



كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

catalog

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The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of production (September/2021); however, sections may be amended without notice by the School in response to changing circumstances or for any other reason. Visit the ADSM website or contact the School for any updated information

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1.0 Introduction to ADSM

1.1 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 the community at large. ADSM 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. ADSM then 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.

1.2 ADSM Vision and Mission

Vision Statement

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

Mission Statement

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards 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, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

1.3 ADSM Strategic Goals and Core Values

Strategic Goals	Objectives	
Strategic Goal 1: Achieve academic excellence.	1.1	Invest in internationally specialized faculty to support graduate programs.
	1.2	Attract students committed to excellence in leadership and management.
	1.3	Promote rigor and critical thinking in teaching and learning.
	1.4	Offer distinct business programs to address the emerging complex environment.
	1.5	Expand international academic partnerships to allow students to benefit from diverse cultural views in business and export success to other nations.
Strategic Goal 2: Foster research and scholarship aligned to local and national goals.	2.1	Value research outputs that is strongly recognized by the international scholarly community.
	2.2	Actively involve faculty and students in collaborative multi-disciplinary research that addresses interdependent global challenges.

Strategic Goals	Objectives	
	2.3	Provide faculty with necessary resources to improve their research capabilities.
Strategic Goal 3: Implement good governance and sound management practices.	3.1	Prioritize alignment of management practices with stakeholders' expectations.
	3.2	Strive to continuously improve processes towards quality excellence.
	3.3	Allocate required resources to maintain profitability and long term competitiveness.
	3.4	Provide faculty and staff with support to achieve planned goals.
Strategic Goal 4: Sustain a friendly environment in which individual potential can flourish.	4.1	Equip faculty and students with technologies to raise the efficiency of operations.
	4.2	Promote compliance with a secured learning environment.
	4.3	Empower students with assistance in transitioning to future professional aspirations.
Strategic Goal 5: Strengthen our community reputation and engagement.	5.1	Identify opportunities for building communication channels with the society.
	5.2	Promote ADSM as a premier graduate education partner for the community.

Table 1.3.1: ADSM's Strategic Goals and Objectives

1.4 ADSM Core Values

Aspire to excellence. ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

Intellectual curiosity. ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

Professionalism. ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

Cultural respect. ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

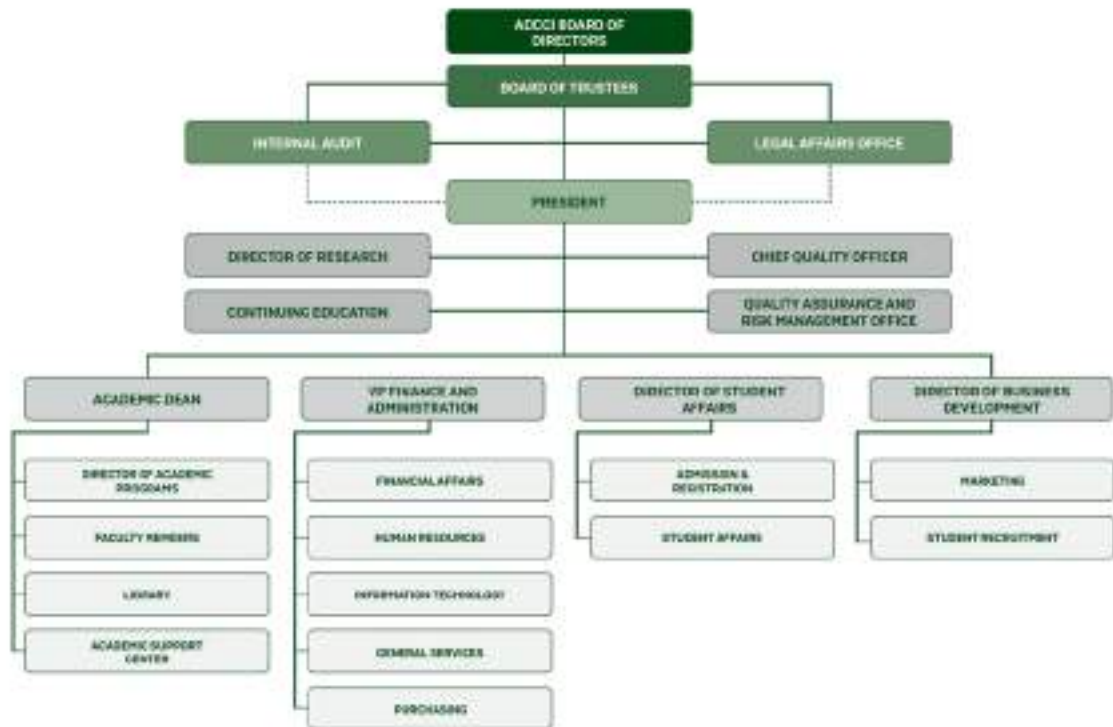
Unrelenting commitment. ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

1.5 Licensure and Accreditation

The Abu Dhabi School of Management (ADSM), located in the Emirate of Abu Dhabi, is officially licensed from 30 May 2016 to 30 April 2021 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 Master of Business Administration
- 2 Master of Science in Quality and Business Excellence
- 3 Master of Science in Leadership and Organizational Development
- 4 Master of Science in Business Analytics

1.6 ADSM Organizational Structure



1.7 ADSM Research Strategy

The broad research goal pursued by ADSM is to “foster research and scholarship”. ADSM is focused on fostering research and scholarship with the aim of increasing the production of internationally recognized research, promoting intra-faculty and extra-campus scholarship between students and faculty. Our faculty embrace the creation of a community of scholarship as could be seen in the community of scholarship within ADSM, including all faculty and graduate students and the community of scholarship we are part of in the wider academic community. ADSM is committed to excellence in the production of relevant research and we look to our faculty and graduate students to participate collegially as a community of scholars to address meaningful areas of research. The research objectives set by ADSM in pursuance of this goal and the functional strategies devised are provided below:

- 1 Increase Quality of Research Output
- 2 Increase Research Partnerships/Collaborations
- 3 Increase ADSM's Research Capacity

The research at ADSM is aligned with the UAE Vision 2021 National Agenda and more specifically, with its priority to create a competitive economy by transitioning into a knowledge-based economy, promoting innovation and research and development. A priority is given to research that addresses the nine pillars and four priority areas that form the architecture of the Emirate's social, political, and economic future set by Abu Dhabi Vision 2030. In line with this, ADSM research is focused on the following key areas:

- Entrepreneurship, Innovation and Technology
- Artificial Intelligence, Business Analytics, and Big Data
- Decision Analysis and Organizational Excellence
- Leadership, Organizational Behavior and Human Resource Practices
- Technology Diffusion and Economic Policy
- Issues and Trends in Higher Education

1.7.1 Research Areas of Interest for ADSM Faculty

Faculty	Research Interests
Dr. Abdullah Abonamah	Strategy, data analytics, cognitive technologies, innovation management
Dr. J-L.W. Mitchell Van der Zahn	Corporate Governance, Financial and Non-Financial Reporting, Auditing, Sustainability Reporting and Performance
Dr. Rommel Sergio	Human resource management, Leadership, Managing change, Organizational development
Dr. Naveed Yasin	Entrepreneurship Theory and Practice, Enterprise Education, Immigrant Entrepreneurship, Business Enterprise
Dr. Neda Abdelhamid	Analytics, Machine Learning
Dr. Kiran Nair	Consumer Behavior, E-Commerce, Brand Management, Luxury Marketing, AI in Marketing
Dr. Ahmad Jaffar	Business process modeling, cognitive psychology in human interpretation of representation, and human-computer interaction
Dr. Rubina Mahsud	Determinant of firm performance, Global collaborative advantage, Leadership behavior and effectiveness
Dr. Evi Indriasari Mansor	User Experience (UX), Interaction & Interface Design, Interaction on Multimodal & Smart Device Technologies, Qualitative Analysis
Dr. Muhammad U. Tariq	Quality and SCM, Technology and Operations, Smart IoT/Analytics, Artificial Intelligence
Dr. Hamzah Elrehail	Leadership, Human Resource Management/Green HRM, Innovation, Entrepreneurship and Strategy, Knowledge management, Business ethics, Consumers' Social and Environmental Responsibility, Information systems

Faculty	Research Interests
Dr. Turki Al Masaeid	Leadership, Professional development' Philosophy of science, Curriculum Implementation, Entrepreneurial Excellence, Academic accreditation, UbD MODELS/Backward Design, STSE approach in science learning and teaching
Dr. Rachid Alami	Strategic HRM, HRM Analytics, Leadership and Organizational Psychology

1.8 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, an Academic Support Center, 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 the resources and connect with class materials, classmates, and their instructors from off-campus locations.

Contact Information

Telephone: 02 6917811

Email: Info@adsm.ac.ae

1.9 Student Services

ADSM students are primarily working professionals who require very different services than a traditional undergraduate student. To meet the needs of the unique student population, Student Services at ADSM have been focused to meet each student's needs effectively.

Starting with prospective students, ADSM's Recruitment Team provides prospective students with accurate and detailed information. This includes admissions requirements, admission deadlines, requirements for verified documents, available scholarships, and any other information that will support making an informed decision. The Recruitment Team frequently arranges Information Sessions, during these open sessions, prospective students have the opportunity to meet ADSM's faculty and discuss with them the details of each program offered at ADSM. The Recruitment Team may also arrange for prospective students to meet with Program Directors or faculty members of the program they are considering, to ensure that they are fully aware of program requirements and are choosing the program that fits their career aspirations.

The Office of Student Affairs arranges an Orientation Session at the commencement of all new cohort intakes. Topics covered aim to assist students in settling into graduate studies. The Orientation includes a session on Case Study Analysis to give students an insight into the type of work expected at a graduate level. Orientation also includes a session on the e-library, the physical library, and IT resources, along with information regarding ADSM policies and procedures. The orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

Throughout their journey at ADSM, the Office of Student Affairs systematically monitors students' performance to provide them with the necessary support to maintain good academic standing and

complete their program of study successfully. The Office regularly conducts an audit on students' performance to identify students who were not able to maintain adequate academic standing with a Cumulative Grade Point Average (CGPA) above the minimum threshold of 3.0, or were not able to meet the conditions of their acceptance. The Office then communicates with the identified students to provide them with support and guide them to benefit from the services provided at the Academic Support Center.

The Office also arranges academic support sessions, in collaboration with the Academic Support Center, aiming to support the academic development and the achievement of each student's goals. Although the vast majority of ADSM's students are working professionals, the Office of Student Affairs ensures that students have access to career services in collaboration with the Academic Support Center. The career services range from advice on CV writing and interview skills, to career planning and counselling. Furthermore, through channeling the work of Community Engagement, the Office enables the provision of organizing co-curricular activities. For example, hosting talks by prospective employers and developing industries provide students with the opportunity to identify emerging career opportunities.

For 2020 – 2021 AY, the full time faculty to student ratio at ADSM stood at 1:20. Currently all ADSM's faculty are considered international, and the full time equivalent (FTE) international faculty to faculty ratio is 1:1. ADSM's current overall student satisfaction rate is 97.5%.

1.10 Cooperative Agreements

ADSM firmly believes that engagement with the community will lead to mutual benefits, and has made part of its core goals to give back to the community. ADSM has reached-out to entities in the Abu Dhabi community, and established agreements with them, by which tuition fees discounts are granted to various community segments, as a way of giving back to the community. ADSM currently have the following active agreements:

- Abu Dhabi Police GHQ
- Abu Dhabi National Oil Company (ADNOC)
- Absher Card
- Fazaa Card
- Esaad Card
- Imtiyazat Card
- Tahaluf Al Emarat
- Abu Dhabi Digital Authority
- Abu Dhabi Youth Council

ADSM seeks to strengthen academic and research partnership through developing tangible research projects and joint initiatives with Higher Education Institutions (HEI), government and private organizations. Promoting and identifying academic and research collaboration with regional and local entities in relevant areas of mutual interest, is part of the ADSM strategic focus over the next five years. Such partnerships allow to strengthen the ADSM participation in relevant projects at national, regional, and international levels. Few examples include but not limited to:

- Business Graduate Association (BGA): BGA's vision is to be the leading global movement for responsible management, positive impact and lifelong learning.

To register visit: <https://businessgraduatesassociation.com/register/>

- AMBA Development Network: ADSM has been a member of the Association of MBAs (AMBA) since 2016. Since its inception in 1967, AMBA is an impartial authority on postgraduate management education and is committed to raising the profile and global quality standards of business schools. ADSM will pursue full accreditation with AMBA once we complete our membership in the development network.
- United Nations Principles for Responsible Management Education (PRME): PRME initiative brings together the UN and business schools around the world to “inspire and champion responsible management education, research, and thought leadership globally” through the application of six principles: purpose, values, method, research, partnership, and dialogue.
- Quality Assurance Agency (QAA) – UK: QAA provides quality review against international standards. In July 2021, ADSM successfully completed the scoping review, with the full review visit due in 2022.
- QS World Ranking: ADSM received four stars score from QS Stars Higher Education Ratings by QS World. The QS Stars rating system evaluates higher education Institutions across a broad range of important performance indicators

1.11 Academic Calendar

Key dates for the current Academic Year (2021 – 2022) are provided below. However, for more details and 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.

