Catalog

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A. Introduction to ADSM

A1. History of ADSM

ADSM operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry. ADSM seeks to produce a new cadre of entrepreneurial managers- highly talented graduates equipped in the science of management who take the lead in innovating, improving and enhancing their environments – whether they find themselves in a start-up venture, a corporation, a governmental organization, or whether it is the community at large. It began its program offering with a Master of Business Administration program in 2013. ADSM launched two Master of Science programs in 2016-17 academic year – a Master of Science in Quality and Business Excellence and a Master of Science in Leadership and Organizational Development and launched the Master of Science in Business Analytics program in Fall 2018. ADSM is seeking to further expand its program portfolio to include more Master of Science programs.

A2. ADSM Vision, Mission, Strategic Goals, and Core Values

The **Vision** of the Abu Dhabi School of Management is as follows:

> The Abu Dhabi School of Management's vision is to be a center of excellence for entrepreneurship, leadership, and management through the discovery and dissemination of knowledge.

The **Mission** of the Abu Dhabi School of Management is as follows:

> The Abu Dhabi School of Management's mission is to develop entrepreneurial managers with the knowledge and skills to contribute to sustainable socio-economic development in the knowledge economy. The School aims to create an enriching and rewarding environment which promotes entrepreneurialism, scholarly inquiry, research and UAE cultural heritage while fostering diversity, understanding and tolerance.

Strategic Goals

ADSM's strategic goals are to:

1. Create a new cadre of highly talented and diverse entrepreneurs equipped in the science of management in the knowledge economy with practical competencies to take the lead in innovating, improving, and enhancing their environments.
2. Benchmark its programs and business operations to international standards of excellence.
3. Establish strategic partnerships with quality international colleges and universities that possess a solid record of academic excellence and achievements.
4. Recruit and retain faculty and staff with international qualifications and a proven record of accomplishments.
5. Integrate entrepreneurial values in all of its curricula and business culture.
6. Promote UAE culture and heritage.

7. To advocate cultural diversity, understanding and tolerance.
8. Increase the intellectual capital of the UAE and the region through original and applied research in the management discipline.

Core Values

To Enhance the Learning Experience: A vital function of the School is to educate students to appreciate the complexities of the human experience and to prepare them to engage actively, entrepreneurially and productively both in their careers and as global citizens of their communities. Recruiting qualified students and providing them with an entrepreneurial education are keys to our broad mission and to our success as an innovative, high quality educational institute. The academic programs and experience we offer must be appropriate to the aspirations and futures of our students, and must meet society's need for the qualified global knowledge worker.

To Enhance Research, Discovery and Creativity: ADSM is distinguished by its focus on innovation and entrepreneurship from economic and cultural perspectives of the Emirate of Abu Dhabi and of the UAE. The School achieves this focal breadth through a unique "academic model" which integrates advances in business and management education, research and development methods, the Abu Dhabi Policy Agenda, and Abu Dhabi Chamber of Commerce & Industry's mandate. Fundamental to this model is the role research plays in creating new knowledge and understanding global business and management best practices.

To Promote Entrepreneurialism: Comprehending and resolving today's increasingly complex social issues warrants an interdisciplinary approach. Our students acquire a solid interdisciplinary background as entrepreneurialism in inherently an interdisciplinary study. The 2006 Kauffman Panel on Entrepreneurship Curriculum in Higher Education explains that "As a magnet for the authentic integration of varied fields of learning and as a bridge between theory and practice, entrepreneurship is a superb vehicle with which to achieve the aims of the broad, effective, and integrated learning that marks a strong college education.[1]"

To Support the Socio-Economic Development of Abu Dhabi: The Abu Dhabi School of Management's academic, research, and supporting programs achieve a macro-level, strategic alignment with the Abu Dhabi Policy Agenda of 2007/2008, and the mandate of the Abu Dhabi Chamber of Commerce & Industry -- both of which serve as proactive engines of sustainable socio-economic growth for the Emirate of Abu Dhabi.

A3. Licensure and Accreditation

The Abu Dhabi School of Management, located in Abu Dhabi, is officially licensed by the Ministry of Education of the United Arab Emirates to award degrees in higher education. ADSM has received initial accreditation from the ministry to offer the following programs:

[1] *Entrepreneurship in American Higher Education*, 2006 Report from the Kauffman Panel on Entrepreneurship Curriculum in Higher Education, p. 7

a) Master of Business Administration

b) Master of Science in Quality and Business Excellence

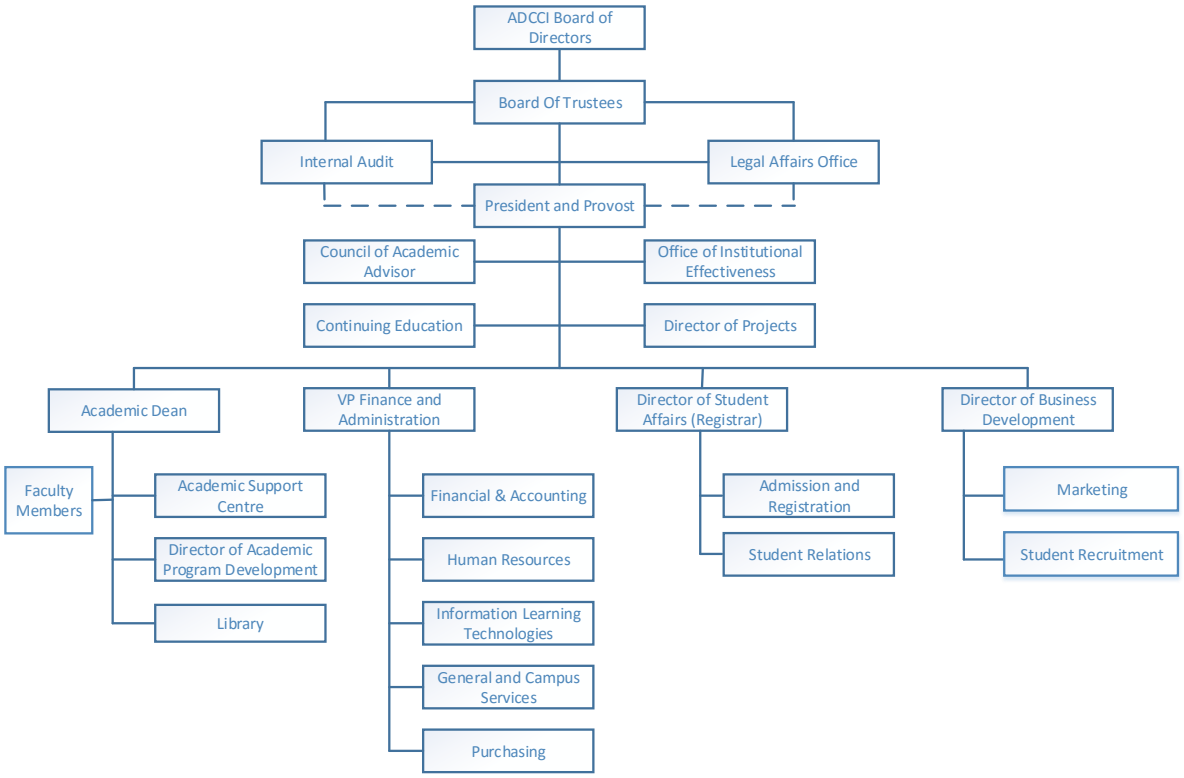
c) Master of Science in Leadership and Organizational Development

d) Postgraduate Diploma in Quality and Business Excellence

e) Postgraduate Diploma in Leadership and Organizational Development

A4. ADSM Organizational Chart

ADSM ORGANIZATION CHART



A5. The ADSM Campus

The Abu Dhabi School of Management is located near the corners of Salam and 31 Streets in Abu Dhabi. The exact location can currently be found via a Google map search for ADSM. The ADSM campus provides full classroom space, prayer rooms, a library, computer labs, food services, plus a range of IT services. These facilities are up-to-date in terms of technology and ADSM emphasizes services that can be used remotely by our students, thus ensuring that they can access our library resources and connect with class materials, classmates, and their instructors from off-campus locations.

A6. Student Services

The Student Services available to the postgraduate students at ADSM are designed to support students with their degree programs. These services are described in detail in the Student Handbook, which is available in the Student WebPortal (lms.adsm.ac.ae).

A7. Academic Calendar

In order to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website (http://adsm.ac.ae/academic-calendar/) and updated regularly. ADSM shall announce any closure on a religious and/or public holiday to staff and students as government announcements are made.

B. Academic Regulations and Processes

B1. Admission Requirements

ADSM accepts qualified local and international applicants into its graduate degree programs in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in a Master's program at ADSM. There may be additional admission requirements set for specific Master programs. Refer to the relevant program section of this Catalog for program-specific admission criteria. The admission requirements and application deadlines are published on the ADSM website. The Admission's office can be reached by phone at +971 02 691 7811 for additional application assistance.

Admission Requirements

i) Academic Requirements

To be admitted into a Master's program at ADSM students are required to have completed a Bachelor's degree from a Ministry of Education accredited or recognized institution and achieved minimum scores as per below:

Direct Entry	CGPA 3.0 (or equivalent under other systems) on a 4.0 scale
Conditional Entry	CGPA less than 3.0 (or equivalent under other systems) on a 4.0 scale

ii) English Language Requirements

Students seeking admission to a postgraduate program at ADSM are required to submit one of the following English language proficiency certificates as per below.

Type of Admission	**IELTS (Academic)**	**Internet Based TOEFL (iBT)**	**Computer Based TOEFL (CBT)**	**International Paper-based TOEFL**	**Pearson PTE (Academic)**	**Cambridge English Advanced**	**EmSAT**
Direct Entry	6.0	79	213	550	50-57	52	1400 – 1525
Conditional Entry	5.5	71	197	530	42-49	47	1250 - 1375

Exemptions to the English language requirements may apply as specified in the 2011 CAA Standards.

iii) Additional Requirements for MBA

Candidates seeking admission to the MBA program are required to have 2 years work experience and may be asked submit evidence in support of it. In addition, candidates may also be asked to attend an interview with the Admissions Committee.

iv) Additional Requirements for Master of Science in Quality and Business Excellence (MS QBE)

An earned Bachelor's degree in a relevant field such as Business or Engineering with a minimum GPA as per B1 (i) is required to be considered for admission to the QBE program. Applicants with a degree in an area other than business or engineering but have relevant work experience or professional qualifications, may be considered.

v) Additional Requirements for Master of Science in Leadership and Organizational Development (MS LOD)

An earned Bachelor's degree in a relevant field such as Business with a minimum GPA as per B1 (i) is required to be considered for admission to the LOD program. Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered.

vi) Additional Requirements for Master of Science in Business Analytics (MS BA)

An earned Bachelor's degree in a relevant field such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science with a minimum GPA as per B1 (i) is required to be considered for admission to the MS BA program. Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered.

Transfer Credit

Graduate students are expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted in certain rare situations deemed appropriate by ADSM. Potential transfer credits must be for postgraduate level study, must be for grades of B or higher, and cannot surpass a total of six credits. Transfer credit will only be accepted from an institution deemed acceptable by the CAA as per 2011 Standards. Courses that have been taken as part of a finished degree, diploma, or other exit award cannot be applied for credit transfer. Transfer credits will not be accepted from prospective students whose application status is conditional due to academic background, language level, or other reasons as specified in the 2011 CAA Standards. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations.

B2. Advising and Enrollment

Academic advising is intended to facilitate students in the development of their educational and career goals; their understanding of the correlation between their educational experience and their career aims; and their satisfying of ADSM degree requisites. Students will have opportunity to seek academic advice, co-curricular assistance, and various forms of counselling.

Students are responsible for:

- Understanding and completing degree requirements;
- Reviewing the Catalog, Student Handbook, and class schedule;
- Attending orientation for new students; and,
- Providing documents as requested by the ADSM Registrar.

