

# Decision of the FIBAA Accreditation and Certification Committee



7<sup>th</sup> Meeting on September 28, 2022

## PROGRAMME ACCREDITATION

<b>Project Number:</b>	19/108
<b>Higher Education Institution:</b>	Beirut Arab University
<b>Location:</b>	Beirut/Tripoli/Debbieh (Lebanon)
<b>Study Programmes:</b>	Bachelor of Business Administration (BBA) with Majors in Accounting; Management; Economics; Banking & Finance; Marketing; Hospitality & Tourism Management; Management Information Systems  Master of Business Administration (MBA) with Majors in Accounting & Finance; Human Resource Management; Marketing & Brand Management
<b>Type of Accreditation:</b>	Re-accreditation

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 12 (2) in conjunction with § 16 (1) in conjunction with § 16 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation””, both study programmes are re-accredited with two conditions.

Period of Accreditation: September 1, 2020 to August 31, 2027

Conditions:

### Bachelor of Business Administration (BBA)

Condition 1: The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing a corresponding examination form.

Condition 2: The University implements a student workload evaluation system, which includes a systematic control loop of students’ workload and allocation of credits.

### Master of Business Administration (MBA)

Condition 1: The University adjusts the admission regulations and ensures that only applicants with appropriate work experience of at least two years can start the MBA programme (see chapter 2).

Condition 2: The University

- a) implements a student workload evaluation system, which includes a systematic control loop of students' workload and allocation of credits;
- b) proves that the workload is feasible for the students and that the qualification objectives of the programme can be achieved in the projected time period of 16 months.

Proof of meeting these conditions is to be supplied by June 27, 2023.

**All conditions are fulfilled.  
The decision was made by the FIBAA Accreditation and Certification  
Committee on September 20, 2023**

The FIBAA Quality Seal is awarded.

*For both programmes:*

*Regarding criterion 4.6 (Financing of the programme), there were two panel votes:*

*The majority vote (4 experts): The criterion 4.6 meets the quality requirements.*

*The minority vote (1 expert): The criterion 4.6 does not meet the quality requirements.*

*The following condition was recommended to the FIBAA Accreditation and Certification Committee:*

*The University ensures that students will be able to complete their studies even in case of BAU's discontinuity through respective agreements, if necessary, at another HEI (see chapter 4.6).*

*Based on the accreditation report, the respective Standard 1.6 of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015) and the submitted statement of Beirut Arab University, the FIBAA Accreditation and Certification Committee decided to follow the majority vote of the panel. According to the Standard 1.6, the Committee came to the conclusion that the focus should be made on adequate provision of learning and teaching activities as well as readily accessible learning resources and student support. The Committee formed the view that this have been plausibly presented.*

## Assessment Report

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**Higher Education Institution:**

Beirut Arab University, Beirut/Tripoli/Debbieh, Lebanon

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**Bachelor/Master programmes:**

1. Bachelor of Business Administration with Majors in
  - Accounting
  - Management
  - Economics
  - Banking & Finance
  - Marketing
  - Hospitality & Tourism Management
  - Management Information Systems
  
2. Master of Business Administration with Majors in
  - Accounting & Finance
  - Human Resource Management
  - Marketing & Brand Management

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**Qualification awarded on completion:**

1. Bachelor in Business Administration
2. Master in Business Administration

# General information on the study programmes

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## **Brief description of the study programmes:**

### Bachelor of Business Administration (BBA)

The Bachelor programme is a three-year programme leading to the degree of a Bachelor of Business Administration (BBA) which prepares its students for a role in management. The teaching programme offers specialisations in the areas of Banking & Finance, Management, Management Information Systems, Marketing, Accounting, Economics as well as Hospitality and Tourism Management. The students will acquire broad knowledge of the basis of business studies as well as a deeper knowledge in their specialisations. In addition, the students will develop relevant professional skills, such as leadership and business communication. The programme is taught entirely in English. An internship is integrated.

### Master of Business Administration (MBA)

The Master programme of Business Administration is a programme with the duration of 16 months. Students may specialize in one of the following specialisations: Marketing & Brand Management, Human Resources Management and Accounting & Finance. It provides students with broad knowledge on management and corporate strategies as well as the main areas of business, supplementary analytical and problem-solving skills for their further career in the private sector. The MBA programme is aimed at providing graduates with the skills and competencies to fulfill management positions in the field of business administration, both in the public and private sector.

**Both programmes** are offered at three locations in Lebanon: Beirut, Tripoli and Debbieh.

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### **Type of study programme:**

BBA: Bachelor programme;

MBA: Master programme

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### **Projected study time and number of ECTS credits / national credits assigned to the study programme:**

BBA: 100 National Credits;

MBA: 39 National Credits

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### **Mode of study:**

Both programmes: full-time

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### **Didactic approach:**

Both programmes: Study programme with obligatory class attendance

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### **Double/Joint Degree programme:**

Both programmes: no

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### **Scope (planned number of parallel classes) and enrolment capacity:**

BBA: more than 420;

MBA: 50

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**Programme cycle starts in:**

Both programmes: both winter and summer semester

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**Initial start of the programme:**

BBA: 1962;

MBA: 2008

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**Type of accreditation:**

Both programmes: re-accreditation

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**Last accreditation period:** June 19th, 2015 until August 31st, 2020

First provisional extension of the accreditation period in December 2019 until 31 August 2021

Second provisional extension of the accreditation period due to Covid-19 pandemic in August 2021 until 31 August 2022

# Procedure

A contract for the re-accreditation of the programmes Bachelor of Business Administration (BBA) and Master of Business Administration (MBA) was made between FIBAA and Beirut Arab University on September 27, 2019. On March 30, 2022, the Beirut Arab University submitted a self-evaluation report, which included a detailed description of the programmes and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel<sup>1</sup>. The HEI has agreed with the chosen experts. The panel consisted of

**Prof. Dr. Britta Bergemann**

Heilbronn University of Applied Science  
Professor for International Marketing and Sales

**Milan Nicholas Grammerstorf**

RWTH Business School Aachen  
University of Bielefeld  
Student Business Administration (B.A.) and Law (State Examination)

**Prof. Dr. Selim Mekdessi**

Lebanese University, Beirut, Lebanon  
Full Professor and Dean of Faculty of Economics and Business Administration

**Carolin Weidner**

Institute for System Management und Organization ISMO GmbH  
Project Manager

**Prof. Dr. Martin Wetzels**

EDHEC Business School, Lille Campus  
Professor of Marketing

FIBAA project manager:

**Prof. Dr. Sabine Haller**

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference (because of the Covid-19 pandemic). The online conference took place on June 14/15, 2022 via the video conferencing tool *Zoom*. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the Beirut Arab University.

The assessment report based on this was delivered to the Beirut Arab University for comment on August 30, 2022. The statement on the report was given up on September 7, 2022. It has been taken into account in the report at hand.

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<sup>1</sup> The panel is presented in alphabetical order.

## Summary

The **Bachelor of Business Administration** offered by Beirut Arab University (BAU) fulfils with two exceptions the FIBAA quality requirements for bachelor programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting on September 1, 2020 until August 31, 2027, under conditions. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

**For the Bachelor programme the panel members identified need for improvement regarding the following aspects<sup>2</sup>: *Examination and final thesis* and *Feasibility of study workload*.**

They recommend the accreditation on condition of meeting the following requirements:

**Condition 1** (see chapter 3.1): The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing a corresponding examination form.

**Condition 2** (see chapter 3.2): The University implements a student workload evaluation system, which includes a systematic control loop of students' workload and allocation of credits.

Proof of meeting these conditions is to be submitted by June 27, 2023.

The **Master of Business Administration** offered by Beirut Arab University fulfils with two exceptions the FIBAA quality requirements for master programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting on September 1, 2020 until August 31, 2027, under conditions. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration. This includes fulfilling the requirements set by the EQUAL MBA Guidelines.

The panel members identified need for improvement regarding the following aspects<sup>3</sup>: *Professional experience* and *Feasibility of study workload*.

Admission requirements include two years of postgraduate work experience, which must be completed by all admitted applicants. BAU is requested to prove that the objectives of the MBA programme can be achieved within 16 months.

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<sup>2</sup> These aspects are asterisk criteria which means that they are essential for the study programme.

<sup>3</sup> These aspects are asterisk criteria which means that they are essential for the study programme.

The panel recommends the accreditation on condition of meeting the following requirements:

**Condition 1:** The University adjusts the admission regulations and ensures that only applicants with appropriate work experience of at least two years can start the MBA programme (see Chapter 2).

**Condition 2:** The University

- a) implements a student workload evaluation system, which includes a systematic control loop of students' workload and allocation of credits;
- b) proves that the workload is feasible for the students and that the qualification objectives of the programme can be achieved in the projected time period of 16 months.

**For both programmes:**

Regarding criterion 4.6 (Financing of the programme), there are two votes:

The majority vote: The criterion 4.6 meets the quality requirements.

The minority vote: The criterion 4.6 does not meet the quality requirements. The following condition is recommended: The University ensures that students will be able to complete their studies even in case of BAU's discontinuity through respective agreements, if necessary, at another HEI.

Proof of meeting these conditions is to be submitted by June 27, 2023.

**For both programmes**

The panel members identified several areas where the programme could be further developed:

- The panel recommends to analyze the market thoroughly for future job perspectives. It is recommended that the Faculty of Business Administration should distribute its resources more evenly among the departments and strive for a more even distribution of faculty in the departments. It is also advised to anticipate potentials for future programmes and specializations (see chapter 1.3).
- The panel recommends integrating a Capstone course that requires looking at a topic from different perspectives (see chapter 3.1).
- The panel recommends to ensure that there is a balanced distribution of grades in all courses (see chapter 3.2).
- The panel recommends that the University ensure access to relevant databases (e.g. Orbis, EBSCO) (see chapter 4.4).
- The panel recommends increasing the documentation of feedback from external stakeholders (see chapter 5.2).

The measures that the Beirut Arab University takes in order to implement the recommendations of the panel members will have to be considered during the next re-accreditation.



There are two criteria in which the programmes exceed the quality requirements:

- Foreign Language Content (see chapter 3.4)
- Student Support by the faculty (see chapter 4.1)

For the overall assessment of the programmes, please refer to the quality profile at the end of this report.

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# Information

## Information on the Institution

Beirut Arab University (BAU) was established in 1960 by the decree 17 of the Lebanese Higher Education Law. The University is a non-profit organization. The owners are religious groups. The cooperation was originally based on close ties with Alexandria in Egypt, the effects of which can still be seen today, for example, in the composition of the advisory board.

The Faculty of Business Administration (FBA) established in 1961, is one of the ten existing faculties of BAU, which are all fully recognized by the Directorate General of Higher Education in the Ministry of Education and Higher Education in Lebanon. As such, the Lebanese Ministry of Education and Higher Education is the authority for degree awarding power of BAU. In addition to FBA, the faculties of BAU include Pharmacy, Medicine, Dentistry, Law and Political Science, Health Sciences, Architecture – Design & Built Environment, Engineering, Science, and Human Sciences.

BAU's history is rooted in the history of education of the region. It counts over 100,000 graduates over the last 60 years. BAU has currently over 9,040 students studying across ten faculties.

FBA was established in 1961 with three academic departments (Accounting, Business Administration, Economics and Political Sciences). Postgraduate studies (Diplomas, Master degrees, PhDs in all fields of specialization) started in 1992. It counts over 25,646 graduates over the last 60 years.

The academic departments are now three departments with seven majors: Accounting, Business Administration and Economics. More recently, FBA has undergone many significant changes deemed crucial in promoting effective and modern programmes. Gradually, FBA, known as the Faculty of Commerce and Business Administration (FCBA), reshuffled its degrees, curriculum, and the credit-hours requirements. In 2002, it changed its entire curriculum of both mandatory and elective courses from Arabic to English in line with the fast developments in the field of Business Administration. In 2006, the Faculty adopted the applied BAU credit-hour system (with 135 credits) (comparable to the American Credit system); thereby offering students much needed flexibility and simplicity in designing their own academic programmes in terms of course selection and schedules. In 2008, The Faculty of Business Administration launched the Master of Business Administration (MBA) as general programme and in Supply Chain Management.

In fall 2013, FBA brought some additional amendments to its BBA programme and currently offers seven majors: Accounting, Management, Economics, Banking and Finance, Marketing, Hospitality & Tourism, and Management Information Systems, thus giving students opportunities for specialization. The Faculty is currently looking into new areas of specializations in healthcare management, logistics and supply management, and business analytics. The Faculty of Business Administration attained international recognition for the Bachelor in Accounting programme from the Association of Chartered Certified Accountants (ACCA) in 2017, which is a global body for professional accountants. This means that the Accounting programme in BAU coped with the international standards for accounting education. BAU is the first university in Lebanon that receives this prestigious recognition.

After earning the bachelor's degree, FBA graduates and other discipline graduates have the opportunity to take the next step in their career and continue their education at BAU to earn a master degree in Business Administration (MBA) or a Master degree of Sciences (MSc).

FBA offers the following undergraduate study programmes:

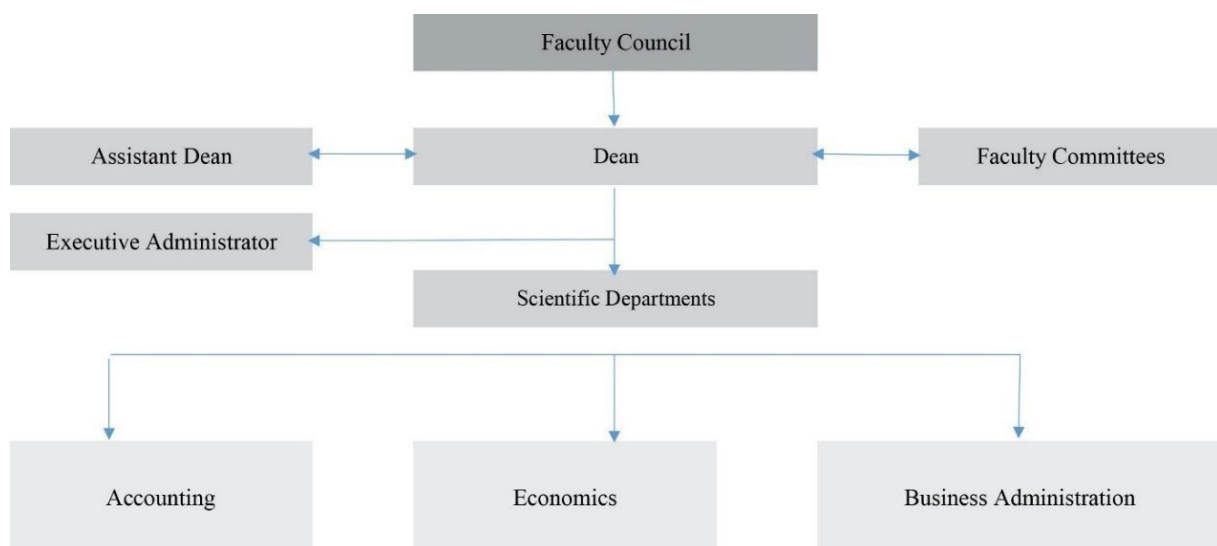
- Bachelor Degree in Business Administration / Accounting Major
- Bachelor Degree in Business Administration / Management Major
- Bachelor Degree in Business Administration / Economics Major
- Bachelor Degree in Business Administration / Banking & Finance Major
- Bachelor Degree in Business Administration / Marketing Major
- Bachelor Degree in Business Administration / Hospitality & Tourism Management Major
- Bachelor Degree in Business Administration / Management Information Systems Major

On the other side, FBA offers the following postgraduate programmes:

- Master of Business Administration (MBA)– Accounting & Finance
- Master of Business Administration (MBA)– Human Resource Management
- Master of Business Administration (MBA)– Marketing & Brand Management
- Master of Sciences in the following specializations:
  1. Accounting
  2. Economics
  3. Business Administration
- PhD in the following specializations:
  1. Accounting
  2. Economics
  3. Organizational Behavior and Human Resources Management
  4. Marketing
  5. Strategy and Entrepreneurship

The **Organizational Structure** of FBA can be described as follows:

**Table 1: Organizational Structure of FBA**



FBA operates through a number of committees, which include:

- Quality Assurance Committee
- Library Committee
- Website Committee

- Advisory Committee
- Scientific Research Committee
- Student Activity Committee

There is an Advisory Committee of Faculty of Business Administration (FBA) that consists of representatives from the corporate field. The responsibilities of the Advisory Committee (that meets once yearly has been modified in 2018 to meet every term for better follow up), is to raise issues from the corporate environment that are relevant to business education. From that perspective, they provide suggestions in terms of curriculum development of the programmes, employability, and quality assurance.

## Further development of the programmes, implementation of recommendations from previous accreditation

### Bachelor of Business Administration (BBA) Programme:

The Bachelor of Business Administration (BBA) programme, which is one of the two programmes seeking the FIBAA accreditation renewal, belongs to FBA. Throughout its history, FBA and more specifically, the BBA programme underwent successful structural changes and has been continuously redesigned and adapted.

The following table provides an overview of the BBA programme.

**Table 2: Overview information BBA programme**

<b>Year in which programme first graduated students</b>	1965
<b>Delivery mode</b>	Full-time
<b>Number of graduates in each of the last 3 years</b>	<b>Fall 2022: 32</b> <b>2021: 270</b> <b>2020: 271</b> <b>2019: 273</b> <b>2018: 331</b> <b>2017: 372</b>
<b>Length of programme in years (since 2013)</b>	3 years
<b>Primary language of instruction</b>	English

In line with FBA's objective that its programmes remain competitive in the job market, the curriculum of the BBA programme was reshuffled since its establishment as shown in the following table.

**Table 3: BBA Curriculum modifications**

<b>Year</b>	<b>Modification</b>
<b>2002</b>	The teaching language of the curriculum changed from Arabic to English
<b>2006</b>	FBA introduced the Credit-Hour System
<b>2009</b>	The curriculum was reshuffled and two new specializations were introduced: Banking & Finance and Marketing. The minimum credit hours required to graduate were reduced from 138 to 120 credits.
<b>2014</b>	The curriculum was reshuffled and three new specializations were introduced: Hospitality & Tourism Management, Marketing, and Management Information Systems. The minimum credit hours required to graduate were reduced from 120 to 100 credits.
<b>2021</b>	FBA is considering adding three new specializations in light of the changes in the job market and worldwide developments: Healthcare management, supply chain management, and business analytics. FBA is also looking into

the viability of the current specializations after the collapse of the banking industry in Lebanon and the economic crisis the country is facing.
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FBA receives a large number of applications for its BBA programme every year. In the application form to join BAU, students are given the right to select four choices of specialization with order of preference. The BBA Programme choice could appear as a first, second, third or fourth choice. The details of student intake for the BBA programme are shown in the table below. The percentage of students' intake increased over the last couple of years and reached 96.51 % in the academic year 2020-2021.

**Table 4: BBA student intake**

Academic year	First Choice (Candidates)	Registered	% Student Intake
2014-2015	502	420	83.66%
2015-2016	415	355	85.54%
2016-2017	464	404	87.12%
2017-2018	522	460	88.12%
2018-2019	370	329	88.92%
2019-2020	370	344	92.97%
2020-2021	401	360	89.7%
2021-2022	460	400	87.1%

As to the progression rate or success rate (% rate of progression = % of the students with Cumulative GPA above 2.00), the following table summarizes the figures across semesters since academic year 2014-2015 till Fall 2021-2022. The progression rates rise as the student advances in the programme. In the final semester, the progression rate to graduation is around 90 %.

