-2021	2021-2022
	Engage with regional and international partners in research-based activities		Number of new programs	3 programs by 2025	0
		Number of International conferences	1 every 2 years	0	1

The College has launched a new dual award degree program in Business and Management with London South Bank University. The innovation in this program lies in its curriculum that includes elements promoting positive societal impact.

Courses	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	13 CLIMATE ACTION
Leading and Managing SMEs	√	√	
Managing Business and Innovation	√	√	
Managing e-business		√	
Digital Marketing		√	
Individual and Organizational Learning and Development	√		
Managing Business Logistics and Negotiations		√	
People and Organizations	√		√
Strategic Management and Leadership		√	√
Business Ethics today: Social and Legal Foundations			√

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The College has partnered with London South Bank University (LSBU) and organized a conference “ *The International Conference on the Leadership and Management of Projects in the digital age (IC:LAMP 2022)*”,