B3. Class Attendance

ADSM Students are required to attend and participate fully in all class sessions, workshops and other sessions scheduled for their respective course(s).

In case the students miss a class session, they are responsible to complete any missed assignments or task assigned during that particular class session, with the permission of their instructor(s).

Maintaining the Learning Environment

Certain behaviors disrupt classes; for example, late arrivals, ringing phones, or noises from electronic devices, etc. All members of the class are expected to respect the learning environment and the lecturer's efforts to maintain it. Lecturers have full authority to decide whether a student is disruptive. In addition, lecturers can refer the student to the Academic Dean for review of disciplinary options. Repeat offenders will be reported to the Disciplinary Committee and may be withdrawn from the class.

Participation

Students are expected to actively engage in class discussions, both by speaking during class sessions and by writing in online forums and discussions on the Learning Management System (LMS). In all communications, instructors and fellow students should be treated with respect and tolerance, while derogatory or inflammatory comments on the cultures or attitudes of others in the class are not permitted.

For official policies related to attendance, and repercussions for missing class sessions, please refer to the Academic Progress Policy located on the ADSM Student WebPortal (lms.adsm.ac.ae).

B4. Grading System

ADSM uses a standardized grading and grade point average calculation system consisting of the following scale and accompanying values:

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
90 – 92	A -	3.67
87 – 89	B +	3.33
83 – 86	B	3.00
80 – 82	B -	2.67

77 – 79	C +	2.33
73 – 76	C	2.00
70 – 72	C -	1.67
< 70	F	0.00

Signature Learning Experience*		
Percentage	**Letter Code**	**Definition**
90 – 100	P+	Pass with Distinction
80 – 90	P	Pass
70 – 80	P-	Low Pass
Less than 70	F	Fail

** applicable only for MBA*

A more complete explanation of grade categories, exceptions, and the calculation of GPAs can be found in the Grading and Assessment Policy, the current version of which can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

B5. Release of Grades

Course grades are generally available within three weeks after the class and assessment periods. Grades can be viewed online via the ADSM Student WebPortal (lms.adsm.ac.ae).

B6. Incomplete Grades

A status of "Incomplete" ("IP") may be awarded to a student at ADSM as per the conditions stipulated in the Grading and Assessment Policy, which is found on the ADSM Student WebPortal (lms.adsm.ac.ae). It is the responsibility of the student to resolve the IP grade according to the directions given and within the permitted timeframe as spelt out in the policy. Students who do not make up incomplete work within the specified time periods will receive a final grade from the instructor based on normal class requirements, with a numerical value of "0" calculated into the final grade for all items that remain incomplete at the end of the time period.

B7. Grade Disputes

ADSM permits the review of class grades subject to the parameters and timeframes that are spelled out in the current version of the Student Appeals Policy, which can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

B8. Grade and GPA Requirements

To be eligible for graduation, students must attain a minimum 3.0 cumulative grade point average (GPA) on all credit earned at ADSM. For exact information about the calculation of GPAs, please refer to the

Grading and Assessment Policy. For more information on minimal GPAs for continuation in a program of study and for graduation, please refer to the School's Academic Progress Policy and the Graduate Completion Policy. Both policies are found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

B9. Graduation Honors

Honors at graduation are awarded to graduate students based on their GPA as follow:

Summa Cum Laude ("With Highest Honor")	4.00
Magna Cum Laude ("With Great Honor")	3.80 – 3.99
Cum Laude ("With Honor")	3.50 – 3.79
Very Good	3.25 – 3.49
Good	3.00 – 3.24

Honors are determined based on GPA averages of all program graduates from within the current academic year.

B10. Leave of Absence

Students are eligible to take a leave of absence contingent upon regulations enumerated in the Academic Progress Policy, as available online at the ADSM Student WebPortal (lms.adsm.ac.ae). In general, the terms of a leave of absence are based upon a formal request by the student to the School. Successful requests are granted with specific expiration dates and conditions for return to ADSM.

B11. Deadlines for Dropping or Withdrawing from Subjects

Ceasing to attend class does not constitute an official withdrawal. Students must notify the Registrar's office before the withdrawal date in order to withdraw from a course. Students not officially withdrawing from a subject will be awarded a final grade based on the normal course requirements, with a numerical value of "0" calculated into the final grade for all course requirements not completed. Withdrawals also depend on specific timeframes within a term and are thus limited to specific periods that are designated on the official ADSM academic calendar. Grade and financial repercussions depend on when a withdrawal is made according to the ADSM Academic Progress Policy, and the Student Finance Policy which are found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

B13. Withdrawal from ADSM

Students can withdraw completely from ADSM but must do so according to processes enumerated in the Academic Progress Policy and at specific dates in order to avoid academic and financial penalties. A student who withdraws from a program without properly filling in the appropriate forms is financially responsible for the program cost according to the schedule contained in the Student Financial Policy, which is found at the ADSM Student WebPortal (lms.adsm.ac.ae). Failure to withdraw without following official regulations will subject the student to penalties as well as possible legal recourse.

B14. Mandatory Leave/Withdrawal Policy

ADSM reserves the right to determine, at its discretion, that each student is participating successfully in the School's educational and co-curricular programs. Furthermore, ADSM reserves the right to determine whether a student's behavior complies with the School's rules, regulations, and policies; that it does not impede another student's performance or threaten anyone's safety, or otherwise disrupt the School's operations. In this circumstance, ADSM can mandate that a student be withdrawn from a subject or terminated from the academic program according to processes dictated in the Academic Progress Policy, Academic Integrity Policy, the Student Rights and Responsibilities Policy, the Policy on Appropriate Use of Technology, the Student Disciplinary Policy, or other official ADSM policies as deemed relevant.

B15. Readmission to ADSM

In order to be readmitted once having officially withdrawn from ADSM, students must go through the application for readmission process. This readmission process consists of a letter of request to the Registrar. In this letter, the student must address his or her reason for wanting to return, how the student has addressed any issues that resulted in the withdrawal, and how the student will use any resources to aid in his or her academic performance and/or other concerns. Readmission will also be dependent on any sanctions that may have been imposed by the Student Disciplinary Committee, if any.

C. Financial Policies

The financial expectations of ADSM for student fees and tuition are clearly indicated on the ADSM website and are updated when altered. Refunds and the dates for withdrawal and financial reimbursement are included as are the terms of the various payment options for tuition fee payment. All issues are contained in the Student Finance Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

D. Academic Integrity, Code of Conduct, and Grievances

D1. Academic Integrity at ADSM

The School is committed to being an international leader in management education. The School focuses on educating innovative leaders capable of initiating, managing, and implementing change. Consistent with this mission, ADSM welcomes diversity within its community and requires each member to respect the values of other members of the community. To maintain the integrity of the diverse cultures present at ADSM, certain standards of academic conduct must be adhered to by each graduate student, faculty member, staff member, and administrator throughout his or her experience at the School. Every member of the ADSM community is expected to uphold the principles embodied in the Academic Integrity Policy.

All members of the School community—students, faculty, and staff—share responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or to the Program Director.

ADSM's Academic Integrity Policy is a comprehensive review of the School's expectation in this regard as well as the various penalties for breaches of the policy. This policy is found online at the ADSM Student WebPortal (lms.adsm.ac.ae) and is closely associated with the Student Rights and Responsibility Policy and the Policy on Appropriate Use of Technology, which are located via the same online location.

Because of the seriousness of academic integrity and to avoid the possible misunderstandings made by new students, the following is a list of some examples of what can constitute academic dishonesty:

Cheating: Cheating is any form of fraudulent or deceptive academic act, including intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

Examples of Cheating:

- Unauthorized use of notes, text, or other aids during an assessment.
- Copying from another student's assessment, research paper, case write-up, lab report, homework, computer disk, flash drive, etc.
- Handing in the same paper/assignment/components of a paper for more than one course without the written or explicit permission of the instructors.
- Sabotaging another student's work or record.
- Receiving assistance/help on an academic exercise from another person/resource without the expressed permission of the instructor.

Duplicate Submission: Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses.

Plagiarism: Plagiarism is the representation of others' ideas as one's own without giving proper attribution to the original author(s). Plagiarism occurs when a student copies direct phrases from a text (e.g. books, journals, and internet) and does not provide quotation marks or paraphrases or summarizes

those ideas without giving credit to the author(s). In all cases, if such information is not properly and accurately documented with appropriate credit given, then the student has committed plagiarism.

Fabrication: The intentional and unauthorized falsification, misrepresentation, or invention of information, data, or citation in an academic exercise.

Examples of fabrication:

- Making up the data for a research project.
- Altering the results of a lab experiment or survey.
- Listing a citation for a source not used.
- Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty: Intentionally or knowingly helping or attempting to help another to violate any provision of this policy.

Examples of facilitating academic dishonesty:

- Inaccurately listing as co-author of a paper, case write-up, or project someone who did not contribute.
- Sharing a take-home assessment, homework assignment, case write-up, lab report, etc. with another without the expressed permission of the instructor.
- Taking an assessment or writing a paper for another student.

D2. ADSM Student Code of Conduct

Members of the ADSM community are expected to observe and respect the personal and property rights of others. The responsibility of all students to comply with laws, ordinances, bylaws, and regulations applies both on and off campus. It is expected that the instructors, staff, and students of ADSM conduct themselves in a professional and respectful manner that befits a prestigious institution of learning. Although a wide range of student responsibilities are detailed in the Student Rights and Responsibilities Policy as well as the Academic Integrity Policy and the Policy on Appropriate Use of Technology, it is impossible to cover every standard of behavior. Therefore, these policies, which are available on the ADSM Student WebPortal (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of guidelines necessary for meeting the practical, routine requirements of an academic community.

ADSM affirms its commitment to strive for a fair, humane, and respectful environment for all employees and students. It is the policy of the School to maintain a working and learning environment that values and expects respectful conduct and communication. Every member of the ADSM community has the right to live, learn, work, and otherwise participate in an environment that is free from all forms of harassment by any other member of the community. The School encourages freedom of inquiry, opinion, and speech, and it will defend the right of anyone to express his or her views. However, the right of expression must be exercised responsibly without depriving others of their right to enjoy this and all other opportunities provided by the School with respect to the laws, culture and heritage of the United Arab Emirates.

As a general overview of topics of primary importance to the conduct of instructors, staff, and students at ADSM, the following types of behavior are specifically enumerated in the Student Rights and Responsibility Policy:

- Disorderly Conduct
- Smoking Outside of Designated Areas
- Harassment
- Possession of Weapons
- Providing False Information and Misrepresentation
- Theft/Damage/Vandalism of or to Personal, School, or Public Property
- Unauthorized Entry into School Facilities

The ADSM Student Rights and Responsibilities Policy is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

D3. Computer Ethics and Usage

Computer abuse affects everyone who uses computing facilities and results in significant expense to the School. Therefore, ADSM policies regarding computer usage and use of the Wi-Fi network applies to ADSM students, faculty, and staff. In general, the same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Actions that are unacceptable in the School community also are unacceptable on the network, computing systems and other electronic services including:

- Harassment in any form;
- Failure to respect the rights and property of others;
- Forgery or other misrepresentation of one's identity; and,
- Distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

It is the responsibility of each ADSM community member to use the services provided by the School's campus network and computing systems appropriately and in compliance with all laws and regulations. Furthermore, users are expected to use computer, electronic mail, and network services in an effective, ethical, responsible, and efficient manner consistent with the instructional, research, public service, and administrative goals of the School.

ADSM treats access and usage violations seriously. Access to the School computing facilities and information resources is a privilege and may be restricted or terminated at the School's sole discretion. In addition, more severe disciplinary actions can be taken according to the terms of the ADSM Policy on Appropriate Use of Technology, which can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae). Violations to this policy may result in disciplinary action and prosecution by government officials can also occur.

D4. Resolution of Complaints

The three major policies regarding student behavior as described in this section of the catalog are as follows: the Academic Integrity Policy; the Student Rights and Responsibilities Policy; and, the Policy on Appropriate Use of Technology. The policy and procedures for the investigation of violations, the

application of disciplinary actions, and the various rights of the affected party to appeal the decision are contained in the Student Disciplinary Policy.