	Start Date	End Date
Fall 2021 Term	19 September 2021	11 December 2021
Winter Break	12 December 2021	30 December 2021
Winter 2022 Term	02 January 2022	26 March 2022
Spring Break	27 March 2022	09 April 2022
Spring 2022 Term	10 April 2022	09 July 2022
Summer Break	10 July 2022	30 July 2022
Summer 2022 Term	31 July 2022	19 September 2022

Table 1.11.1: Summary of 2021 – 2022 Academic Year Calendar

Public Holidays

- 21 October 2021* : Prophet Mohamed’s Birthday
 1, 2 and 3 December 2021 : Martyrs’ Day and UAE National Day
 1 January 2022 : New Year’s Day
 02 – 04 May 2022* : Eid al-Fitr
 09 – 12 July 2022* : Eid al-Adha
 30 July 2022* : Islamic New Year

* Subject to change based on the sighting of the moon

2.0 Academic Regulations and Processes

2.1 Admission Requirements

ADSM accepts qualified national 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's 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 Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance.

ADSM may accept applicants to its Master's programs as Direct Entry, Conditional Admission or Remedial Admission, based on the credentials they submit with their applications, as illustrated below.

2.1.1 Direct Entry

For direct entry into any of ADSM's academic programs, applicants must meet the following requirements:

- 1 Academic Requirements:** To be admitted into a Master's program at ADSM, applicants are required to have a recognized Bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale or its established equivalent.
- 2 English Language Requirement (ELR):** Applicants 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	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550

Table 2.1.1: English Language Requirements for Direct Entry

Acceptance of additional English language proficiency certificates, and exemptions to the English language requirements may apply as specified in the 2019 CAA Standards.

2.1.2 Conditional Admission

A limited number of applicants are granted conditional admission based on one of the following criteria:

- 1 Conditional Academic:** To be admitted under a 'Conditional Academic' status, students must meet the following criteria:
 - Provide a Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale, or equivalent, recognized by the UAE's Ministry of Education.
 - Directly meet English language requirements as stipulated in Direct Entry requirements above.

Students who are admitted as ‘Conditional Academic’ will have to meet the following conditions during their first term of study or be subject to dismissal:

- Take a maximum of nine credit hours in the first term of study.
- Achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in those first nine credit hours of credit-bearing courses studied for the Master’s program.

2 Conditional ELR: To be admitted under a ‘Conditional ELR’ status, students must meet the following criteria:

- Provide Bachelor’s degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, recognized by the UAE’s Ministry of Education, in a business or engineering related discipline.
- Does not meet English language requirements as stipulated in Direct Entry requirements above, and meets the Conditional English Language Requirements as illustrated below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1250	5.5	71	197	530

Table 2.1.2: English Language Requirements for Conditional Admission

Students who are admitted as ‘Conditional ELR’ will have to meet the following conditions during their first term of study or be subject to dismissal:

- Achieve an EmSAT score of 1400 or equivalent, as per the Direct Entry requirements for English Language.
- Take a maximum of six credit hours in the first term of study, excluding intensive English courses.
- Achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studied for the MSQBE program

2.1.3 Remedial Admission

Students who provide a Bachelor’s degree with a CGPA between 2.0 and 2.499 on a 4.0 scale, or equivalent, recognized by the UAE’s Ministry of Education; and directly meet English language requirements as stipulated above, may be admitted to the Remedial Program. The Remedial Program consists of six (6) graduate-level credit hours that are not counted towards any of the Master’s programs offered at ADSM.

Course Code	Course Title	Credit Hours
REM 8011	Introduction to Business Management	1
REM 8012	Innovative Decision-Making	2
REM 8013	Entrepreneurial Excellence	2
REM 8014	Research and Analytics in Business	1

Table 2.1.3: Remedial Program Courses

Following the successful completion of the remedial courses by meeting the below listed conditions, students may be offered direct or conditional entry into ADSM academic programs.

- Achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the six credits of remedial courses.

2.1.4 Program Specific Requirements

Specific Requirements for MBA

Applicants seeking admission to the MBA program are required to have three (3) years' work experience and will be asked submit evidence in support of it. In addition, applicants may also be asked to attend an interview with the Admissions Committee.

Specific Requirements for Master of Science in Quality and Business Excellence (MSQBE)

An earned Bachelor's degree in a relevant field such as Business or Engineering with a minimum GPA as per the direct or conditional admission criteria 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, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Leadership & Organizational Development (MSLOD)

An earned Bachelor's degree in a relevant field such as Business with a minimum GPA as per the direct or conditional admission criteria 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, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Business Analytics (MSBA)

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 the direct or conditional admission criteria is required to be considered for admission to the MSBA program. Applicants with a degree in an area other than business but with relevant work experience or professional qualifications, may be considered providing they complete the Bridging Program.

For more details, refer to P 401 Graduate Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.1.5 Bridging Program

Applicants to the MSQBE, MSLOD and MSBA programs who do not meet the specific program requirements as set in section 2.1.4 above, are required to complete non-credit Bridging Program. The Bridging Program aims to introduce students to fundamental business concepts, and to familiarize them with the kind of work expected from them at a graduate business management school.

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8014	Research and Analytics in Business

Table 2.1.4: Bridging Program for the MSQBE and MSLOD Programs

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8015	Introduction to Information Systems

Table 2.1.4: Bridging Program for the MSBA Program

2.1.6 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 2019 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 2019 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. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.2 Student Enrollment

In order to participate in classes and other educational activities at ADSM, and to receive a final grade for the courses completed, students must be formally enrolled in their program of study. The Office of Student Affairs offers the courses scheduled for each academic term and notify students to enroll in the courses offered to their cohort or as per their study plan.

Students are responsible to ensure that they are correctly enrolled in each course required for them to progress in their program of study, and may seek clarifications from the Office of Student Affairs or from their Academic Advisor. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.

ADSM allows students to enroll on Full Time or Part Time basis, please check program specific sections in this Catalog for more information.

2.2.1 Program Enrolment Deadlines

For the Master of Business Administration program, students are allowed to enroll in the program on or before the first session of the second course offered to their cohort. For the Master of Science programs, students are allowed to enroll no later the first week in the first term of the program for a given cohort.

2.2.2 Course Enrolment Deadlines

Enrolment deadlines for all ADSM courses are set so that students are allowed to enroll in the course before the second session of the course, to ensure that the required contact hours are met as per the applicable CAA Standards. The deadlines are set in the course offerings, students will be notified once courses are offered, and advised to enroll before the set deadline.

2.3 Academic Advising

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. ADSM assigns a dedicated Academic Advisor for each student, students may book appointments with their Advisors via the LMS to seek support in areas such as academic progression, maintaining a good academic standing and career related issues. For more details, refer to P 417 Academic Advising Policy and P 408 Career Services Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

Students may utilize the services of the Academic Support Center as well. The Academic Support Manager is available to provide support in all areas related to academic performance. Including, but not limited to, academic written, research skills and case study analysis. The Office of Student Affairs organizes Academic Support Sessions for each term, and students may book individual appointments via the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.4 Class Attendance

ADSM provides its students with an academic schedule that accommodates their needs, and encourages students to attend all class sessions by adopting a pedagogical approach that is engaging and interactive. 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). ADSM mandates attendance in specific situations, such as presentations, controlled and formative assessments.

To be eligible to sit for the final assessment, students are required to attend a minimum of 50% of class sessions. Students may be required to complete catch-up activities, as set in P 423 Student Attendance Policy. Students who miss more than 50% will not be allowed to sit for the final assessment under any circumstances.

For more details, refer to P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

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 more details, please refer to P 313 Academic Progress Policy and P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.5 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
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
< 70	F	0.00

Remedial Program		
Percentage	Letter Code	Definition
> 70	P	Pass
< 70	F	Fail

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

* applicable only for MBA

A more complete explanation of grade categories, exceptions, and the calculation of GPAs can be found in P 301 Grading and Assessment Policy, the current version of which is appended to this Catalog, and can be found at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.6 Release of Grades

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

2.7 In Progress “IP” Grades

A status of “In Progress” (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](http://lms.adsm.ac.ae) (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 detailed 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.

2.8 Grade Disputes

ADSM permits the review of class grades subject to the parameters and timeframes that are detailed in the current versions of P 419 Student Appeals Policy and P 303 Grade Approval and Change Policy are appended to this Catalog and can be found at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.9 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 P 313 Academic Progress Policy and P 307 Graduate Completion Requirements Policy. Both policies are appended to this Catalog, and can be found online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.10 Graduation Honors

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

Merit	CGPA
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 CGPA averages of all program graduates from within the current academic year.

2.11 Leave of Absence

Students are eligible to take a leave of absence contingent upon regulations enumerated in P 313 Academic Progress Policy and P 424 Student Enrollment Policy, appended to this Catalog, and available online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (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.

2.12 Deadlines for Dropping or Withdrawing from Courses

Ceasing to attend class does not constitute an official withdrawal. Students must notify the Office of Student Affairs 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 P 313 ADSM Academic Progress Policy and P 411 Student Finance Policy which are appended to this Catalog, and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.13 Withdrawal from ADSM

Students can withdraw completely from ADSM but must do so according to processes enumerated in P 313 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 P 411 Student Financial Policy, appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae). Failure to withdraw without following official regulations will subject the student to penalties as well as possible legal recourse.

2.14 Mandatory Leave/Withdrawal

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, 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 P 303 Academic Progress Policy, P 418 Academic Integrity Policy, P 414 Student Rights and Responsibilities Policy, P 603 Appropriate Use of Technology Policy, P 412 Student Disciplinary Policy, or other official ADSM policies as deemed relevant. All policies are appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

2.15 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.

For more details refer to P 424 Student Enrollment Policy, appended to this Catalog, and can be found at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

3.0 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 P 411 Student Finance Policy, which is appended to this Catalog, available online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae), and summarized below.

3.1 Application Fees

To submit an application to any of the academic programs offered at ADSM, students are required to pay a non-refundable application fee of 500 AED. Students may choose to pay an application fee of 1,250 AED, if they wish for ADSM to register them for the IELTS Computer Based test.

3.2 Tuition Fees

Students at ADSM are required to pay fees for their programs either directly or through their sponsor.

#	Program	Tuition Fees
1	Master of Business Administration (MBA)	135,000 AED
2	Master of Science in Quality & Business Excellence (MSQBE)	110,000 AED
3	Master of Science in Leadership & Organizational Development (MSLOD)	110,000 AED
4	Master of Science in Business Analytics (MSBA)	110,000 AED

3.2.1 Payment Options

ADSM provides its students with various options to pay tuition fees, thus, accommodating the needs of its students, and providing them with flexible and suitable solutions. Students may agree with the Finance Department on a payment plan at the start of their study. An example of payment options is provided below:

Program(s)	Option 1 Payment in Full	OPTION 2 Credit Hour Based	Option 3 Monthly Installments
Master of Business Administration (MBA)	1 payment of 135,000	Payments are calculated based on 33 GPA Credit Hour. = 135,000/33 = AED 4,090	All payments must be made within 15 Months
Master of Science Programs – MSQBE and MSLOD	1 payment of 110,000	Payments are calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 12 Months
Master of Science Program MSBA	1 payment of 110,000	Payments are calculated based on 33 GPA Credit Hour. = 110,000/33 = AED 3,333	All payments must be made within 15 Months

3.2.2 Payment Methods

Payments are to be made to the Finance Department and are acceptable in the following forms:

- Cash (AED only)
- Cheques drawn on UAE located banks payable to “ADCCI – UAE Academy”
- Bank drafts in AED payable to “ADCCI – UAE Academy”
- Debit cards and major credit cards

Direct Bank Transfers are acceptable to the following account details

- **Bank Name: First Abu Dhabi Bank, Main Branch, Abu Dhabi**
- **Account name: Abu Dhabi School of Management**
- **IBAN: AE070351011004624203001**
- **Swift Code: NBADAEAXXX**
- **Account Number: 1011004624203001**
- **Payment currency: UAE Dirham**

Students must ensure that their name and ADSM Student ID Number are clearly marked on all payment documents and are spelled as written in their passport. To ensure timely processing, or for any enquiries regarding fees, students may directly contact Finance Department via accounts@adsm.ac.ae.

3.3 Charges for Services

Students may require various services to support them during their learning journey, and while ADSM strives to provide its students with the support they may need without imposing additional fees on them, some of its services are chargeable, as listed below (*Fee subject to VAT 5%):

Fee Type	Fee Amount (AED)
Application Fee – Non-refundable	500
Application Fee – Non-refundable with IELTS Computer Based Tesing	1,250
Non-refundable Deposit - to be deducted from the total tuition fees	2,000
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Administration suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Repeated course for any program (CGPA below 3.0)	Free
Repeated course (per one credit hour) – MBA	4,090

Fee Type	Fee Amount (AED)
Repeated course (per one credit hour) – MSQBE & MSLOD	3,667
Repeated course (per one credit hour) – MSBA	3,333
Visiting student (per one credit hour) for all Academic Programs	4,500

Withdrawal Fee is detailed in P 411 Student Finance Policy, article 7.6 Refund. The Policy is appended to this Catalog, and available online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

3.4 Scholarships

ADSM offers its students a number of scholarships to encourage high achievers to join its unique programs through the Merit Scholarship, and to reward its alumni students through the Alumni Rewards.

3.4.1 Merit Scholarships

Applicants with outstanding academic records will only be considered for merit-based scholarships. In order to apply, students would need to demonstrate evidence of achieving at least an undergraduate cumulative GPA of 3.5 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off in tuition fees.