**Table 5: BBA progression rates**

Level	Progression Rate 2017-2018		Progression Rate 2018-2019		Progression Rate 2019-2020		Progression Rate 2020-2021		Progression Rate 2021-2022
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	
1 <sup>st</sup>	62.87%	67.48%	66.87%	69.13%	64.15%	66.25%	66.92%	68.16%	70.35%
2 <sup>nd</sup>	72.16%	83.50%	80.64%	82.61%	77.26%	84.67%	83.73%	82.45%	84.66%
3 <sup>rd</sup>	85.72%	88.54%	89.04%	90.16%	87.9%	89.21%	90.67%	89.55%	90.25%

FBA has a good rate of internationalization among its students. The percentage of international students in the academic year 2021-2021 is over 14 % from ten nationalities.

The BBA programme has high retention rates for first-time students at around 70 % on average over the last three academic years. The table below shows the retention rates of the first-time students.

**Table 6: BBA retention rates**

<b>Retention rates</b>	Fall 2016/2017 – Fall 2017/2018	Fall 2017/2018 – Fall 2018/2019	Fall 2018/2019 – Fall 2019/2020	Fall 2019/2020 – Fall 2020/2021	Fall 2020/2021 – Fall 2021/2022
<b>First-Time Students</b>	73.85 %	70.74 %	69.25 %	70.75%	71.22%

In addition, the Faculty average CGPA in the programme is 2.79, with over 27 % of Honor & Distinguished students in academic year 2020-2021. Almost 80 % of the students take an average credit load between 12 and 16 credits per semester, which according to the studying plan of the programme should allow students to graduate within three years. The tables below show the programme average CGPA in fall 2021-2022 across levels and majors, as well as the percentage of Honor and Distinguished students since 2015-2016 until 2020-2021.

**Table 7: BBA CGPA average**

<b>Fall 2021-2022</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>BBA Average</b>
<b>Undergraduate CGPA Average by Level</b>	2.58	2.83	2.96	<b>2.79</b>

<b>Average BBA GPA Fall 2021–2022</b>			
<b>Undergraduate CGPA Average by Major</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
<b>Accounting</b>	2.4	2.88	3
<b>Banking and Finance</b>	2.71	2.9	3.05
<b>Economics</b>	2.5	3.17	3.61
<b>Management</b>	2.44	2.77	2.78
<b>Marketing</b>	2.73	3.07	3.21
<b>Management Information System</b>	2.51	3.03	2.99



## Master of Business Administration Programme:

The MBA programme receives applications every year. The details of student intake for the MBA programme for both Fall and Spring semesters are shown in the table below. The percentage of registered students increased over the last couple of years to be around 89 % on average.

**Table 8: MBA curriculum modifications**

Year	Modification
2009	FBA Launched its MBA programme in two Majors: MBA General and MBA in Supply Chain Management
2018	FBA adopted three new specializations: Accounting & Finance, Human Resource Management and Marketing & Brand Management

**Table 9: MBA statistical data**

Year	Semester	Applicants	New Registered students	% Intake	Dropped out students	Graduated students
2017/2018	Fall	49	49	100%	11	35
	Spring	15	15	100%	3	14
2018/2019	Fall	62	48	77.42%	10	13
	Spring	17	11	64.70%	1	35
2019/2020	Fall	61	52	85.25%	20	28
	Spring	17	16	91.67%	2	39
2020/2021	Fall	36	36	100%	0	30
	Spring	24	23	95.83%	0	29
2021/2022	Fall	49	49	100%	1	24
	Spring	12	12	100%	0	pending

As to the progression rate or success rate (% rate of progression = % of the students with Cumulative GPA above 2.33), the following table summarizes the figures across semesters:

**Table 10: MBA CGPA average**

Year	Semester	Level 1 CGPA>=2.33	% CGPA>=2.33	Level 2 CGPA>=2.33	% CGPA>=2.33
2017/2018	Fall	35	92.11%	5	100.00%
	Spring	44	88.00%	14	96.67%
2018/2019	Fall	34	89.47%	13	92.23%
	Spring	42	87.50%	35	100.00%
2019/2020	Fall	30	93.75%	28	95.43%
	Spring	44	95.65%	39	100.00%
2020/2021	Fall	35	97.22%	30	100.00%
	Spring	24	100.00%	43	97.77%
2021/2022	Fall	49	100.00%	24	100.00%

Honor & Distinguished Students % (CGPA $\geq$ 3.5)					
2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
11.64%	11.56%	17.82%	15.75%	23.89%	27.04

Year	Semester	Average CGPA	CGPA $\geq$ 3.5	% CGPA $\geq$ 3.5
2017/2018	Fall	3.23	22	33.84%
	Spring	2.98	10	34.48%
2018/2019	Fall	3.26	25	40.98%
	Spring	3.11	16	34.78%
2019/2020	Fall	2.89	18	22.5%
	Spring	3.17	22	40.00%
2020/2021	Fall	3.22	30	46.15%
	Spring	3.35	28	41.79%
2021/2022	Fall	3.1	40	54.7%

The percentage of international students since the programme establishment is 10.6 %. More specifically, in the academic year 2021-2022, this percentage is 10.5 % from five nationalities.

The MBA programme has high levels of retention rates for first-time students. This rate has increased from 71.66 % in the academic year 2017-2018 to 82.3 % in the academic year 2021-2021 (as per Fall semester). The table below shows the retention rates.

**Table 11: MBA Retention rates**

Retention rates	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
First-Time Students	71.66 %	70.89%	72.05 %	80.16%	82.3%

## Appraisal

Both programmes have been in existence for over ten years and have been regularly revised and adapted since then. The applicant rates are acceptable. The internationality in the programs is with approx. 10 % rather low in international comparison, however, it should be considered here that the current political and economic environment of Lebanon makes this aspect very difficult. The graduation rates are in the average range.

The Initial accreditation took place in 2015 by FIBAA. There were no conditions issued. The recommendations issued by the panel included:

- Undertake alumni-tracking studies more effectively.
- Prolong the internship in the BBA programme.
- Ensure fair transfer and recognition of grades of students who go abroad.
- Implement the rule, that, in case that BAU does not accept course achievements of a student, BAU has to prove that the course achievements are substantially different from the ILO's of the corresponding BAU course.

- Point the relevant international and intercultural learning outcomes of courses more clearly in the course descriptions.
- Involve guest lecturers for courses and single lecturers to bring more experience from the realms of business into the teaching.
- Prolong the opening hours of the library.
- Extend the evaluation process of third parties.

The panel formed the view that almost all of these recommendation have been fulfilled by BAU. However, in two cases, the recommendations were not fully met. Here the panel issued repeated recommendations. It concerns the indication of relevant international and intercultural learning in the course descriptions in the BBA (see chapter 3.1), and the extension of the evaluation process of third parties beyond the Advisory Board (see chapter 5.2.3).

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk Criterion)

The Bachelor of Business Administration (BBA) and the MBA programmes have been established across the world as a crucial qualification to enter the job market and to be promoted through the hierarchy. In the Lebanese market, the business qualification allows graduates to enter several sectors of the economy. The Lebanese Economy is primarily based on services accounting for over 87.16 % of its Gross Domestic Product (GDP). Among those sectors, retail, banking, logistics, technology, and tourism are of primary importance. The majors of the programme in accounting, banking and finance, tourism and hospitality management, management information systems, as well as marketing serve those sectors. The major in economics serves the sector of international economic organizations and NGOs for development purposes. FBA is currently revising those majors, with the possibility of adjusting those majors and add health care management, logistics and supply chain management and business analytics. These new majors are designed to help graduates improve their entry into the job market.

As such, the primary aim of the BBA and MBA programmes at BAU is to equip students with the necessary skills and knowledge to compete in the national and regional job market. The BBA programme was subject to several changes in the curriculum in light of the recommendations of the Advisory Committee. A benchmarking study with leading national, regional and international universities compared to the own positioning of BAU in the national and regional market helped to clarify the positioning. In addition, over the last academic year, the Advisory Committee suggested a revision of the current majors and included three new majors in light of the changes in the job market that occurred in Lebanon and globally.

The **BBA programme** and the majors tied to it, takes into account the academic ability of student as well as the employability of its graduates. This is reflected in the Faculty Handbook that includes a detailed description of all courses offered within the BBA programme. The Faculty Handbook includes the details of the curriculum and plan of study for each major offered as part of the BBA programme. The aims and ILOs of each course are also described. In line with international standards, the course syllabuses were designed so that they allow the transfer of a mixture of learning outcomes including knowledge and understanding, intellectual skills, practical and professional skills, and general and transferable skills.

In order to make sure that the ILOs are properly delivered, in line with international standards of quality assurance, the assessment is linked to the ILOs. These are defines as follows:

**Bachelor degree in Business Administration, Majors in Banking & Finance, Management, MIS, Marketing and Hospitality and Tourism.**

Knowledge and Understanding

- (K1) Demonstrate key knowledge and skills in business related disciplines.
- (K2) Recognize the basic and foundational subjects relevant to Business Administration.

- (K3) Describe the various theories and models to business and management. This will be reinforced through case studies and assignments.
- (K4) Demonstrate awareness of ethical and global issues.

#### Intellectual Skills

- (I1) Develop analytical skills.
- (I2) Develop decision making skills.
- (I3) Develop effective communication skills.
- (I4) Develop negotiation skills.
- (I5) Analyze management organizational and human resource planning.
- (I6) Explain conceptual foundations needed to manage successfully in today's environment.
- (I7) Apply creative and critical thinking in solving business related problems.
- (I8) Building the ability to make comparisons between different management fields.
- (I9) Synthesize coherent arguments from a range of business and management theories.

#### Practical and Professional Skills

- (P1) Apply theoretical knowledge to actual business situations.
- (P2) Perform critical assessment, evaluation, application and decision making capabilities in every subject / discipline.
- (P3) Formulate and implement strategies.
- (P4) Evaluate and apply the quantitative methods in business analysis.
- (P5) Handle available resources and put it in proper use for practical applications.
- (P6) Combines academic rigor with practical relevance for real world application.

#### General and Transferable Skills

- (G1) Communicate verbally.
- (G2) Deliver Presentations on various business topics.
- (G3) Analyze Data in an organized form.

### **Bachelor degree in Business Administration, Major in Accounting**

#### Knowledge and Understanding

- (K1) Understand the basics and foundational subjects relating to accounting.
- (K2) Analyze how accounting may provide information that help managers in carrying out their jobs.
- (K3) Follow up innovative accounting practices.
- (K4) Understand the different aspects of internal and external accounting.

#### Intellectual Skills

- (I1) Analyze and evaluate accounting information for decision-making.
- (I2) Evaluate the role of accounting in manufacturing, service, governmental & nonprofit organizations.
- (I3) Attain good skills in the field of accounting.

#### Practical and Professional Skills

- (P1) Conduct research through the creation, extraction and analysis of different theories and current practices.
- (P2) Apply relevant software and programs in order to better analyze accounting information for internal and external users.
- (P3) Formulate and implement operating and financial budgets.

#### General and Transferable Skills

- (G1) communicate verbally;
- (G2) deliver Presentations on various accounting topics;
- (G3) analyze financial statements in an organized form;
- (G4) make effective use of IT tools in the field of accounting.
- (G5) undertake effective financial presentation for external and internal users.

### **Bachelor degree in Business Administration, Major in Economics**

#### Knowledge and Understanding

- (K1) Define the nature of economics.
- (K2) Describe the functioning of a market economy through different approaches.
- (K3) Demonstrate key knowledge and skills in business and economics specific disciplines.
- (K4) Demonstrate competence in applying fundamental concepts, models and analytical tools for operations related to economics in service and development organizations.
- (K5) Explain basic concepts and operations in economics.

#### Intellectual Skills

- (I1) Formulate economic strategies.
- (I2) Analyze determinants of consumer and producer behaviors and purchase decision-making process from using different perspectives and methods.
- (I3) Apply analytical problem solving skills to identify key trends and exploit emerging business opportunities and to solve development related economic problems.
- (I4) Apply knowledge and best practices of economics and risk management for financial services applications.

#### Practical and Professional Skills

- (P1) Assess and justify the behavior of markets.
- (P2) Apply economic tools in real economic context.
- (P3) Evaluate business opportunities emerging from business operations from economical approaches.
- (P4) Formulate and implement economic theories in real life context.
- (P5) Formulate a research project in terms of structure, literature review and empirical analysis.

#### General and Transferable Skills

- (G1) Integrate several micro & macroeconomic models to explain the behavior of markets.
- (G2) Combine production and cost, short run and long run, and profit and revenues to assess the behavior of markets.
- (G3) Demonstrate and apply current information technology skills in conjunction with economics knowledge to economic system designs.

- (G4) Make effective use of IT tools and statistical software in the field of economic & financial analysis.
- (G5) Deliver presentations on various economics topics.

Until 2021, FBA has 25,970 graduates, most of them graduated from the BBA programme. The Alumni and Career Office tracks the progress and position of graduates. The office has the position details of a large number of graduates most of which work in their field of specialization at different managerial levels in Lebanon and abroad.

The **MBA programme** takes into account the academic ability of students, their experience and their employability. This is reflected in the catalogue of postgraduate studies that includes a detailed description of all courses offered at the postgraduate level. The aims and ILOs of each course are also described. In line with international standards, and similar to the design of courses at the BBA level, the course syllabi comprise a mixture of learning outcomes including: knowledge and understanding, intellectual skills, practical and professional skills, and general and transferable skills. The MBA programme was updated to include three new specializations in Accounting & Finance, Human Resource Management, and Marketing & Brand Management.

In order to make sure that the ILOs are properly delivered, in line with international standards of quality assurance, the assessment is linked to the ILOs and these monitored by course coordinators, head of departments and faculty examiners. In order to achieve its aims, the old version of the programmes curriculum included thirteen core courses and a research project. These courses were all compulsory. The students were supposed to complete all of these courses, without necessarily following a specific order, in addition to the research project, in order to be eligible for graduation.

The MBA programme was established in 2009 and modified its curriculum in 2018 including new majors according to accreditation and Lebanese requirements: Marketing and Brand Management, Human Resource Management, Accounting and Finance and Supply Chain Management. Since its establishment in 2009, the MBA programme is taught in English.

The Faculty of Business Administration at BAU has stated several objectives for the MBA programme to develop students into leaders ready to tackle the challenges of today's global business environment, which can be summarized as follows:

- Offering a balanced range of courses and seminars in a variety of business areas (management, accounting, economics, marketing, etc.) to develop and enhance the knowledge and skills of the MBA students in order to evaluate business opportunities and make sound business decisions, with special emphasis on the Lebanese community.
- Ensuring that learning takes place in ways that develop motivation, critical, analytical, and creative thinking, and constructive use of skills in real-world situations as well as apply theories of team composition, process and motivation to effectively manage work teams.
- Offering opportunities and facilities for research to the MBA students and apply appropriate management science and statistical tools to analyze business conditions.
- Developing close links with industry, business, government, and business-related professionals to enhance the relevance of the work and experiences of the MBA students and develop effective management techniques for cross-cultural business.

- Creating and developing a caring, informed, and innovative faculty and student community.
- Construct a logical, relevant and professional quantitative and qualitative assessment of business information in an effective manner.

More specifically, the students of the MBA programme at BAU will be able to:

- Develop a general management perspective based on a solid understanding of key business functional areas and their interdependence.
- Create a broad-based, senior-level strategic approach to business decision-making.
- Build collaborative and leadership skills by working in teams under the supervision and guidance of a faculty member.
- Draw on the knowledge and experience of both experienced faculty and fellow students in a stimulating and dynamic learning environment.
- Develop employment skills through applying the knowledge acquired from the content of the MBA courses in the work fields.
- Build problem-solving skills through analyzing case studies related to the different topics covered in the MBA courses.
- Evaluate the organizations' situations from different perspectives and suggest practical methods to improve the status of these organizations.
- Formulate solutions to cross-cultural challenges arising in global business contexts.
- Carry out applied research in business that reflect quality and relevance using qualitative and quantitative methods and technologies.
- Design innovative solutions to ethical dilemmas, social responsibility and sustainability issues that involve different stakeholders.

## Appraisal:

The objectives of both programmes are comprehensively defined. The programme contents were elicited and adapted at periodic intervals. Changes in the labor market were taken into consideration.

The qualification objectives of the programme are explained and plausibly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. Contents differentiate between mandatory courses and electives. They take into account the requirements of the national qualification framework.



	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1* Objectives of the study programme (Asterisk Criterion)			X		

## 1.2 International orientation of the study programme design (Asterisk Criterion)

BAU has strived to offer internationally oriented degree programmes. This orientation has been evident since 2002, when they began changing the language of instruction from Arabic to English.

Both programmes (Bachelor of Business Administration, Master of Business Administration) are completely taught in English and comply with international curriculum standards. International orientation is a clear focus of the programmes' design and can be seen in the curriculum as well. The curriculum takes into account international orientation of the contents in different aspects. The curriculum emphasizes the international focus in a variety courses (see Chapter III). In addition, supporting course materials, such as case studies used by instructors, are covering relevant topics from various countries.

BAU is also a member in Inter-Institutional Agreements with the following Higher Education Institutions under ERASMUS+.

**Table 12: Overview ERASMUS MUNDUS Programmes**

ERASMUS MUNDUS Programme	
Project Name	Institutions
1. ELEMENT PROJECT 1st Call – 2012/2013	Cardiff University (United Kingdom)
	Adam Mickiewicz University (Poland)
	Vilnius University (Lithuania)
2. ELEMENT PROJECT 2nd Call – 2013/2014	Cardiff University (United Kingdom)
	Adam Mickiewicz University (Poland)
	Vilnius University (Lithuania)
3. ELEMENT PROJECT 3rd Call – 2013/2014	Adam Mickiewicz University (Poland)
	Institut National Polytechnique de Lorraine (France)
4. PEACE PROJECT 1st Call – 2013/2014	Politecnico di Torino (Italy)
	University of Perpignan (France)
	Erasmus Hogeschool Brussel (Belgium)

	Universidade de Santiago de Compostela (Spain)
	Universidade do Minho (Portugal)
5. PEACE PROJECT 2nd Call – 2014/2015	University of Perpignan (France)
6. PEACEII PROJECT 1st Call – 2014/2015	
7. PEACE PROJECT 3rd Call – 2015/2016	Université de Nantes (France)
	University of Perpignan (France)
	Universidade do Minho (Portugal)
	Universidade de Santiago de Compostela (Spain)
	Uppsala University (Sweden)
8. PEACEII PROJECT 2nd Call – 2015/2016	Universidade do Minho (Portugal)
	Universidade de Santiago de Compostela (Spain)
	Uppsala University (Sweden)

A number of students applied from the academic year 2015/2016 and at least two participated in the Exchange of Students and Staff in the context of ERASMUS+ programme. An FBA student is currently studying in the University of Tras-Os Montes and Alto Douro – Portugal since the academic year 2019-2020. A total of five MBA-students visited since 20016 cooperation programmes abroad at Universidade de Santiago de Compostela – Spain (1), Universidade do Minho - Portugal (3), University of Perpignan – France (1).