All official ADSM materials governing these policies can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

E. Master of Business Administration (MBA)

ADSM's MBA program is one of the critical links in fulfilling ADSM's mission to develop entrepreneurial managers who can enhance the existing managerial capacity and also to encourage the growth of entrepreneurial ventures in the UAE. Aimed at prospective MBAs who demonstrate entrepreneurial behaviors, we develop global leaders with both a strong business foundation as well as an entrepreneurial mindset. We do this by combining a holistic integration of the traditional business disciplines interwoven with our approach to teaching the entrepreneurial thought process. As a result, our graduates succeed across the entire spectrum of global organizations needing leaders with: a relentless bias for action, an ability to create opportunities in a variety of context, and the entrepreneurial skill to ultimately drive results and run businesses.

The MBA program curriculum transforms students into entrepreneurial managers through:

- A focus on innovation, transcending boundaries, and discovering potential.
- Courses that cover business foundations.
- An integrated and applied holistic management perspective.
- A thorough exploration into general business management areas.
- Work-related, real-world application of knowledge gained throughout the MBA experience.

E1. ADSM's Association with Imperial College London Business School

The Abu Dhabi School of Management MBA Program is being delivered in association with the Imperial College London Business School.

The Imperial College London Business School (ICBS) is consistently ranked as one of the world's best universities. Its cross-faculty collaborative research means that its expertise lies at the point where science, engineering, medicine and business meet. As a result, innovation and entrepreneurship has been a core focus of research and teaching since the creation of the business school. ICBS is guided by the ideal of a university as a center for the development of fundamental ideas and the expansion of the boundaries of knowledge for the good of society.

ADSM is proud to be associated with such an internationally recognized leader in innovation and entrepreneurship. The association with ICBS provides students at ADSM with an opportunity to attend Summer courses at the Imperial College.

E2. Admission Requirements

Applicants to the MBA program must demonstrate their potential for graduate work through previous academic performance and professional work experience in addition to an ability to make unique contributions to the classroom. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered in conjunction with professional work experiences, community activities, personal recommendations, etc. Please refer to Section B1 of this catalog for specific requirements.

E3. Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website. In addition, students may be asked to complete an interview with the Admissions Committee comprised of academic staff members, to evaluate the student's likelihood of success in the program.

Documents required

- Completed Program Application;
- Attested Bachelor's Degree from an accredited college or university;
- Official college or university transcript from all institutions of higher education attended, with a minimum cumulative GPA of 3.0;
- A TOEFL score of 550 (CBT 213, iBT 80), or its equivalent in a standardized English test that is approved by the CAA – exceptions to these regulations as defined by the CAA;
- Curriculum Vitae;
- Personal statement;
- 1 letter of recommendation;
- Copy of valid passport and visa (if applicable);
- Emirates ID; and,
- 1 passport size photo.

E4. MBA Learning Outcomes

There are six learning outcomes for the MBA program that each graduate is expected to achieve by the time of graduation from the program. These are grouped into 6 elements:

1.	Entrepreneurial and Innovative Thinking	Critically evaluate opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society
2.	Ethics and Social Responsibility	Demonstrate the ability to make decisions based on ethical values and social awareness
3.	Integration	Experiment with multiple theories and functional perspectives for the interpretation of comprehensive challenges to the business environment
4.	Global Perspective	Select appropriate research instruments to address domestic factors and drivers in the global context
5.	Business Acumen	Combine relevant theoretical advances with functional business skills to construct timely and informed decisions
6.	Teamwork	Defend arguments using effective teamwork; value diverse perspectives and skills; and deploy a variety of roles to accomplish team goals

E5. MBA Program Learning Outcomes Matrix

Course Name	Course Code	P1	P2	P3	P4	P5	P6
Decision Analysis	QTM 6210	√			√	√	
Entrepreneurship	EPS 6110		√	√			
Finance	FIN 6310		√		√		
Global Connections through Technology	IT 6210		√		√	√	
Innovation	ELT 6210	√		√		√	
International Economics	ECN 6420	√		√			√
Law	LAW 6210		√		√		√
Leadership	LDC 6310		√		√		√
Managerial Accounting	ACC 6320	√		√		√	
Managerial Economics	ECN 6310	√		√		√	
Marketing	MKT 6210	√			√		
Operations Management	OPS 6310	√		√		√	√
Signature Learning Experience (SLE)	MBA 8300	√	√	√	√	√	√
Strategy	MGT 6410	√	√	√			√

E6. MBA Degree Structure and Sequence

The MBA program upon renewal of program accreditation had undergone substantive changes in the program structure. The substantively changed MBA program will be offered from Fall 2018. Below headings summarize the program structures for both these MBA program offerings.

Prior to Fall 2018 semester

The MBA program consists of a total of 46 credit hours which includes 25 credit hours of core courses. The duration of each course is approximately one month. In addition, students will simultaneously enroll in the Signature Learning Experience course, which is a 9 credit hour experiential course that runs throughout the entire program. Once students complete the core set of courses, they must also complete 12 credit hours of electives.

	Course	Credit Hours	Code
Core Courses	Entrepreneurship	2	EPS 6110
	Strategy	2	MGT 6410
	Global Connections through Technology	2	IT 6210
	Managerial Economics	2	ECN 6310
	Law	1	LAW 6210

	Finance	2	FIN 6310
	Operations Management	2	OPS 6310
	International Economics	2	ECN 6420
	Decision Analysis	2	QTM 6210
	Leadership	2	LDC 6310
	Innovation	2	ELT 6210
	Managerial Accounting	2	ACC 6320
	Marketing	2	MKT 6210
	Total Credits (Core)	25	
Elective Courses	Managing for Profitable Growth	2	MGT 6310
	Total Quality Principles	2	EPS 6210
	Organizational Behavior	2	OB 7310
	Human Resource Management	2	HRM 7200
	Risk and Insurance	2	ELT 6300
	Strategic Frameworks	2	MGT 7500
	Brand Management	2	BND 6118
	Competing in the Digital Age	2	EIT 6320
	Design for Business	2	MGT 6500
	Building Entrepreneurial Teams	2	MGT 6320
	Total Credits (Any six Electives)	12	
SLE	Signature Learning Experience (SLE)	9	MBA 8300
	Grand Total	46	

Please note the SLE is divided into 3 sections (Fall, Spring and Fall) with 3 credits per semester.		
Course	**Semester**	**Credit Hours**
SLE I	Fall	3
SLE II	Spring	3
SLE III	Fall	3

From Fall 2018 semester

The revised MBA program consists of a total of 33 credit hours which includes 26 credit hours of core courses. The duration of each course is approximately one month. Students will simultaneously enroll in the Signature Learning Experience course, which is a 3 credit hour experiential course that runs throughout the entire program. Once students complete the core set of courses, they must also complete 4 credit hours of electives.

	Course	Credit Hours	Code
Core Courses	Entrepreneurship	2	EPS 6110
	Finance	2	FIN 6310
	Information Systems	2	IT 6250
	Innovation	2	ELT 6210
	Leadership	2	LDC 6310
	Managerial Accounting	2	ACC 6320
	Managerial Economics	2	ECN 6310
	Marketing	2	MKT 6210
	Operations Management	2	OPS 6310
	Organizational Behavior	2	OB 7310
	Research Methods for Business	2	RES 8120
	UAE Legal and Regulatory Environment	2	LAW 6310
	Strategy	2	MGT 6410
	Total Credits (Core)	**26**	
Elective Courses	Creative Problem Solving	2	BUS 7418
	Decision Analysis	2	QTM 6210
	Global Connections through Technology	2	IT 6210
	Human Resource Management	2	HRM 7200
	International Economics	2	ECN 6420
	Total Credits (Any two electives)	**4**	
	Signature Learning Experience (SLE)	3	MBA 8300
	Grand Total	**33**	

Please note the SLE is divided into 3 sections (Fall, Spring and Fall) with one credit per semester.

Course	Semester	Credit Hours
SLE	Fall	3
SLE	Spring	3
SLE	Fall	3

E7. The Signature Learning Experience (MBA 8300)

ADSM's MBA program incorporates Signature Learning Experiences (SLEs) into the curriculum to develop entrepreneurial leaders. These educational experiences occur throughout the program, giving students the opportunity to integrate the knowledge gained in the classroom and apply it to entrepreneurial decision making.

The focus is not only on the development of the business skills necessary to be successful in an ever changing global environment, but also to give the students the skill sets necessary to manage themselves and others in this context. The SLEs also emphasize the importance of strong communication skills, plus an ethical and societal approach to decision making, all in the context of a global economic environment. Here are a few examples of how these experiences are brought to life:

Idea Creation: Creating is the first step in Entrepreneurial Thought and Action. Students will explore and experience something new as they are challenged to take risks, make a difference, and to be innovative and unconventional. Student groups will develop and deliver a creativity presentation to their MBA peers, faculty, and the ADSM community.

Team Building: Students tackle the question of how to build effective teams. Through a range of activities, students gain insights into their own and into their peers' behavior in teams. Students also have an opportunity to practice giving and receiving feedback, and use tools to help others contribute positively to team endeavors.

Feasibility Analysis: Once students have an idea in mind, the next step is to analyze its feasibility. Feasibility is critical, whether one is interested in new venture creation, corporate or social entrepreneurship, or any new project or process. In this project, students work to understand the customer group and its needs, assess the durability of the opportunity, understand the competitive landscape and identify possible business models that provide value to both the business and its stakeholders.

E8. Mode of Program Delivery

The MBA program is offered in a traditional face-to-face teaching mode. The program is offered in a modular format with each module offered in an intensive format over a weekend. 15 contact hours are delivered for each credit and a 2-credit course involves 30 hours of face-to-face teaching. The Signature Learning Experience (SLE) is delivered in a workshop format over 3 semesters with one workshop conducted every semester. The intensive delivery format enables students to complete the program in 14-15 months period.

A 2-credit course with 30 contact hours is typically delivered as per below:

Self-paced reading session (1 week prior to the start of class)	4 hours
Thursday	4:00 – 8:00 pm (4 hours)
Friday	9:00 am – 6:00 pm (9 hours)
Saturday	9:00 am – 6:00 pm (9 hours)
Breakout session following the intensive session (usually held on a Wednesday)	4:00 – 8:00 pm (4 hours)
Total contact hours	**30 hours**

E9. Graduation Requirements

In order to be eligible for an MBA degree at ADSM, a student must:

- Satisfactorily complete a minimum of 46 credit hours of coursework including all core courses;
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale;
- Satisfactorily complete all requirements;
- Not possess any missing grades or "Incompletes;"
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy; and,
- Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

These requirements are officially listed in the ADSM Graduate Completion Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

E10. Time Limit for Program Completion

Students enrolled on a full-time mode require a minimum of three (3) and a maximum of six (6) semesters to complete the requirements for the degree. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student WebPortal (lms.adsm.ac.ae).

E11. Course Descriptions

MBA Core Courses

ACC 6320 Managerial Accounting (2 credits)

Whether one is launching a new venture, growing an existing venture, or maintaining the market position of an existing venture, management accounting provides powerful tools with which to define, shape, and exploit opportunities. This course values the core management accounting tools, techniques, and frameworks to analyze and communicate financial information, evaluate opportunities, assess performance and allocate resources in both entrepreneurial and corporate environments. Students learn how to critically analyze costs out of new products and processes, to assess the financial feasibility of entering new markets or pursuing new customers, and to manage and measure profitable and sustainable organizations.

ECN 6310 Managerial Economics (2 credits)

This course provides an analytical approach to understanding customer needs in the market environment, exploring market opportunities, and creating, capturing, and delivering value within the firm's and market's economic structure. This course is based on the fundamentals of microeconomics and focuses on managerial decisions about product or service management, pricing, distribution, and communication.