3.4.2 Teaching Assistant Scholarships (MSBA Program Only)

Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per term based on assistance with lab work, programming assignments, and/or research activities.

3.4.3 Alumni Rewards

A 10% grant is available on annual tuition fees for students who have at least one immediate family member who has graduated from a program offered by ADSM. Immediate family members are defined as father, mother, siblings, spouse.

The following conditions should be met in order to avail of such a discount:

- Be self-funding
- Provide proper documentation
- Only one alumni reward can be awarded per student
- The application must be submitted prior to starting the program, there will be no retrospective discounts applied

The Alumni Reward will be deducted from the tuition fees either upon registration if the tuition fees for the program are paid in advance, or from the last installment.

3.4.4 Financial Aid

Applicants who face financial constraints may apply for financial aid. They are required to produce related evidences in order to demonstrate the need for financial aid along with excellent academic credentials. Eligible students will be provided with up to 10% off in their tuition fee.

4.0 Academic Integrity, Code of Conduct, and Grievances

4.1 Academic Integrity at ADSM

The School is committed to be 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 required 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 P 418 Academic Integrity Policy is a comprehensive review of the School's requirements in this regard as well as the various penalties for breaches of the policy. This policy is closely associated with P 414 Student Rights and Responsibility Policy and P 603 Appropriate Use of Technology Policy. All policies are appended to this Catalog, can be found online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

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.

4.2 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. ADSM expects its students to adhere to the Code of Conduct, as detailed in P 115 Code of Conduct Policy, appended to this Catalog and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

The P 115 Code of Conduct Policy is closely related to P 414 Student Rights and Responsibilities Policy as well as P 418 Academic Integrity Policy and P 603 Appropriate Use of Technology Policy. However, it is impossible to cover every standard of behavior. Therefore, these policies, which are appended to this Catalog, and available on the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (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 unacceptable 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

4.3 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 apply 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
- 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 P 603 Appropriate Use of Technology Policy, which is appended to this Catalog, and can be found online at the ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae). Violations to this policy may result in disciplinary action and possible prosecution by government officials.

4.4 Resolution of Complaints

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 P 419 Student Appeals Policy and P 420 Student Disciplinary Policy.

In Summary, students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within the related policy.

Students wishing to request grade appeals should follow the principles and procedures stipulated in P 303 Grade Approval and Change Policy. For other academic appeals, students must follow P 419 Student Appeals Policy, basically students must submit a signed Appeals Form to the Office of Student Affairs. The Office will advise and guide the student through the process.

For non-academic matters, arising from alleged violations of ADSM policies, students should follow the principles and procedures stipulated in P 420 Student Grievances Policy. Students must submit a signed Grievance Form to the Office of Student Affairs, and the Office will advise and guide the student through the process.

All related policies are appended to this Catalog, and can be found online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.0 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 existing managerial capacity and also 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 of teaching the entrepreneurial thought process. As a result, our graduates succeed across the entire spectrum of global organizations needing leaders. They have a relentless bias for action, an ability to create opportunities in a variety of contexts, 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 of general business management areas
- Work-related, real-world application of knowledge gained throughout the MBA experience.

5.1 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 2.1 of this Catalog for specific requirements.

5.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents 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 Graduate Application Form
- An earned Bachelor's degree recognized by the Ministry of Education
- Official college or university transcript from all institutions of higher education attended
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation (Refer to Section 2.1)
- Employment Certificate or any equivalent documentation
- Curriculum Vitae
- Personal statement
- One letter of recommendation
- Copy of valid passport and visa (if applicable)

- Emirates ID
- One passport size photo

5.3 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.

5.4 MBA Program Learning Outcomes Matrix

Course Name	Course Code	P1	P2	P3	P4	P5	P6
Entrepreneurship	EPS 6110	√	√	√		√	√
Finance	FIN 6310			√	√	√	
Information Systems	INS 6410			√		√	
Innovation	ELT 6210	√	√	√		√	√
Leadership	LDC 6310	√	√	√		√	√
Managerial Accounting	ACC 6320			√		√	
Managerial Economics	ECN 6310			√		√	
Marketing	MKT 6210	√		√	√	√	
Operations Management	OPS 6310			√	√	√	√
Organizational Behavior	OB 6210		√	√		√	√
Research Methods for Business	RES 6110			√		√	
Strategy	MGT 6410	√	√	√		√	√
UAE Legal and Regulatory Framework	LAW 6410		√	√		√	
Signature Learning Experience (SLE)	MBA 8300	√	√	√		√	√

5.5 Mapping of MBA Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MBA program will be able to:	Knowledge (KN)	Skill (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy & Responsibility (RC)	Role in Context (RC)	Self-Development (SD)	
P1 Critically evaluate opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society	KN1, KN3, KN4	SK1	AR1, AR2			CLS1 CLS2 CLS3 CLS4 CLS5 CLS6
P2 Demonstrate the ability to make decisions based on ethical values and social awareness	KN1, KN3		AR1		SD3	
P3 Experiment with multiple theories and functional perspectives for the interpretation of comprehensive challenges to the business environment	KN1, KN4	SK1			SD2	
P4 Select appropriate research instruments to address domestic factors and drivers in the global context	KN2, KN3	SK2, SK3	AR3			
P5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions	KN1, KN4	SK2	AR1		SD1	
P6 Defend arguments using effective teamwork; value diverse perspectives and skills; and deploy a variety of roles to accomplish team goals	KN1, KN3	SK4, SK5	AR3	RC1, RC2	SD1	

5.6 MBA Degree Structure and Sequence

The 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 three-credit hour experiential course that runs throughout the entire program. In addition to the core set of courses, students must also complete four credit hours of electives.

	Course	Credit Hours	Code
Core Courses	Entrepreneurship	2	EPS 6110
	Finance	2	FIN 6310
	Information Systems	2	INS 6410
	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 6210
	Research Methods for Business	2	RES 6110
	Strategy	2	MGT 6410
	UAE Legal and Regulatory Framework	2	LAW 6410
	Total Credits (Core)	26	
Elective Courses	Decision Analysis	2	QTM 6210
	Human Resource Management	2	HRM 7200
	Global Connections through Technology	2	IT 6210
	International Economics	2	ECN 6420
	Total Credits (Any two electives)	4	
	Signature Learning Experience (SLE)	3	
Grand Total	33		

Please note the SLE is divided into 3 sections, with one credit per section.

Course	Credit Hours	Code
Signature Learning Experience I (SLE I)	1	SLE 8100
Signature Learning Experience II (SLE II)	1	SLE 8200
Signature Learning Experience III (SLE III)	1	SLE 8300

5.7 The Signature Learning Experience (SLE)

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.

5.8 Mode of 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. 15 contact hours are delivered for each credit and a 2-credit course involves a minimum of 30 hours of instruction. The Signature Learning Experience (SLE) is delivered in a workshop format.

A 2-credit course is typically delivered as per below:

Self-paced reading session (1 week prior to the start of class)	5 hours
Wednesday	4:00 – 9:00 pm (5 hours)
Thursday	4:00 – 9:00 pm (5 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 a Wednesday)	4:00 – 9:00 pm (5 hours)
Total Contact Hours	38 Hours

5.9 Graduation Requirements

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

- Satisfactorily complete a minimum of 33 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 “IP” grades.
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy.
- Be in good standing with all ADSM regulatory elements as detailed in the School’s policies.

These requirements are officially listed in the ADSM Graduate Completion Policy, which is appended to this Catalog and available online at the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.10 Time Limit for Program Completion

The intensive delivery format enables students to complete the program in a minimum period of 14-15 months, if enrolled on Full Time basis. Student may enroll on Part Time basis and take a less number of credit hours per term. However, students will have to complete the program within 36 months of enrolling. 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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

5.11 Course Descriptions

5.11.1 MBA Core Courses

ACC 6320 Managerial Accounting (2 credits)

Management accounting provides managers with powerful tools with which to define, shape, and exploit opportunities. Such internal information is important when launching a new venture, maintaining or growing the market position of an existing venture. This course develops the core management accounting tools, techniques, and frameworks to analyze cost information and assess performance. Students learn how to critically analyze costs out of new or existing products and processes, and to assess the financial feasibility of entering new markets and to manage sustainable organizations. The purpose and impact of introducing a value-added tax (VAT) on businesses and consequently pricing products in the U.A.E becomes one of the valuable inputs of this course for students and professionals.

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.

ELT 6210 Innovation (2 credits)

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,

students 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. This course will explore the nature and characteristics of innovation. It will develop key concepts that can be applied to understand how technologies develop and spread, and how this affects firms. Working from these concepts, the course will then explore what they mean for managers and how they can inform innovation strategies and interventions.

EPS 6110 Entrepreneurship (2 credits)

The entrepreneurship course offers the students a unique opportunity to build knowledge, skills and experience for engagement in an innovative business. Entrepreneurship is not confined to the context of new ventures or start-ups, as it can occur within large and mature public or private organizations, which are for profit or in the non-profit sector. This ADSM course will explore a range of different perspectives on entrepreneurship and the activities of entrepreneurs.

FIN 6310 Finance (2 credits)

This course explores the concepts of finance and 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. It explores the theoretical and practical issues of capital structure design, considers firm financing alternatives, including equity, long-term debt, hybrid securities, leasing, securitization, project finance, and examines the process through which securities are issued.

INS 6410 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.

MKT 6210 Marketing (2 credits)

Not all businesses are created equal. 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. The reality is that in most cases consumers are indifferent about the business offerings. To succeed, a business must make a compelling case in terms of consumer experience, deeper purpose, social value, and greater inspiration for consumers as well as employees. Effective marketing management requires a clear understanding of consumers and the market in general. The aims of this course are to help participants understand how marketing contributes to business competitiveness and survival and to provide participants with critical strategic marketing insights, tools, and techniques. Students also gain an understanding of marketing research and its value in analyzing consumers, markets, and the environment.

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 ADSM 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 to challenge them to ask the right questions about its future. These skills are essential for 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 company objectives. The course objective is to study how management can gain competitive advantage through operations.

RES 8120 Research Methods for Business (2 credits)

Managers are continuously working towards improving the decision-making process and being able to adapt such decisions to market competitiveness. 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.

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 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.

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.

5.11.2 MBA Elective Courses

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.

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).

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.

IT 6210 Global Connections through Technology (2 credits)

Some of the biggest challenges that leaders face in a 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 fully understand information technology landscape, 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.

6.0 Master of Science in Quality and Business Excellence (MSQBE)

The Master of Science in Quality and Business Excellence (MSQBE) provides skills necessary for today's dynamic business environment.

The MSQBE program provides students with in-depth understanding of international quality frameworks, issues in business excellence, the various quality award frameworks, and their practical applications in the workplace. Graduates would be able to implement practical approaches and techniques of quality and business excellence. They would be able to address the needs of the employment market, not only in Abu Dhabi but also across the UAE and into international markets

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. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of quality and business excellence.

6.1 Admission Requirements

To be admitted into the MSQBE program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business or engineering, but who have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.1.5 of this Catalog for more information.

6.2 Admission Procedure

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 Application Form
- An earned Bachelor's degree recognized by the Ministry of Education
- Official college or university transcript from all institutions of higher education attended
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo.

6.3 MSQBE Program Goals

The MSQBE 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.

6.4 MSQBE Program Learning Outcomes

Students successfully completing the ADSM MSQBE 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.

6.5 MSQBE Program Learning Outcomes Matrix

Course Name	Code	P1	P2	P3	P4	P5	P6
Research Methods	RES 8111	√	√	√	√		
Quality Management Systems and Approaches	QTY 8212	√		√		√	√
Business Excellence Awards and Frameworks	QTY 8213	√	√	√		√	
Japanese Quality Improvement Approaches & Structures	QTY 8214	√	√		√		√
Quality Improvement Tools and Techniques	QTY 8215	√	√	√		√	
Strategic Management Principles	QTY 8421		√	√	√		√
Achieving Business Excellence	QTY 8217	√	√	√		√	
Operations Management	QTY 8219		√		√	√	√

6.6 Mapping of MSQBE Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MSQBE program will be able to:	Knowledge (KN)	Skill (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy and Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
PLO1: Critically evaluate the strategic applications of quality	KN1 KN2 KN3	SK1	AR2			CLS1 CLS2 CLS4 CLS7
PLO2: Interpret and apply a holistic view of quality and business excellence strategy, theory, process, structure and systems	KN1 KN4		AR3		SD3	
PLO3: Synthesize the purpose, design, functions, and character of quality and business excellence	KN1 KN4	SK2	AR1 AR3		SD2	
PLO4: 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	KN2 KN3	SK1 SK3 SK4	AR1 AR3			
PLO5: Appraise the role of business excellence models in driving organizational outcomes	KN3 KN4	SK2	AR1		SD1	
PLO6: Use effective leadership and teamwork skills to solve complex organizational problems and communicate decisions to relevant audiences.	KN4	SK3 SK4 SK5	AR3	RC1 RC2	SD1	

6.7 MSQBE Program Structure and Sequence

The MSQBE program represents a focused collection of courses that provides students with specialized knowledge of quality and business excellence. The MSQBE program consists of ten 3-credit hour courses comprising eight core courses and two 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	QTY 8421
	Achieving Business Excellence	3	QTY 8217
	Operations Management	3	QTY 8219
Total Credits (Core)		24	
Elective Courses	Quality and Business Excellence Gurus	3	QTY 8218
	Supply Chain Management	3	BUS 8220
	Managing Organization Change	3	BUS 8414
	Creative Problem Solving	3	BUS 8418
	Conflict Management	3	BUS 8419
	Total Credits (2 electives)		6
Grand Total		30	

* First term requirement

6.8 Mode of Delivery

The MSQBE 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 an 11-week period on weekdays from 4:00 pm to 9:00 pm. Each course will have 55 contact hours. 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 two courses each in their first term and Summer session.