Instructions and calls for application are all posted on BAU's website to encourage students to apply.

The University also participates in international projects. The Euro-Mediterranean University (EMUNI), Slovenia: Former Dean of FBA was appointed by the European Union to be the Team Leader of an ENPI Project. This project aims at helping the development of higher education in the Euro-Med region.

Since 2017, more than twelve visiting professors are being invited to FBA to teach multiple courses in the Doctorate of Business Administration level (DBA). Those instructors also provide some individual lectures in other programmes such as the BBA and MBA programmes.

Where needed, instructors use case studies of countries and businesses at the regional or international level. FBA is subscribed to several databases that provide business case studies such as EMERALD.

A high percentage of teaching staff (full-time: 52 %; part-time: 65 %) has international experience. They either did their Bachelor/Master education abroad or completed their PhD with an international university.

### Appraisal:

The programmes are designed to comply with all aspects of internationality that are comparable to other international programmes. It should be noted that the political and economic circumstances in which BAU operates are very difficult. International students and faculty are currently only willing to go to Lebanon to a very limited extent. For local students, going abroad is financially very problematic. Taking these circumstances into account, the requirements for internationality can be considered fulfilled.

The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		

### 1.3 Positioning of the study programmes

BAU occupies the fourth rank in Lebanon and can be considered as one of the established universities in the country. Until 2000, BAU was among the very few universities operating in Lebanon. Since 2000, the number of universities has substantially increased and many existing universities have diversified. This increase has actually slowed down since 2015, as there were no longer new entrants into the market that has become saturated.

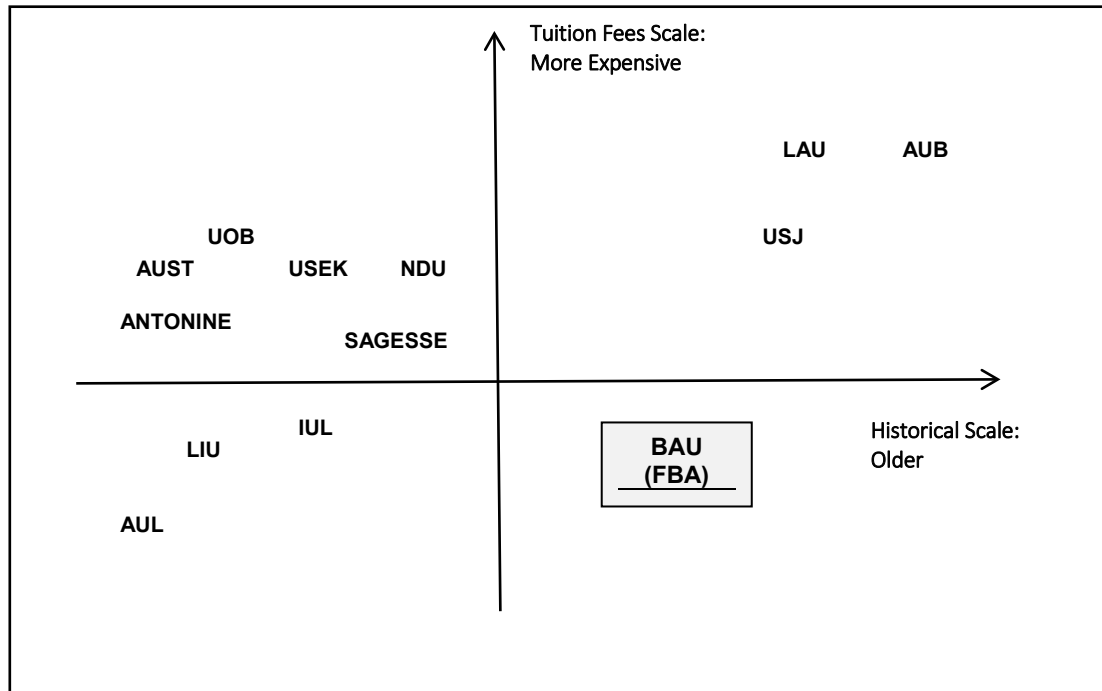
On a historical scale, BAU and FBA are perceived as a well-established university with ten Faculties in total including medical sciences, similar to the American University of Beirut (AUB), the Lebanese American University (LAU), the University Saint-Joseph (USJ), and the Lebanese University (LU).

However, on a tuition fees scale, BAU and FBA are positioned to offer education to the middle and lower middle class in Lebanon and the region. In terms of tuition fees, BAU and the programme at hand are compared to the following Lebanese higher education institutions: Notre Dame University (NDU), Antonine University (UPA), Islamic University of Lebanon (IUL), American University of Science and Technology (AUST), Sagesse University (ULS), and University of Kaslik (USEK). Over the last academic year, the Lebanese Lira exchange rate to the \$US depreciated by over 90 %. BAU was among the very few universities that did not raise its tuition fees in response for the loss in value but adjusted the minimum needed for the University expenses. Today, the tuition fees paid by students are considered negligible in \$US terms.

FBA makes constant efforts to modernize its programmes in line with BAU's overall strategy of modernization while maintaining its identity. In addition, FBA is the only faculty in Lebanon that

provides academic degrees at the undergraduate, postgraduate, and doctoral levels for a wide spectrum of seven disciplines. Over the last academic years, FBA has added three majors to the master of sciences (MSc.), three specializations for Master of Business Administration (MBA) and five specializations for the PhD programme.

FBA belongs to the strategic group constituted of old universities providing quality and affordable education (see diagram below).



FBA considers the following aspects to belong to their strengths:

- FBA was established, and fully recognized in 1961 when only very few universities were operating at both the national and regional level.
- FBA has a strong alumni network of almost 25,970 graduates in a wide range of specializations.
- BBA and MBA were fully accredited by FIBAA since 19<sup>th</sup> June 2015.
- FBA operates in three geographical locations. FBA has its headquarter in Beirut covering both Beirut and Debbieh and a branch in Tripoli in the North of Lebanon. The programme at hand is offered in Beirut, Debbieh and Tripoli Branch.
- FBA is among very few schools of business that provides quality education at reasonable tuition fees, which is well designed to meet the income of a wide spectrum of the Lebanese middle- and low-income households.
- FBA is among very few schools of business in Lebanon that relies on a large number of full-time instructors who are PhD holders. In addition, FBA relies on part-time lecturers from the corporate environment in order to highlight the practical dimension.
- FBA is among few business schools that has an Advisory Committee composed of members from the corporate environment. This Advisory Committee has an influence on the FBA's decisions.
- FBA has focused on research over the last three years. The Faculty has more publications and scientific proceedings than any time before due to new academic staff hiring.

The Bachelor of Business Administration programme offers several majors in order to respond to the market needs, which have been adapted periodically to the changing needs of the environment. The Faculty Council, in collaboration with the Advisory Committee, discusses periodically the emerging employment needs in the market and the necessary amendments to the programme curriculum and majors.

The graduates of the BBA and MBA programmes are in demand on both the national and regional labor market. With economic crisis that Lebanon is facing, FBA aims at the critical stage to provide a more regional or global education to students.

The Faculty Handbook and the FBA's webpage show the main jobs that **BBA graduates** of each major can get in the economy.

The **Accounting** major forms a central pillar of the programme and aims to provide students with the academic knowledge relating to recording economics events, preparing financial statements for external users, determining and controlling product costs, preparing information necessary for planning, controlling and decision making, and preparing tax return forms. At graduation, the students are capable of providing information for external and internal users at service and manufacturing organizations. Moreover, the accounting curriculum is designed to be flexible enough to cover different issues including accounting at governmental and not-for-profit organizations.

Demonstrations, PowerPoint presentations, Real-life problems and case studies are widely used in order to enhance students understanding for different accounting areas. In addition, Accounting Department encourages students for pursuing graduate studies, obtaining professional certificates such as Certified Public Accountants (CPA), Certified Management Accountant (CMA), and Certified Internal Auditor (CIA). Actually, accounting courses include major parts of these Professional certificates.

Graduates may seek employment in different settings, since accounting and auditing are necessary for a wide variety of businesses, Government, tax authority, auditing firms (CPA firms) and banks. Hence, the graduates may find careers in accounting, internal auditing, corporate governance, external auditing, budgeting preparation, product costing and cost control, financial accounting, and managerial accounting.

Regardless of the industry or profession the student aspires to enter (Health Care, Government, Law, Manufacturing, International Business, Technology, etc...), the ability to lead, communicate, collaborate and create a workplace that transforms talent into performance is essential.

A **Management** major provides various opportunities for the students. A Bachelor of Business Administration in Management prepares students for a broad range of careers within many different industries. The work of a business manager involves planning, directing and coordinating the activities of a company. A manager also oversees the work of others by building cooperation and performance among team members. Individuals can train or specialize in a number of functional areas including accounting, marketing, finance or human resources. Their work many

involve skills such as analyzing problems, decision making, delegating assignments, training and supervising staff, budgeting and coordinating activities.

Management graduates may be employed by large private or public organizations, profit or non-profit, governmental or local authorities, consultation firms and much more.

The **Economics** major at BAU is grounded in the history of the faculty and provides opportunities for intensive training in theoretical and applied work, and a diverse offering of courses. The Economics major is designed to prepare students for employment in the public or private sector, or to pursue further studies in MSc. & PhD programmes. Economics graduates may be employed by large private or public organizations, profit or non-profit, governmental or local authorities, consultation firms and much more.

The **Banking & Finance** major equips students with the academic knowledge to operate in the increasingly competitive world of financial markets and financial institutions. Moreover, it provides students with a board of knowledge in the field of financial management. The graduates of Banking & Finance may find careers in payroll, real estate, budget analysis, investor relations, financial reporting and among other areas. BAU strives to prepare graduates who are capable of analyzing and solving complex problems in banking & finance, and who at the same time possess the ability to apply principles of financial management in real life applications. The curriculum includes case studies to enable practical applications in business situations from the real world, various methods of continuous assessment for each subject, students supervision and monitoring by our high caliber staff & training professional sessions to improve our graduates qualifications and competences. Graduates may seek employment in multiple professional settings, since finance professionals are necessary in a wide variety of businesses and organizations.

Students in **Marketing** major explore buyer behavior; marketing research; market segmentation; the development of products and services; pricing strategies; distribution systems; advertising and promotion; and the creation of strategies to meet consumer needs and organizational goals. Marketing is a broad area with many career opportunities. This concentration helps students to develop skills that enable them to function in many different marketing roles while working closely and effectively with other business functions. Students, who major in marketing, may learn about the six functional areas related to the marketing process - brand marketing, advertising, sales promotion, market research, sales, and retailing. Employers include large businesses and industrial firms but also smaller companies, private research organizations, and advertising agencies. Retail and wholesale trade, insurance, travel, and real estate are other areas where your training can open up job opportunities.

**Hospitality and Tourism Management** is a multidisciplinary field of study with the purpose of preparing people with the expertise, commitment, and skills for management, marketing, and operations positions in the expanding industry that provides food, accommodations, and tourism services to people away from home. As a field of study, Hospitality and Tourism Management is interdisciplinary. It draws upon a wide range of basic disciplines to provide the fundamental knowledge and skills that are required to fulfill the diverse demands placed upon individuals in management positions within the hospitality industry.

The Bachelor of Business Administration in **Hospitality & Tourism Management** gives the graduates access to top positions and a wide range of career opportunities in different types of businesses including hotels, Eco-tourism, cruise ships, events, sports and leisure management and much more.

The major of **Management Information Systems** generally prepares individuals to provide and manage data systems and related facilities for processing and retrieving internal business information; select systems and train personnel; and respond to external data requests. The programme includes instruction in cost and accounting information systems, management control systems, personnel information systems, data storage and security, business systems networking, report preparation, computer facilities and equipment operation and maintenance, operator supervision and training, and management information systems policy and planning.

Graduates have a wide variety of careers with new forms of specialization opening up almost daily in response to society new challenges. In almost every sector of the economy there are job opportunities in the area of Information management.

At the executive level, FBA is aware of the importance of strengthening its position with the corporate environment. From that perspective, FBA has established the Advisory Committee, which has already contributed to FBA's decisions. FBA provides the BBA's students with the opportunity of undertaking internships in some well-known organizations in Lebanon. Among others, internships are offered in the following organizations: Ministry of Finance, Lebanese private banks, Central bank of Lebanon, Lebanese retail and services companies. During the period of COVID-19 and the difficult economic crisis, internship opportunities were more difficult to find.

The Alumni Affairs and Career Office at BAU tracks and communicates with alumni of BAU including those of FBA and the programme at hand. The office has a database for all graduates of the programme since first graduation in 1965.

The **MBA programme** is designed to enhance the employability of graduates. Although designed as a general MBA programme, the programme was composed in 2018 into multiple specializations that meet new job markets. FBA has decided to enhance the practical dimension of the MBA programme by inviting business leaders and experienced managers to teach at least one of the sessions of the course's contents.

The graduates of the BBA and MBA programmes are in demand on both the national and regional labor market. With economic crisis that Lebanon is facing, FBA aims at the critical stage to provide a more regional or global education to students.

The core of the MBA programme holds a focus in finance, marketing, accounting, human resources, economics, and information systems. As such, the MBA programme develops a general management perspective based on a solid understanding of key business functional areas and their interdependence. Based on this general competencies, student may choose among the three specializations in Accounting & Finance, Human Resource Management and Marketing & Brand Management. The MBA graduate is expected to develop in-depth business expertise across a range

of key business subject areas. More specifically, the University considers the benefits of the MBA programme:

- Develop a general management perspective based on a solid understanding of key business functional areas and their interdependence.
- Develop a broad-based, senior-level strategic approach to business decision-making.
- Build collaborative and leadership skills by working in teams under the supervision and guidance of a faculty member.
- Draw on the knowledge and experience of both experienced faculty and fellow students in a stimulating and dynamic learning environment.

At the executive level, FBA is aware of the importance of strengthening its position with the corporate environment. From that perspective, FBA has established the Advisory Committee, which has already contributed to FBA's decisions.

BAU has stated the following strategic objectives for the period 2013-2020. These objectives can be summarized as follows:

- Restructuring the Governance System
- Achieving Excellence in Education
- Promoting Academic Staff Excellence
- Supporting Research Excellence
- Improving Academic and Student Services
- Providing a Rich University Life for all Students
- Deepening Public Engagement
- Strengthening Alumni and Friends Network
- Enhancing International Relations
- Diversifying Financial Resources

The strategy of FBA is inspired from the strategy of BAU. The dean of FBA is prepared at draft of Strategic Plan Response to the University's Strategies which will then be translated into a strategy that is specific for FBA. As part of this strategy would be to introduce and revise the majors of the BBA programme. It will also look into further collaboration with domestic and international universities.

## Appraisal:

The reasons given for the positioning in the educational market of this study programme are plausible.

Both programmes combine a solid basic business education with a specialization that should enable graduates to acquire specific competences and contribute to an advantageous position on the labor market. However, the panel got the impression that the strengths of BAU are very much concentrated in the Finance and Accounting sectors and to a much lesser extent in the Marketing, Tourism and Healthcare specializations. This is reflected in the composition of the faculty, in which the Department of Accounting is strongly overrepresented. Due to the difficult economic and



political situation in Lebanon, a balance of programmes and specialisations should be sought in order to compensate for any fluctuations in demand.

With respect to the labor market and constantly changing environment, the panel issues the following recommendation:

The panel **recommends** to analyze the market thoroughly for future job perspectives. It is advised to anticipate potentials for future programmes and specializations by assessing the future needs of the labor market.

It also **recommends** the FBA distribute its resources more evenly among the departments and strive for a more even distribution of faculty in the departments.

The study programmes are convincingly integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

## 2. Admission

### Admission requirements

To be accepted for **the BBA programme**, applicants must hold the official Lebanese Secondary School Certificate or an official equivalent and should pass the relevant English Entrance Exam. Applicants holding the official Lebanese Secondary School Certificate (General Sciences, Life Sciences or Sociology-Economics section) may apply to all majors in the sophomore class. The holders of Literature and Humanities certificate may apply to the faculties of Human Sciences, Law & Political Science, Business Administration, Health Sciences and Design Programs at the faculty of Architecture – Design and Built Environment. They are asked to take additional courses if accepted in the faculties of Health Sciences and Business Administration. Applicants holding a non-Lebanese Secondary School Certificate (such as French Baccalaureate, Official Government Secondary School leaving Certificate from Arab countries, full IB diploma, IGCSE/GCE) should obtain an equivalence of the Lebanese Secondary School Certificate from the Equivalence Committee of the Lebanese Ministry of Education & Higher Education.

FBA does not discriminate by any mean in the admission procedure of the BBA programme. The whole process is organized and supervised by an independent unit at Deanery of Student Affairs at BAU, outside control of FBA's administration.

This information is also posted on FBA's website.

Required Documents for Admission to the BBA Programme:

- A Photocopy of the Lebanese Secondary School Certificate or its equivalent (if received) or a certificate of registration in Grade 12.
- Official high school transcripts of Grades 10 and 11 (transcripts should be submitted in a sealed and stamped envelope).
- SAT I scores (if applicable).
- A Photocopy of the Single Civil Status Record (for Lebanese applicants only).
- A Photocopy of the identity card or passport (for non-Lebanese applicants only).
- Two recent passport-size photos endorsed by the relevant authorities.

In the application form to join BAU, students are given the right to select four choices of specialization with order of preference. The BBA programme choice could appear as a first, second, third or fourth choice.

**Applicants for the MBA** must hold a Bachelor Degree obtained from Beirut Arab University or any recognized university with a minimum CGPA of "2.33" for credit hour system students and "Good" for academic year system students.

If the applicant's average is less than the required average, he/she needs a professional experience of at least two working years after graduation. In addition, the student must show satisfactory performance in the MBA admission test, which assesses the English language proficiency of the applicants.

### Required Documents for Admission to the MBA Programme:

- Individual Single Civil Status Record or passport copy
- Official Lebanese Secondary Certificate or its equivalent
- BA or BSc Degree Certificate
- Bachelor Degree transcript
- English test score evidence
- Equivalence of the Bachelor Degree

### Counselling for prospective students

The Admissions Office at BAU is responsible for recruiting undergraduate students. They visit the public and private schools all over Lebanese regions and meet the students to provide them with information regarding the admissions process, majors and student life at BAU. The University also participates in regional fairs and international exhibitions in addition to organizing “Open Doors” event at the three campuses where prospective students can tour the campus, meet academic staff and learn more about the student services. During the year, BAU hosts school visits to the University from all Lebanese regions.

The University supports information requests from potential students concerning questions of Financial Aids, Academic Support or Health Care Support.

Applicants can directly turn to a student counselling service, or to whatever other helpdesk at the university, for clarification of specific questions, of personal aptitude, of career perspectives etc. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail. There are regular school visits; BAU participates in various fairs and exhibitions throughout the country. There is an open day for prospective students regularly offered.

### Selection procedure

The Lebanese Bacculaureate II in all its disciplines, equip students with the necessary background to study in the BBA Programme at BAU.

Similarly, the Bachelor degree in business or non-business is necessary to join the MBA programme.

The English test is essential for both programmes since all courses are taught in English.

### Professional experience

For being admitted to the Bachelor programme there is no practical experience required. For the MBA programme, applicants must have at least two years of relevant postgraduate work experience whereas this experience may be exempted for BAU graduate students.