ECN 6420 International Economics (2 credits)

This is an international macroeconomics course that focuses on the interactions among credit markets, goods and services markets, and foreign exchange markets. This global framework is used to explain changes in a nation‘s economic health, its economic impacts on foreign countries, and the effects of government and central bank policies. This course develops and applies macroeconomic theories that relate the domestic economy (real and financial) to the global market with particular emphasis on nations' monetary, banking, and financial systems. It also develops the cause and effect relationships among important macroeconomic variables, such as GDP (economic growth), inflation, unemployment, interest rates, and exchange rates. Additionally, it explores interconnections among and effectiveness of the central bank, treasury, and other government agencies in regulating domestic and international financial markets.

EPS 6110 Entrepreneurship (2 credits)

The entrepreneurship course offers the students a unique opportunity to build knowledge, skills and experience for starting an innovative business, using management practices to create change to ensure business viability. Students will explore the creation of new business models, opportunities, value and change. Successful entrepreneurship is characterized by a set of identifiable skills that are useful in any domain, and these skills are best developed in an integrative and engaged environment, where theory can be practically applied. The students will embark on a live experience through negotiating a term sheet for an entrepreneurial venture.

FIN 6310 Finance (2 credits)

This course explores the financial management of an organization. The course covers financial statements and cash flow analysis, financial impacts of decision-making, capital budgeting, strategic and operational planning. On the other hand, it explores the theoretical and practical issues of capital structure design, considers firm financing alternatives, including equity, long-term debt, leasing and examines the process through which securities are issued. The course also explores how small and medium enterprises can leverage funds in the UAE.

ELT 6210 Innovation (2 credits)

In this course, we will explore the nature and characteristics of innovation. We will introduce key concepts that can be applied to understand how technologies develop and spread, and how this affects firms. Working from these concepts, we will then explore what they mean for managers and how they can inform your own innovation strategies and interventions. Drawing on the experiences of leading innovators, this course aims to equip students with the skills to understand, and organize the innovation process within modern organizations. By the end of the course, you will understand and interpret managerial strategies associated with different types of innovation and the various ways in which innovations can be exploited for the benefit of an organization and society at large.

IT 6210 Global Connections through Technology (2 credits)

Some of the biggest challenges that leaders face in the twenty-first century organization are managing technology, process and people. Computers and technology-mediated networks have transformed global economies, creating new opportunities and challenging the traditional way of doing business. In such environments, business organizations can remain competitive only to the extent they can leverage

information technology. Successful managers must be "tech-savvy", knowing when and how to implement and use IT to gather and analyze information, build stronger relationships with suppliers and customers, increase production efficiencies, spur innovation, and improve organizational flexibility. Most importantly, technology can be used to create new products and services.

The goal of this course is to introduce students to the most important aspects of advanced information technology to support business success.

LAW 6210 Law (1 credit)

This course analyzes legal issues as they relate to forming and a running a business. Topics include the general historical developments of common and civil law systems, the unique structures of federalism, the UAE legal tradition and court system, the various tools and methods for protecting intellectual property in the UAE, business law terminology such as liability, types of business structures, and the necessary steps for starting a business in Abu Dhabi.

MKT 6210 Marketing (2 credits)

More often than not organizations spend resources developing and marketing new products/services only to discover that consumer response is far less ecstatic than expected. Effective marketing management requires a clear understanding of consumers and the market in general. The aims of this course are to help participants understand essential steps of the marketing process. These include marketing analysis for developing products and services; how to conduct market testing and analysis; and the basic elements required to decide on market segmentation and marketing. In addition, students will understand how to identify customers in what are identified as addressable markets and will be introduced to the types of research that may be utilized to obtain data to assess target (addressable) markets. Students will be introduced to the four key buyer influences that are essential to sales and building a lasting clientele; the use of the Empathic Design in analyzing markets; and optimal and realistic pricing of products and services utilizing the Value Pricing approach.

MGT 6410 Strategy (2 credits)

Strategy, at its most general, refers to the allocation of resources in a competitive environment over relatively long periods of time in the pursuit of specific goals. Strategy is shaped by the underlying market conditions as well as the resources available to management (including the firm's internal structure, systems, and culture). This integration of the external and internal perspectives provides the basic framework for strategic thinking. This course aims to enable students to understand and appreciate the organizational context in which strategic decisions are made.
The Strategy course is intended to give the MBA class a holistic view of the firm, to develop students' ability to think beyond day-to-day business activities, and challenge them to ask the right questions about its future. These skills are essential to being an effective general manager.

LDC 6310 Leadership (2 credits)

Management consists of a set of universal skills that are well understood and can be learned. One of the most important of these skills is leadership. Leadership consists of how each one of us makes a unique difference to the challenges we face with people and projects. It is not about wasting our energy trying to be something we are not. Instead, it is finding new and better ways of 'being ourselves' through enhanced insight and skill. Therefore, our focus in this leadership course will be to help you become more aware of

your personality traits through diagnosis (questionnaire assessment exercises), your strengths and weaknesses as a leader through insight (introspection and reflection on one's traits, habits, and behaviors) and to build on this knowledge to improve your leadership practice through self-development (plans to learn and change to more effectively tackle future challenges).

OPS 6310 Operations Management (2 credits)

Managing operations is vital to every type of organization, for it is only through effective and efficient utilization of resources that an organization can be successful in the long run. This is especially true today, when we see that significant competitive advantages accrue to those firms that manage their operations effectively. This class defines operations in the broadest sense, not confining the focus within a set of walls but defining the scope to the thoughts and activities necessary to supply goods and services from conception to consumption. It introduces students to the operational challenges that managers face and provides a set of tools to aid in designing, evaluating and managing business processes to meet a company's objectives. The course objective is to study how management can gain competitive advantage through operations.

QTM 6210 Decision Analysis (2 credits)

This course introduces you to Management Science, which is the study of advanced analytical and computational methods to support effective and informed managerial decision-making. The principal idea in Management Science is to formulate managerial decision problems as mathematical problems, which can subsequently be solved using analytical or numerical techniques. Typical applications include revenue management (e.g. revenue-maximal pricing of train and airline tickets), logistics (cost-effective transport of products in a supply chain), financial portfolio management (construction of asset portfolios with a desirable return/risk tradeoff) and production planning (e.g., reduction of late deliveries or inventory holding costs).

RES 8120 Research Methods for Business (2 credits)

This course enables students to develop their knowledge about scientific research and relate challenges faced by organizations to theoretical frameworks. It guides students to explore concepts and present theoretical debates that rely on different approaches required to reach a scientific opinion. When applying research process and appraising critical reflection on arguments, students are able to discuss findings on specific research question(s) of their business-related interest.

IT 6250 Information Systems (2 credits)

This course develops students understanding and application of the theoretical underpinnings of Business Information Systems, and applies them to the different types of information systems that exist in the global business environment, and their respective capabilities and functions. The course develops students' knowledge and understanding of the variety of issues and perceptions relating to the development, deployment and application of business information systems in an organizational context.

LAW 6310 UAE Legal and Regulatory Environment (2 credits)

This course analyzes legal issues as they relate to forming and a running a business. Topics include the general historical developments of common and civil law systems, the unique structures of federalism, the UAE legal tradition and court system, the various tools and methods for protecting intellectual

property in the UAE, business law terminology such as liability, types of business structures, and the necessary steps for starting a business in Abu Dhabi.

Elective Course Descriptions

MGT 6310 Managing for Profitable Growth (2 credits)

In this course, students will systematically explore how entrepreneurs grow their businesses and the challenges they face in doing so. The course includes components from across multiple disciplines of strategy, marketing, finance and human resources to solve daily challenges of growth. This course is designed to help rethink the tenets of core strategy in an entrepreneurial way. The course focuses on the decisions owner-managers make in recognizing and choosing opportunities, obtaining and allocating resources, challenging and directing personnel, and adapting personal goals and corporate strategies to changing personal business conditions. In this process, the course examines management challenges that are commonly encountered at different stages in the development of a business – start-up, growth, change of direction, etc. Also considered are issues of particular importance to rapidly growing companies such as establishing and communicating vision, developing networks, managing with limited resources, cash planning, leadership, delegation and professionalizing the business as it grows, while being careful to avoid stifling the entrepreneurial spirit as the organization becomes larger and more impersonal.

EPS 6210 Total Quality Principles (2 credits)

In this era of global competition, the demands of customers are growing, and the quest for quality has never been more urgent. Quality has evolved from a concept into a strategy for long term viability. The course analyzes the principles that influence quality journey and determines appropriate approaches to foster a responsible and productive work environment. It examines a variety of theories, philosophies and frameworks used to understand challenges towards achieving sustainable performance and competitive advantages. The course also emphasizes the importance of managing processes through the uses of statistical thinking to monitor and minimizes variations with Six Sigma applications.

HRM 7200 Human Resource Management (2 credits)

This course emphasizes the strategic role of the human resource function within organizations, and provides a framework for understanding how human resource management (HRM) strategies link with and facilitate attainment of organizational level strategies. The course draws on insights from the social sciences and strategic management theory to explore how economic, socio-cultural, psychological, legal and environmental forces influence employment relations. Specific topics include an overview of the links between organizational strategy and HRM, Global and legal aspects of HRM, HR planning and alignment, recruitment and selection; compensation and benefits; promotion, training; layoffs; retention and turnover; and the human resource implications of various strategies.

MGT 7500 Strategic Frameworks (2 credits)

While much of strategy deals with strategic analysis, any practicing manager will immediately agree that any strategy is only as good as adhering to the Strategic Framework. The question of strategy formulation, management and execution is therefore a key challenge for managers and will form the focus of this

course. Executing the framework involves balancing every aspect of the framework and operational goals of the organisation while appreciating the interconnectedness of strategy, structure and systems. It involves gaining the commitment of organizational members to a new strategy as well as managing processes of organizational change, both of which deal with the complex dynamics of people, power and politics.

In this course, we will examine how managers can anticipate, understand and resolve different problems that arise when a new strategy is put in place. In general, a different area of the strategy framework will be explored during each class. Class discussions, exercises and readings from the textbook and the business press will be used to link the conceptual material we will consider with real world issues and problems. Case analysis and discussion are integral parts of the course and I will expect all students to have carefully prepared the assigned cases before class. The cases are designed to test and sharpen the ability of students' to identify course concepts in actual business settings and apply these concepts in decision-making but the case approach only works if students prepare properly for class.

EIT 6320 Competing in the Digital Age (2 credits)

The Internet, together with other information and communication technologies (ICTs), continues to revolutionize industries. E-commerce is now a given in many industries, but many incumbent firms rooted in traditional business models struggle to figure out the new terms of competition. By examining the experience of earlier industry transformations, we shed light on what may lie ahead for industries currently undergoing upheaval (software, telecommunications, music, and other forms of digital content and services).

The goals of the course are for the student to understand, critically evaluate, and apply:

● ICTs and the internet as a disruptive innovation;

● The special nature of information as an economic good;

● The importance and challenges of data in the digital age;

● The role of IP in digital business;

● Business opportunities arising from the changing landscape.

OB 6210 Organizational Behavior (2 credits)

Organizational behavior examines the relationship between the individual, the group and the organization. This course aims to develop a critical understanding of how people behave in organizations and the factors that drive their behavior through such topics as entrepreneurial leadership, motivation and its applications, emotional intelligence, and negotiation styles. The course is designed to enhance managerial/leadership capabilities by providing a better perspective of human attitudes and behavior, enabling the identification and application of factors that motivate personnel to perform better in the workplace. The course develops skills to understand group dynamics, apply negotiation techniques and thereby perform and/or lead effectively in an organizational environment.

BND 6118 Brand Management (2 credits)

This course is concerned brands building, measuring and managing brands over time. Products and Brands are a fundamental element of a company's strategy and thus need to be managed carefully over time. Firms are also increasingly becoming aware that one of their most valuable assets is the brand associated with the product. Creating strong products and brands that deliver customer value, and maintaining and enhancing the strengths of those products and brands over time, are management imperatives.

