

## **MANAGEMENT DISCUSSION AND ANALYSIS REPORT FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2024**

The Management of Majan College SAOG (Majan University College) is pleased to present to the shareholders this report covering the College's objectives, activities, opportunities and threats, internal control and quality assurance systems, financial performance, and human resources.

### **Objectives of the Institution**

In line with **Oman Vision 2040**, MUC's strategic direction is anchored in its new **Strategic Plan 2025-2030** which sets out seven strategic themes:

1. Teaching Excellence and Student Success
2. Research, Innovation and Entrepreneurship
3. Community Engagement and Social Impact
4. Productive Partnerships
5. Investment in People
6. Data-Driven Institutional Management
7. Financial Resilience and Environmental Sustainability

These themes translate MUC's vision to *“excel in education and knowledge creation, transform futures, and contribute to national development.”*

MUC's mission is to provide world-class education, foster innovation, and advance knowledge through research and collaboration, empowering students and the community to shape a sustainable future.

### **Overview of Activities**

MUC offers a broad portfolio of undergraduate and postgraduate programmes addressing local and regional labour-market needs. All undergraduate programmes are designed by MUC and validated by its long-standing partner, the **University of Bedfordshire (UK)**, in Business, Information Technology, and English Language studies.

At the postgraduate level, two Bedfordshire-validated programmes – **MBA** and **MA in Applied Linguistics** – continue to enhance MUC's international standing. In addition, the College own **Majan MBA** delivered in Arabic language, which has attracted strong enrolment and extended access to Arabic-speaking professionals in the region.

Innovation during the year focused on emerging fields including **Artificial Intelligence, Cybersecurity, and Business Analytics**, aligned with national digital-

transformation priorities and the Strategic Plan 2025-2030's emphasis on AI literacy and future skills.

### **Opportunities and Threats**

The private higher-education sector in Oman continues to present growth opportunities, although it remains highly competitive with increasing pressure from tuition-discount campaigns. MUC is well-positioned to capitalise on its strong reputation, academic partnerships, and diverse programme portfolio to strengthen its market presence. Opportunities lie in expanding postgraduate and programmes delivered in Arabic, integrating new areas such as artificial intelligence and sustainability into the curriculum, and building stronger collaboration with industry and government to enhance research and employability outcomes. However, the sector also faces challenges, including intensified price competition and rising operational costs. MUC continues to address these challenges proactively through effective governance, financial prudence, and a commitment to innovation and academic excellence.

### **Internal Control and Quality Assurance Systems**

MUC maintains a robust governance and quality-assurance framework that ensures operational effectiveness, financial integrity, and full compliance with regulatory requirements. Both internal and external audits provide independent assurance to the Audit Committee and the Board of Directors on the adequacy of internal controls and risk management systems. Academic and administrative functions operate under the College's comprehensive Quality Assurance Manual, policies, and procedures, ensuring consistency and accountability across all departments. The successful reaccreditation by the Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA) for a five-year period reaffirms MUC's strong commitment to maintaining national and international quality standards.

Furthermore, the College's ongoing digital transformation has strengthened data-driven decision-making, enhanced risk monitoring, and improved institutional efficiency.

### **Financial performance**

Compared with the previous financial year, total income increased by **6% to OMR 4.97 million**, primarily due to higher enrolments in undergraduate programmes and strong uptake of the new **Majan MBA**. Total expenses rose by **13% to OMR 4.0 million**, mainly driven by increase of associated costs, and a realised foreign-exchange loss. Consequently, net profit after tax declined by **20% to OMR 0.735 million**, and earnings per share decreased from **102 Baiza to 82 Baiza**. The College remains financially strong, with sufficient liquidity, conservative gearing, and prudent cost control that safeguard long-term sustainability.

## **Human Resources**

Human capital development continues to be one of MUC's priorities. MUC places significant emphasis on attracting and retaining qualified professionals. Continuous training and professional development initiatives are closely aligned with the Strategic Theme on Investment in People. MUC also upholds its long-standing policy of supporting Omani employees through scholarships for undergraduate and postgraduate studies. MUC's high staff retention rate underscores the effectiveness of its people-centric culture and contributes to organisational stability and the consistent delivery of high-quality education.

**Dr. Maha Kobeil**  
**Dean & CEO**