6.9 MSQBE Graduation Requirements

In order to be eligible to graduate from the MSQBE program at ADSM, a student must:

- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program 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
- Not possess any missing grades or “IP” grades
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy

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

6.10 Time Limits for Program Completion

Students enrolled on a full-time mode require a minimum period of 12 months to complete the requirements for the degree. Student may enroll on Part Time basis and take a less number of credit hours per term. However, students will have to complete the program within 36 months of enrolling. 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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

6.11 MSQBE Course Descriptions

6.11.1 MSQBE 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 and Organizational Dynamics (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 a 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.

6.11.2 MSQBE Elective Courses

QTY 8218 Quality and Business Excellence Gurus

An increasing body of research shows that many individuals have made substantial contributions to the theory and practice of quality management. These include the well-known "gurus" W. Edwards Deming, Joseph M. Juran, and Philip B. Crosby, as well as many other consultants, business executives, and academic researchers, such as Tom Peters and Armand Feigenbaum. Their philosophical writings and lectures have helped shape management thought as well as provide the foundation for practical management frameworks designed around quality. The theories of these gurus are essential in understanding the concept of Total Quality Management (TQM) and business excellence. The principles and practices associated with and attributed to these gurus remain as seminal work in the area of quality and business excellence. However, this course also incorporates the work and concepts of modern-day Gurus from the business world to allow a full exploration of philosophies and impact. This is especially relevant to today's business environment given the different approaches to quality, service or product.

BUS 8220 Supply Chain Management

Fierce global competition and advanced information technology have forced companies to manage their supply chains to increase responsiveness to market dynamics. This course addresses key concepts of supply chain management, metrics for measuring supply chain performance, the promise of the real-time supply chain, and forecasting techniques. This course provides students with clear insight into how good supply chain management offers a competitive advantage. However, students also learn, through reference to latest research reports, the dangers of poor supply chain management, and how it can damage an organization's overall health and performance.

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.

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 and 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.

7.0 Master of Science in Leadership and Organizational Development (MSLOD)

The Master of Science in Leadership and Organizational Development (MSLOD) provides skills necessary for today's dynamic business environment.

The MSLOD program provides students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. Graduates from the program would be able to analyze, solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern 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. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of leadership and organizational development.

7.1 Admission Requirements

To be admitted into the MSLOD program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

7.2 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 Application Form
- An earned Bachelor's degree recognized by the Ministry of Education
- Official college or university transcript from all institutions of higher education attended
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport photo.

7.3 MSLOD Program Goals

The MSLOD 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.

7.4 MSLOD 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 Critically appraise the role of leadership in driving organizational outcomes
- 6 Demonstrate leadership and team working skills in solving complex organizational development problems and communicating decisions to relevant stakeholder audiences.

7.5 MSLOD Program Learning Outcomes Matrix

Course Name	Code	P1	P2	P3	P4	P5	P6
Research Methods	RES 8111	√		√		√	√
Leadership Culture and Ethics	LED 8312	√	√	√	√		
Leadership and Organizational Development Principles and Applications	LED 8313	√	√		√		√
Managing Organization Change	BUS 8414	√	√	√		√	
Leading Sustainable Performance	LED 8315		√	√	√		√
Strategic Management Principles	BUS 8421	√	√	√	√	√	
Organizational Behavior	LED 8325	√	√		√	√	√
The Challenges of Organizational Leadership	LED 8320	√	√	√		√	√

7.6 Mapping of MSLOD Program Learning Outcomes to Level 9 of QF Emirates Framework

Program-level outcomes (P). Students completing the MSLOD program will be able to:	Knowledge (KN)	Skill (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy and Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
PLO1: Critically evaluate the ethical and cultural dimensions of leadership	KN1 KN2 KN3	SK1	AR2			CLS1 CLS2 CLS4 CLS7
PLO2: Evaluate and apply organizational development theory, process, structure and systems	KN1 KN4		AR3		SD3	
PLO3: Synthesize the purpose, design, functions, and character of leadership and organizational development	KN1 KN4	SK2	AR1 AR3		SD2	
PLO4: 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	KN2 KN3	SK1 SK3	AR1 AR3			
PLO5: Critically appraise the role of leadership in delivering organizational outcomes.	KN3 KN4	SK2	AR1		SD1	
PLO6: Demonstrate leadership and team working skills in solving complex organizational development problems and communicating decisions to relevant stakeholder audiences	KN4	SK4 SK5	AR3	RC1 RC2	SD1	

7.7 MSLOD Program Structure and Sequence

The Master of Science in Leadership and Organizational Development program represents a focused collection of courses that provide students with specialized knowledge of leadership and organizational development. The MSLOD program consists of ten 3-credit hour courses comprising eight core courses and two elective courses, for a total of 30 credit hours. The Research Methods course (RES 8111) must be taken during the first term of enrolment in the program, while the Leadership and Organizational Development Principles and Applications (LED 8313), and Managing Organization Change (BUS 8414) are considered co-requisites and must be taken in the same term.

	Course	Credit	Code
Core Courses	Research Methods*	3	RES 8111
	Leadership Culture and Ethics	3	LED 8312
	Leadership and Organizational Development Principles and Applications**	3	LED 8313
	Managing Organization Change**	3	BUS 8414
	Leading Sustainable Performance	3	LED 8315
	Strategic Management Principles	3	BUS 8421
	Organizational Behavior	3	LED 8325
	The Challenges of Organizational Leadership	3	LED 8320
Total Credits (Core)		24	
Elective Courses	Creative Problem Solving	3	BUS 8418
	Conflict Management	3	BUS 8419
	Concepts in Contemporary International Business Management	3	BUS 8340
	Total Credits (2 electives)	6	
Grand Total			30

* First term requirement

** Co-requisites

7.8 Mode of Delivery

The MSQBE 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 an 11-week period on weekdays from 4:00 pm to 9:00 pm. Each course will have 55 contact hours. 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 two courses each in their first term and Summer session.

7.9 MSLOD Graduation Requirements

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

- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program 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
- Not possess any missing grades or “IPs”
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy

- Be in good standing with all ADSM regulatory elements as detailed in the School's policies.

7.10 Time Limits for Program Completion

Students enrolled on a full-time mode require a minimum period of 12 months to complete the requirements for the degree. Student may enroll on Part Time basis and take a less number of credit hours per term. However, students will have to complete the program within 36 months of enrolling. 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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

7.11 MSLOD Course Descriptions

7.11.1 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 businesses 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 was 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 sustainability as a long term strategy. 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.

LED 8325 Organizational Behavior (3 credits)

Organizational Behavior is the study of how individuals and groups impact the behavior within an organization. Organizational Behavior presents a comprehensive introduction to the process of management and the science of organizational behavior so that students comprehend the fundamental theories of management and of human behavior in organizational environments. Thus the course examines the history and a contemporary analysis of these two concepts relating them to aspects of the individual, the group and to organizational systems. It is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, economics, and organization theory. Additionally, the course covers emotion, emotional intelligence, work motivation, work attitudes, job satisfaction, work teams and group dynamics. In this course, conceptual frameworks and case discussions are included to assist students in developing their communication and group /team work competencies to critically analyze related complex information.

LED 8320 The Challenges of Organizational Leadership (3 credits)

By the end of this course, students should be able to identify and critically appraised the various challenges that leadership in contemporary public and private organizations will encounter and the wide range of methodologies they could implement in order to successfully overcome these challenges. Students as potential leaders will be able to evaluate the leadership approaches as well as critically comment on strategies to implement effective change in organizations specifically in the UAE and /or GCC region and comment on these in relation to a global context and the future development of the organizational leadership issue.

7.11.2 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 and 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 8340 Concepts in Contemporary International Business Management (3 credits)

The role of today's leaders and managers are highly impacted by the aspect of global interconnectedness, as the scope of organizations and their activities span across international borders. This course will introduce students to a variety of concepts that contribute to the dynamic environment of global business, enabling participants to appreciate how to be effective leaders/managers utilizing factors such as digital transformation, innovation, and creativity that are key drivers to success in today's business world.

8.0 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.

8.1 Admission Requirements

To be admitted into the MSBA program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

8.2 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 Application Form
- An earned Bachelor’s degree recognized by the Ministry of Education 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
- Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo

8.3 MSBA Program Goals

The MS Business Analytics program has specific goals, which are to develop:

- 1 Graduates' abilities to appraise the theories and concepts of Business Analytics
- 2 Graduates' competencies to apply the principles of Business Analytics to a business environment
- 3 Graduates' knowledge and skills to analyze and transform data to solve business issues
- 4 Graduate's ability to significantly contribute to a firm in an industry sector

8.4 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.

8.5 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.

Course Name	Code	P1	P2	P3	P4	P5	P6
Analytics in Business	BUS 8401	√				√	
Data Structures and Algorithms	DAT 8502			√	√		
Fundamentals of Database Technologies	DAT 8503		√	√	√		
Machine Learning	DAT 8504	√	√	√	√	√	
Math and Statistics Foundations for Analytics	MTH 8605	√		√			
Network Analysis	DAT 8506	√				√	√
Optimization and Decision Models	MTH 8607		√	√	√	√	√
Statistics and Econometrics	MTH 8608		√	√	√	√	
Visualization	DAT 8509	√				√	√
Capstone Project - Business Analytics	CAP 8918	√	√	√	√	√	√

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

Text

Program-level outcomes (P). Students completing the MSBA program will be able to:	Knowledge (KN)	Skills (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
P1 Demonstrate a critical awareness of current issues in Business Analytics	KN1 KN2 KN3	SK1	AR2			CLS1 CLS2 CLS4 CLS7
P2 Compile and manage large data sets within organizational contexts	KN1 KN3	SK1				
P3 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		SK2 SK3 SK4	AR1 AR3		SD3	
P4 Apply a critical selection of appropriate research instruments and advanced problem-solving skills to interrogate large data sets	KN2 KN3	SK2 SK3	AR1 AR3			
P5 Appraise the application of business analytics in solving business issues.	KN3 KN4	SK2	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.	KN4				SD1 SD2	

8.7 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 Bridging Program, the core courses, the elective courses, and the Capstone Project. The central courses of the program consist of nine core courses and one elective course, each of which is worth three credit points. The Bridging Program do not carry credit points. Please refer to section 2.1.5 for further details.

	Course	Credit Hours
Core Courses	BUS 8401 Analytics in Business	3
	DAT 8502 Data Structures and Algorithms	3
	DAT 8503 Fundamentals of Database Technologies	3
	DAT 8504 Machine Learning	3
	MTH 8605 Math and Statistics Foundations for Analytics	3
	DAT 8506 Network Analysis	3
	MTH 8607 Optimization and Decision Models	3
	MTH 8608 Statistics and Econometrics	3
	DAT 8509 Visualization	3
	Total Credits (Core)	27
Elective Courses	BUS 8412 Data Management and Ethics	3
	BUS 8413 Digital Marketing Analytics	3
	DAT 8517 Workforce Analytics	3
	DAT 8501 Data Governance	3
	Total Credits (one elective)	3
Project	Capstone Project- Business Analytics	3
	Grand Total	33

Capstone Project - Business Analytics

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.

8.8 Mode of Delivery

The MSBA 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 an 11-week period on weekdays from 4:00 pm to 9:00 pm. Each course will have 55 contact hours. 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 14-15 months by taking two courses in each term, except the last term which will include the Capstone Project as well.

8.9 MSBA Graduation Requirements

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

- Satisfactorily complete a minimum of 33 credit hours of coursework for a Master of Science degree program
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or “IP” grades
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed 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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.10 Time Limits for Program Completion

Students may undertake the program on either a full-time or part-time basis. Students enrolled on a full-time mode require a minimum period of 14-15 months to complete the requirements for the degree. Student may enroll on Part Time basis and take a less number of credit hours per term. However, students will have to complete the program within 36 months of enrolling. 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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.11 MSBA Course Descriptions

8.11.1 MSBA Core Courses

BUS 8401 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.

DAT 8502 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 students debugging and good programming practices.

DAT 8503 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 PostgreSQL - 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.

DAT 8504 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 and 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 are 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.

MTH 8605 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++).

DAT 8506 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 an immense amount of data that is invaluable to marketers and businesses to obtain product feedback and carry out 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.

MTH 8607 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.

MTH 8608 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.

DAT 8509 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.

8.11.2 MSBA Elective Courses

BUS 8412 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.

BUS 8413 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.

DAT 8517 Workforce Analytics (3 credits)

This course enables students to explore and manipulate data utilizing Python. The aims are, firstly, to advance Python programming skills by working with real 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.