Given that marketing acts as the boundary spanning activity between the firm and the external environment, nearly everybody will, at some point in their career, wear a marketing hat. Thus, understanding key marketing topics such as product and brand management is beneficial regardless of one's professional background and career direction.

The course begins with an overview of fundamental issues in product and brand management. Then it focuses on how organizations can develop the appropriate culture to support effective product and brand management and innovation. Next, the entire brand management process is discussed, by reference to the Customer Based Brand Equity model, and a couple of Brand Equity Models. We also discuss Service Branding, Destination Branding, and People/Human Branding. Finally, we close with a discussion of the opportunities and challenges for product and brand management in the online world.

ELT 6310 Risk and Insurance (2 credits)

Insurance industry is an important component in developed markets and growing in emerging economies. Companies as well as individuals are worried about the study of risks when measuring the possible financial losses in case accidents might occur. Therefore, sharing such risks with insurance companies represent one of the major risk-financing tools.

This course is focusing on major lines of risks that are treated by commercial insurance companies. Analyzing the general aspects of the insurance market, regulation framework and different types of insurance careers associated to products channels of distribution will lead to better implement the adequate insurance covers and negotiate rates applied within such industry.

Finally, the course will emphasize the mechanism of Takaful insurance as an alternative to conventional insurance.

MGT 6500 Design for Business (2 credits)

The word "design" has traditionally been used to describe the visual aesthetics of objects such as books, products, architecture and fashion. Yet increasingly design as a discipline is expanding to include not just the shaping of artefacts but also the ways people interact with systems, services and organizations.

The Design for Business course is intended to give the MBA class the concepts, experiences and set of tools to find and develop innovative alternatives for addressing strategic business problems. The students will learn different concepts related to design and how design creates value. They will evaluate how firms can take advantage of design and designers' work to stimulate product and service innovation, and ultimately to build and sustain competitive advantage. They will also understand and appreciate the role of consumers in design and innovation.

Furthermore, the course will shed a light on the design industry, and especially the perspective of designers and the logic of “design thinking”. Students will engage in skill developing assignments, with the key skills of problem-defining and human-centered design research. They will apply design thinking and other design processes in their day-to-day business decisions, an increasingly needed skill in today’s complex business world.

F. Master of Science in Quality and Business Excellence (MS QBE)

The Master of Science in Quality and Business Excellence program is aligned with the mission and vision of ADSM. It seeks to educate new cohorts of entrepreneurial business leaders with professional education in modern theory and practice of Quality and Business Excellence. The program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large empowered private sector, and a sustainable knowledge-based economy. The program has been designed in the context of the Sheikh Khalifa Quality Award, which is managed by the Abu Dhabi Chamber of Commerce.

A priority of the MS QBE program is to provide an educational environment in which students are able to pursue knowledge, critical thinking and understanding of international quality frameworks and issues in business excellence. The program will equip graduates to implement practical approaches and techniques of Quality and Business Excellence and address the needs of the employment market, not only in Abu Dhabi but also across the UAE and into international markets.

F1. ADSM's Partnership with Sheikh Khalifa Excellence Award (SKEA)

The Quality and Business Excellence (QBE) program has been designed in the context of the Sheikh Khalifa Quality Award (SKEA), which is managed by the Abu Dhabi Chamber of Commerce and Industry (ADCCI). The program seeks to support the mission of the ADCCI to increase the competitive capabilities of industries and hence has associated with SKEA in offering a Master's program in quality management. The program is aimed at producing empowered graduates who will promote business excellence and work towards the overall improvement of the UAE business sector. The SKEA award was formed by the ADCCI with the aim of enhancing the competitiveness of the United Arab Emirates business sector and has adopted the European Foundation for Quality Management (EFQM) framework. Professor Hadi El Tigani, who established the SKEA award through the ADCCI is a professor at ADSM. The association of Prof Hadi with the ADSM program serves to ensure that the program addresses the current trends in quality and more specifically the needs of the business sector in the UAE. The QBE program allows students to gain an in-depth understanding of the various award frameworks and their practical applications in the work place.

F2. Admission Requirements

To be admitted into the QBE program, students are required to have earned a Bachelor's degree in a relevant field such as Business or Engineering with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 or equivalent. Applicants with a degree in an area other than business or engineering but have relevant work experience or professional qualifications, may be considered.

F3. Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Program Application;
- Attested Bachelor's Degree from an accredited college or university;
- Official college or university transcript from all institutions of higher education attended, with a minimum cumulative GPA of 3.0;
- A TOEFL score of 550 (CBT 213, iBT 80), or its equivalent in a standardized English test that is approved by the CAA – exceptions to these regulations as defined by the CAA;
- Copy of valid passport and visa (if applicable);
- Emirates ID; and,
- 1 passport size photo.

F4. MS QBE Program Goals

The MS QBE postgraduate program has specific goals related to the study of quality and business excellence, which are to develop:

- Graduates' abilities to appraise quality assurance and quality management concepts and theories.
- Graduates' knowledge and skills to apply problem solving skills to a variety of strategic quality and business excellence scenarios.
- Graduates' competencies to apply the principles of business excellence in line with a variety of frameworks.
- Graduates' skills and abilities to make rational decisions on the use of quality tools and techniques and describe their suitability within an organization's context.

F5. MS QBE Program Learning Outcomes

Students successfully completing the ADSM MS QBE will be able to:

1. Critically evaluate the strategic applications of quality
2. Interpret and apply a holistic view of quality and business excellence strategy, theory, process, structure and systems
3. Synthesize the purpose, design, functions, and character of quality and business excellence
4. Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine quality and business excellence
5. Appraise the role of business excellence models in driving organizational outcomes
6. Use effective leadership and teamwork skills to solve complex organizational problems and communicate decisions to relevant audiences.

F6. MS QBE Program Learning Outcomes Matrix

		Program Learning Outcomes					
Code	*Title*	*1*	*2*	*3*	*4*	*5*	*6*
RES 8111	Research Methods	√	√	√	√		
QTY 8212	Quality Management Systems and Approaches	√		√		√	√
QTY 8213	Business Excellence Awards and Frameworks	√	√	√	√		
QTY 8214	Japanese Quality Improvement Approaches and Structures	√	√		√		√

Code	Title	Program Learning Outcomes 1	2	3	4	5	6
QTY 8215	Quality Improvement Tools and Techniques	√	√	√		√	
BUS 8421	Strategic Management Principles		√	√	√		√
QTY 8217	Achieving Business Excellence	√	√	√		√	
BUS 8219	Operations Management		√		√	√	√

F7. Mapping of MS QBE Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MS QBE program will be able to:	Knowledge (K)	Skill (S)	Aspects of competence: Autonomy and Responsibility (AR)	Role in Context (RC)	Self-Development (SD)
P1 Critically evaluate the strategic applications of quality	K1, K2, K3	S1	AR2		
P2 Interpret and apply a holistic view of quality and business excellence strategy, theory, process, structure and systems	K1, K4		AR3		SD3
P3 Synthesize the purpose, design, functions, and character of quality and business excellence	K1, K4	S2	AR1, AR3		SD2
P4 Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine quality and business excellence	K2, K3	S1, S3	AR1, AR3		
P5 Appraise the role of business excellence models in driving organizational outcomes	K3, K4	S2	AR1		SD1
P6 Use effective leadership and teamwork skills to solve complex organizational problems and communicate decisions to relevant audiences.	K4	S4	AR 3	RC1, RC2	SD1

F8. MS QBE Program Structure and Sequence

The MS QBE program represents a focused collection of courses that provides students with specialized knowledge of quality and business excellence. The MS QBE program consists of ten 3-credit hour courses comprising 8 core courses and 2 elective courses, for a total of 30 credit hours. The sequence of the

program is open, with no prerequisites. The only mandated scheduling element is that the Research Methods course (RES 8111) must be taken during the first term of enrolment in the program.

	Course	Credit Hours	Code
Core Courses	Research Methods	3	RES 8111
	Quality Management Systems and Approaches	3	QTY 8212
	Business Excellence Awards and Frameworks	3	QTY 8213
	Japanese Quality Improvement Approaches and Structures	3	QTY 8214
	Quality Improvement Tools and Techniques	3	QTY 8215
	Strategic Management Principles	3	BUS 8421
	Achieving Business Excellence	3	QTY 8217
	Operations Management	3	BUS 8219
	Total Credits (Core)	24	
Elective Courses	Conflict Management	3	BUS 8419
	Creative Problem Solving	3	BUS 8418
	Managing Organization Change	3	BUS 8414
	Total Credits (2 electives)	6	
	Grand Total	**30**	

F9. Mode of Program Delivery

The QBE program is offered in a traditional face-to-face teaching mode. Students may undertake the program full-time or part-time. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. Courses will be delivered over a 10-week period on weekdays from 4:00 pm to 8:30 pm. Each course will have 45 contact hours; three courses are scheduled to be held each term. Classes will be held over four terms in a year (fall, winter, spring and summer). Full-time students will be able to complete the program in 12 months by taking two or three courses in each term. Typically, students will take 2 courses each in their first semester and summer semester.

F10. Postgraduate Diploma (PgD) in Quality and Business Excellence

The PgD in QBE program has been designed as an exit Award for MS QBE students who have successfully completed 24 credit hours of taught study. In line with CAA entry requirements for graduate programs, the entry criteria for the MS QBE program will apply for the Postgraduate Diploma program. The program contents and structure of the PgD program are identical with the MS QBE program. The PgD program has the same set of learning outcomes as that of the MS QBE program. Refer to Section F5 for the program learning outcomes and Section F8 for the program structure.

F11. QBE Graduation Requirements

In order to be eligible for a Master's QBE program at ADSM, a student must:

I. Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses;

II. Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale;

III. Not possess any missing grades or "Incompletes;"

IV. Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy; and,

V. Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

Students leaving the program after satisfactory completion of either 24 or 27 credit hours will be eligible to graduate with a Postgraduate Diploma in QBE, subject to fulfilling all of the above requirements from II through V. The graduation requirements are officially listed in the ADSM Graduate Completion Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

F12. Time Limits for Program Completion

Master of Science in Quality and Business Excellence

Students enrolled on a full-time mode require a minimum of four (4) and a maximum of eight (8) terms to complete the requirements for the degree.

Specific regulations and exceptions to the above mentioned timeframes are explained in the Academic Progress Policy which is available in the ADSM Student WebPortal (lms.adsm.ac.ae).

F13. QBE Course Descriptions

Core Courses

RES 8111 Research Methods (3 credits)

This course provides an opportunity for students to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches. The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use these theoretical underpinnings to begin to critically review literature relevant to their field or interests and determine how research findings are useful in informing their understanding of their environment (work, social, local, global).

QTY 8212 Quality Management Systems and Approaches (3 credits)

In recent years "quality" and "quality management systems" have been leading buzzwords in the business world. Management systems define quality levels in the manufacturing of goods and production of

services. However, there is seldom comment on the commercial viability of the output itself. This course develops student understanding of the management principles, disciplines and techniques involved in quality management systems within, and their impact external to an organization. The environmental relationships between the various elements in an organization must also be clearly understood to allow managers to appropriately assess the impacts of any change, on operations and/or business strategy. The course aims to enhance student awareness of management systems, approaches, and applications in today's business landscape, whilst also providing an appreciation of the decision making in organizational risk management.

QTY 8213 Business Excellence Awards and Frameworks (3 credits)

This course focuses on the need to be able to understand and support initiatives introduced to organizations for achieving global competitive advantage. In particular they need to be able to understand the business consequences of following different courses of action in improvement activities leading ultimately to excellence in customer satisfaction, employee satisfaction, and impact on society and business results. Excellence in a business context is a combination of internal excellence in how things are done (enablers) leading to outstanding business performance (results). Excellence is recognized worldwide through awards such as the European Quality Award, the Baldrige Award and the Deming Award as well as national awards that are based on these. This course introduces the fundamental concepts that underpin non-prescriptive approaches to creating sustainable excellence in a business, and provides an opportunity for students to critically reflect on the skills necessary to manage the business processes of organizations in the way they do business, and in their relationships with their employees, shareholders, customers and communities in which they operate.