## Ensuring foreign language proficiency

All programmes and examinations at BAU are set in English, except at the Faculty of Law & Political Sciences and some departments at the Faculty of Human Sciences. Undergraduate applicants must show a level of proficiency in English language by obtaining a minimum score on any of the tests shown below:

**Table 13: English Test Minimum Score**

TOEFL (paper and pencil)	520
TOEFL (internet-based)	68
TOEFL (computer-based)	180
New SAT I (reading & writing section)	480
IELTS	5.5
LCCI (for Business applicants only)	Pass level 6
BAU English Language Admission Exam	60%
<b>University of Cambridge English Exams</b>	
CPE (Certificate of Proficiency in English)	Pass
CAE (Certificate in Advanced English)	Pass
FCE (First Certificate in English)	Pass

Applicants who do not successfully pass the BAU English Language Admission Exam, are required to take intensive English courses offered at the University.

Apart from the English test, the MBA programme has no entry exam. The English test is organized by the Office of Graduate Studies at BAU and is provided by the Faculty of Human Sciences (English Literature Department) and the Language Centre. BAU graduates applying for the programme are exempted from the English test. In addition, those students with an English score in any of the internationally recognized English tests (TOEFEL, IELTS) as shown above in the BBA programme are also exempted.

The transparency of the admission decision is ensured by the fact that the admission English exam is prepared by the Faculty of Human Sciences (English Literature Department) and the Language Centre and is organized by Deanery of Student Affairs in the case of the BBA programme and by the Office of Graduate Studies for the MBA programme.

The admission requirements include a required language proficiency level. The University conducts language entry tests.

### Transparency and documentation of admission procedure and decision

There are two entrance exams for the **BBA programme**, and these are publicly announced on the university's website. The announcement is made at least two months prior to the admission exams in order to allow enough time for students to organize and get prepared. The preparation of the English test is provided by the Faculty of Human Sciences (English Literature Department) and the Language Centre and is organized by the Deanery of Student Affairs. Usually, the results are published on the University's website two weeks after the test.

There are two entrance exams for the academic year that take place in May and August on campus. Students are able to submit their application online and on campus having all the required documents on the website as well as the English language Proficiency and Admission exams sample.

Apart from the English test, **the MBA programme** has no entrance exam. The English test is organized by the Office of Graduate Studies at BAU and is provided by the Faculty of Human Sciences (English Literature Department) and the Language Centre. BAU graduates applying for the programme are exempted from the English test. In addition, those students with an English score in any of the internationally recognized English tests (TOEFEL, IELTS) as shown above in the BBA programme are also exempted.

### Appraisal:

The admission requirements **for the Bachelor programme** are defined and comprehensible. The national requirements are presented and taken into account.

The admission requirements **for the MBA programme** meet quality criteria apart from the professional working experience. According to EQUAL MBA Guidelines at least two years of professional experience after the first higher education qualification are required for admission of MBA students. This requirement is mandatory and cannot be compensated by a good grade point average or other advantages. Neither can missing practical experience be exempted for BAU graduate students as the admission condition have to guarantee equality. The University showed commitment and flexibility by following up with a letter from the president stating that proof of two years of professional experience for all MBA-students was required. However, the admission regulations has not yet be adjusted. Therefore, the panel recommends the following **condition** for the MBA programme:

The University adjusts the admission regulations and ensures that only applicants with appropriate work experience of at least two years can start the MBA programme.

### For both programmes

The selection procedure is transparent and ensures that qualified students are admitted.

The University conducts language entry tests, the required minimum score is comparable to other programmes at international universities. Intensive English courses are offered for those students

whose knowledge does not yet meet the minimum criteria. These requirements ensure that students are able to successfully complete the study programme.

The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1* Admission requirements (Asterisk Criterion)			X		
2.2 Counselling for prospective students			X		
2.3* Selection procedure (if relevant)			X		
2.4(*) Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)				condition MBA	BBA
2.5* Ensuring foreign language proficiency(Asterisk Criterion)			X		
2.6* Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		

### 3. Contents, structure and didactical concept of the programme

#### 3.1 Contents

Logic and conceptual coherence

The curriculum of the **BBA programme** is designed on the basis of local and International benchmarking in collaboration with the Faculty Advisory Committee. The course descriptions were prepared by the faculty members in each field of specialization. The Faculty Handbook provides a detailed description of the curriculum, the components, the courses, and the ILOs. A curriculum adaption is conducted each third year based upon changes in local and international benchmarks FBA is currently revising the majors of the BBA programme and is looking into adding three new majors.

The BBA curriculum contains a mixture of components, and course units that are balanced in terms of content. The curriculum includes some contemporary courses that have been added recently to better achieve the learning outcomes of the programme. Courses within specific courses are logically aligned to one other. For instance, some courses are pre-requisite to some other courses in order to ensure a logical sequence of the courses.

The Major Compulsory courses aim at achieving a general and specialized knowledge and understanding, analysis, application, and evaluation in business studies as well as related to the major selected by the student. The University Compulsory courses aim at providing additional insights to the students beyond the major. The Major Compulsory courses are crucially important to achieve the programme objectives and as such add 75 % to the total credits. The mandatory university courses add another 5 % credits. It includes English Language, Arabic Language, and Human Rights, and are essential for any university student regardless of the field of study.

Elective courses, which make 20 % of the credits, allow students to gain beneficial skills in accordance with their own preferences. Some of these elective courses are related to the major that the student has selected to further widen and deepen the knowledge and understanding as well as the intellectual skills of the student.

The University Compulsory elective courses are meant to ensure interdisciplinary.

The content of the BBA curriculum is mainly composed of general business courses as well as courses in management, economics, accounting, and finance, which reflect the programme description. In addition, each major description is reflected in the curriculum by the large number of academic hours allocated within the study programme.

During the first two semesters the curricula of the Bachelor programmes with different majors are identical. In the third and fourth semester there is one course in each programme that differs. In the fifth and sixth semesters the curricula are completely different, as students specialize on their majors.

**Table 14: BBA Curriculum Semester 1-4**

<b>1. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
	Principles of Accounting I	3
	Microeconomics	3
	Business Law	2
	Business Communication	2
	Business Math	3
	Arabic Language	2
	University Elective	3
<b>2. Semester</b>		
	Principles of Accounting II	3
	Macroeconomics	3
	Principles of Management	3
	Business Ethics	2
	Business Statistics	3
	General English	2
	Human Rights	1
	Elective (General)	1
<b>3. Semester</b>		
	Organizational Behaviour	3
	Management Information Systems I	3
	Principles of Marketing	3
	Course depending on Major	3
	Elective (General)	4
<b>4. Semester</b>		
	Operations Management	3
	Strategic Management	3
	Taxation Systems	3
	Financial Management	3
	Course depending on Major	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Accounting Major:** The Accounting major provides students with the academic knowledge relating to recording economics events, preparing financial statements for external users, determining and controlling product costs, preparing information necessary for planning, controlling and decision making, and preparing tax return forms. The programme prepares graduates who are capable of providing information for external and internal users at service and manufacturing organizations. Moreover, different issues including accounting at governmental and not-for-profit organizations are covered. The above description is reflected in the structure of the curriculum, which comprises a balance of different courses from different subjects with high concentration on accounting.

**Table 15: BBA Accounting Major curriculum**

<b>3. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
Course depending on Major	Intermediate Accounting I	3
<b>4. Semester</b>		
Course depending on Major	Intermediate Accounting II	3
<b>5. Semester</b>		
	Corporation and Partnership Accounting	3
	Cost Accounting	3
	Accounting Information Systems	3
	Electives	6



<b>6. Semester</b>		
	Auditing	3
	Managerial Accounting	3
	Tax Accounting	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Management Major:** This major offers a general education to prepare students for a broad range of careers within many different industries. The work of a business manager involves planning, directing and coordinating the activities of a company. A manager also oversees the work of others by building cooperation and performance among team members. Individuals can train or specialize in a number of functional areas including accounting, marketing, finance or human resources. Their work many involve skills such as analyzing problems, decision making, delegating assignments, training and supervising staff, budgeting and coordinating activities. The above description is reflected in the structure of the curriculum comprises a balance of different courses from different subjects with high concentration on Management.

**Table 16: BBA Management Major curriculum**

<b>3. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
Course depending on Major	International Business	3
<b>4. Semester</b>		
Course depending on Major	Human Resources Management	3
<b>5. Semester</b>		
	Leadership	3
	Marketing Research	3
	E-Business	3
	Electives	6
<b>6. Semester</b>		
	Organizational Analysis and Design	3
	Entrepreneurship and Venture Management	3
	Managerial Accounting	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Economics Major:** The Economics major at BAU aims to strengthen the quality of its research faculty, opportunities for intensive training in theoretical and applied work, and a diverse offering of courses. The Economics major is designed to prepare students for employment in the public or private sector, or to pursue further studies in MSc. & PhD programmes. The above description is reflected in the structure of the curriculum comprises a balance of different courses from different subjects with high concentration on economics.

**Table 17: BBA Economics Major curriculum**

<b>3. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
Course depending on Major	Intermediate Microeconomics	3
<b>4. Semester</b>		
Course depending on Major	Intermediate Macroeconomics	3
<b>5. Semester</b>		
	Economics Statistics	3
	International Economics	3
	Public Finance and Fiscal Policy	3
	Electives	6
<b>6. Semester</b>		
	Money and Banking	3
	Economics of Risk and Uncertainty	3
	Managerial Economics	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Banking & Finance Major:** The innovative Banking & Finance major equips students with the academic knowledge to operate in the increasingly competitive world of financial markets and financial institutions. Moreover, it provides students with a broad knowledge in the field of financial management. BAU aims to prepare graduates who are capable of analyzing and solving complex problems in banking & finance, and who at the same time possess the ability to apply principles of financial management in real life applications.

**Table 18: BBA Banking & Finance Major curriculum**

<b>3. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
Course depending on Major	Intermediate Accounting I	3
<b>4. Semester</b>		
Course depending on Major	Intermediate Accounting II	3
<b>5. Semester</b>		
	Security Analysis	3
	Portfolio Management	3
	Principles of Insurance	3
	Electives	6
<b>6. Semester</b>		
	Islamic Banking	3
	Bank Management	3
	Fundamentals of Risk Management	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Marketing Major:** Marketing is a set of interacting business activities designed to plan, price, promote, and distribute goods and services. Students in marketing explore buyer behavior; marketing research; market segmentation; the development

of products and services; pricing strategies; distribution systems; advertising and promotion; and the creation of strategies to meet consumer needs and organizational goals. Marketing is a broad area with many career opportunities. This concentration is supposed to help students to develop skills that enable them to function in many different marketing roles while working closely and effectively with other business functions. Students, who major in marketing, may learn about the six functional areas related to the marketing process - brand marketing, advertising, sales promotion, market research, sales, and retailing.

**Table 19: BBA Marketing Major curriculum**

<b>3. Semester</b>	<b>Course Name</b>	<b>Local Credits</b>
Course depending on Major	E-Business	3
<b>4. Semester</b>		
Course depending on Major	Services Marketing	3
<b>5. Semester</b>		
	Marketing Research	3
	International Marketing	3
	Consumer Behaviour	3
	Electives	6
<b>6. Semester</b>		
	Strategic Marketing Management	3
	Brand Management	3
	Advertising Marketing Communication	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Hospitality & Tourism Management Major:** Hospitality and Tourism Management is a multidisciplinary field of study with the purpose of preparing people with the expertise, commitment, and skills for management, marketing, and operations positions in the expanding industry that provides food, accommodations, and tourism services to people away from home. As a field of study, Hospitality and Tourism Management is interdisciplinary. It draws upon a wide range of basic disciplines to provide the fundamental knowledge and skills that are required to fulfill the diverse demands placed upon individuals in management positions within the hospitality industry. The above description is reflected in the structure of the curriculum comprises a balance of different courses from different subjects with high concentration on Hospitality and Tourism:

**Table 20: BBA Hospitality & Tourism Management Major curriculum**

3. Semester	Course Name	Local Credits
Course depending on Major	Introduction to Hospitality Management	3
4. Semester		
Course depending on Major	Lodging Management and Organizations	3
5. Semester		
	Food and Beverage Production and Control	3
	Event Planning and Management	3
	Cost Accounting in Restaurants and Hotels	3
	Electives	6
6. Semester		
	Hotel Operations	3
	Hospitality and Tourism Marketing	3
	Hospitality Managerial Accounting	3
	Senior Project and Internship	3
	Elective (General)	3

**Bachelor Degree in Business Administration / Management Information Systems Major:** A programme that generally prepares individuals to provide and manage data systems and related facilities for processing and retrieving internal business information; select systems and train personnel; and respond to external data requests. Includes instruction in cost and accounting information systems, management control systems, personnel information systems, data storage and security, business systems networking, report preparation, computer facilities and equipment operation and maintenance, operator supervision and training, and management information systems policy and planning. The above description is reflected in the structure of the curriculum comprises a balance of different courses from different subjects with high concentration on Management Information Systems.

**Table 21: BBA Management Information Systems Major curriculum**

3. Semester	Course Name	Local Credits
Course depending on Major	Introduction to Programming for Bus. Applications	3
4. Semester		
Course depending on Major	Management Information Systems II	3
5. Semester		
	Database Management System	3
	E-Business	3
	Information Systems Analysis and Design	3
	Electives	6
6. Semester		
	E-Business Systems development	3
	Web Applications Design and Implementation	3
	Introduction to Networks and Security	3
	Senior Project and Internship	3
	Elective (General)	3

There are two kinds of elective courses: General (University) Electives, where all students at BAU share courses, and specific Faculty Electives with the intention to deepen subject-specific knowledge.

**Table 22: BBA: List of elective courses**

<b>UNIVERSITY REQUIREMENT ELECTIVE COURSES</b>	
<p><b>1- HUMANITIES</b>  a - Languages:  FREN 001 – LANGUE FRANÇAISE  FREN 002 – LANGUE FRANÇAISE 2  SPAN 001 – SPANISH LANGUAGE  ITAL 001 - ITALIAN LANGUAGE  ARBA 002 - الكتابة الإبداعية  ARAB 003 - فن المقالة</p> <p><b>B- History:</b>  HIST 002 - HISTORY OF LEBANON  HIST 004 - MODERN AND CONTEMPORARY ARAB HISTORY  HIST 005 - CONTEMPORARY HISTORICAL ISSUES  HIST 007 - HISTORICAL ARCHIVES AND MANUSCRIPTS IN LEBANON AND THE WORLD  HIST 008 - ISLAMIC CIVILIZATION  HIST 013 - ARAB STATE HISTORY  <b>HIST 017</b> - تاريخ العلوم والتكنولوجيا عند العرب  <b>HIST 018</b> - تاريخ الحضارات</p> <p><b>C- Mass Communication</b>  MCOM 002 - PUBLIC RELATIONS  MCOM 003 - COMMUNICATION SKILLS  MCOM 004 - PUBLIC OPINION</p> <p><b>2- SOCIAL SCIENCES</b>  a-Psychology  PSYC 001 - PSYCHOLOGY OF LEARNING  PSYC 002 - SOCIAL PSYCHOLOGY  PSYC 003 - EDUCATIONAL PSYCHOLOGY  <b>PSYC004</b> - POSITIVE PSYCHOLOGY  <b>PSYC 005</b> - PSYCHOLOGY OF MANAGEMENT  <b>PSYC 006</b> - PSYCHOLOGY OF SPECIAL NEEDS  b. Sociology  SOCI 001 - PRINCIPLES IN PSYCHOLOGY AND SOCIOLOGY  SOCI 003 - MEDICAL SOCIOLOGY  SOCI 004 - SOCIOLOGY OF WOMEN  SOCI 005 - URBAN &amp; RURAL SOCIOLOGY  SOCI 006 - SOCIOLOGY OF NEW COMMUNITIES  SOCI 007 - SOCIOLOGY OF DEVELOPMENT  SOCI 008 - FAMILY SOCIOLOGY  SOCI 009 - SOCIETY AND POLITICAL ISSUES  SOCI 010 - SOCIOLOGY OF SPORT  <b>LAW:</b>  BLAW 003-INTRODUCTION TO LAW  BLAW 004-PRINCIPLES OF COMMERCIAL LAW  BLAW 005-PRINCIPLES OF MARITIME LAW –  BLAW 006-PRINCIPLES OF LABOR &amp; SOCIAL SECURITY LAW  BLAW 007-LAW OF PROFESSIONAL PRACTICES  BLAW 008-INTELLECTUAL PROPERTY RIGHTS  BLAW 009-CITIZENSHIP AND FOREIGNERS STATUS  PLSC 001-PRINCIPLES OF POLITICAL SCIENCE</p> <p><b>BUSINESS ADMINISTRATION:</b>  BACC 001–INTRODUCTION TO ACCOUNTING (2Crs.:2Lec): This course is designed for non-business students.</p>	<p><b>Engineering</b>  COME 001-CONTROL OF ACOUSTICAL NOISE POLLUTION (2Crs.:2Lec)  POWE 001 ELECTRIC SAFETY (2Crs.:2Lec)  MCHE 005- INTRODUCTION TO RENEWABLE ENERGY (2Crs:2Lec)  MCHE 007 – PRINCIPLES OF AUTOMATIVE TECHNOLOGY (2Crs.:2Lec)  CVLE 005- INTRODUCTION TO ENVIRONMENTAL STUDIES (2Crs:2Lec):  CVLE 006- SUSTAINABLE ENVIRONMENTAL ENGINEERING PRACTICES (2Crs:2Lec)  CVLE 007- TRAFFIC SAFETY (2Crs.:2Lec)  CVLE 009- DISASTER ENGINEERING (2Crs.:2Lec)  CVLE 010- COMMUNITY BASED ENGINEERING (2Crs.:2Lec)  CVLE 011- INTRODUCTION TO ROAD SAFETY MANAGEMENT (2Crs.:2Lec)  COMP 005- INTRO TO HEALTH INFORMATICS (2Crs.:2Lec)  COMP 008- PROGRAMMING (2Crs.:2Lec):  INME 001- INTRODUCTION TO SYSTEM SIMULATION (2Crs.:2Lec)  INME 002- MATERIAL RECYCLING PROCESS (2Crs.:2Lec)</p> <p><b>4- ARTS</b>  ARCH 001–PHOTOGRAPHY (2Crs.:1Lec,2Stu)  ARCH 002– HISTORY OF ARTS (1Cr.:1Lec)  ARCH 003–INTRODUCTION TO MUSIC (2Crs.:2Lec)  ARCH 005–BASIC OF THEORY OF COLORS (2Crs.:1Lec,2Stu): FASDOO1- FASHION ILLUSTRATION (2Cr.: 1Lec; 2 Sec)</p> <p><b>5- MEDICAL SCIENCES</b>  PHAR 001–MEDICINAL HERBS (1Cr.:1Lec):  PHAR 002–HORMONES AND THEIR ACTIONS (2Cr.:2Lec)  PHAR 003–MICROBIAL DISEASES (1Cr.:1Lec):  PHAR 004–DRUGS AND TREATMENT (1Cr.:1Lec)  PHAR 005–COSMETICS (2Cr.: 2Lec.)  PHAR 007–FORMS OF DRUGS (2Cr.:2Lec)  PHAR 008 - DRUGS AND ABUSE (2 Cr.) سوء استخدام الدواء والمخدرات  PHAR 009 - WATER SECRETS AND LIFE (2 Cr.) أسرار الماء والحياة  PHAR 010 - CONCEPT, PRINCIPLES AND TOOLS OF LEADERSHIP (2 Cr.)  PHAR 011 - INTRODUCTION TO INTERPROFESSIONAL COLLABORATIVE PRACTICE (2 Cr.)</p> <p><b>Health Sciences:</b>  NURS 001– FIRST AID (2Crs.:2Lec,0Lab,0Tut):  NURS 002– DISASTER MANAGEMENT (2Crs.:2Lec,0Lab,0Tut)  NURS 003- CULTURE AND HEALTH (1Cr.:1Lec,0Lab,0Tut)  NURS 004-TIME MANAGEMENT (2Crs.:2Lec,0Lab,0Tut)</p>