DAT 8501 Data Governance

This course aims to build advanced expertise of Data Governance as a managerial practice instrumental to the accomplishment of organizational missions and their strategic objectives. Data is a fundamental asset for the creation of economic value for enterprise organizations. Accordingly, this course introduces students to the concepts, principles and processes that inform Data Governance deployment in complex institutional frameworks; and presents the latest functional design principles, tools and artifacts through which Data Governance programs can help secure value for firms. Through the utilization of theoretical materials and business case discussions, students will acquire the expert knowledge, skills and self-direction necessary to effectively design, appraise and manage the ongoing implementation of Data Governance programs within different institutional frameworks and their contextual environments.

8.11.3 Capstone Course

CAP 8918 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 or 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.

9.0 Key Academic and Administrative Staff

9.1 ADSM Board of Trustees

H.E. Dr. Mubarak Al Ameri
Chair

H.E. Ahmed Shabeeb Aldhaheri
Vice Chair

H.E. Alia Al Mazrouei
Board Member

H.E. Dr. Sulaiman al Jassim
Board Member

H.E. Dr. Tayeb A. Kamali
Board Member

H.E. Dr. Yehya Al-Marzouqi
Board Member

9.2 ADSM Academic Staff Members

The names and academic rank along with the terminal degree and granting institution are listed below.

Name	Rank	Degree	Granting Institution
Abdullah Abonamah	Professor	Ph.D.	Illinois Institute of Technology, USA
J-L.W. Mitchell Van der Zahn	Professor	Ph.D.	Murdoch University, Australia
Rommel Sergio	Professor	Ph.D.	University of Liverpool, UK
Naveed Yasin	Professor	Ph.D.	University of Huddersfield, UK
Rubina Mahsud	Professor	Ph.D.	New Your State University, USA
Kiran Nair	Associate Professor	Ph.D.	Manonmanian Sundaranar University, India
Ahmad Jaffar	Associate Professor	Ph.D.	Staffordshire University, UK
Evi Indriasari Mansor	Associate Professor	Ph.D.	The University of Manchester, UK
Muhammad U. Tariq	Assistant Professor	Ph.D. BA	California Southern University-California, Irvine, USA
Rachid Alami	Assistant Professor	Ph.D.	Paris Dauphine University, France
Hamzah Elrehail	Assistant Professor	Ph.D.	Girne American University, Cyprus
Neda Abdelhamid	Assistant Professor	Ph.D.	De Montfort University, Leicester, UK
Tarek Nasr	Assistant Professor	Ph.D.	Paris Dauphine University, France

9.3 ADSM Key Administrators

Name	Position
Laurence Brown	Chief Quality Officer
Dr. Ahmad Jaffar	Acting Academic Dean
Dr. Rommel Sergio	Program Director, MSLOD
Dr. Ahmad Jaffar	Program Director, MSQBE
Dr. Kiran Nair	Program Director, MBA
Dr. Rommel Sergio	Acting Program Director, MSBA
Dr. J-L.W. Mitchell Van der Zahn	Director of Research
Dr. Tarek Nasr	Director of Quality Assurance and Risk Management
Dr. Prasanna R. Raju	Librarian
Dr. Turki Al Masaeid	Academic Support Manager
Alia Tamer	Director of Student Affairs
Osama Khraim	Finance and Administration Operations Director
Wasim A. Fadloun	Technology and Learning Systems Director
Salah Shembesh	Director of Business Development
Ali Ahmed Faleh Herzallah	Student Recruitment Manager

10.0 Glossary of Academic Terminology used at ADSM

During their learning journey at ADSM, students will encounter and be expected to use specific academic terminology, the following table defines the most common terminology and students may seek the support of the Office of Student Affairs for further clarifications:

Terminology	Definition
Academic career	The sum total of all academic work undertaken by a student that is grouped into a single student record.
Award	the qualification granted to a student, subsequent to successful completion of all the program requirements
Bridge Program	A program intended to “bridge the gap” between a student's prior work and the background required for the program he/she is entering.
Course	A number of instructional activities over a prescribed period of time, dealing with a single subject and described by title, code, and credits.
Credit System	the basis for measuring the amount of engaged learning time expected of a typical student
Credit Hour	a unit of measurement defining the student's overall effort towards attaining a qualification. At ADSM one (1) credit hour equals 15 hours of instruction.
Degree	the specific qualifier associated with Bachelor or Master Qualification.
Elective	a non-compulsory course
Grade	a representation of the overall achievement by a student in a course, where such achievement is subsequently recorded on a student's transcript.
Program	The set of courses and other formally established learning experiences which together lead to a qualification.
Remedial Courses	A set of non-credit courses that prepare a student for enrolling in a regular program and aid the student in rectifying an area or areas of deficiency.
Term	A term is typically held for a minimum period of 9 weeks and a maximum period of 12 weeks, the academic year at ADSM is comprised of four academic terms.
Transcript	A record, normally printed, detailing, for a given qualification, formally recognized 'parcels' of learning outcomes achieved against the set requirements.

11.0 Academic and Student Related Policies

Ref.	Name <i>(click on Policy Name to hyperlink to policy)</i>
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 302	Academic Program Advisory Committee(s) Policy
P 303	Grade Approval and Change Policy
P 307	Graduate Completion Requirements Policy
P 308	Course Substitution Policy
P 312	Capstone Project Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy
P 405	Student Records Policy
P 406	Information Release Policy
P 408	Career Services Policy
P 410	Student Activities Policy
P 411	Student Finance Policy
P 412	Student Disciplinary Policy
P 414	Student Rights and Responsibilities Policy
P 415	Student Counseling Policy
P 416	Health Services Policy
P 417	Academic Advising Policy
P 418	Academic Integrity Policy
P 419	Student Appeals Policy
P 420	Student Grievances Policy
P 421	Alumni Relations Policy
P 423	Student Attendance Policy
P 424	Student Enrollment Policy
P 425	Visiting Students Policy
P 426	Student Safeguarding Policy
P 427	Student Guidance System Policy
P 428	Disadvantaged Students Policy
P 601	Library Policy
P 602	Data Security Policy
P 603	Appropriate Use of Technology Policy
P 702	Student Involvement in Research Policy
P 901	Community Engagement Policy



Policy Name : Code of Conduct Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education,
Framework for the Compliance Inspection of Higher Education Institution – 2020,
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 414 – Student Right and Responsibilities Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 212 – Faculty and Staff Discipline Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to establish standards and guidelines for members of ADSM community on expected behavior and principles.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students, staff, faculty and visitors of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.
- 3.2 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest
- 3.3 **Misconduct:** Unacceptable or improper behavior, especially by an employee or professional person.

Section 4 : Policy Statement

4.1 ADSM is committed to providing a safe, equitable and orderly environment for the School community, and expects each member of that community to behave responsibly and ethically.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Every person has the right to be respected and protected from offensive and abuse against his / her dignity, integrity and reputation.
- 6.2. ADSM expects its community members to be decent, modest and propriety in their behavior. ADSM also expects respect of cultural and religious norms of the society in dress, food and other activities on and off campus.
 - 6.2.1. All members of ADSM community are expected to comply with and encourage positive behavior towards fulfilling ADSM's expectations.
 - 6.2.2. All members of ADSM community have an equal responsibility to maintain order and protect individual and ADSM's property to the extent of their abilities.
- 6.3. All members of ADSM community shall respect the religion and beliefs, nationality and race of others, and to be sensitive to the social considerations of other people.
- 6.4. All members of ADSM community and visitors must be aware of and comply with the following:
 - 6.4.1. Professional and ethical behavior is expected on campus at all times and in any facility.
 - 6.4.2. Obscene language and behavior is strictly prohibited.
 - 6.4.3. Verbal and physical abuse including fighting and harmful discussions are strictly prohibited.
 - 6.4.4. Refrain from jeopardizing other's health, safety or security and always follow the principles of *Occupational, Environment, Health and Safety Policy*.
 - 6.4.5. Verbal or written harassment based on, but not limited to, race, gender, nationality, physical or mental disability, religion or beliefs shall have severe consequences.
 - 6.4.6. Consume, possess, transport, sell or buy alcohol or any other legally prohibited drugs or substances is strictly prohibited.
 - 6.4.7. Acquiring, bringing, displaying, manufacturing or carrying any type of arms or weapons or materials that may cause harm or affect other people's safety on campus is strictly prohibited and shall have severe consequences.
 - 6.4.8. Producing, reproducing, displaying or distributing electronic or printed materials including promotional materials without prior approval from the following is strictly prohibited:
 - 6.4.8.1 Human Resources Office for staff.
 - 6.4.8.2 Academic Dean for faculty.



- 6.4.8.3 The Office of Student Affairs for students.
- 6.4.9. All ADSM community members are expected to care, protect and preserve ADSM's properties and assets. Instruction and maintenance manual and/or guides must be followed.
- 6.4.10. possessing others' or entities' properties without prior explicit permission from owners is classified as theft. Possessing of items knowingly to be stolen falls within the same classification. ADSM will not tolerate theft, vandalizing, damaging direct or as a result of tampering with its or others' properties.
- 6.4.11. accessing buildings, facilities or rooms on ADSM campus without proper pre-authorization is strictly prohibited.
- 6.4.12. Parking on campus is subject to applicable policies and traffic norms.
- 6.4.13. Illegal or unauthorized activities including but not limited to gambling, black market trading and other activities are strictly prohibited.
- 6.4.14. Children under the age of 16 are not allowed on campus without adult supervision.
- 6.4.15. Pets are not allowed on campus for any reason.
- 6.4.16. Forgery or unauthorized use of documents including personal identifications, medical reports, official reports include traffic accidents is strictly prohibited
- 6.4.17. Smoking is strictly prohibited inside any ADSM building, facility or room.
- 6.5. ADSM provides its faculty, staff and students with hardware, software and internet facility to enhance their work and study. All ADSM community members are expected to adhere to the following:
 - 6.5.1. Telephone service is for work-related purposes only. Employees shall not use it for personal matters except in emergencies or during breaks given that the employee cover the charges resulting from their personal use.
 - 6.5.2. Issued laptops are and shall remain the property of ADSM and are for work and/or study related use only. The following applies:
 - 6.5.2.1 Laptops must be returned to ADSM once they are no longer needed for work and/or study, or as requested by relevant unit or if the employee or student is no longer associated with ADSM.
 - 6.5.2.2 It's the user's responsibility to ensure the safety and security of the laptop.
 - 6.5.2.3 Illegal or pirated software are strictly prohibited to download or install.
 - 6.5.2.4 Storing files that are not related to ADSM or its operation is prohibited.



- 6.5.3. Internet and email services are provided for work / study related purposes only. Employees, students and visitors must adhere to the following:
- 6.5.3.1 Internet and email services are not to be used to transfer illegal or unethical use such as pornographic, scam, or threatening materials.
 - 6.5.3.2 Internet and email services are not to be used for entertaining, political or commercial use.
 - 6.5.3.3 Professional language must be used at all times. Obscene language is strictly prohibited.
- 6.6. Capturing still images or video recordings of ADSM's facilities, community members, operations physical or virtual including classes and assessments is strictly prohibited unless authorized by ADSM management in writing and in advance.
- 6.6.1. ADSM reserves the right to capture still image or video recordings of its facilities, employees, students or operations without prior permission for purpose of security protection or operations effectiveness.
 - 6.6.2. ADMS may capture still images or video recordings of its employees and students given it alerts them in advance.
- 6.7. A professional dress code is expected of all employees, students and visitors, it should be neat, decent and compatible with business requirements and local norms.
- 6.8. Sexual harassment is unlawful and will not be tolerated at ADSM:
- 6.8.1. Faculty, Staff and Students who come to know of sexual harassment must report it immediately to the Academic Dean for faculty, the Office of Student Affairs for students, and the Human Resources Office for staff.
 - 6.8.2. The President shall establish a committee to investigate alleged sexual harassment and report findings within four (4) weeks. Proven sexual harassment cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy for students.
- 6.9. Faculty and staff hold an authoritative position over students and hence any personal relationship is prohibited as long as students are enrolled at ADSM.
- 6.9.1. Faculty must declare personal relationships to students enrolled in classes they are assigned to teach to the Academic Dean within one (1) week of the class starting date.
 - 6.9.2. The Academic Dean, upon careful examination of the situation, may decide to reassign the faculty to a different class, continue with current assignment with proper measures or proceed as usual



- 6.9.3. Faculty, staff and students who come to knowledge of inappropriate relationships must report it immediately to the Academic Dean for faculty and Staff or Office of Student Affairs for students.
- 6.9.4. The President shall form a committee to investigate alleged inappropriate relationships and report findings within four (4) weeks. Proven inappropriate relationships cases shall be subject to Faculty and Staff Discipline Policy or Student Disciplinary Policy.
- 6.10. Faculty and staff are responsible for the safeguarding of students. Their responsibility includes reporting suspected cases occurring on or outside ADSM Campus of:
 - 6.10.1. Physical, mental, sexual or other types of abuse.
 - 6.10.2. Radicalization or extremism thoughts or behavior.
 - 6.10.3. Health and safety risks including environmental risks.
- 6.11. Faculty and staff shall receive annual training on identifying and reporting safeguarding concerns.

Section 7 : Procedures

- 7.1. Violations of the principles of this policy are dealt with as follows:
 - 7.1.1. Students are subject to the Student Disciplinary Policy.
 - 7.1.2. Faculty and staff are subject to the Faculty and Staff Discipline Policy.
 - 7.1.3. The President may form a special committee to investigate violations, subject to the applicable laws of the UAE, the committee shall be chaired by the Academic Dean, and includes the Finance and Administration Operations Director and the Director of Students Affairs as members. The Committee shall report its recommended action to the President for his final decision.
 - 7.1.3.1 The President reserves the right to accept, modify for reject the Committee's decision.
 - 7.1.3.2 The President's final decision shall prevail.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Human Resources Office shall monitor implementation of this policy and report violations for Employees.
- 8.3. The Director of Student Affairs shall monitor implementation of this policy and report violations for students.