QTY 8214 Japanese Quality Improvement Approaches and Structures (3 credits)

In the 1950s and 1960s, Japanese goods were synonymous with cheapness and low quality, but over time their quality initiatives began to be successful, with Japan achieving very high levels of quality in products from the 1970s onward. In recent times, Japan has become world renowned for its incredible record for total quality control, quality improvement process and lean management. Unlike the traditional approach to quality control that is administered by quality inspectors at the end of the production process, the Japanese approach to quality control focuses on building superior quality in the production process through the development of team-oriented human resource management (HRM) practices. This course reflects on the influences responsible for the improvement of Japanese Quality practices and approaches from the Second World War to the present time. The course investigates the Toyota Production System as well as the influence of statistical process control and lean management.

QTY 8215 Quality Improvement Tools and Techniques (3 credits)

Understanding processes so that they can be improved by means of a systematic approach requires the knowledge of a range of tools or techniques for quality improvement. This course provides students with a critical understanding of a variety of these tools and techniques of quality, encouraging and allowing an exploration of the applicability and effectiveness of different quality tools and techniques within the design, manufacture and use of products and services. The course enables an exploration of the applicability and effectiveness of different quality tools and techniques for all organizational types in a

variety of circumstances. The course draws on examples from current research to establish 'cutting edge' quality performance techniques.

BUS 8421 Strategic Management Principles (3 credits)

This course provides students with a holistic view and understanding of how different types of organizations manage the dynamics of strategy and policy formulation, implementation, and evaluation in order to respond to changes in both internal and external environmental dynamics and develop sustainable competitive advantage. The course considers the strategic choice options for managers, and looks at the concepts of complexity and complex adaptive systems within the lens of organizational dynamics.

Strategy is an integrative discipline. Analysis requires students to look at the company as a whole rather than in terms of its isolated functions; and in terms of the company's place in the wider context of industry and environment rather than as an isolated entity. The course concludes with a unique look at some historical strategies viewed in today's global environment, e. g. Sun Tzu - the Art of War.

QTY 8217 Achieving Business Excellence (3 credits)

This course focuses on the leadership and management challenges associated with achieving or working towards Business Excellence. Increasingly the business world recognizes that overall Business Excellence requires a combination of internal enablers – which identify how things are done, and methods to understand how and why results are achieved, giving a clear outstanding of business performance. With over 900 Business Excellence Awards worldwide, this course will concentrate on the framework awards such as the European Quality Award, the Baldrige Award and the Deming Prize as well as national awards that are based on these. This course reflects the fundamental concepts of excellence that underpin the approaches to creating sustainable excellence in business.

BUS 8219 Operations Management (3 credits)

Managing operations is vital to every type of organization, for it is only through effective and efficient utilization of resources that an organization can be successful in the long run. This is especially true today, when we see that significant competitive advantages accrue to those firms that manage their operations effectively It is critical in today's fast paced world of business that operations managers appreciate the effect that the interaction of operations has on the organization itself, as well as on its employees and customers. Priority areas of focus include the linkages between process and operations design, business strategy and globalization. This course aims to develop a critical understanding of the role of operations management in relation to organizational performance and competitiveness. It will build knowledge of operations management principles and concepts, and critically appraise how they can be applied, across different organizational functions.

Elective Courses

BUS 8418 Creative Problem Solving (3 credits)

The course will introduce students to the latest thinking in the areas of creativity, the creative process, knowledge management practices, and will also reflect on the nature of entrepreneurship. In a global world, where increasing competition, rapidly evolving technologies and changing outlooks and attitudes transform the way we live work, generating new ideas that fit the changing times, is essential. Critical thinking – reflecting on the assumptions underlying our actions and considering new ways of looking at the world and living in it – is an essential skill for leaders at this time. Critical thinkers do not passively accept what they read; rather, they reflect to derive new alternatives. This course supports students in applying concepts and methods to make valuable contributions at work and influence those around them.

BUS 8419 Conflict Management (3 credits)

Wherever people work together, occasional conflict is inevitable. What sets one organization apart from another is how people respond to conflict when it does arise. This course views conflict as an ever-present component of any decision-making environment. It offers tools for understanding the nature of conflict and of individual and joint decision making processes; devising individual and group strategies that minimize the destructive consequences of conflict; and, identifying solutions satisfactory to all involved. Students will analyze decision-making situations, understand the stakes of all involved, identify the sources of conflict and design strategies that recognize the positive and sometimes negative pressures on cooperation.

BUS 8414 Managing Organization Change (3 credits)

The course provides students with an advanced understanding of the concepts, theories, and techniques of managing change in an organization by critically assessing the theories of organizational culture and the psychological contract. The course will analyze the principles of organizational development, and discuss the concepts of the learning organization and Knowledge Management within the context of organizational change. The course will examine a range of tools and techniques which can facilitate the change process, based on a number of theoretical models.

G. Master of Science in Leadership and Organizational Development (MS LOD)

The Master of Science in Leadership and Organizational Development program is designed specifically for students wishing to develop their skills and understanding of the Leadership and Organizational Development activities undertaken within the context of the evolving and complex world of today's business environment. This program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large empowered private sector, and a sustainable knowledge-based economy. It has been designed to help students improve their ability to analyze, solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern business environment. The degree furthermore provides the underpinning knowledge to students wishing to follow a career in the fields of leadership and organizational development.

The MS LOD program aims to provide students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. The program equips graduates with the knowledge, skills and tools essential to implement practical approaches and techniques of leadership and organizational development that will enable them to work effectively in the modern business environment. A core priority of the MS LOD program is to provide an educational environment in which students are able to pursue knowledge, critical thinking and understanding of the global leadership and organizational activities.

G1. Admission Requirements

To be admitted into the MS LOD program, students are required to have earned a Bachelor's degree in a relevant field such as Business with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 or equivalent. Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered.

G2. Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Program Application;
- Attested Bachelor's Degree from an accredited college or university;
- Official college or university transcript from all institutions of higher education attended, with a minimum cumulative GPA of 3.0;
- A TOEFL score of 550 (CBT 213, iBT 80), or its equivalent in a standardized English test that is approved by the CAA – exceptions to these regulations as defined by the CAA;
- Copy of valid passport and visa (if applicable);
- Emirates ID; and,
- 1 passport photo.

G3. MS LOD Program Goals

The MS LOD program goals are consistent with the institutional purpose of the School, which seeks to create an environment in which students can explore, develop and apply their learning. The program aims to develop:

- Graduates' abilities to appraise strategic leadership concepts and theories.
- Graduates' knowledge and skills to analyze and manage the business environment in leading organizations.
- Graduates' competencies to apply the principles of organizational development.
- Graduates' skills and abilities to synthesizing of the value of planning and preparation to maximize results.

G4. MS LOD Program Learning Outcomes

Students successfully completing the ADSM MS LOD program will be able to:

1. Critically evaluate the ethical and cultural dimensions of leadership.
2. Evaluate and apply organizational development theory, process, structure and systems.
3. Synthesize the purpose, design, functions, and character of leadership and organizational development.
4. Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine leadership and organizational development.
5. Appraise the role of leadership in driving organizational outcomes.
6. Use effective leadership and teamwork skills to solve complex organizational development problems and communicate decisions to relevant audiences.

G5. MS LOD Program Learning Outcomes Matrix

		Program Learning Outcomes					
Code	**Title**	**1**	**2**	**3**	**4**	**5**	**6**
RES 8111	Research Methods	√		√		√	√
LED 8312	Leadership, Culture and Ethics	√	√	√	√		
LED 8313	Leadership and Organizational Development Principles and Applications	√	√		√		√
BUS 8414	Managing Organization Change	√	√	√		√	
LED 8315	Leading Sustainable Performance		√	√	√		√
BUS 8421	Strategic Management Principles	√	√	√		√	
QTY 8212	Quality Management Systems and Approaches			√			√
LED 8320	Leading Organizational Development	√	√	√		√	√

G6. Mapping of MS LOD Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MS LOD program will be able to:	Knowledge (K)	Skill (S)	Aspects of competence		
			Autonomy and Responsibility (AR)	Role in Context (RC)	Self-Development (SD)
P1 Critically evaluate the ethical and cultural dimensions of leadership	K1, K2, K3	S1	AR2		
P2 Evaluate and apply organizational development theory, process, structure and systems	K1, K4		AR3		SD3
P3 Synthesize the purpose, design, functions, and character of leadership and organizational development	K1, K4	S2	AR1, AR3		SD2
P4 Apply a critical selection of appropriate research instruments and advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine leadership and organizational development	K2, K3	S1, S3	AR1, AR3		
P5 Appraise the role of leadership in driving organizational outcomes.	K3, K4	S2	AR1		SD1
P6 Use effective leadership and teamwork skills to solve complex organizational development problems and communicate decisions to relevant audiences.	K4	S4	AR 3	RC1, RC2	SD1

G7. MS LOD Program Structure and Sequence

The Master of Science in Leadership and Organizational Development program represents a focused collection of courses that provides students with specialized knowledge of leadership and organizational development. The MS LOD program consists of ten 3-credit hour courses comprising 8 core courses and 2 elective courses, for a total of 30 credit hours. The Research Methods course (RES 8111) must be taken during the first semester of enrolment in the program.

	Course	Code	Credit Hours
Core Courses	Research Methods*	RES 8111	3
	Leadership Culture and Ethics	LED 8312	3
	Leadership and Organizational Development Principles and Applications	LED 8313	3
	Managing Organization Change	BUS 8414	3
	Leading Sustainable Performance	LED 8315	3
	Strategic Management Principles	BUS 8421	3
	Quality Management Systems and Approaches	QTY 8212	3
	Leading Organizational Development	LED 8320	3
	Total Credits (Core)		24
Elective Courses	Creative Problem Solving	BUS 8418	3
	Conflict Management	BUS 8419	3
	Total Credits (2 electives)		6
	Grand Total		**30**

* First Semester requirement

The program begins with an induction session, which introduces students to the program structure and curriculum, to faculty and staff, and to each other.

G8. Mode of Program Delivery

The MS LOD program is offered in a traditional face-to-face teaching mode. Students may undertake the program on either a full-time or part-time basis. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. Courses will be delivered over a 10-week term and the academic year will be divided into 4 terms on a quarter basis: Fall, Winter, Spring, and Summer (typically beginning in September, January, March, and June of each year). The classes will consist of 45 contact hours and will be scheduled on weekdays from 4:00 pm to 8:30 pm, with one class meeting per week for each course. Full-time students will be able to complete the program in 12 months by taking two or three courses in each term. Typically, students will take 2 courses each in their first semester and summer semester.

G9. Postgraduate Diploma (PgD) in Leadership and Organizational Development

The Postgraduate Diploma in Leadership and Organizational Development program has been designed as an exit award for students in the MS LOD program who have successfully completed 24 or 27 credit hours of study. The entry criteria for the MS LOD program will apply to the Postgraduate Diploma program. The program contents and structure of the Postgraduate Diploma program are identical to those of the Master of Science program. The PgD program has the same set of learning outcomes as that of the MS LOD program. Refer to Section G4 for the program learning outcomes and Section G7 for the program structure.

G10. LOD Graduation Requirements

In order to be eligible for a Master of Science in Leadership and Organizational Development degree at ADSM, a student must:

I. Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses;

II. Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale;

III. Not possess any missing grades or "Incompletes";

IV. Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy; and,

V. Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

Students leaving the program after satisfactory completion of either 24 or 27 credit hours will be eligible to graduate with a Postgraduate Diploma in Leadership and Organizational Development, subject to fulfilling all of the above requirements from II through V. The graduation requirements are officially listed in the ADSM Graduate Completion Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

G11. Time Limits for Program Completion

Master of Science in Leadership and Organizational Development

Students enrolled on a full-time mode require a minimum of four (4) and a maximum of eight (8) terms to complete the requirements for the degree.