<p>BACC 003 - INTRODUCTION TO ACCOUNTING FOR SMES (2Crs.:2Lec)</p> <p>BMGT 001-INTRODUCTION TO MANAGEMENT (2Crs.:2Lec): This course is designed for non-business students.</p> <p>BMGT 002-ENTREPRENEURSHIP (2Crs.:2Lec):</p> <p>BMGT 004 – HOTEL MANAGEMENT (2Crs.:2Lec)</p> <p>BECO 001-INTRODUCTION TO ECONOMICS (2Crs.:2Lec)</p> <p>This course is designed for non-business students.</p> <p>BFSC 001-INTRODUCTION TO FEASIBILITY STUDY (2Crs.:2Lec): This course is designed for non-business students.</p> <p>BMKT 001-INTRODUCTION TO MARKETING (2Crs.:2Lec): This course is designed for non-business students.</p> <p><b>3- SCIENCES AND ENVIRONMENT</b></p> <p>HSSC 001- HISTORY OF SCIENCE IN ARAB WORLD (2Crs.:2Lec)</p> <p>SCTH 001- SCIENTIFIC THINKING (2Crs.:2Lec)</p> <p>PHYS 002- PHYSICS FOR EVERYDAY LIFE (2Crs.:2Lec)</p> <p>PHYS003 - RADIATION SAFETY &amp; AWARENESS (2Crs.:2Lec)</p> <p>PHYS 006 - INTRODUCTION TO ASTRONOMY (2Crs.:2Lec)</p> <p>ENVI 004 - ENVIRONMENTAL ISSUES IN LEBANON (2Crs.:2Lec)</p> <p>ENVI005 - ENVIRONMENT and NATURAL RESOURCES MANAGEMENT (2Crs.:2Lec)</p> <p>MATH 005 -INTRODUCTION TO STATISTICS (2Crs.:2Lec)</p> <p>BIOLO04 - PRINCIPLES OF SUSTAINABLE DEVELOPMENT (2Crs.:2Lec)</p> <p>CHEM 001 - CHEMISTRY AND SOCIETY (2Crs.:2Lec)</p> <p>CMPS 003 TECHNOLOGY LIFE SKILLS (2Crs.:2Lec)</p> <p>CMPS 004 INTRODUCTION TO DATA SCIENCE (2Crs.:2Lec)</p> <p>CMPS 005 – BULDING BASIC ANDROID APPS (2Crs.:2Lec)</p>	<p>NURS 005-HEALTH PROMOTION (1Cr.:1Lec,OLab,OTut)</p> <p>NUTR 001-PRINCIPLES OF NUTRITION (2Crs.:2Lec,OLab,OTut)</p> <p>NUTR 002-PRINCIPLES OF FOOD SAFETY (1Cr.:1Lec,OLab,OTut)</p> <p>NUTR 003-NUTRITION OF THE YOUTH (2Crs.:2Lec,OLab,OTut)</p> <p>PHTH 001-STRETCHING (2Crs.:2Lec,OLab,OTut)</p> <p>PHTH 002-BODY ERGONOMICS (2Crs.:2Lec,OLab,OTut)</p> <p>HESC 001- TOPICS IN ADDICTION (2Crs.:2Lec,OLab,OTut)</p> <p>HESCO03 - INTRODUCTION TO PUBLIC HEALTH (2Crs.:2Lec)</p> <p>HESCO02 – PROFESSIONAL ETHICS (2Crs.:2Lec)</p> <p>HESC 005 – INFECTION CONTROL &amp; MANAGEMENT (1Cr.,1Lec)</p> <p>NUTR 321 – BREASTFEEDING BASICS (2Crs.,2Lec)</p> <p>NUTR 333 – PRINCIPLES OF HEALTHY COOKING (2Crs.1Lec;2Lab)</p> <p><b>6- SOFT AND TRANSFERABLE SKILLS</b></p> <p>MCOM 003-COMMUNICATION SKILLS - مهارات الاتصال (2Cr.:2Lec)</p> <p><b>7- PHYSICAL EDUCATION (SPORTS)</b></p> <p>PHED 001-BASKETBALL (2Crs: 8Lec)</p> <p>PHED 001-VOLLEYBALL (2Crs:2Lec)</p> <p>PHED 001-HANDBALL (2Crs:2Lec)</p> <p>PHED 001-BADMINTON (2Crs:3Lec)</p>
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<b>Faculty Electives for the BBA Majors</b>	
<p><b>Economics Program</b></p> <ul style="list-style-type: none"> <li>• BECO411-Environmental Economics</li> <li>• BECO412-Health Economics</li> <li>• BECO413-Labor Economics</li> <li>• BECO414-Introduction to Econometrics</li> <li>• BECO415-Islamic Economics</li> <li>• BECO416-Economic Development</li> <li>• BFIN412-Fin. Institutions &amp; Capital Markets</li> <li>• BMGT306-Human Resource Management</li> <li>• BMIS302-Management Information Syst. II</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul> <p><b>Hospitality &amp; Tourism Management Program</b></p> <ul style="list-style-type: none"> <li>• BMGT306-Human Resource Management</li> <li>• BMGT404-Entrepreneurship &amp; Venture Mgt.</li> <li>• BECO406-Managerial Economics</li> <li>• BHOT411-Travel Agency &amp; Tour Mgt.</li> <li>• BHOT412-Eco &amp; Cultural Tourism</li> <li>• BMKT302-Services Marketing</li> <li>• BMKT401-Marketing Research</li> </ul>	<ul style="list-style-type: none"> <li>• BACC415-Cost Accounting for Restaurants &amp; Hotels</li> <li>• BACC416-Hospitality Managerial Accounting</li> <li>• BECO406-Managerial Economics</li> <li>• BMGT404-Entrepreneurship &amp; Venture Mgt.</li> <li>• BMIS302-Management Information Syst.nII</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul> <p><b>Marketing Program</b></p> <ul style="list-style-type: none"> <li>• BMKT411-Social Marketing</li> <li>• BMKT412-Professional Selling</li> <li>• BMKT413-Retail Management</li> <li>• BMKT414-Public Relations</li> <li>• BMGT413-Logistics &amp; Supply Chain Mgt.</li> <li>• BMGT306-Human Resource Management</li> <li>• BMGT404-Entrepreneurship &amp; Venture Mgt.</li> <li>• BACC403-Cost Accounting</li> <li>• BMIS302-Management Information Syst. II</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul>

<ul style="list-style-type: none"> <li>• BMKT412-Professional Selling</li> <li>• BMGT413-Logistics &amp; Supply Chain Mgt.</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul> <p><b>Management Program</b></p> <ul style="list-style-type: none"> <li>• BMGT411-Human Resource Planning &amp; Development</li> <li>• BMGT412-Quantitative Techniques for Mgt.</li> <li>• BMGT413-Logistics &amp; Supply Chain Mgt.</li> <li>• BACC403-Cost Accounting</li> <li>• BECO406-Managerial Economics</li> <li>• BFIN314-Investments</li> <li>• BFIN412-Fin. Institutions &amp; Capital Markets</li> <li>• BHOT301-Introduction to Hospitality Mgt.</li> <li>• BMIS302-Management Information Syst. II</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul> <p><b>Accounting Program</b></p> <ul style="list-style-type: none"> <li>• BACC411-Governmental Accounting</li> <li>• BACC412-International Accounting</li> <li>• BACC413-Advanced Cost &amp; Managerial Acc.</li> <li>• BACC414-Advanced Financial Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Management Info. System Program</b></li> <li>• BMIS411-Enterprise Resource Planning Systems &amp; Applications</li> <li>• BMIS412-Business Intelligence</li> <li>• BMIS413-IS Project Management</li> <li>• BMIS414-Object Oriented Programming for Business</li> <li>• BMIS415-Enterprise Data Warehouses</li> <li>• BMIS416-Web Analytics</li> <li>• BMIS417-E-Government</li> <li>• BMIS418-Healthcare Information Systems</li> <li>• BMGT404-Entrepreneurship &amp; Venture Mgt.</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul> <p><b>Banking &amp; Finance Program</b></p> <ul style="list-style-type: none"> <li>• BECO402-Money &amp; Banking</li> <li>• BECO405-Public Finance &amp; Fiscal Policy</li> <li>• BECO417-Applied Econometrics</li> <li>• BFIN411-Real Estate Finance</li> <li>• BFIN412-Fin. Institutions &amp; Capital Markets</li> <li>• BFIN413-Derivatives</li> <li>• BFIN414-International Finance</li> <li>• BFIN415-Credit &amp; Risk Analysis</li> <li>• BMIS302-Management Information Syst. II</li> <li>• BUSN420-Corporate Social Responsibility</li> </ul>
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## **Master in Business Administration**

The curriculum of the MBA programme is composed of course units that are all mandatory. These core courses are selected to ensure that the programme graduates gain sound mix of theoretical and practical skills necessary for managerial and leadership responsibilities. The courses of the curriculum cover the areas of management, marketing, accounting, finance, and economics. Among these, the curriculum includes a course of Business Methods and Research Skills that aims to enhance the students' ability to undertake research. Thus, BAU aims to prepare students for the Research Project, which could take the form of a business plan or dissertation of business problems in any of the abovementioned disciplines. In each course, instructors put a lot of emphasis on application and analysis as well as communications through presentations and teamwork.

MBA students may specialize in one of the three areas: Marketing & Brand Management, Human Resource Management and Accounting & Finance. In addition, each area description is reflected in the curriculum by the large number of academic hours allocated within the study programme.

The programme consists of lectures, case studies, problem-based learning and group projects, the programme prepares students to manage, motivate, innovate and lead. The 16 months programme workload is comprised of four consecutive semesters and an Industry Project or a comprehensive case study for 39 credits. The structure of the curriculum comprises a balance of 27 credit hours of core general courses, 3 credit Business Project and 9 credits to be taken as electives in each of the three specialization areas.

**Foundation Courses:** Students enrolling in the program and do not hold a business degree are required to take three intensive (two-weeks) foundation courses. The courses are as follows:

- Principles of Management
- Principles of Accounting

- Principles of Economics

**Core Courses (27 credit hours and a 3-credit Business Project):**

- Financial Accounting
- Organizations & Human Capital
- Marketing
- Business Methods and Research Skills
- Managerial Accounting
- Operations Management
- Finance
- Strategic Management
- Micro for the Global Economy
- Business Project

**Specialized Elective Courses (9 credits):**

**Marketing & Brand Management**

- Marketing Research
- Strategic Marketing
- Services Marketing
- Consumer Behavior
- Strategic Brand Management
- Advertising and Marketing Communications Strategy
- International Marketing
- Social Media Marketing
- Customer Relationship Management
- E-Business

**Human Resource Management**

- Strategic HRM
- Employment Law and Ethics
- Compensation & Benefits
- Human Resource Development
- Performance Management
- Talent Management
- Organizational Behavior
- Leadership and Executive Development
- Knowledge Management
- People Analytics

**Accounting & Finance**

- International Financial Accounting Standards
- Investments & Portfolio Management
- Auditing
- Financial Statement Analysis
- Fraud Examination & Forensic Accounting
- Cases in Managerial Accounting
- Investment Analysis Venture Capital
- Real Estate Valuation & Investment
- Corporate Governance
- Managerial Accounting: Government & Non-profit



## Rationale for degree and programme name

Below are the reasons for the qualification title of the **BBA Programme** across majors:

The title **Bachelor in Business Administration** provides a curriculum of the different subjects in business and accounts for 75 % of mandatory credit requirements. The allocation of credits of mandatory major courses differs according to the major as seen below:

- Accounting Major: Core Accounting Courses make up **50 %** of the major requirements (33 credits). The Elective Courses include 9 % (9 credits).
- Management Major: Core Management Courses make up 40 % of the major requirements (27 credits). The Elective Courses include 9 % (9 credits).
- Economics Major: Core Economics Courses make up 50 % of the major requirements (33 credits). The Elective Courses including 9 % (9 credits).
- Banking & Finance Major: Core Banking and Finance Courses make up almost 40 % of the major requirements (24 credits). The Elective Courses include 9 % (9 credits).
- Marketing Major: Core Marketing Courses make up 40 % of the major requirements (27 credits). The Elective Courses include 9 % (9 credits).
- Hospitality & Tourism Management Major: Core Hospitality Courses make up 30 % of the major requirements (21 credits). The Elective Courses include 9 % (9 credits).
- Management Information Systems Major: Core MIS Courses make up 40 % of the major requirements (33 credits). The Elective Courses include 9 % (9 credits).

Below are the reasons for the qualification title of the MBA Programme:

### Master of Business Administration

The curriculum of the programme gives MBA students the knowledge to tailor their studies to their professional interests and goals. The curriculum contains three specialized areas (Supply Chain Management programme is not having enough students to open since many years):

- Marketing & Brand Management
- Human Resource Management
- Accounting & Finance

### Integration of theory and practice

FBA encourages students for obtaining professional certificates such as Certified Public Accountants (CPA), Certified Management Accountant (CMA), Certified Internal Auditor (CIA), Certified Associate in Project Management (CAPM), and Project Management Professional (PMP). This is achieved in collaboration with the Centre for Studies and consultation and the Centre of Continuing Education at BAU and with Morgan International. The Faculty has a “Trading Room where students learning practical skills when it comes to courses related to the financial market. Those courses are taught by practitioners.

The preparation of students for practice during the whole period of studies is of top priority, mainly in the MBA programme. This is achieved via case examples and case studies that are an integral

part of the courses: Presentations, real-life problems and case studies are widely used in order to enhance students understanding for different areas of the curriculum.

Most of the part-time lecturers are from the corporate environment. Employers regularly take part in meetings of FBA such as the Advisory Committee meetings and the Faculty Council meetings. The Faculty is aware of the importance of strengthening its position with the corporate environment.

FBA provides students of the BBA programme the opportunity to do an internship in some of the most renowned businesses in the country. Among others, internships are offered in the following organizations: Ministry of Finance, Lebanese private banks, Central bank of Lebanon, Lebanese retail and services companies.

The Business Club at the Faculty hosts decision makers from the corporate world to discuss with students some timely topics.

FBA organizes some activities for the students of the programmes. These include trips and intercultural events. In addition, at the university level, the student activities department organizes a range of events. In addition, the public relations department at BAU invites guest speakers from the Lebanese corporate environment and the region (Commercial Banks, Central Bank, etc.) and from other stakeholders of the community (singers, TV presenters, Army officers, etc.).

The Alumni Affairs and Career Office provide support for students to find an internship or a job, in addition to workshops that they organize to students of both programmes to learn some techniques related to job search.

### Interdisciplinary thinking

As described in section 3.1.1, each major of the **BBA programme** contains a blending of core courses from several disciplines, that is, the University Requirements component that consists of 16 credits that are meant to broaden the knowledge of students and ensure interdisciplinary thinking. The 16 credits can be selected from a wide range of courses including the mandatory university courses (5 credits) and the elective university courses (11 credits). The mandatory university courses include Arabic Language (2 credits), General English (2 credits), and Human Rights (1 credit). As to the elective university courses, these include among others Culture and Health, Principles of Nutrition, Principles of Political Sciences, Medicinal Herbs, Photography, Introduction to Astronomy, etc.

In addition, the courses of the programme are logically connected with each other. Some courses are pre-requisites to some other courses. For instance, in some areas of the programme, some previous knowledge received in some disciplines is required when solving the problems of the others. For example, the course of macroeconomics is a pre-requisite for the course of Money and Banking.

In order to enhance interdisciplinary, FBA students compete every year in a nationwide “Local Research Challenge”. Students of the programme are free to join the competition and form groups and select a business project or research topic at their discretion. Each group has a coach, which is a member of the academic staff. BAU students held the third position in 2020 in the annual global competition that provides university students with hands-on mentoring and intensive training in financial analysis and professional ethics. The students are tested on their analytical, valuation, report writing, and presentation skills. They gain real-world experience as they assume the role of a research analyst.

Moreover, FBA organizes every year since 2017, a “Virtual Stock Exchange Competition” sponsored by Blom-Invest. Students for the university in general and FBA in specific are free to join the competition and enter the virtual stock exchange market to try to develop a strategic plan on how to deal with real stocks. Each member, after selection of the top contesters, is requested to do a presentation to prove his plan, profit/loss and discipline.

Each major of the MBA programme contains a blending of core courses from several disciplines, with no university requirements but foundation courses that are requested in case the student does not have a business background (9 credits).

The MBA programme aims to strengthen interdisciplinary thinking through a balanced curriculum that includes most areas of management such organizational behavior, human resources management, marketing, strategic management, marketing and brand management, and operations and quality management. In addition, the students gain insights into other areas of the business such as economics, accounting, and finance.

### Ethical aspects

The Faculty of Business Administration BBA program offers to students the Business Ethics Course. It examines the values and principles that govern the conduct of a business as well as the individuals acting on behalf of the business. The goal of business ethics is to support ethical individual professional and corporate conduct. The course introduces moral philosophy and decision-making. Students examine controversial issues and discuss moral and ethical dilemmas.

Besides the BAU emphasizes The Code of Ethics at BAU to reflect the importance of ethics at the institution level.

### Methods and scientific practice

The BBA and MBA programmes make sure that students are empowered to conduct academic work and acquire basic research skills. Students are encouraged to participate in round-tables with other universities. Moreover, the ILOs of each course include a variety of skills that students are supposed to acquire. As an example serves chapter four of the Faculty Handbook of the BBA programme (ILOs: Knowledge & Understanding Skills, Intellectual Skills, Professional and Practical Skills, and General and Transferable Skills) and refer to the curriculum and syllabuses of the MBA courses. In order to make sure that such skills are transferred properly to students, assessment must be linked to the ILOs in a way that covers all of them. (Refer to Point 7 in appendix 1.4 of the quality assurance requirements).

All Bachelor students have a mandatory Senior Project Course in their last semester where research methodology is addressed.

All Master students attend a Business Project with reference to research methodology.

## Examination and final thesis

All courses include different forms of assessments. There are a midterm exam, a project and a final written exam at the end of the semester. Midterm and final exams are fixed. The form of project can be decided by the lecturer.

In the BBA programme all students do a Senior Project in their sixth semester which includes an internship. The latter is not mandatory and therefore not taken by all students. Within the project they have to write an academic paper. By doing an internship and writing a report about it, they are exempted from writing the paper.

All previous exams of the BBA programme are stored at the FBA Quality Assurance Unit. From fall 2013 on, these exams must comply with the courses ILO's via a test blueprint.