Section 9 : Cancellations

9.1. Approval of this Policy will cancel P 115 – Code of Conduct Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: The President	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Grading and Assessment Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 422 – Grade Moderation Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 316 – Course File Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 419 – Student Appeals Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to establish and communicate practices for the assessment of the achievement levels of intended student learning outcomes.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all assessment conducted for ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Assessment Task:** is a piece of work that is formally graded and is intended to test the extent to which a student has met relevant learning outcome(s). Assessment tasks may take the form of essays, exams, quizzes, case studies, presentations or any other form as stated in the course syllabus.

3.2 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior. It is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work as set out in the *Academic Integrity Policy*.

3.3 **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and lying about it afterward (Reference to www.plagiarism.org). In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.



- 3.4 **Due Process:** a process that has been carried out in compliance with established policies and procedures.
- 3.5 **Course:** a course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is described by title, number, credits, and expected learning outcomes.
- 3.6 **Due date:** the date by which an assessment task should be submitted, if a penalty is not to be applied. Due dates are outlined in the course syllabus.
- 3.7 **Final grade:** the letter code that indicate the student's academic performance level in a course.
- 3.8 **Late Submission:** an assessment which is submitted beyond the due date, with or without approval.
- 3.9 **Formative Assessment:** an assessment instrument that does not contribute point value toward a students' overall course grade. Such assessments are intended to improve student learning and/or provide feedback on student progress toward the achievement of learning outcomes.
- 3.10 **Summative Assessment:** an assessment instrument used to calculate a students' course grade by assessing student achievement of course learning outcomes against a standard or benchmark.
- 3.11 **Extension:** Seven (7) additional days granted to students to submit required assessment work after official submission date.
- 3.12 **Special Consideration:** Fourteen (14) additional days granted to students to submit required assessment work after official submission date.

Section 4 : Policy Statement

- 4.1 ADSM strives to ensure that assessment achievement levels of intended learning outcomes shall be evaluated through a variety of assessment instruments in a process of frequent assessment that includes regular and timely feedback to students regarding their performance.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Each course must include fifteen (15) contact hours of teaching and learning per earned credit hour.
 - 6.1.1 Two (2) credit courses have thirty (30) hours of teaching and learning allocated.
 - 6.1.2 Three (3) credit courses have forty-five (45) hours of teaching and learning allocated.
- 6.2. All assessments must be conducted outside allocated teaching and learning hours.



- 6.3. Assessments shall be designed to match QF *Emirates* appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.
- 6.4. All assessments must be evaluated and graded based on individual work including group-based assessments.
 - 6.4.1. Assessments by group work are only permitted if students can be graded throughout all parts of the assessment on their individual performance.
- 6.5. All out of class assessments of equal weight must contain standardized equal word count requirements.
- 6.6. Each course must include a minimum of one controlled assessment (e.g. case study). Its strongly recommended that the controlled assessment includes a quantitative component if appropriate.
- 6.7. Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as a course progresses.
- 6.8. The second marking process is utilized by the Academic Dean to ensure the quality and consistency of assessment and grades, as stipulated in the *Grade Moderation Policy*.
- 6.9. Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.
- 6.10. Each assessment must be accompanied by an assessment rubric.
- 6.11. All out of class assessments must be submitted electronically via LMS, using the plagiarism detecting software, Turnitin, as stipulated in the *Academic Integrity Policy*, and the Turnitin report shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.
- 6.12. All out of class and in-class controlled assessments feedback must be given to students using the grade mark feature of Turnitin.
- 6.13. Assessments must be returned to students with informative and productive feedback to help student develop and extend their own skills.
- 6.14. Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments. Formative assessments do not contribute to the final grade of a course. Evidence of formative assessments and student feedback must be maintained.
- 6.15. Students are required to repeat failed courses. Elective courses may be replaced by other elective courses that are part of the program approved elective list.



- 6.18.1 Where a student has successfully been granted an extension, the grade of IP must be accompanied with a letter grade representing the final grade in the course if the missing assessment(s) receive a mark of zero (0%). In the event that a grade change form for the IP grade has not been submitted to the Office of Student Affairs within one (1) month of posting the grades, the IP grade will be converted to the letter grade accompanying the original IP grade. The nomenclature for the IP grade will thus take the following form: IP/F, IP/C-, IP/C etc.
- 6.18.2 Where a case of suspected academic misconduct has been brought to the Academic Dean, the student will be awarded an IP until the case has been finalized.
- 6.19. Where a student has outstanding tuition fees, his/her grades will be awarded, but will not be made available to the student until the debt is recovered by ADSM.
- 6.20. Cumulative Grade Point Average (CGPA) is the sum of credits multiplied by quality points (as described in 6.15) corresponding to the letter grade assigned for all courses attempted at ADSM (inclusive of the current academic term), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:
- 6.20.1 Signature Learning Experience (SLE) courses (Pass with Distinction, Pass, Low Pass, and Fail) will not be included in the Cumulative Grade Point Average calculation.
- 6.20.2 Courses for which Transfer Credit has been granted will not be included in the Grade Point Average calculation, in accordance with the *Transfer Admissions Policy*.
- 6.20.3 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.
- 6.21. ADSM will make reasonable adjustments to meet needs of students with a disability so their academic performance is not adversely impacted. Some accommodations may include, but not be limited to the following; providing a scribe, using ADSM approved software, additional time to complete in-class assessments, and special printing and seating arrangements.
- 6.22. Students may apply for extensions to assessment deadlines if they believe that their academic performance in one or more assessment tasks has been, or is likely to be adversely affected by illness or other circumstances beyond their control.
- 6.22.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.



- 6.22.2 Students applying for an extension and up to the maximum allowable limit of fourteen (14) days, must apply for Special Consideration and submit documentary evidence in support of their application to their instructor and the Academic Dean.
- 6.22.3 All requests for Extension / Special Consideration must be made at least one (1) week prior to the due date of assignment submission, unless it is not possible such as due to illness.
- 6.22.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will be given an 'F' grade for that assessment component.
- 6.23. Students may appeal to a grade if they believe it does not accurately reflect their achievements following *Student Appeals Policy*.
- 6.24. An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean in consultation with the course instructor.
- 6.25. Results are submitted by the instructor within fourteen (14) calendar days following the due date for the final assessment task.
- 6.26. A student academic record may be amended only when:
- 6.26.1 There has been an administrative error; or
 - 6.26.2 There has been an error in calculation of grades; or
 - 6.26.3 A student has successfully appealed the original results; or
 - 6.26.4 A student has successfully applied under the Special Consideration provision in article 6.44.
- 6.27. The Office of Student affairs shall compile a list of at- risk students whose CGPA is less than 3.10 and inform them properly of their academic standing and possible consequences as well as remedial actions available. The full list shall be communicated to the Academic Dean and to the Program Directors for students in their program.
- 6.28. Course policies and procedures regarding the submission, grading, return and weighting of all assessment instruments shall be clearly communicated in the course syllabus, which is to be shared with students on the first day of class.
- 6.29. Assessment instruments, their weightings and posted schedule should not be changed during the course of a term except in unusual or unforeseen circumstances. Any changes shall be communicated to students in writing.



Section 7 : Procedures

- 7.1. Each course in Master of Science programs must include two (2) summative assessment tasks with a weightage of 40% for the first and 60% for the second. The due date or submission of the first summative assessment (worth 40%) will be the 5th, 6th, or 7th week of the term, while the due date for the submission of the second summative assessment task will be the 10th week of the term. Each course in the MBA will have three assessments where the weighting will be 20%, 40% and 40%, where the distribution is specified in the syllabus.
- 7.2. Faculty shall normally mark assessments within six (6) days of the assessment's submission deadline, unless the Academic Dean changes the allotted time due to particular circumstances
- 7.3. The Academic Dean shall conduct second marking in accordance with *Grade Moderation Policy*.
- 7.4. Faculty shall provide students with their graded assessments along with suitable and productive feedback two weeks after the assessment deadline of submission by students. Faculty shall provide general feedback of the second summative assessment in week 11.
- 7.5. Any deviations to the standard assessment scheme prescribed above will require the approval of the Curriculum Development Committee (CDC) and the Academic Dean. Such changes should be submitted to the CDC and Academic Dean prior to the start of the term clearly articulating the rationale for the proposed change. The CDC and the Academic Dean shall determine whether the proposed revisions to the assessment plan is appropriate to the level of the course and is consistent with the learning outcomes and its overall demands on the students.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 301 – Grading and Assessment Policy_v2.0.


Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for



Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	<ul style="list-style-type: none"> - 6.12. Addition of "in-class controlled" assessments for student feedback. - 6.14 Addition of evidence for "student feedback" - 6.15 Change of percentage ranges for each letter code - 6.17 Adjusted penalty for late submission - 7.4 Adjusted time to provide graded assessments to students. Faculty shall provide general feedback of the second summative assessment in Week 11.
2	06/09/2021	Annual review and mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Academic Program Advisory Committee(s)

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.
ESG 2015 Standards
ADSM P 901 – Community Engagement Policy

Section 1 : Purpose

1.1 This Policy aims to outline the important role of ADSM Academic Program Advisory Committees in supporting academic programs' development and continuous improvement. The Program Advisory Committee(s) build and facilitate relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development.

Section 2 : Scope and applicability

2.1 This policy is applicable to all academic programs offered by ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM shall ensure that an Academic Program Advisory Committee (APAC) is established for each of its academic programs to ensure continuous communication between ADSM and industry or organizations commensurate with individual members' expertise.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 APACs shall provide input on existing program improvement and new program development.



- 6.2 Each APAC may establish relevant subcommittee(s) as necessary.
- 6.3 APACs shall normally meet at least two (2) times a year during academic terms.
- 6.4 APACs shall provide guidance and advice on all matters related to academic programs to carry out the following functions:
 - 6.4.1 Provide recommendations on course contents and resources required to ensure that each academic program remains effective, relevant, efficient, and continuously improved.
 - 6.4.2 Provide recommendations based on the latest industrial and technological trends.
 - 6.4.3 Assist in program evaluation, and provide recommendations to the academic leadership for improving program curricula, specifically to support the program review process.
 - 6.4.4 Provide advice and assist in promoting the program(s) and program-related activities.
 - 6.4.5 Promote the development of employment opportunities for graduates in the programs.
 - 6.4.6 Predict market trends and their impact on enrolment and needs of all program graduates.
 - 6.4.7 Propose scholarships and awards for students.
 - 6.4.8 Advise on the professional development of all employees and staff relevant to each program(s).
 - 6.4.9 Identify the strength and weaknesses of each program and advise on effectively overcoming the issues.
 - 6.4.10 Suggest and support educational opportunities in the industry, such as internships for students.
 - 6.4.11 Recommend and promote good relationships with the local community, businesses, industry, and professional associations.
 - 6.4.12 Provide recommendations for curricula improvement that addresses the latest development in the discipline and industry requirements.
 - 6.4.13 Monitor technological trends and changes in industry.
 - 6.4.14 Participate in special assignments such as board meetings, local events, award ceremonies, and other events that align with ADSM's mission and vision.
- 6.5 Selection of APAC members will include:
 - 6.5.1 At least three (3) members from the following
 - 6.5.1.1. Current and prospective employers representing different sectors such as business and industry, public sector etc.
 - 6.5.1.2. Professional associations



- 6.5.1.3. Representatives of continuing education institutions, local and/or international universities.
- 6.5.1.4. External members should be from different sectors, one from each sector with minimum duplication observed.
- 6.5.1.5. External members will be appointed for a maximum period of three (3) years.
- 6.5.2 At least one (1) student or alumni shall serve in each APAC.
- 6.5.3 Program Director serving as the Chair.
- 6.5.4 At least one (1) faculty member from each program other than the Program Director.
- 6.6 The APAC will complete a critical self-evaluation of its effectiveness at least every three years.

Section 7 : Procedures

- 7.1 Each APAC shall normally comprise four (4) to eight (8) voting members, appointed by the relevant Program Director, and selected according to their experience in the relevant discipline, knowledge of the market, and community needs.
- 7.2 Recommendations for appointments should be made through Program Director, and the Academic Dean issues letters of appointment.
- 7.3 Program Directors shall serve as Chairs for respective APACs.
- 7.4 APAC members may elect a Vice-Chair (if required).
- 7.5 APAC members who miss two (2) consecutive meetings will be retired from serving.
- 7.6 The Chair of an APAC is responsible for preparing and recording the meeting agenda and minutes of the meeting.

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations


- 9.1 Approval of this Policy cancels P 302 – Academic Program Advisory Committee(s) Policy_v2.0.



Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy First Approved
1	01/02/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2021

END OF DOCUMENT

Policy Name : Grade Approval and Change Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 301 – Grading and Assessment Policy
ADSM P 422 – Grade Moderation Policy
ADSM P 411 – Student Finance Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student assessments are graded appropriately reflecting their academic attainment and that grades are published in a timely manner. The Policy also ensures that student requests for grade re-evaluation are processed in a consistent, timely and transparent manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Second Marking:** refers to the second assessment of a piece of student work by an independent marker to ensure that the grade awarded is fair, valid and reliable. At ADSM the term is synonymous with moderation and is an independent evaluation of a sample of students' performance in the assessment.
- 3.2 **Grade:** a letter assigned to indicate a student's performance in a course as per ADSM grading scheme and based on the numeric marks achieved by the student in each assessment component
- 3.3 **Re-evaluation or Re-assessment:** re-marking an assessment task in response to a successful student appeal to re-mark the assessment.
- 3.4 **Grade Change Form:** a form used by the instructor to change a student's published grade as per the principles of this policy.
- 3.5 **Grade Appeal Panel:** a Panel formed by the Academic Dean at the start of each Academic Year. It comprises at least two (2) faculty members and tasked with considering grade appeals.



Section 4 : Policy Statement

4.1 ADSM intends to provide a consistent set of regulations for the assessment, re-evaluation and publishing of students' grades. This policy affirms students' rights to seek feedback on their academic performance while also being respectful to the subject matter expertise of instructors.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1 ADSM expects instructors to provide timely feedback to students on their academic performance. Instructors should mark each assessment component in a course and allocate marks in each summative assessment in accordance with the *Grading and Assessment Policy*.
- 6.2 Each summative assessment grading should undergo second marking to ensure that assessment practices are consistent across courses and provide accurate reflection of student performance, in accordance with the *Grade Moderation Policy*.
- 6.3 ADSM recognizes that students may request re-evaluation of their grades, and such requests should be processed in a consistent, fair and timely manner.
- 6.3.1 Requests for grade re-assessments will be considered only on the basis of sound academic grounds and should be supported by documentation.
- 6.4 The Academic Dean's office shall submit finalized grades or approved Grade Change Forms to the Office of Student Affairs for publishing.
- 6.5 Course grades, once approved by Academic Dean and published by the Office of Student Affairs, are final except where:
- 6.5.1 An error is discovered in the assessment or marking of one or more component of the course. The error may occur in the calculation, recording or notification of the result of a course or one of the assessment components. Such administrative errors may be identified by the Instructor, Program Director, Academic Dean or the Office of Student Affairs.
- 6.5.2 Students may successfully appeal their grade as per article 6.7 of this policy.



- 6.5.3 Students may request permission to resubmit their work due to mitigating circumstance, and Program Directors shall process these requests as per the *Grading and Assessment Policy*.
- 6.5.4 Students originally awarded an “IP” grade as per the provisions of the *Grading and Assessment Policy* shall have their grade amended after the submission and grading of their work.
- 6.6 **Assessment Appeal:** students may submit an Assessment Appeal for their mark in the first assessment only. if a student is not satisfied with the outcome of his mark in the first assessment, he/she may submit an appeal as set forth in article 7.5 of this Policy.
- 6.7 Students may either request a Grade Review or a Grade Appeal, as set forth in this Policy.
- 6.8 **Grade Review:** students may request a grade review under one of the following circumstances:
- 6.8.1 Student believes that there has been a mathematical error in calculating their grade.
- 6.8.2 Student believes that their mark in one or more assessment components do not accurately reflect their academic performance. Student should provide a sound rationale as to why they deserve a better grade and should be accompanied by relevant documentation (e.g., course outline, assessment brief or grading rubric) in support of their claim.
- 6.9 **Grade Appeal:** if a student is not satisfied with the outcome of the grade review, he/she has the right to appeal the decision. The appeal should be submitted as stipulated in article 7.7. The appeal shall be considered under one of the following conditions:
- 6.9.1 There has been a procedural error in the determination of student’s original grade.
- 6.9.2 There is a mathematical error which was not rectified during the review by the Instructor.
- 6.9.3 The appeal includes information regarding factors which adversely affected the student’s performance in the course.
- 6.9.4 The appeal includes academic grounds supported by evidence substantiating why the student’s grade is not reflective of his/her performance.

Section 7 : Procedures

- 7.1. Publishing of Grades shall consider the following:
- 7.2. The Academic Dean and Program Directors shall carry out a technical verification of course grades to ensure that there are no arithmetic errors, and weighting of assessments is accurately reflected in the calculation of final grades.



- 7.3. The Academic Dean's office shall send the grades to the Office of Student Affairs to be published.
- 7.4. The Office shall publish the grades within two (2) working days from receiving them.
- 7.5. Students who wish to request an assessment appeal shall:
 - 7.5.1 Send a request in writing to their instructor within five (5) working days of receiving the mark of first assessment, providing a justification for their request.
 - 7.5.2 The instructor shall raise the issue with the concerned Program Director to reach a decision and reply to the student within two (2) working days.
- 7.6. Students who wish to request a Grade Review may contact their instructor directly to review their grade. Students are required to contact their instructor within ten (10) days following the publishing of their grade. Grades may not be reassessed if students do not meet the deadline stated above.
- 7.7. Students who wish to request a Grade Appeal shall:
 - 7.7.1 Fill the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy*, and submit the completed form to the Academic Dean's Office maximum within the academic term following the publication of the grade.
 - 7.7.2 Grade appeal requests shall be forwarded to the Grade Appeal Panel.
 - 7.7.3 The Grade Appeal Panel shall meet and consider all the evidence of the appeal, then deliver a decision within fifteen (15) working days from the time they receive the request. The decision is to be given to the Dean's office.
 - 7.7.4 The Academic Dean's Office shall forward the Grade Appeal Panel decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable.
 - 7.7.5 Students facing extenuating circumstances, may request an exemption from the time constraint set in article 7.6.1 to the Academic Dean's Office. The Academic Dean shall consider the request based on merit.
 - 7.7.6 The Grade Appeal Panel shall report its decisions to the Academic Dean, and these decisions shall be final.
- 7.8. Once a decision has been made to amend a student's grade, as a result of a grade review or grade appeal, a Grade Change Form has to be completed documenting the reason for the change, and submitted to the Office of Student Affairs within ten (10) days of the decision to amend student records accordingly.



- 7.9. The Office of Student Affairs shall amend the grade, update the student record and notify the student of the amendment made within ten (10) days.
- 7.10. The Academic Dean is responsible for:
- 7.10.1.1 Approving student grades in courses and forwarding them to the Office of Student Affairs for publishing in accordance with the *Grading and Assessment Policy* and *Grade Moderation Policy*.
 - 7.10.1.2 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.
 - 7.10.1.3 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.
 - 7.10.1.4 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in line with the provisions in this policy and other applicable policies.
 - 7.10.1.5 Providing overall oversight by assuring academic integrity of assessment practices and ensuring that assessments conducted by the School has rigor, meets academic standards for the level of study and provides a valid means for measuring achievement of learning outcomes.
- 7.10.2 The Program Directors are responsible for:
- 7.10.2.1 Ensuring that course grades are published as per established timelines.
 - 7.10.2.2 Coordinating with the Academic Dean to consider student grade appeals.
 - 7.10.2.3 Ensuring that Instructors in each course are available to provide feedback to students and review their performance after the release of results in that course.
- 7.10.3 Course Instructor:
- 7.10.3.1 Responsible for grading assessments in accordance with the assessment grading rubric and the *Grading and Assessment Policy*.
 - 7.10.3.2 Providing timely feedback to students on both formative and summative assessments.
 - 7.10.3.3 Being available to meet with students to review their assessments.
 - 7.10.3.4 Liaising with the Program Director and the Dean to determine the final grades in a course.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. Academic Dean shall monitor implementation of this policy and report violations.




Section 9 : Cancellations

9.1. Approval of this Policy cancels P 303 - Grade Approval and Change Policy_v3.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President. Or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	7.7.3 Grade Appeal Panel have 15 working days to deliver a decision from the time they receive the request. The decision is to be given to the Dean's office.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Graduate Completion Requirements Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ADSM Student Catalog
ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification
ADSM P 313 – Academic Progress Policy
ADSM P 301 – Grading and Assessment Policy
ADSM P 402 – Transfer Admissions Policy
ADSM P 424 – Student Enrollment Policy
Comprehensive Program Specification Document (CPSD)
ADSM Course Catalog

Section 1 : **Purpose**

1.1 To define ADSM's graduate completion requirements for each graduate program including its curricula, program learning outcomes and alignment of learning outcomes with QF*Emirates*.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all employees and units of Abu Dhabi School of Management responsible for the graduation of students from graduate programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.
- 3.2 **Core Courses:** a mandatory course a student has to complete in a program of study.
- 3.3 **Elective Courses:** a course a student can select from a list of courses offered in the program of study the student is enrolled in.
- 3.4 **Transcript:** an academic record of all courses a student has undertaken at ADSM.

Section 4 : Policy Statement

4.1 ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for graduate completion of graduate level programs.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Program Director's must provide students with written details of degree completion requirements, including, but not limited to, within ADSM's Course Catalog. This must include details of:

6.1.1. Mandatory and elective courses.

6.1.2. Details of course sequencing and prerequisites.

6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.

6.1.4. Arrangements (if any) to complete a double major.

6.1.5. Confirmation of the required Grade Point Average (GPA) of 3.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum and maximum enrollment periods to complete the Master's program, as set forth in principle 6.4.

6.1.7. Confirmation of the GPA required of 3.0 on a 4.0 scale, to remain in good academic standing

6.1.8. The number of credit hours required to complete the Master's program.

6.2. In order to be eligible for the award of a Master's degree at ADSM, a student must:

6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.

6.2.2. Attain a minimum CGPA of 3.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0. If a student fails to accomplish this, the degree shall not be awarded.

6.2.4. With no missing grades or "In Progress."

6.2.5. If a grade of "F" or "D" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.



- 6.2.6. If a grade of “F” or “D” is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.
- 6.3. Students may repeat any course to improve their CGPA, with the highest grade counted towards it.
- 6.4. Be enrolled at ADSM for the duration stipulated for the degree program, as following:
 - 6.4.1. A minimum period of 12 months and a maximum period of 36 months for the Master of Science in Quality & Business Excellence and the Master of Science in Leadership & Organizational Development.
 - 6.4.2. A minimum period of 14 months and a maximum period of 36 months for the Master of Business Administration and the Master of Science in Business Analytics.
 - 6.4.3. Students may take a Leave of Absence during their enrollment in a program at ADSM as stipulated in the *Student Enrollment Policy*.
- 6.5. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.
- 6.6. At least 75% of the course credits must have been completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

Section 7 : Procedures

- 7.1 Program Directors must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs’ completion requirements. Completion requirements must also be published in ADSM’s Course Catalog.
- 7.2 Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.
- 7.3 Students are responsible to meet their Academic Advisor, or Program Director to review their academic progression for graduation. Meetings need to be documented and signed by the student and the Advisor or Director.
- 7.4 The Office of Student Affairs will conduct an audit of achievement of the completion requirements and submit their findings to the Academic Dean for approval within seven (7) days.
- 7.5 The Academic Dean shall inform the President of students having met the graduation requirements within seven (7) days of being notified by the Office of Student Affairs.
- 7.6 The Office of Student Affairs shall initiate the process for creation of graduation certificates.

7.7 The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall be responsible for monitoring implementation and reporting violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 307 - Graduate Completion Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
<i>Policy Owner: Academic Dean</i>	
<i>Recommended by: Academic Advisory Council</i>	Minutes of Meeting held on 06/09/2021
<i>Approved by: Executive Committee</i>	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Course Substitution Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 300 – Program Specifications Policy
Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is provide the set guidelines for course substitution in academic programs at ADSM and stipulates the conditions under which course substitutions are permissible.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all enrolled students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM is keen on setting policies that serve the best interest of its students' educational objectives, appropriate courses may be substituted for other courses for graduation purposes. Course substitution allows a student to use an alternate course to meet program requirements.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 The following courses cannot be substituted for other courses:

6.1.1 Signature Learning Experience (SLE) in the Master of Business Administration Program.

6.1.2 Capstone Projects – Business Analytics in the Master of Science in Business Analytics program.



- 6.2 Students with a CGPA below 3.0 are not allowed to substitute core courses.
- 6.3 Students are not allowed to substitute any elective for the core courses. All core courses are compulsory.
- 6.4 A course awarded with “F” or “IP” grade letter cannot be substituted; students may retake these courses.
- 6.5 A maximum of two (2) courses can be substituted per degree program.
- 6.6 Students who are granted a substitution must still meet the required total credit hours for their program of study, and minimum course grades must be met.
- 6.7 The core curriculum for any program of study should be maintained completely with integrity and.
- 6.8 The substituted course (when approved) must include substantially the same learning outcomes (two-thirds) as the required course and must be within the same discipline as the original course.
- 6.9 Substitutions to the core curriculum should only be used in extenuating circumstances.
- 6.10 Substituted course must be of equal value and classification as of the original course.
- 6.11 Substituted course credit hours must not be lower than the credit hours of the course as per the student program of study. (e.g. a three credit hours’ course cannot be substituted for a two credit hours course).
- 6.12 The Academic Dean has the authority to substitute a course if it does not contravene accreditation agreements and it brings similar value to the program of study.
- 6.13 Substitutions are distinctly separate from teach-out plans, which are governed by the *Teach Out Policy*.
- 6.14 The Academic Dean and Program Directors should review plans of study regularly to ensure they reflect current offerings, meet the accreditation requirements, and avoid excessive substitutions.