Specific regulations and exceptions to the above mentioned timeframes are explained in the Academic Progress Policy which is available in the ADSM Student WebPortal (lms.adsm.ac.ae).

G12. LOD Course Descriptions

Core Courses

RES 8111 Research Methods (3 credits)

This course provides an opportunity for students to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches. The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use these theoretical underpinnings to begin to critically review literature relevant to their field or interests and determine how research findings are useful in informing their understanding of their environment (work, social, local, global).

LED 8312 Leadership Culture and Ethics (3 credits)

This course explores the key issues around strategic leadership, culture and ethics in organization and business environments. This will involve reviewing relevant theory, models and concepts and their practical application to business today. The Course identifies the concepts and approaches involved in nurturing a culture of trust and ethical consideration in business. Successful business demonstrate honesty, transparency, ethical behavior and open communication.

LED 8313 Leadership and Organizational Development Principles and Applications (3 credits)

The reality of everyday organizational life is that it is filled with uncertainty, contradictions and paradoxes. This course explores issues related to the effective leadership of organizational development including both change and management, and the issues of understanding and empowerment toward innovative practices. The course develops the issues of sustainable change in organizations, and investigates the state of turbulence and complexity that today's organizations encounter.

BUS 8414 Managing Organization Change (3 credits)

The course provides students with an advanced understanding of the concepts, theories, and techniques of managing change in an organization by critically assessing the theories of organizational culture and the psychological contract. The course will analyze the principles of organizational development, and discuss the concepts of the learning organization and Knowledge Management within the context of organizational change. The course will examine a range of tools and techniques which can facilitate the change process, based on a number of theoretical models.

LED 8315 Leading Sustainable Performance (3 credits)

The application of sustainable principles in business were once the preserve of the minority. In recent times these principles have moved into the mainstream of business. Organizations are moving beyond merely cultivating a green image, and are fully embracing sustainability. Increasingly sustainability is seen to provide opportunities for future growth. More senior executives view see sustainability as the only long term. In the current business landscape, it is businesses that have no ambitions in sustainability that form the minority.
This course aims to develop the students' knowledge and understanding of why firms are embracing sustainable practices, how companies are embedding corporate social responsibility into their businesses, and how they are gauging and reporting their success.

BUS 8421 Strategic Management Principles (3 credits)

This course provides students with a holistic view and understanding of how different types of organizations manage the dynamics of strategy and policy formulation, implementation, and evaluation in order to respond to changes in both internal and external environmental dynamics and develop sustainable competitive advantage. The course considers the strategic choice options for managers, and

looks at the concepts of complexity and complex adaptive systems within the lens of organizational dynamics.
Strategy is an integrative discipline. Analysis requires students to look at the company as a whole rather than in terms of its isolated functions; and in terms of the company's place in the wider context of industry and environment rather than as an isolated entity. The course concludes with a unique look at some historical strategies viewed in today's global environment, e.g. Sun Tzu - the Art of War.

QTY 8212 Quality Management Systems and Approaches (3 credits)

In recent years "quality" and "quality management systems" have been leading buzzwords in the business world. Management systems define quality levels in the manufacturing of goods and production of services. However, there is seldom comment on the commercial viability of the output itself. This course develops student understanding of the management principles, disciplines and techniques involved in quality management systems within, and their impact external to an organization. The environmental relationships between the various elements in an organization must also be clearly understood to allow managers to appropriately assess the impacts of any change, on operations and/or business strategy. The course aims to enhance student awareness of management systems, approaches, and applications in today's business landscape, whilst also providing an appreciation of the decision making in organizational risk management.

LED 8320 Leading Organizational Development (3 credits)

Today's fast changing economic environment is characterized by dynamic change. Increased competition and innovation in a variety of forms require organizations to continually evolve and develop. There is a growing need for staff who both understand and can contribute to organizational change and development initiatives and activities. This course aims to provide students with the theoretical frameworks, analytical capacities, skills and knowledge required to undertake effective organizational change and development.

Elective Course Descriptions

BUS 8418 Creative Problem Solving (3 credits)

The course will introduce students to the latest thinking in the areas of creativity, the creative process, knowledge management practices, and will also reflect on the nature of entrepreneurship. In a global world, where increasing competition, rapidly evolving technologies and changing outlooks and attitudes transform the way we live work, generating new ideas that fit the changing times, is essential. Critical thinking – reflecting on the assumptions underlying our actions and considering new ways of looking at the world and living in it – is an essential skill for leaders at this time. Critical thinkers do not passively accept what they read; rather, they reflect to derive new alternatives. This course supports students in applying concepts and methods to make valuable contributions at work and influence those around them.

BUS 8419 Conflict Management (3 credits)

Wherever people work together, occasional conflict is inevitable. What sets one organization apart from another is how people respond to conflict when it does arise. This course views conflict as an ever-present component of any decision-making environment. It offers tools for understanding the nature of conflict and of individual and joint decision making processes; devising individual and group strategies that minimize the destructive consequences of conflict; and, identifying solutions satisfactory to all involved. Students will analyze decision-making situations, understand the stakes of all involved, identify the sources of conflict and design strategies that recognize the positive and sometimes negative pressures on cooperation.

H. Master of Science in Business Analytics (MSBA)

The Master of Science in Business Analytics (MSBA) program has been developed to educate future business leaders, who will contribute to the socio-economic development of the emirate of Abu Dhabi and the UAE. The program contributes to several of the seven areas of ongoing economic policy of the Abu Dhabi Vision 2030, especially to 'build an open, efficient, effective and globally integrated business environment', 'develop a highly skilled, highly productive workforce', and 'drive significant improvement in the efficiency of the labor market'.

The MSBA has been designed by ADSM, and accredited by the UAE Ministry of Education for business leaders and managers, in order to develop and inspire greater competitiveness in the increasingly important area of data-driven business. Our MSBA program has been constructed to enable business professionals to develop and enhance their data analytics skills and competencies, in solving business issues within their organizations. The ADSM MSBA will develop our student's specialist skills in Business Analytics enabling them to determine the measures of performance for the success of their organizations, using evidence-based data as a strategic asset in the decision-making process.

H1. Admission Requirements

To be admitted into the Master of Science Business Analytics (MSBA) program, students are required to have earned a Bachelor's degree in a relevant field such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 or equivalent.

H2. Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required

- Completed Graduate Student Application;
- Attested Bachelor's Degree from an accredited college or university in a relevant discipline such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science;
- Official college or university transcript from all institutions of higher education attended, with a minimum cumulative GPA of 3.0;
- A TOEFL score of 550 (CBT 213, iBT 80), or its equivalent in a standardized English test, e.g. 6.0 IELTS or another standardized, internationally recognized test that is approved by the Commission. (If the primary language of instruction was English and English is the official language of the country, where the studies took place a TOEFL is not normally required. Applicants with a TOEFL score of less than 550 (213 CBT, 80 iBT) will be required to take an English Proficiency Exam);

- Copy of valid passport and visa (if applicable) & 5 passport photos; and, o Non-refundable application fee.

A limited number of applicants may be granted conditional admission based on the following criteria:

- Achieved a cumulative grade point average of 2.5 – 2.99 on a 4.0 scale, or established equivalent, in a recognized undergraduate degree in a discipline appropriate for the program for which the applicant is applying; and/or
- Achieved a 530 TOEFL (or its equivalent)

H3. MSBA Program Goals

- The MS Business Analytics program has specific goals, which are to develop:
- Graduates' abilities to appraise the theories and concepts of Business Analytics.
- Graduates' competencies to apply the principles of Business Analytics to a business environment.
- Graduates' knowledge and skills to analyze and transform data to solve business issues.
- Graduate's ability to significantly contribute to a firm in an industry sector.

H4. MSBA Program Learning Outcomes

Students who complete the program successfully will be able to:

1. Demonstrate a critical awareness of current issues in Business Analytics
2. Compile and manage large data sets within organizational contexts
3. Integrate, analyze and evaluate new and/or abstract data and situations, using a wide range of appropriate technologies and transform such data and concepts into options and solutions
4. Apply a critical selection of appropriate research instruments and advanced analytical and problem solving skills to interrogate large data sets
5. Appraise the application of business analytics in solving business issues
6. Employ independent learning strategies to update own knowledge in the field of business analytics and keep pace with innovations, trends and standards in the discipline.

H5. MSBA Program Learning Outcomes Matrix

Each of the nine core courses and the capstone project provides specific pedagogy and alignment to the program's learning outcomes, as shown below.

		Program Learning Outcomes					
Code	**Title**	**1**	**2**	**3**	**4**	**5**	**6**
BUAN 801	Analytics in Business	√				√	
BUAN 802	Data Structures and Algorithms			√	√		
BUAN 804	Fundamentals of Database Technologies		√	√	√		
BUAN 805	Machine Learning	√	√	√	√	√	
BUAN 805	Math and Statistical Foundations for Analytics	√		√			

BUAN 805	Network Analysis	√				√	√
	Optimization and Decision Models		√	√	√	√	√
BUAN 805	Statistics and Econometrics		√	√	√	√	
	Visualization	√				√	√
BUAN 805	Capstone Project- Business Analytics	√	√	√	√	√	√

The elective courses will contribute to the program learning outcomes as well, although none of the electives are specifically required for graduation from the MS program.

		Program Learning Outcomes					
Code	**Title**	**1**	**2**	**3**	**4**	**5**	**6**
BUAN 812	Data Management and Ethics	√					√
BUAN 813	Digital Marketing Analytics	√	√	√	√	√	
BUAN 817	Workforce Analytics	√	√	√	√	√	

H6. Mapping of MSBA Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MS LOD program will be able to:	Knowledge (K)	Skill (S)	Aspects of competence		
			Autonomy and Responsibility (AR)	Role in Context (RC)	Self-Development (SD)
P1 Demonstrate a critical awareness of current issues in Business Analytics	K1, K2, K3	S1	AR2		
P2 Compile and manage large data sets within organizational contexts	K1, K3	S1			
P3 Integrate, analyse and evaluate new and/or abstract data and situations, using a wide range of appropriate technologies and transform such data and concepts into options and solutions		S2, S3, S4	AR1, AR3		SD3
P4 Apply a critical selection of appropriate research instruments and advanced problem solving skills to interrogate large data sets	K2, K3	S2, S3	AR1, AR3		

P5 Appraise the application of business analytics in solving business issues.	K3, K4	S2	AR1	RC1	SD1
P6 Employ independent learning strategies to update own knowledge in the field of business analytics and keep pace with innovations, trends and standards in the discipline.	K4				SD1, SD2

H7. MSBA Program Structure and Sequence

The MSBA program represents a focused collection of courses that provides students with specialized knowledge of business analytics. The MS in Business Analytics Program is structured around four main components: the foundation classes, the core courses, the elective courses, and the Capstone Report. The central courses of the program consist of nine core courses and one elective course, each of which is worth three credit points. The foundation courses and the Capstone Report do not carry credit points. The foundation courses can be bypassed through evidence of academic background in a relevant area. The Capstone Report is mandatory for graduation from the program but does not entail extensive contact hours and carries no credit points.

	Course	Credit Hours
Foundation Courses	The foundation courses will be conducted online and are as follows: 1. Accounting Primer 2. Introduction to Finance 3. Math for Business Analytics 4. Careers and Professional Development 5. Plagiarism Awareness 6. Study Skills	0
Core Courses	BUAN 801 Analytics in Business	3
	BUAN 802 Data Structures and Algorithms	3
	BUAN 803 Fundamentals of Database Technologies	3
	BUAN 804 Machine Learning	3
	BUAN 805 Math and Statistical Foundations for Analytics	3
	BUAN 806 Network Analysis	3
	BUAN 807 Optimization and Decision Models	3
	BUAN 808 Statistics and Econometrics	3
	BUAN 809 Visualization	3
	Total Credits (Core)	**27**
Elective Courses	BUAN 812 Data Management and Ethics	3
	BUAN 813 Digital Marketing Analytics	3
	BUAN 817 Workforce Analytics	3
	Total Credits (one elective)	**3**

Project	Capstone Project- Business Analytics	**3**
	Grand Total	**33**

Capstone Project

The Capstone Project requires students to conduct independent research and write an individual report/essay on a topic of their own choice that relates to the overall program content. The aim of the module is to further develop students' theoretical understanding of a particular topic of their interest through advancing their research and professional writing skills necessary for business success. Students will be supported with additional workshops throughout the year in relation to developing both their research and writing skills.