At the MBA programme, the process of Quality Assurance occurs at the department level, where each head of department receives a copy of the assessments for each course and makes sure that these assessments cover the content of the syllabus. In the case of Thesis, or Research Project in the MBA programme, topics selected in coordination between the student academic advisor and the student, require the approval of the director of the programme and the Dean.

## Appraisal:

The curricula of the Bachelor and Master programme with its respective majors are adequately reflected in the composition of the courses. The contents of the courses are well in line with comparable international programmes of other countries. There is a balanced set of mandatory courses and electives. So-called University Courses that are taken by all students from different departments contribute to the broader view of the education. The weight of specialized courses is adequate to justify a specialized major. Students are enabled to acquire additional competences and skills.

The curriculum of the Master programme and the respective contents are well balanced and take into account the students' prior professional experience. There is a modest opportunity for specialization. The contents of the programme are in line with the EQUAL MBA Guidelines.

The degree and programme name correspond to the contents of the curriculum and the programme objectives. General titles were chosen that correspond to a broadly designed education. The specializations in the title of the Bachelor's programmes seem appropriate, as the credits within the specialization account for one third or more of all credits. The course contents correspond to the titles of the specialization.

Theoretical questions are, where possible, explained by means of practical examples. There is evidence of a variety of activities to link theoretical education to practical experience. There is evidence that the programmes qualify for interdisciplinary thinking. Additionally, the University offers activities like the trading room and encourages its students to participate in nationwide competitions to demonstrate their abilities and competencies. However, the panel became aware that there is no individual course where students have to bring together their competencies from different aspects of business. Therefore, the panel **recommends** for both programmes to integrate a Capstone project that requires to look at a topic from different perspectives.

Ethical implications are appropriately communicated. There is a course in each BBA programme teaching students the basic principles of ethics. In the MBA, however, there is no independent course on ethics. But ethical issues are explicitly integrated into the Principles of Management and Strategic Management courses as chapters within the courses.

All exams are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats.

Students acquire methodological competences and are enabled to do scientific work on the required level. A final thesis is mandatory in the MBA programme and is evaluated based on previously published and coherently applied criteria, rules, and procedures.

There is however no evidence that all students in the BBA programmes have to apply this knowledge in comprehensive form. In Lebanon a thesis is not mandatory for Bachelor programmes. However, students must demonstrate that they are able to work on a topic using scientific methodology when obtaining an academic degree. Here, the academic paper might be replaced by an internship report. But a report is not based on academic research and does not necessarily imply scientific research. Therefore, the panel recommends the following **condition** for the BBA programme:

The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing a corresponding examination form.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1	Contents				
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)		X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)		X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)		X		
3.1.4	Interdisciplinary thinking		X		
3.1.5	Ethical aspects		X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)		X		
3.1.7*	Examination and final thesis (Asterisk Criterion)		MBA	<b>condition</b>	BBA

## 3.2 Structure

### BBA Programme

Projected study time	6 semesters
Number of Credit Points (CP)	100 credits (203 ECTS credits)
Workload per CP	3 credits (48 contact hours)

The BBA programme offers a three years education programme with a total of 100 credit hours (under the new curriculum), with each semester being equally credited on average with 16 credits per week covering a selected number of course units of 2-3 credits each.

The programme is structured to cover two main components, each of which including several courses. The two main components of the programmes include the University Requirements and the Major Requirements. The University Requirements component includes two courses: the Mandatory University course and the University Elective course. As to the Major Requirements component, this also includes two courses: the Major Core course and Major Elective course. The student must carefully follow the structure of the programme by covering the components and the courses of the programme to be eligible for graduation.

The following table summarizes the number of credits required for each bachelor granting major:

**Table 23: Overview of number of credits required for each bachelor granting major**

Major	University Requirements		Major Requirements		Total Credit Hours
	Mandatory Courses	Elective Courses	Major Core Courses	Major Elective Courses	
Accounting	5	11	75	9	100
Management	5	11	75	9	100
Economics	5	11	75	9	100
Banking and Finance	5	11	75	9	100
Marketing	5	11	75	9	100
Hospitality	5	11	75	9	100
Management Information Systems	5	11	75	9	100

The BBA and MBA programmes follow the credit-hour system of the United States. For instance, the implementation of the credits, workload, grading and other educational characteristics are all in accordance with the credit-hour system. A semester credit hour equals 16 contact hours per semester and courses are assigned 1 to 3 Credits.

In line with ECTS, the curriculum of the programme is clearly divided into components and these components are in turn divided into courses and course units. The whole curriculum is centered on learning outcomes and estimation of the workload necessary to achieve these learning outcomes.

The Faculty Handbook includes a detailed description of the structure of the programme including educational components, courses, course units, intended learning outcomes, and courses' specifications. It also shows the planning sheet, the courses summary description and study plan.

The course specification of each course in the curriculum includes a first section that shows the basic information of the course (course title, code, credit hours, prerequisite, academic level, and term), followed by another section showing the course description and overall aims. This is also followed by the ILOs of the course (structured into knowledge and understanding, intellectual skills, professional and practical skills, and general and transferable skills). The course outline allocated along a 14-week time-span is detailed after. The course specification includes also the teaching and learning methods (materials and facilities needed) and a section on the assessment methods and grading. Finally, a list of references (including the lecture notes and textbooks) are provided at the end.

Educators on the local network to be accessible by students upload the courses specifications.

The rules and regulations of the credit-hour system related to semester registration, advising, add and/or drop, evaluation and grading system, academic warning, student workload, the general rules for Summer sessions, absence regulations, and course transfer are included in part XI on the system of study in the Credit-hour System General Rules and Regulations of Undergraduate Programmes.

### **MBA Programme**

Projected study time	4 semesters
Number of Credit Points (CP)	39 credits (99 ECTS credits)
Workload per CP	3 credits (48 contact hours)

As explained, in part O of this report, the newly adopted MBA programme has three majors, is a 16-month education programme with a total of 39 credits. The first two semesters being equally credited on average with 12 credit hours per week, and the last two semesters credited on average of 6 credit hours, in the third semester and 9 credits in its fourth. Students have the flexibility to study the programme over a longer period by taking less than 9 or 12 credits, but a minimum of two courses. Exceptionally, the student is allowed to register in the research project course in the third semester. Courses of the MBA programme are equally credited with 3 credits each. The non-business students must take three pre-core courses equally credited with three credit-hours before taking MBA core courses.

In the MBA programme, a semester credit is 12 contact hours per semester in the two first semesters, 6 contact hours in the third semester (summer) and 9 contact hours in the last semester. All courses are assigned three credits. In line with ECTS, the curriculum of the programme is clearly divided into course units. The whole curriculum is centered on learning outcomes and estimation of the workload necessary to achieve these learning outcomes.

The postgraduate catalogue includes a detailed description of the structure of the programme including descriptions of course units. In addition, each course unit has its syllabus that includes the intended learning outcomes and courses' specifications. The syllabus of each course unit includes the teaching and learning methods as well as grading. Finally, a list of references (including the lecture notes, textbooks, as well as case studies where applicable) is provided at the end. Educators on the local network to be accessible by students upload the courses specifications.

The rules and regulations of the credit-hour system related to semester registration, advising, add and/or drop, evaluation and grading system, academic warning, student workload, absence regulations, and course transfer are included in part V of the system of study in the Credit-hour System General Rules and Regulations of Postgraduate Programmes.

### Study and exam regulations

The requirements of the BBA programme with all its majors as well as for the MBA programme are implemented through regulations. To assess the students' knowledge, the score-and-rating system is used (Refer to section 12 about the Evaluation and Grading System in part V of the Credit-hour System General Rules and Regulations of Undergraduate Programmes and Evaluation and Grading System in part V of the Credit-hour System General Rules and Regulations of Postgraduate Programmes). In particular, both programmes follow a continuous assessment process. Term examinations are conducted over several periods of examination session: (week 6, week 11, and week 15), usually in the form of a test and written work. The week 6 assessment (one hour) covers the materials of the pre-week 6 period and the week 11 assessment (one hour) covers the materials of after the week 6 and pre-week 11 assessment. The final exam (two hours) covers the materials after the week 11 assessment. The assessments in weeks 6 and 11 weight 30 % of the final course grade while the final examination weights for 40 %.

The instructors in the BBA and MBA programmes can use their judgment by including more or less topics to each assessment. This would depend on each course. In addition, during the term, instructors can also test students via quizzes and any other type of projects, which can be squeezed into week 6, or week 11 assessment weights. The assessment requirements of each course of the BBA programme are included in the course specification of the course under chapter 4 of the Faculty Handbook and in the evaluation section of the syllabuses of the courses of the MBA programme. The Assessment guide of BAU provides instructions and guidance to instructors on how to prepare exams and tests, both written and oral. The guide includes also some instruction on how to align the course objectives with exam questions through a test blueprint.

As for examinations, each exam session of the BBA programme (in week 6, week 11, and week 15 of each term) is preceded by the exam schedule which includes all courses that were listed on the course offering list.

As to course transfers, the mutual recognition of courses is regulated with manageable rules and in line with Erasmus. Moreover, the programme takes into account the main provisions of the Lisbon Convention and recognizes courses studied in other educational systems such as the ECTS system. For instance, the rules for the recognition of credits from other HEIs are uniform for all educational programmes of the University, including the programme at hand. These rules are documented in part IX in the Credit-hour System General Rules and Regulations of Undergraduate Programmes and in part V in the Credit-hour System General Rules and Regulations of Postgraduate Programmes.



Based on the recommendations of the Department and the Faculty Councils, in coordination with the Deanery of Student Affairs, and upon the University Council's approval, the student is exempted from any courses previously taken in another university or faculty provided that:

- The transferred courses must be comparable in the scientific content and in the number of credits to the BAU courses, which are required to attain the desired degree.
- The student has already passed these courses with a GPA not less than C or its percentage equivalent in the yearly system.
- General knowledge courses can be transferred from other universities, without being compared with equivalent BAU University Elective courses, as long as their credit count does not exceed 50 % of the required BAU University Elective credits.
- Whether completed at BAU or at any other university, the course(s) completion date(s) must not exceed 5 years, otherwise: interview.
- The total transferred credits should not exceed 50 % of the total number of credits required to obtain the relevant major degree.

In the MBA programme, instructors have a greater flexibility of assessment through case studies, projects, presentations, essays, and assignments. However, all courses of the MBA programme are subject to a final examination that is organized by FBA through exam schedules.

In addition, during the term, instructors can also test students via quizzes and any other type of projects, which can be squeezed into week 6, or week 11 assessment weights. The assessment requirements are included in the course specification of the course of the Faculty Handbook and in the evaluation section of the syllabuses of the courses of the MBA programme. Also the assessment guide of BAU applies to the BBA and MBA programmes. This guide provides instructions and guidance to instructors on how to prepare exams and tests, both written and oral. The guide includes also some instruction on how to align the course objectives with exam questions through a test blueprint.

The final exam of the MBA programme is preceded by an exam schedule, which includes all courses that were listed on the course-offering list.

### Feasibility of study workload

BAU adapted the US-American credit system. Here a semester credit hour is based on one hour of lecture contact hours per week (and two hours of tutorials held in class) over a term structured into 14 weeks. For example, a 3 credits course is based on a 3 hours of contact hours per week. In addition to the lectures, some courses require tutorials/labs. For the BBA programme, the maximum in-class workload should generally not usually exceed 18 contact hours per week and should not be less than 9. Students' attendance must be at least 80 %. In addition, students are expected to spend twice as much as the contact hours preparing for homework, studying notes, and for supplementary readings. For instance, each credit hour requires 2 hours of independent work by students. FBA has also prepared study plans for each major over 6 semesters and contract sheets, which allow students to keep track of their progress in line with the structural requirements of the programme. These are communicated to students to be able to plan their workload (please refer to appendix 3.1 for study plans and contract sheets).

Each lecture semester credit hour is equivalent to two ECTS credits, whereas each practical credit hour is equivalent to three ECTS credits and each Project or Internship credit is equivalent to 75 hours (45 contact hours and 30 hours for self study).

The Faculty of Business Administration has mobilized different forms of online education and education resources to transform the difficult situation under COVID 19 to an opportunity for experimentation and for envisioning new models of education and new ways of using the face-to-face learning time. For online teaching the web-based video conferencing tool Zoom was used. FBA has well benefited from Zoom to deliver its lectures using video calls enabling for better communication and screen sharing so that the instructor can share his knowledge, presentation or paperwork while explaining. Additionally, Moodle as a free open source learning management system was used for easy access course content, BigBlueButton made online live sessions with recording availability possible. Microsoft Teams was used as a messaging app for organization - a workspace for real-time collaboration and communication, meetings, file and app sharing. As so, the assessment requirements, the following table shows the appropriate number, frequency of examinations as well as grading percentages. This structure is in accordance with the main provisions of the grading percentage table of the Bologna recognition system.

**Table 24: Assessment weight**

Assessment No.	Type	Start Week No.	Submit Week No.	Weight %
1	Assessment 1	1	6	30
2	Assessment 2	7	11	30
4	Final Examination	-	15	40
<b>Total</b>				<b>100</b>

Assessment 2 differs between a course or another, where they might consist of assignments, role-plays, research, group work and projects.

Examinations are part of the workload in both programmes. Each course of 3 credits must be assessed by a minimum of 3 hours. As explained in the previous section, in the case of the BBA programme, students must sit a first exam of 1 hour in week 6 and a final exam of 2 hours in week 15. Although the week 6 and final examination must be scheduled, the week 11 assessment is left to the instructor discretion. The instructor can alternatively assess students based on presentations, projects, quizzes, and tests. Moreover, students are also assessed though quizzes, tests, projects, and presentations based on the instructor's discretion.

Students' transcripts for both BBA and MBA programmes include a grading percentage tables on their back.

### Equality of opportunity

The Male/Female, Domestic/Foreign, and Average Age of students for the **BBA programme** are provided in the following tables for the Academic years since 2016-2017 until 2021-2022. Numbers where changed to include not only 1<sup>st</sup> level of enrolment, but also transfer students from other faculties, first year students starting in spring rather than fall and whoever registered in Business

Administration courses for the first time after completing foundation courses or intensive English due to their admission results and certificate requirement :

**Table 25: BBA students: Gender, Foreign ration and Average Age**

2015-2016							
Level	Number	No. of Female	% Female	Non-Lebanese	% Foreign	Nationalities	Average Age
2015/2016	1307	633	49.89	305	23.66	10	26.64
2016/2017	1181	539	46.12	287	24.47	9	22.56
2017/2018	1098	498	45.23	206	19.13	11	24.37
2018/2019	921	400	43.36	158	17.33	10	22.96
2019/2020	990	411	41.96	149	15.15	10	22.3
2020/2021	954	394	41.6	125	13.09	10	21.32
2021/2022	943	542	41.06	215	14.07	10	20.39

The age distribution of students in both programmes varies. In addition, FBA does not discriminate based on marital status, economic class, or religious affiliations. The programmes are open to all students whether national or international, female or male, lower middle or upper middle classes, young or old, and whether married or single. The selection of students that participates in the Faculty's regular Councils are based on their GPA (in addition to communication skills & personal skills). In addition, the allocation of students for training programmes of the BBA programme is also based on the same criteria.

FBA allows students with disability as well as students with some specific health conditions for extra time during assessments and allocate some people to write on behalf of students who have writing problems. Students who miss exams are allowed to apply for a petition and do a make-up exam, after formal approval of the acceptable reasons.

The Male/Female and Domestic/Foreign composition of students for the **MBA programme** are provided in the following tables including the students enrolled in second semester, students who finished their foundation courses and students who shifted from Master to MBA

**Table 26: MBA students: Gender, Foreign ration and Average Age**

		No. of Students	No. of Female	% Female	Non Lebanese	% Foreign	Nationalities
<b>2015/2016</b>	Fall	40	22	55.00	2	5.00	2
	Spring	33	19	57.57	4	12.12	4
<b>2016/2017</b>	Fall	31	17	54.83	3	9.677	4
	Spring	25	16	64.00	3	12.00	4
<b>2017/2018</b>	Fall	28	16	57.14	2	7.14	3
	Spring	33	20	60.60	3	9.09	3
<b>2018/2019</b>	Fall	47	31	65.95	8	17.02	6
	Spring	54	36	66.67	8	14.81	5

2019/2020	Fall	59	32	54.23	6	10.17	5
	Spring	52	23	44.23	4	7.69	4
2020/2021	Fall	51	30	58.82	2	3.92	2
	Spring	58	30	51.72	8	13.79	5
2021/2022	Fall	69	37	53.63	7	10.15	3

## Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns Credit-Points (CP) per course on the basis of the necessary student workload. Practical components like the internship within the BBA programmes, are designed and integrated in such a way that CP can be acquired.

The MBA programme includes a substantial proportion of structured contact. As participant already acquired practical experiences, there is no internship required.

The BAU works according to the American credit system, according to which the number of credits is calculated by contact hours. A conversion system from the American credit system into the ECTS credit system (1 ECTS equals 25-30 hours (contact and self-study time)) was submitted subsequently.

The panel also gained the impression that the number and form of the assessments appear to be compatible with the stated workload. The adequate graduation rate also suggests that the workload was set appropriately. The support services are rated as very good. However, the panel has no documented evidence that the workload of the students and thus, the allocation of the corresponding credits, is evaluated in a systematic way. In addition, for the MBA programme, the panel learned during the meeting that a substantial number of the MBA students work alongside studies. Therefore, the workload evaluation system would enable an appropriate allocation of workload and ensure the achievement of the qualification objectives since there is currently no documentation that the workload is allocated correctly. The panel recommends the following **condition:**

### For the MBA programme:

The University

- a) implements a student workload evaluation system which includes a systematic control loop of students' workload and allocation of credits;
- b) ensures that the allocated workload is appropriate for the achievement of the qualification objectives in the projected study period.

### For the BBA programme:

The University implements a student workload evaluation system which includes a systematic control loop of students' workload and allocation of credits.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programmes

are designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated; the recognition of periods of practical work – insofar intended – is also clearly defined and relevant. The final grade is supplied with either a relative grade or an ECTS grading table.

However, in both programmes the distribution of grades shows a very large part of students receiving the grade “Outstanding”. Therefore, the panel **recommends** to ensure that there is a balanced distribution of grades in all courses.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances, such as students with a migration background and refugees are particularly assisted.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure				
3.2.1*	Modular structure of the study programme (Asterisk Criterion)		X		
3.2.2*	Study and exam regulations (Asterisk Criterion)		X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			<b>condition</b>	
3.2.4	Equality of opportunity		X		

### 3.3 Didactical concept

The curricula of the programmes – varying in the major specific courses – take the programme objectives into consideration to a sufficient extent. There is a balanced mixture of courses in terms of content and they are arranged in a logical sequence.

The reasons for the qualification “Bachelor of Business Administration” are given and the title is in line with the focus of the programme content and the national requirements. Also, the programme description corresponds to the content of the curriculum. Theory and practice are sufficiently combined throughout the curriculum. Theoretical questions are geared towards application fields to promote employability on the programme. The programme’s content also promotes interdisciplinary thinking.