H8. Mode of Program Delivery

The proposed MSBA program will be offered in a traditional face-to-face teaching mode. The MSBA program is 33 credit hours consisting of ten (10) courses, with each course worth 3 credits plus the Capstone Project worth an additional 3 credits. The subject area of the Capstone Project will be aligned to the core subject area of the program, making a total of 33 credits.

Students may undertake the program on either a full-time or part-time basis. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. Courses will be delivered over a 10-week term and the academic year will be divided into 4 terms on a quarter basis (typically beginning in September, January, March, and June of each year). The classes will consist of 45 contact hours divided between lectures (30 hours) and tutorial labs (15 hours).

H9. MSBA Graduation Requirements

In order to be eligible for a MSBA program at ADSM, a student must:

I. Satisfactorily complete a minimum of 33 credit hours of coursework for a Master of Science degree program;
II. II. Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale;
III. Not possess any missing grades or "Incompletes;
IV. Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and
V. the Academic Progress Policy; and,
VI. Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

The graduation requirements are officially listed in the ADSM Graduate Completion Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

H10. Time Limits for Program Completion

ADSM enrolment can be either on a full-time or a part-time basis. The minimum study period of 12 months is specified in the CAA Standards, the ADSM study completion times are shown below.

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

H11. MSBA Course Descriptions

Core Courses

BUAN 801 Analytics in Business (3 credits)

This module lays the "Business" foundations for your MSc Business Analytics degree. As a complement to the technical skills you will be gaining, we will critically evaluate topics in business to which new kinds of data and analytics are being applied, along with advances in analytics that are changing how business is done.

The importance of business analytics as a support for decision making and its importance in the business environment is increasing at unprecedented levels, enabling executives, managers and other corporate end users to analyze a variety of forms of data and present actionable information to help make informed business decisions.

BUAN 802 Data Structures and Algorithms (3 credits)

This course introduces the students to the basics of algorithms and data structures for developing computational approaches to problem solving. The design of efficient computational methods for analyzing large data sets lies in the core of modern technological innovation ranging from search engines and social networks to healthcare, energy and finance. The course will familiarize the students with key algorithm design paradigms (such as divide-and-conquer and greedy algorithms) and data structure design, as well as central concepts of computational complexity and running-time analysis. Students will develop a working knowledge of basic algorithms (such as searching, sorting, and shortest paths) and data structures along with the necessary programming constructs.

The course will also serve as an introduction to the Python programming language, aimed at developing a facility in organizing and writing medium-sized programs for practical problem-solving. The course will be hands-on assisted by teaching assistants and will also teach the students debugging and good programming practices.

BUAN 803 Fundamentals of Database Technologies (3 credits)

This module introduces students to practical usage of databases with the main emphasis on SQL and related technologies. SQL is a time-tested solution to a wide range of business and engineering problems. Being able to efficiently interact with it is a core skill for all professions dealing with storing and retrieving

data. In particular, forming SQL queries is often the starting point for any data analysis. Moreover, many database and data processing solutions are strongly influenced by SQL philosophy and design, for example data frames (as found in Python and R). As big data problems are more and more prevalent for business, this module introduces basics of their processing with Apache Spark - a versatile, big data processing engine. For pragmatic reasons the main focus will be on SparkSQL. This module will use PostreSQL - one of the most popular and powerful object-relational database management systems. Spark and SparkSQL exercises will be held in Python, within the Jupyter Notebook interactive environment.

BUAN 804 Machine Learning (3 credits)

Machine learning is a method of data analysis that automates analytical model building. Using algorithms that iteratively learn from data, machine learning allows computers to find hidden insights without being explicitly programmed where to look. e.g. The self-driving Google car, Online recommendation offers like those from Amazon and Netflix, Fraud detection. The ability to automatically apply complex mathematical calculations to big data is however a recent development.

The resurging interest in machine learning is due to the growing volumes and varieties of available data, and computational processing that is now cheaper and more powerful, when combined with affordable data storage. This means it is possible to quickly and automatically produce models that can analyze bigger, more complex data and deliver faster, more accurate predictions that can guide better decisions and smart actions in real time without human intervention. This module aims to enable students to appraise the analytics skills and methodologies for large-scale data analysis.

BUAN 805 Math and Statistics Foundations for Analytics (3 credits)

This course provides the foundation of programming in R using a statistics and probability refresher as a conduit for introducing programming tools and concepts. The class covers tools and techniques to get you started on your journey as R users and data scientists. The class reviews probability and statistics concepts that will be helpful to approach any data analysis task. Most of the material covered will be called upon again in other classes this year, therefore it is essential that you master it. The tools and techniques you will learn are important if you want to pursue a data science career or if you want to work with data scientists.

While R is the tool used in this class, programming tools and principles that you will learn will be useful for work you do using other languages (e.g. python, ruby, java, C++).

BUAN 806 Network Analytics (3 credits)

Networks arise in many different contexts and a vast amount of networked data is now generated. For instance social networks such as Facebook and twitter generate immense amount of data that is invaluable to marketers and businesses to obtain product feedback and do targeted marketing. Traffic patterns and origin-destination analysis is invaluable for real-time logistics planning. In this course we cover algorithms, analysis and interpretation of network data and relationships.

BUAN 807 Optimization and Decision Models (3 credits)

This module introduces the students to Operations Research, which is the study of advanced analytical and computational methods to support effective and informed managerial decision-making based on data. The principal idea in Operations Research is to formulate managerial decision problems as mathematical problems, which can subsequently be solved with analytical or numerical techniques. Typical applications include revenue management (e.g. revenue-maximal pricing of train and airline tickets), logistics (cost effective transport of products in a supply chain), financial portfolio management (construction of asset portfolios with a good return/risk tradeoff) and production planning (e.g. reduction of late deliveries or inventory holding costs). The module will explore various mathematical techniques to formalize and solve managerial decision problems. The use of these methods will be illustrated with applications in diverse disciplines, including supply chain design and production planning, supplier selection, revenue management and finance.

BUAN 808 Statistics and Econometrics (3 credits)

This module covers the statistical tools needed to analyze data in economics and management. The relationships of economic theories are usually expressed in mathematical forms and combined with empirical economics. Econometrics methods are used to obtain the values of parameters which are essentially the coefficients of mathematical form of the economic relationships. The statistical methods which help in explaining the economic phenomenon are adapted as econometric methods. Econometric methods can be used in other areas like engineering sciences, biological sciences, medical sciences, geosciences, agricultural sciences etc.
The module focuses on parameter estimation and hypothesis testing within the framework of the classical linear regression model. Advanced topics include panel data methods, instrumental variables estimation, limited dependent variable models, as well as regression analysis with time series data. Considerable attention is devoted to applications of the techniques in economics, finance and management.

BUAN 809 Visualization (3 credits)

The aim of this module is to equip students with a comprehensive and practical understanding of data visualization: a multi-disciplinary recipe of art, science, math, technology and many other interesting ingredients. The emphasis of the module is to instill the necessary critical thinking required to best judge the many analytical, practical and design decisions involved in this activity.
The module will offer a blend of academic and applied perspectives, covering the full suite of conceptual, theoretical and practical capabilities required to master this multidisciplinary pursuit. Teaching content will be supplemented by case study demonstration and experience from real-life applications. In-class exercises and course assignments will further embed this learning process.

Course Descriptions for Electives

BUAN 812 Data Management and Ethics (3 credits)

This course will give you detailed knowledge of data acquisition through to data cleaning/curation and digital preservation. You will gain experience of data processing and critical thinking with regard to issues of data ethics and privacy.

BUAN 813 Digital Marketing Analytics (3 credits)

The objective of the course is to consider the problems that arise in digital marketing and the models and business requirements of digital marketing. The course will consist of hands-on practical analysis of two to three digital marketing specific data sets using the methodologies learned earlier in the program.

BUAN 817 Workforce Analytics (3 credits)

This course enables students to explore and manipulate data utilizing Python. The aims are threefold. Firstly, to advance Python programming skills by working with real-world data. Secondly, to understand how workforce data can be generated and stored. Finally, to explore how analytics can be implemented in the workplace to make decisions related to recruitment, promotions, performance evaluation and team building.

Capstone Course

BUAN 818 Capstone Project- Business Analytics (3 credit)

The Capstone Project in Business Analytics has been designed to develop your managerial and analytical capabilities by applying your acquired theoretical knowledge and skills to the real business situation. The Capstone Project will involve original investigation. This may mean the collection and analysis of original data, re-analysis of existing data, or other forms of original analysis related to the problem selected for investigation. Research designs may take many forms and may be descriptive, exploratory, or experimental, for example, and may use many types of qualitative of quantitative data.

The focus is on managing a real-world analytics project from inception to completion, drawing on your knowledge from other courses you have completed on the program. The Capstone Project requires students to conduct independent research and write an individual report/essay on a topic of their own choice that relates to the overall program content. The aim of the course is to further develop students' theoretical understanding of a particular topic of their interest through advancing their research and professional writing skills necessary for business success. Students will be supported with additional workshops throughout the year in relation to developing both their research and writing skills.

I. ADSM Academic Staff Members

The names and academic rank along with the terminal degree and granting institution are listed below. As the MBA program is offered in partnership with Imperial College Business School (ICBS), several members of the Imperial College academic staff with regular teaching assignments in the ADSM MBA program have been included in the table.

Name	ADSM	Rank	Degree	Granting Institution
Abdullah Abonamah	ADSM	Professor	Ph.D.	Illinois Institute of Technology, USA
Damian Andreas Riviez	ADSM	Professor	Ph.D.	State University of New York (SUNY) USA
Rhys Rowland- Jones	ADSM	Professor	Ph.D.	University of Wales, UK
Hadi Mohammed Eltigani	ADSM	Professor	Ph.D.	University of Strathclyde, UK
Daniel Kratochvil	ADSM	Associate Professor	Ph.D.	Columbia University, USA
Tarek Nasr	ADSM	Assistant Professor	Ph.D.	Paris Dauphine University, France
Wayne F James	ADSM	Assistant Professor	Ph.D.	St. Johns University, USA
Kiran Nair	ADSM	Assistant Professor	Ph.D.	Manonmanian Sundaranar University, India
Suhaib Anagreh	ADSM	Assistant Professor	Ph.D.	Bangor University, UK
Sunder Ramachandran	ADSM	Assistant Professor	Ph.D.	University of Oulu, Finland
Samar Shibileh	ADSM	Assistant Professor	Ph.D.	University of Salford, UK

J. Glossary of Academic Terms used at ADSM

A. **"Academic career"** means the sum total of all academic work undertaken by a student that is grouped into a single student record.

B. **"Administratively Withdrawn (AW)"** A student has stopped attending and does not respond to inquiries so they are removed from the program by ADSM.

C. **"Award"** means the qualification granted to a student, subsequent to successful completion of all the program requirements.

D. **"Credit System"** means the basis for measuring the amount of engaged learning time expected of a typical student.

E. **"Credit Hour"** means a unit of measurement within the Credit System. A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally accomplished equivalency that reasonably approximates not less than:

F. **"Class"** means a single unit of academic work, undertaken over a single teaching session. Sometimes the term "course" is used to mean the same.

G. **"Degree"** means the specific qualifier associated with Bachelor or Master Qualification.

H. **"Elective"** means a non-compulsory course.

I. **"Grade"** means a representation of the overall achievement by a student in a course, where such achievement is subsequently recorded on a student's transcript.

J. "Program" means a set of coherently scoped and structured courses undertaken by a student in order