The level of performance in examinations are aligned with the learning outcomes of the course in terms of form and content. The requirements are in line with the level necessary to attain the qualification. The didactic concept appears comprehensive and balanced. It is documented in guidelines and regulations. The didactical concept is explicitly described in the Faculty Handbook for Teaching and Learning Methods. Such learning and teaching methods are designed to reflect the needs to achieve the course objectives.

At the MBA level, the teaching and learning methods rely more on the problem-based learning approach where students are stimulated to analyse, apply, and evaluate. It is described in detail in

the MBA Faculty Handbook. It contains the Vision and Mission, the programme's objectives, assessments, programme structure and course syllabi.

The didactical concept of the MBA study programme is explicitly described. Students are encouraged to take an active role in creating the learning process. Theory and practice are sufficiently combined throughout the curriculum. Theoretical questions are geared towards application fields to promote employability on the programme. It is plausible and is oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. Many lecturers bring their business and educational skills with up-to-date knowledge of recent developments into the programme. The programme's content also promotes interdisciplinary thinking.

For the BBA programme the materials needed for the course are listed in the course description. Students can access the notes, presentations and other materials on their own portal account (iConnect).

For the MBA programme, the information on course materials is included in the syllabus and the materials are posted on the University portal.

Visiting lecturers from other universities and guest lecturers from companies are regularly integrated into the courses.

These guest lectures included persons from the following companies/HEI's:

**Table 27: Examples of guest lecturers**

Rector of MCI MANAGEMENT CENTER INNSBRUCK.
Vice Dean for Strategy; Program Director, Master of Interdisciplinary Business Studies; Associate Professor of International Business and International Affairs at George Washington University School of Business
Professor of Finance and Investments, Faculty of Commerce, Alexandria University.
Economic Attaché, Embassy of Lebanon to the United States of America
Associate Professor, Alexandria University
Prof. Director, EDHEC and Nanterre University, France.
Senior Lecturer in leadership and Management, University of Derby, UK
Prof of Business research methods, Antwerp management school, Belgium

In the BBA programme, courses of Accounting and Management Information Systems (MIS) have teaching assistants. During tutorials (for accounting) and lab sessions, (MIS) assistants help students by enhancing their understanding through practical exercises.

## Appraisal:

The didactical concept of both study programmes, the BBA and the MBA, is explicitly described. It seems to be plausible and is oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. The didactic concept appears comprehensive and balanced. It is well documented in guidelines and regulations. The panel gained the impression that students are encouraged to take an active role in creating the learning process.

The panel is positive about the course content as the panel finds that all relevant topics for the BBA programme are addressed at an adequate level. They also found evidence that the seven majors enable students to acquire beneficial skills in accordance with their own preferences. Altogether, the programmes particularly corresponds to the outcome-based approach.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students.

There is documented evidence that guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work. However, there are no recommendations as to how often they should be invited. Therefore, the panel encourages BAU to initiate and document a more diverse selection of guest lectures.

In some courses, lecturing tutors support the students in the learning process.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3	Didactical concept				
3.3.1*			X		
3.3.2*			X		
3.3.3			X		
3.3.4			X		

## 3.4 Internationality

Both programmes, BBA and MBA, were developed and designed to foster internationality. In the Bachelor's programme, 10 % of the students come from other countries, in the MBA programme it is slightly more. The faculty is moderately composed internationally. Visiting professors are integrated where possible. The language of instruction is English throughout, and international textbooks and case studies are used. There is limited opportunity to participate in exchange programmes (mostly with European universities).

## International contents and intercultural aspects

The **BBA study programme** teaches interpersonal skills, dialogue, and intercultural interaction leading to the ability to work in an intercultural environment and more importantly to the ability to continue education abroad. For instance, a large number of the graduates of the programme work in international companies in Lebanon and abroad and many of them pursue their studies abroad.

Internationality is also achieved through mobility programmes: Students of the programme are given the opportunity to spend one academic year abroad based on the BAU's cooperation with other regional and international universities. Those projects are mainly funded by the EU and managed at BAU by the International Office. Since 2016-2017, under the PEACE programme 9 students of FBA joined different universities worldwide. Under Erasmus+ exchange programme, an academic staff joined to Lublin University of Technology and an undergraduate student recently joined University of Trás-os-Montes and Alto Douro – Portugal.

The **MBA programme** puts a lot of emphasis on interpersonal and communication skills as well as writing and research skills. Most of the students are employed in different sectors such as banking and retail industry. The background of the students is also varied from different disciplines such as biochemistry, pharmacy, engineering, nursing, and others.

Internationality is achieved at different levels:

- Teaching staff nationalities
- Courses with international content (e.g. International Marketing, International Financial Accounting Standards, Micro for the Global Economy)
- Mobility programmes.

The MBA programme has students of six nationalities in the Fall of the academic year 2021-2022. This enables to create a multicultural atmosphere.

Teaching staff in the programmes are from five nationalities: Egyptian, Lebanese, American, Palestinian and Syrian. Every year, FBA invites a guest lecturer from John Hopkins University in the US to teach the course of Corporate Social Responsibility. Five of 15 faculty members studies abroad or did their PhD in the US, UK or France.

In addition, most of the academic staff has an international experience. The Egyptian lecturers come from a wide variety of universities in Egypt i.e. Alexandria University, Cairo University, American University of Cairo, while some have graduated from the US and Germany. The Lebanese lecturers also graduated abroad, and can bring an international dimension to the content, and delivery of the course. In addition, most of the teaching staff have a practical experience at an international level and participate almost every year in international conferences and workshops in Lebanon and abroad.

Foreign language is crucial part of both programmes on a basic and a professional level. The Bachelor programmes as well as the MBA programme are entirely taught in English.



## Appraisal:

There is evidence that BAU is very committed to internationality. However, compared to other international universities, the internationality in the form of students from abroad, outgoings and incomings and the composition of the faculty is moderate. In the panel's opinion, this cannot be blamed on the University, as it operates under very adverse economic and political circumstances. Likewise, the composition of the courses as well as the course syllabi show that the contents of the study programmes under consideration can be compared with those of numerous international universities abroad.

The Bachelor programme as well as the MBA programme are entirely taught in English. The language proficiency facilitates access to international resources in textbooks and journals, and improves the students' employability.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4	Internationality				
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)		X		
3.4.2	Internationality of the student body		X		
3.4.3	Internationality of faculty		X		
3.4.4	Foreign language contents		X		

## 3.5 Multidisciplinary competences and skills

In the BBA programme, this is reflected through the curriculum which includes courses in Business Communications, Business Law, Business Ethics and Corporate Social Responsibility. In addition, in other courses, lecturers are expected to encourage students to participate, work in group, and make presentations in order to achieve the course ILOs.

Communication skills and Public Speaking skills are reflected in the BBA programme through the curriculum that includes courses in Business Communications and Public Relations. In addition, within each course, the students are expected to gain some communication skills by participating in class or by making a presentation.

In the **MBA programme** this is reflected through the courses Leadership, Business Methods and Research Skills, Research Project, and Research Methodology and Statistical Analysis. In almost all courses students are expected to work in groups and make presentations to enhance communication skills and Public Speaking Skills.

## Appraisal:

The students acquire communication skills in accordance with the course descriptions. This is supported by means of suitable didactical and methodological measures.

In the MBA programme, the acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		

### 3.6 Skills for employment / Employability (Asterisk Criterion)

For the BBA programme the intended Learning Outcomes are explicitly described and linked to the individual courses in Chapter 4 of the Faculty Handbook (Knowledge & Understanding, Intellectual Skills, Professional & Practical and General & Transferable Skills). In order to make sure that such skills are transferred properly to student' assessment must be linked to the ILOs in a way that covers all of them. The employability of the students is reinforced by the number of internships provided by FBA in their graduation year. In addition, the Alumni Affairs and Career Office provides personal guidance on how to prepare a CV and a cover letter, how to master an interview and job search skills.

MBA students already have professional experience and are usually employed. In addition, they acquire skills and abilities such as communication and presentation skills, teamwork and project work in the MBA programme.

#### Appraisal:

BAU integrates theory and practice through the content of individual courses. By carrying out an internship, students become aware of the connection between theory and practice and can apply what they have learned. In addition, they also acquire competencies such as communication and presentation techniques in the classroom.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6* Skills for employment / Employability (Asterisk Criterion)			X		

## 4 Academic environment and framework condition

### 4.1. Structure and quantity of faculty in relation to curricular requirements

Table 28: BBA: Faculty Overview

BBA Programme	Fall 2021-2022	Spring 2021-2022
<b>Full-time academic staff members</b>		
Number of academic staff members	11	15
% holding a doctoral degree	91%	93.3%
% non-nationals	15%	13.3%
Number of Nationalities	2	2
% academic staff members with foreign professional or study experience	54.5%	53%
<b>Part-time academic staff members</b>		
Number of academic staff members	33	31
Number of Nationalities	4	4
<b>Visiting professors in current year (for Undergraduate and MBA level)</b>		
Number from foreign institutions	1	2
Number of Nationalities	1	1
<b>Visiting professors in current year (DBA level)</b>		
Number from foreign institutions	6	6
Number of Nationalities	5	4

The Full-time as well as Part-time faculty members are categorized according to their specializations in Accounting, Management, Economics, and Finance. In addition to that, in the BBA programme, university courses are offered by other full-time and part-time lecturers of other faculties.

Table 29: BBA Faculty Qualifications

BBA Programme	Full-time Faculty				Part-time Faculty			
	Total	holding doctoral degree	International	faculty with foreign professional or study experience	Total	holding doctoral degree	International	faculty with foreign professional or study experience
<b>Total</b>	<b>15</b>	<b>15*</b>	<b>2</b>	<b>8</b>	<b>31</b>	<b>12</b>	<b>3</b>	<b>5</b>
<b>Both teach in Beirut and Tripoli</b>	-	-	-	-	<b>1</b>	0	0	0
<b>Only teach in Tripoli</b>	<b>2</b>	2	-	2	<b>8</b>	3	0	0
<b>Only teach in Beirut</b>	<b>13</b>	13	-	6	<b>22</b>	9	3	5

**Table 30: MBA Faculty Qualifications**

MBA Programme	Full-time Faculty				Part-time Faculty			
	Total	holding doctoral degree	international	faculty with foreign professional or study experience	Total	holding doctoral degree	International	faculty with foreign professional or study experience
<b>Total</b>	<b>11</b>	<b>11</b>	<b>2</b>	<b>5</b>	<b>11</b>	<b>6</b>	<b>3</b>	<b>4</b>
<b>Both teach in Beirut and Tripoli</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Only teach in Tripoli</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Only Teach in Beirut</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>2</b>

The procedure of appointing a new faculty member to a position is performed considering FBA's professional requirements in coordination with the Human Resources Department. However, the final decision on whether to take the applicant on board is made by the dean of FBA. The HR department is responsible of verifying the authenticity of the documents submitted by candidates and implement the whole recruitment procedure.

Applicants applying for "Professor" and for Associate Professor" must have a Master and PhD degree and have spent at least 5 years working after attaining their PhD. Furthermore they have to submit 3-5 (for Associate Professor) or 5-8 (for Professor) academic works, of which at least 1 (Ass. Prof.) or 2 (Prof) must be single authored works.

The teaching staff of BBA and MBA programmes has the relevant major education needed to the courses they teach. In 2019-2020, there were 20 full-time lecturers involved in the BBA programme, most of them hold a doctorate and only one holding a master degree but studying for a PhD.

The minimum requirement for part-time lecturers is to hold a Master degree in their respective field of teaching. However, most of the part-time faculty members hold a PhD degree from international universities.

FBA pays attention to the development of junior instructors that start as teaching assistant and eventually can get a part-time or full-time position. The teaching assistants are current or previous students that have strong academic credentials.

CVs of the Full-Time and Part-time faculty members in both programmes are shown in the appendices. In the Faculty Handbook requirements of qualification and research activities of both Full-time and Part-time faculty members are stated.

All faculty members in the programme have teaching experience. In addition, the teaching staff actively participates in national and international conferences and workshops. Results are published in a yearly Research Report. At the same time, FBA hosts and organizes conferences at the national and international levels.

Moreover, every year the University organizes teaching skills workshops where new teaching techniques and technologies are discussed. All faculty members of the University are encouraged to attend. During 2020-2021, external facilitators organized several workshops and several faculty members attended and received a certificate.

Several of the full-time faculty members are or have been previously involved in consultancy work. In addition, some of them worked for large multinational organizations and local municipalities. In order to bring more of the world of practice to the classroom, FBA are increasingly relying on part-time faculties that are working in the corporate world in order to bridge the gap between the classroom and the domestic corporate world. Part-time lecturers employ positions in corporations such as: Accounting Manager Pharmaceutical Industry; Consultant in derivatives and securities for speculation and hedging purpose; Financial Analyst Boston Scientific; Deputy Risk Manager – Fenicia Bank SAL.

FBA has intra-university cooperation with other leading domestic and international universities at different levels including library, conferences, theses examinations, and students' activities. In addition, cooperation within the university units and coordination of programmes and courses is held regularly. The features of the governance system at BAU, allow all faculties to progress in the same direction and coordinate effectively.

Regular supporting and consulting of students is compulsory to all faculty members. This takes place through office hours. Each faculty member is expected to allocate a minimum of six office hours per week. Faculty members are also expected to support students during Advising/Registration processes. In addition, faculty members can be freely consulted on personal matters. The University is working hard on improving the student-teacher relationship to be one of trust based on two-ways communication. The latest teaching workshop organized has put lots of emphasis on the ways and techniques to improve this relationship. Students and teachers can also interact through the university system "iConnect" via emails or by posting latest news related to the course and recently by Moodle, the online platform used by Beirut Arab University for online learning due to Covid-19.

The pedagogical and didactical qualification of the faculty corresponds to the requirements and objectives of the study programme. Through the assessment guidelines BAU ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field. Specific measures for further qualification of the faculty members are implemented.

## Appraisal:

Structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are satisfied.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. The panel encourages the University to support faculty to publish in highly ranked journals.

The practical business experience of the faculty corresponds to the requirement of the programmes to integrate theory and practice.

The faculty members cooperate with each other for the purpose of tuning the courses towards the overall qualification objectives. Monthly meetings of the faculty take place.

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. Lecturers are available for students six hours per week. As affirmed by students of the BBA Programme during the online conference, the counselling of students by teaching staff is intensive. Student support is an integral part of the services provided by the faculty. The lecturers are available for the students outside the specified office hours as well and emails are answered fairly quickly.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty			X		
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

## 4.2 Programme management

There is a programme director in charge for the BBA programmes and one for the MBA programme. Both programmes are managed by the FBA's administration. The Directors run the programme on the day-to-day basis and coordinate with head of departments and faculty members when necessary to take actions regarding the programmes and the control over the quality of education. The programme directors in coordination with head of departments monitor the progress and performance of part-time instructors.

The programme directors are also responsible of interviewing and selecting the teaching staff of the programme in coordination with the dean of the faculty.

FBA holds regular formal and informal meetings to discuss problems related to the programmes and make decisions. As to the formal meetings, FBA holds a Faculty Council every month (the first Friday of every month). Prior to the Council, an agenda is prepared. This agenda includes also topics related to student affairs and other academic and administrative issues. All full-time faculty members must attend the faculty council. The decisions taken are then discussed with all academic staff members. In addition, FBA organizes some informal meetings in order to discuss pressing issues that cannot wait for the next faculty council.

Teachers and students take part in the decision-making process, which affect their areas of activity. Faculty members discuss with the programme director and the dean different issues related to their courses and activities. Students at the undergraduate and postgraduate levels are involved in the decision-making process by attending and participating in the regular faculty councils. For instance, two student's representatives participate in the faculty's councils. This allows students to raise issues related to their own interests and ensures more transparency. Students are also encouraged to join the activities groups that established and managed by the University's student activities department.

FBA has adjusted to new COVID-19 working rules, and all those meetings are held virtually.

## Appraisal:

For both programmes there are Programme Directors in charge who are responsible for running the programmes. There is evidence that faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty			X		

## 4.3 Cooperation and partnerships

FBA has several cooperation agreements with international academic institutions in the fields of educational activities as well as student and staff exchanges. FBA has cooperation with a private Business School in France, IESEG, and cooperates with universities within conferences, EU funded projects, and other academic events.

Beirut Arab University has signed Inter-Institutional Agreements with the following Higher Education Institutions under ERASMUS+:

**Table 31: List of Inter-Institutional Agreements**

<b>Name of Institution</b>	<b>Academic Year</b>
Ataturk University (Turkey)	2015-2019
EMUNI - University of Primorska (UP) (Slovenia)	2017--2019
EMUNI - Mariboru (UM)_Univerza na Primorskem Università del Litorale (UP) (Slovenia)	2017-2018
Lithuanian University of Health Sciences (Lithuania)	2016-2021
Lublin University of Technology_LUT (Poland)	2017-2018
University of Deusto (Spain)	2017-2018
University of Minho (UMinho) (Portugal)	2017-2021
University Nova Lisboa (Portugal)	2020-2021
University of Porto (Portugal)	2018-2019
University of Pavia (Italy)	2016-2021
University of Santiago De Compostela (Spain)	2017-2021

BAU is constantly working on ways to strengthen its cooperation with enterprises. This occurs through hiring part-time faculty members, having students who work in the corporate world, hosting guest speakers that have senior positions in enterprises and other organizations, and having most members of the Advisory Committee affiliated to the corporate world.

Additionally, First National Bank and BAU signed a protocol agreement in 2018. The agreement is based on the process of operating a trading room and benefiting from it in preparing and training students for the purpose of qualifying them for the labour market.

### **Appraisal:**

There is evidence that cooperation with international academic institutions are in place. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued. All such activities contribute to the development of the students' qualification and skills.

The scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. Especially the members of the Advisory Committee contribute to actively improving the development of the students' qualification and skills by linking academic education with practice.



	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

## 4.4 Facilities and equipment

The BAU has the following technical equipment at Beirut Campus:

### Computer Lab

- 80 Desktop Computers, Data Show Projector + White Board

### Services:

- High speed Internet connection + WI-FI
- Practical Laboratory Sessions related to Major / Elective BAU courses
- Auralog Support (Intensive English 104 – INTE 104)
- Banner - Self Service -
- iConnect [BAU Portal]
- World Wide Web (WWW) + WI-FI connection for research activities
- Photocopying
- Printing & Scanning
- Online Examination

Trading Room: Online Financial Trading, 4<sup>th</sup> Floor Main Building

The infrastructure takes into account the needs of students with special needs. Seminars and Class rooms are easily accessible for students with special needs.

**Table 32: Facilities and equipment Tripoli Campus**

Room Name	Building Name	Floor NB	Room Capacity	Room Type
B205	B	2	246	Auditorium
B208	B	2	132	Auditorium
B210	B	2	132	Auditorium
B212	B	2	132	Auditorium
B224	B	2	31	Class

- 5 Data show projector (for each room)
- 2 Laptops
- 2 Personal Computer (for administrative use)
- 1 Photocopier

**Table 33: Facilities and equipment Debbieh Campus**

Room Name	Building Name	Floor NB	Room Capacity	Room Type
F1A	A4	1	50	Class
F1B	A4	1	90	Auditorium
F1C	A4	1	40	Class
F1D	A4	1	40	Class

- 4 Data show projectors (for each room)
- 2 Laptops
- 1 Personal Computer (for administrative use)
- 1 Printer
- 1 Photocopier

All campuses offer WIFI for all students. The infrastructure is located in Beirut and spreads out to other campuses. For online teaching there are the software programmes Moodle, Zoom, Teams available to all students. In the last SWOT Analyses of BAU there resulted some concerns with IT; all of them have been improved in the meantime. There are agreements with other universities about opening networks. BAU is an Eduroam member, Special software is available, e.g. SPSS. The Faculty can require special software for their departments.

The Library at Beirut Campus serves also students from Debbieh Campus (only 30 minutes away) and includes the following facilities and services:

**Facilities:**

- 8,388 Volumes: in Arabic and in other languages, mainly English
- Theses, Specialized Periodicals, Journals, References & Maps (more than 62 journals, 117 thesis and dissertations)
- 72 Multimedia [CDs & DVDs]
- Ten Desktop Computers
- Photocopier & Printer
- High-speed Internet connection + WI-FI

**Services:**

- Circulation
- World Wide Web (WWW) for Research Activities
- Online Library Catalogue
- Online Databases & Open Access Resources

The Library at Tripoli campus includes the following facilities and services:

- **Facilities:**
  - 1200 Volumes: in Arabic and in other languages, mainly English ( but note that we have access to all the volumes at Beirut campus also)
  - Specialized Periodicals, Journals, References (more than 15 journals titles)

- 25 Multimedia [CDs & DVDs]
  - E-library available also : online databases ( specialized and general) such as Emerald, Academic search complete and many others .
  - More than 15000 E-books available.
  - 12 Desktop Computers.
  - High-speed Internet connection + WI-FI
- **Services:**
    - Circulation
    - World Wide Web (WWW) for Research Activities
    - Online Library Catalogue
    - Online Databases & Open Access Resources

## Appraisal:

Due to Covid-19 pandemic, the panel was not able to visit BAU on-site. Therefore, the panel was provided with videos and descriptions of its premises and facilities. According to the panel, the provided teaching rooms and the equipment of the learning facilities seem to be in line with the need of the study programmes. According to the information provided by the University and the students, the rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library. The panel did not see any evidence that the most relevant databases in the field of business are available. Therefore, the panel **recommends** that the University ensures a proper access to relevant databases (e.g. Orbis, EBSCO)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		

## 4.5. Additional services

A department for Alumni Affairs and Career Office is in place. In addition, the Alumni Affairs and Career Office communicates job vacancies and internships via e-mails and social media to Alumni and potential graduates.

The Alumni Affairs and Career Office organized multiple workshops for hundreds students (many students of the BBA programme participated). Such workshops entitled “Build your CV and Ace your Interview” were provided in collaboration with a private Recruiting Company.

Moreover, the Alumni Affairs and Career Office provides students of Accounting major with instruction on how to be a Certified Accountant in Lebanon.

Alumni Affairs and Career Office has a database of all graduates since 1965 per major. It organizes an annual Job Fair in which the students of the programmes at hand participate. The organizations that participated in the job fair also organized some job-based workshops (100 students of the programme have participated in such workshops).

### Appraisal:

An alumni organisation has been set up with the aim of developing an alumni network.

An Alumni Affairs and Career Office is in place. Career counselling and placement services are offered to the students and graduates to promote their employability.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5 Additional services					
4.5.1 Career counselling and placement service			X		
4.5.2 Alumni Activities			X		

## 4.6 Financing of the study programme (Asterisk Criterion)

The University's income is largely financed by tuition fees. Although the currency in Lebanon was subject to strong devaluation, tuition fees were kept constant for a long time and only increased in 2020.

Tuition fees are regularly paid in three instalments. In recent years, it has become apparent that not everyone was able to pay these instalments. Therefore, the number of instalments was increased.

In its self-evaluation report BAU states that it tries to look for different sources of funding. The number of donations from companies is increasing.

Beirut Campus (in US Dollars):

**Table 34: Financing of the study programme**

Institutional Revenue (2020-21)
LBP 140,905,312,987
\$ 92,841,314

School Revenue (2020-21)	School Expenditures (2020-21)
LBP 13,591,641,191	-
\$ 8,971,381 (9.65%)	\$ 1,684,044 (18.78%)

## Appraisal:

Since the currency has been devalued very strongly and at the same time the economic situation of the inhabitants of Lebanon is very problematic due to the high inflation rate, BAU is struggling with lower revenues. According to their statements, they are nevertheless profitable, although the panel did not have any further documentation to confirm this.

A subsequently submitted letter from the President of BAU assures students of any assistance in the event of discontinuity. In its statement on the report, BAU describes that a long-term financial plan is always in place and applied when unexpected situations arise. Beirut Arab University is among the top universities in Lebanon and since its establishment 63 years ago, it has never faced a financial situation that affected the smooth launching or continuation of its programmes.

In addition, BAU describes that the University has plans to manage any risks in education, which ensure the sustainability of running programmes. The University, also, secures annually all its international financial commitment, such as memberships in international organizations, international projects, accreditation fees of its programmes and databases in the libraries.

In addition to agreements with organizations that support the students financially after investigating their cases, BAU offers scholarships to Business students of up to 20% of their tuition fees, according to the student's average GPA.

For the majority of the panel the description of the financial situation of the BBA and MBA programmes at BAU is plausible and they formed the view that students will be able to finish their studies at BAU within the given accreditation period.

For the minority of the panel the provided information was not sufficient. Therefore, there are two votes.

The majority vote: The criterion 4.6 meets the quality requirements.

The minority vote: The criterion 4.6 does not meet the quality requirements. The following condition is recommended: The University ensures that students will be able to complete their studies even in case of BAU's discontinuity through respective agreements, if necessary, at another HEI.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6* Financing of the study programme (Asterisk Criterion)			X (majority)	X (minority)	

## 5. Quality assurance and documentation

There are two levels where quality assurance takes place, the University level and the Faculty level.

### Quality Assurance at the University level:

The University seeks to provide an high teaching and learning experience to its stakeholders by offering educational, personal and vocational outcomes appropriate to the level of the programmes offered at all Faculties.

The main purpose for Internal Quality Assurance at BAU is the improvement of academic activities at all levels to meet the required standards of international accreditation agencies.

The key components of this approach are:

- Maintaining the dissemination of quality culture at all levels;
- A well-developed and clearly articulated Strategic Plan;
- A Regulatory Framework designed to achieve appropriate levels of consistency, whilst maximizing opportunities, innovation and improvement;
- Well-defined Quality Assurance and Enhancement procedures, with clear ownership of process;
- Academic staff who are encouraged in ongoing academic development;
- Ongoing processes of review, audit and enhancement;
- An increasing emphasis on consistency of evaluation and monitoring of performance indicators.

The University puts great emphasis on the formal establishment of its quality assurance system, which started in 2007 as initiatives followed by the establishing of its formal structure in 2008. The University Quality Assurance Unit was constituted as a part of the Academic Development center of the University. This was followed by establishing quality assurance unit in each Faculty. In 2010, a University Quality Assurance Committee (UQAC) was established to provide Faculties with guidance and assistance in the process of implementing and achieving their own quality assurance work.

Internal Quality Assurance system at BAU collaborates with Faculties and all persons involved in QA activities to enhance the performance, share experiences and best practices. Therefore, they organized workshops to meet this objective.

BAU aims to ensure and improve the quality of the offered academic programmes based on international standards, guidelines and criteria to cope with the breadth of human knowledge and up-to-date technologies and to make its graduates compete for the best job opportunities. In this regard, almost all BAU programmes were awarded an international accreditation or validation.

Institutional accreditation at BAU is the tool used to monitor, assess, and evaluate the standards and the quality of the University. It is a proof that the University has met the required standards of leading its activities in education, research, community, network, international relations based on effective management system, which has reflection on the quality of all its practices.

The BAU quality assurance system in alignment with University's strategy aims at enhancing the capacity building of BAU academic staff, developing and applying quality assurance procedures for successful learning, and enhancing of graduates profile in different domains. It aims also at promoting cooperation with international educational bodies. Accordingly, its responsibilities were updated in 2018 as follows:

- Assisting the University to achieve its mission and vision.
- Periodically reviewing the "Quality Manual" to explain the procedures required for the implementation of the quality assurance system of the University, and to ensure its continued appropriateness to quality assurance of education at HEIs.
- Promoting the cooperation with international educational bodies in order to enhance the capacity building of BAU's academic staff especially the quality in teaching and learning.
- Promoting the "Student-Centered Learning".
- Providing Faculties with technical support on the use of up-to-date and appropriate techniques in teaching and learning process.
- Following-up the Faculties' action plans to fulfill the comments and recommendations of the international accreditation bodies for the renewal of accreditation of the programmes.
- Organizing and participating in seminars, workshops and training sessions related to quality assurance activities and enhancement inside and outside the University.
- Following-up the academic advising process, and monitoring it at all Faculties.
- Interviewing students from all levels to see their views on the quality of education, curricular and extracurricular activities.
- Preparing periodically a "Self-Assessment Report" aiming at reviewing the effectiveness of "Internal Quality Assurance System" at BAU.

The Quality Assurance Committee at the University level was established to handle the Quality Assurance requirements at BAU.

#### Quality Assurance at the Faculty Level:

The curriculum of the BBA programme was restructured and updated several times in the past. In line with the Quality Assurance committee recommendations, the content of some courses are adjusted to better respond to the ILOs of the course. Instructors write course reports at the end of each semester to reflect on the way of improving the delivery of the course. Those must be discussed and taken into consideration by the head of each academic department.

In line with the BAU's strategy of quality enhancement, the University has established a committee to revise and update programmes curricula at the University level. In addition, the recommendations of the Advisory Committee are taken into consideration. Concerning the programme at hand, a committee was established at the faculty level to update and develop the curriculum of the BBA. The Committee prepared a benchmarking study of the curricula of a list of leading national, regional and international universities.

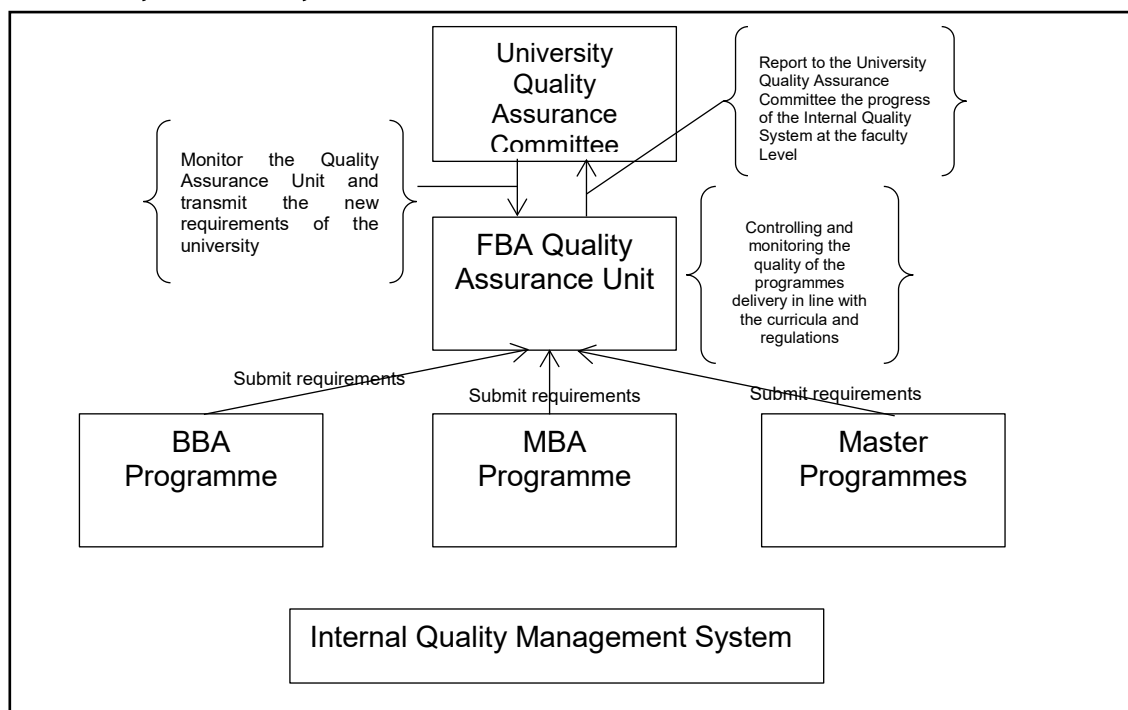
This also occurred when FBA made a first change to the BBA programme almost eight years ago. The benchmarking study was compared to the existing bachelor requirements and the requirements were subsequently modified taking into consideration the needs of the Lebanese Job market. As



part of the process, the dean ensured the transmission of the requirements of the University-level committee to the programme-level committee.

In parallel with the Academic Development & Quality Assurance Centre, BAU has an Internal Quality Management System that ensures a continuous update of the quality management criteria and its objectives. Under the supervision of the Deanery of Academic Development & Quality, the Internal Quality Management System in place has the role of continuously controlling and monitoring the quality of the programmes delivery as well as the outcomes of the programmes. Each faculty at BAU, including FBA, has a quality assurance unit in charge of monitoring the delivery of the programmes offered. The monitoring occurs at the end of each term. Faculty members are expected to submit a list of required documents through which the QAU can make sure that the programme requirements, and the faculty and university regulations are well respected.

**Table 35: Quality Insurance Systeme**



As shown in the diagram above, the Internal Quality Assurance System at the University level monitors the Quality Assurance Unit at the faculty level. For instance, anytime, the University Quality Assurance Committee can visit the documents stored by the Faculty Quality Assurance Unit in order to make sure that the criteria of monitoring are well respected. In case where discrepancies are found, the University Quality Assurance committee meets the members of the quality assurance Unit and the faculty members to report these discrepancies to be dealt with.

### Evaluation by students

#### Students' feedback and input are taken into consideration at two different levels:

At the first level, since 2011, the University has required that student representatives attend and participate in the Faculty's Council Meetings.

At the second level, students are expected to fill a survey at the end of the semester to give their feedback on their overall satisfaction, and course-specific feedback. The results of these surveys

are collected by the Academic Development & Quality Assurance Centre. These results are taken into consideration by the University quality assurance committee to feed into new criteria and measures through quality assurance units and the deans of the faculties.

### Evaluation by faculty

The members of the Faculty Quality Assurance Unit are members of the teaching staff.

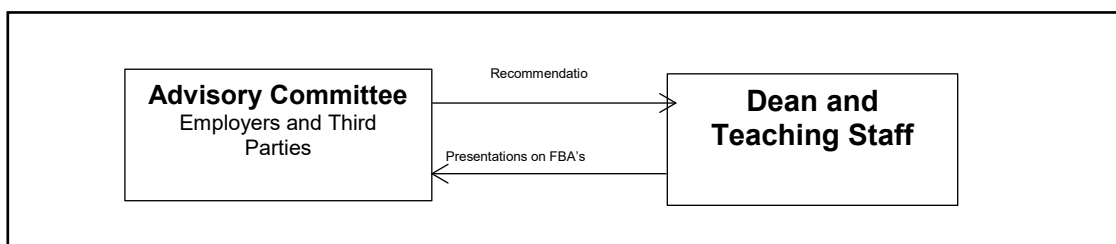
As shown in the above diagram, according to the university regulations, each faculty must meet once per month during term period. The teaching staff is allowed to request, upon permission from the dean, to discuss during FBA's monthly Council a specific topic that will then be added on the meeting agenda. During the meeting, this issue would then be discussed. Decisions are taken based on the priorities of the discussed topics.

### External evaluation by alumni, employers and third parties

FBA has established an Advisory Committee that meets with FBA each year to question its general progress and suggest recommendations based on the corporate experience of its members. In addition, one member or more of the Advisory Committee attends the regular FBA's meetings being held three times every term. The recommendations of the Advisory Committee were taken into consideration when the curriculum was updated. The members provided their views on the importance of the new course units that they believe must be added to the curriculum as well as the new majors that should be offered by FBA.

Members are called upon to:

- Provide counsel to the dean, faculty members and staff on strategy and issues affecting the future of the faculty, curricula, programmes and external affairs.
- Provide insights to the dean, faculty members and staff on how the faculty can enhance the impact of its services on various stakeholder groups.
- Provide valuable contacts for faculty to provide access to the business community for research purposes, to increase the impact of their work on the business community, to inform their research and teaching.
- Provide valuable advice to students in their career selection decisions and job-seeking activities.



## Programme description

The contract sheets for each of the seven majors of the BBA programme as well as the study plan of the MBA programme are published online at the FBA's website for student access. In addition, FBA provides advising for students during the registration weeks of each term. These questions can be subject-specific questions or general questions about the overall academic progress of the student. The advising process is not compulsory (except for first year students in the BBA programme) but BAU recommends to students in need to seek assistance from their assigned advisor.

In the MBA programme, students can only register courses after taken approval from FBA (a faculty member at FBA has been assigned the responsibility of advising all MBA students).

The studying schedule of each academic programme is prepared and published by the Faculty's Executive Administrator. The course offerings that precede the term provide to students some flexibility to select among the courses, days, and times that are available. Each student has his/her schedule published on his/her own university account.

The examinations schedules are also prepared and published by the Faculty's Executive Administrator. Students have access to the schedule well ahead of the examinations. The programme and examination regulations are published in the student handbook, which is available to students on iConnect. The handbook includes all necessary information on the credit-hour system including semester registration, academic advising, grading system, general rules, requirements of the programme etc.

In addition, the undergraduate and postgraduate catalogues published on FBA's website include a brief description of each course of the programmes offered at FBA.

## Information on activities during the academic year

All activities are published on the website regularly.

BAU prepares an Annual Report at the University level. Each of the ten faculties of BAU provide the details of all activities that took place in the previous academic year. These include student activities, new programmes, conferences organized, publications and paper conferences, and other activities.

## **Appraisal:**

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programmes with respect to their contents, processes, and outcomes, has been set up and revised several times. It takes into account the evaluation results, success rate, and graduate employment as well as the profile of the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process.

Quality control by the faculty is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

An external evaluation of the programme is carried out on a regular basis by the advisory board; the outcomes are communicated and provide input for the quality development process. Apart from this activity there are no further means of gathering input from stakeholders evident. Therefore, the panel **recommends** to increase the documentation of feedback from external stakeholders.

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations).

The HEI regularly publishes current news and information – both quantitative and qualitative – about the study programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		

# Quality profile

HEI: Beirut Arab University

## Bachelor/Master programme:

1. Bachelor of Business Administration (BBA)
2. Master of Business Administration (MBA)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
<b>1</b>	<b>Objectives</b>					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		
<b>2</b>	<b>Admission</b>					
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students			X		
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)				condition MBA	BBA
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		
<b>3</b>	<b>Contents, structure and didactical concept</b>					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			MBA	condition BBA	
3.2	Structure					

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)				<b>condition</b>	
3.2.4	Equality of opportunity			X		
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2*	Course materials (Asterisk Criterion)			X		
3.3.3	Guest lecturers			X		
3.3.4	Lecturing tutors			X		
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2	Internationality of the student body			X		
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents		X			
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		
4.	<b>Academic environment and framework conditions</b>					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty			X		
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty			X		
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	(Asterisk Criterion for cooperation programmes)					
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			X		
4.6*	Financing of the study programme (Asterisk Criterion)			X (majority)	X (minority)	
<b>5</b>	<b>Quality assurance and documentation</b>					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		