Section 7 : Procedures

- 7.1 Students shall consult with their Academic Advisor, a faculty member, Program Director, or the Director of Student Affairs to discuss whether a course substitution could be considered.
- 7.2 Students will submit a course substitution request in writing to the relevant Program Director.
- 7.3 The Program Director shall review the request and forward it to the Academic Dean, if it meets the principles set forth in this Policy. The request should include the student's name, ID number, program, year of entry into the program (catalog year), course to substitute, and a rationale for the request.
- 7.4 If the Academic Dean deems the substitution appropriate, he/she shall approve the substitution and send it to the Director or Student Affairs for implementation.
- 7.5 The Director of Student Affairs shall update the student’s record accordingly, and notify the student.

7.6 If a student performs worse in the substituted course than in the initial course, the highest grade shall be considered as the final grade

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Academic Dean shall monitor implementation and reporting violations.


Section 9 : Cancellations

9.1 Approval of this Policy cancels P 308 – Course Substitution Policy_v2.0.

Section 10 : Review Statement

10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Advisory Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Capstone Project Policy

Related Documents : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
Student Handbook
ADSM P 418 – Academic Integrity Policy
ADSM P 201 – Faculty Workload Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to describe the life cycle for Capstone Projects to follow including the developmental phases, reporting, presentation and evaluation.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all students in a program requiring Capstone Projects, and Capstone Projects Supervisory Faculty of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Capstone Project:** refers to a Project where students utilize what they have learned throughout the courses of their graduate program by applying newly acquired advanced knowledge and skills to examine and propose solutions for a problem in industry. The Capstone Project shall consist of a scientific research component and a creative component that can be applied in industry.
- 3.2 **Capstone Panel:** comprises a Capstone Panel Chair, Program Director, Academic Dean, and at least three (3) faculty members qualified to teach in the Master of Science in Business Analytics Program.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for students preparing a Capstone Project as part of the degree requirements.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM students graduating from the Master of Science in Business Analytics (MSBA) program must complete a Capstone Project as part of their degree requirements.
- 6.2. The Capstone Project is a three (3) credit hour course.
- 6.3. Students in the ADSM MSBA programs must commence the Capstone Project by the start of the 3rd term for Project proposal and initial structure preparation.
- 6.4. Students will submit their complete Project at the end of their last term.
- 6.5. Upon completion of the Capstone Project, students shall be able to demonstrate a critical awareness of current issues in Business Analytics, compile and manage large data sets within organizational contexts.
- 6.6. Faculty involved with responsibilities for the development and delivery Capstone Projects must have terminal degrees and are well equipped with extensive record of research and publications, and with extensive experience in supervising Projects or dissertations.
- 6.7. Capstone Projects can be done individually or in groups.
- 6.8. Capstone group Projects can consist of maximum two (2) members.
- 6.9. Each student within a group must be evaluated individually.
- 6.10. Students in groups should justify their distribution of work, methodology, and achievements during each phase of Capstone Project.
- 6.11. Students who are eligible for Capstone Projects are encouraged to conform to the guidelines provided by the Capstone Panel.
- 6.12. Students are advised to meet their supervisors on a regular basis such as weekly or bi-weekly, and maintain meeting logs.
- 6.13. Students should follow the documents submission deadline as communicated to them to avoid penalties.
- 6.14. The Capstone Panel shall evaluate and review all Capstone Projects for ensuring quality in form of written and oral presentation.
- 6.15. Each Capstone Project shall have an evaluation folder maintained by the supervisor that includes:
 - 6.15.1. Meeting logs between the student(s) and the Supervisor



- 6.15.2. Evaluator's comments/recommendations/suggestions at each milestone.
- 6.15.3. Supervisor remarks on the evaluators' comments /recommendations/suggestions.
- 6.15.4. All documentation related to Capstone Project (e.g. Forms, Project Proposal, and each term documents etc.)
- 6.15.5. The Supervisor must submit their evaluation folders to the Capstone Panel Chair prior to the evaluation presentations.
- 6.15.6. Documentation presented at each milestone review, shall be signed and dated and placed in the evaluation folder.
- 6.15.7. Supervisors shall submit their complete Capstone folder at the completion of each Capstone Project to the Capstone Panel Chair for completeness checks and final review.
- 6.16. The Capstone Panel Chair shall conduct weekly reviews for completion of Capstone milestones with the supervisors.
- 6.17. The Capstone Project supervision is part of mandatory job responsibilities and contributes to faculty development.
- 6.18. Full time (FT) faculty members may supervise more than the below listed limit of groups if all other qualified FT faculty members have committed to three groups each to maintain balance with teaching responsibilities.
 - 6.18.1. Professors – Maximum two (2) Projects per cohort
 - 6.18.2. Associate professors – Maximum three (3) Projects per cohort
 - 6.18.3. Assistant professors – Maximum four (4) Projects per cohort
- 6.19. Full time faculty members supervising more than the maximum Project limit as described in 6.18 are compensated for each additional Project with approval of the Academic Dean. The Capstone Panel Chair will maintain the Projects assigned to each faculty member for load management.
- 6.20. Full time faculty members may co-supervise other groups, if requested, in addition to serving as a main advisor of Capstone Projects assigned to him/her.
- 6.21. The Capstone Panel Chair may have teaching release as per the *Faculty Workload Policy*.
- 6.22. The President or Academic Dean shall act as faculty of record for Capstone Projects; however, it will not count toward faculty workload.
- 6.23. Meeting with Supervisors:



- 6.23.1. Students should meet regularly with their respective supervisor and record their meeting log (duly signed by the supervisor) in the evaluation folder.
- 6.23.2. It is suggested to meet weekly or biweekly with the supervisor
- 6.23.3. Students should take appointments with their supervisor prior to the meeting
- 6.23.4. Each Capstone Project must complete a minimum of five (5) meetings before the completion of the Project.
- 6.23.5. Students must incorporate all suggestion/comments given by the evaluation Panel and get it verified and signed by their supervisor.
- 6.24. Students shall be provided template files for the Capstone documents and / or presentations of each milestone through the LMS.
- 6.25. Penalties: Students are required to meet all completion milestones. In case of any violation following penalties shall be given to students:

Violation	Penalty
Late submission of Registration document	Capstone registration shall be delayed and student shall have to register again in the next term.
Individual not attending Presentation	No marks shall be awarded to the individual for the particular milestone.
Late submission of hard copy of documents	<ul style="list-style-type: none"> • 24 hours late, 15% reduction • 48 hours late, 30% reduction • 48 hours to 72 hours late, Reduction of 50% • 1 week late, Reduction of 100% • If not submitted till due date, Capstone may be postponed till next term.
Late submission of Final Report Book Binding	<ul style="list-style-type: none"> • 24 hours late, 15% reduction • 48 hours late, 30% reduction • 48 hours to 72 hours late, Reduction of 50% • one week late, Reduction of 100% • If not submitted till due date, Capstone may be postponed till next semester.
Plagiarism	<ul style="list-style-type: none"> • Plagiarism in any part of the Project may result in an “F” in the Capstone Project, the case shall be referred to the Capstone Panel and dealt with in accordance with the <i>Academic Integrity Policy</i>.
Non-Compliance	For non-compliance from a student on the tasks assigned by Capstone Panel; <ul style="list-style-type: none"> • For First Time: 30% Marks shall be deducted from the current mile stone. • Regular Non-Compliance: 10% Marks deduction to a degradation grade on recommendation of Supervisor, to be decided by convener Capstone Panel.



Section 7 : Procedures

7.1. The life cycle for Capstone Projects shall follow the form of the Systems Development Lifecycle (SDLC), with the following developmental phases.

7.2. Conception phase

7.2.1 The first phase is the selection of a Project and selection of the topic. Topics for Projects can be based on the interests of the student or chosen from ideas submitted by faculty, or coordinated with the needs of other departments/units inside or outside the school.

7.2.2 Student shall contact the supervisor to finalize the idea and prepare a research proposal.

7.2.3 At the end of this phase students should submit a research proposal to the supervisor.

7.2.4 Upon collection of research proposal from student, the Capstone Panel shall review all proposals for quality of ideas, technical areas, applicability, and implementation perspectives.

7.2.5 Students shall present the research proposal in front of Capstone Panel.

7.2.6 The Capstone Panel shall provide their feedback to the students to improve their research proposals and they shall provide approval to start the requirements specification phase.

7.3. Requirements Specification Phase

7.3.1 Once the Project proposal is completed, the next phase should be the collection of Project requirements and reviewing relevant literature for the Project.

7.3.2 If there is a natural "client" for this Project such as industry partner or organization, input from that client should be used in formulating these requirements and collection of data for the design phase of the Project.

7.3.3 The goal is to clearly define the outcome of the selected Capstone Project and ensure that the collected data is based on the elements as described in research proposal.

7.3.4 At the end of this phase students should submit a requirements specification document to the supervisor for review.

7.3.5 The Supervisor shall review the requirements specification document and give feedback to students.

7.4. Design Phase

7.4.1 During the design phase, the team should develop a written document detailing the plans to meet the Project requirements specified in the previous phase.

- 7.4.2 A design document should include a description of the major components, the algorithms, interfaces if required, relevant models, procedures, methodology and details about interaction of Project modules that align with the requirements.
- 7.4.3 This document should also contain a discussion of any third-party technologies or software packages that shall be used in meeting the Project goals. Students should demonstrate that they have already evaluated and familiarized themselves with any such technologies that are required to develop the Capstone Project.
- 7.4.4 At the end of this phase, students should submit a complete design document to the supervisor for evaluation and feedback.

7.5. Implementation Phase

- 7.5.1 Students should submit a complete implementation document containing the applicable models, designs, interfaces, or results of implementations.
- 7.5.2 Students should show complete results of implementation in form of data plotting, visualization, and description of implementation/results.
- 7.5.3 Students who have made simulations should present it to the supervisors before the document submission.
- 7.5.4 At the end of this phase students submit the implementation/results document to the supervisor for review and feedback.

7.6. Testing, Debugging, and Refinement Phase

- 7.6.1 Students should test their simulations/algorithms/data modeling/ data visualizations to remove all errors.
- 7.6.2 The initial prototype/simulation/results should be thoroughly tested to verify its consistency with the Project requirements specification and design. Any identified deficiencies, or missing requirements should be completed and updated in implementation/results.
- 7.6.3 At the end of this phase students should submit a Testing results documents to the supervisor for review and feedback.

7.7. Final Product Documentation and Presentation:

- 7.7.1 The Project should be completed in accordance with the initial requirements specification, and with the remedy of deficiencies discovered during the testing phase.

- 7.7.2 The Project should be complete in all aspects of requirements, design, algorithms, data analysis, data visualization, implementation, and testing.
- 7.7.3 At the end of this phase students should submit a final report containing all previous phased documents in the given report format to the supervisor.
- 7.7.4 Supervisors shall review all reports in detail and send it to Capstone Chair for second review.
- 7.7.5 The Capstone Panel Chair shall send all reports to an external reviewer for feedback.
- 7.7.6 Based on the external review feedback, supervisors shall work with students to improve Projects.
- 7.7.7 The Capstone chair shall review the updated reports again and forward them to Capstone Panel for final review and presentation.
- 7.7.8 Each student shall have to present their Projects in front of the Capstone Panel.
- 7.7.9 The Capstone Panel shall give feedback for improvement/approval of the final Projects.
- 7.7.10 Supervisors shall ensure that the final submitted document incorporate the comments of the Capstone Panel.
- 7.7.11 The Capstone chair shall review and verify the final reports for approval and publication.
- 7.8. The written report on the completion of the Capstone Project must include:
- 7.8.1 An integrated and comprehensive review of appropriate literature
- 7.8.2 A statement outlining the problem to be researched and the goals of the Project
- 7.8.3 A description of the methodology used in the Project
- 7.8.4 Demonstrate the use of a research method such as quantitative or qualitative evaluation
- 7.8.5 Demonstrate understanding and ability to express research outcome in a written format
- 7.9. Format and guidelines for the complete Capstone Project
- 7.9.1 The format of Capstone Project must include:
- Cover page
 - Declaration
 - Certificate of Approval
 - Executive Summary
 - Acknowledgements
 - Abbreviations
 - Table of Contents



Number	: P 312
Effective	: 19/04/2020
Revision	: 2

- Chapter 1: Introduction
- Chapter 2: Theoretical Background/Literature Review
- Chapter 3: Methodology
- Chapter 4: Implementation/Testing (depending on type of Project)
- Chapter 5: Results/Findings
- Chapter 6: Discussion
- Chapter 7: Conclusion
- References
- Appendices

7.9.2 Student should follow all phases described in points 7.2 – 7.7 above to complete Capstone Project.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 312 – Capstone Project Policy_2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
<i>Policy Owner: Academic Dean</i>	
<i>Recommended by : Academic Council</i>	Minutes of Meeting held on 06/09/2021
<i>Approved by: Executive Committee</i>	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Academic Progress Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 418 – Academic Integrity Policy
ADSM P 401 - Graduate Admissions Policy
ADSM P 307 - Graduate Completion Requirements Policy
ADSM P 301 - Grading and Assessment Policy
ADSM P 405 - Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that students are given every opportunity and assistance in successfully completing the requirements of their degree program. This policy also serves to enable corrective actions designed to ameliorate student non-achievement of requirements to be implemented in time for the rectification and improvement of a student's academic performance.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students enrolled in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Post Enrolment Condition:** academic conditions that must be met by students who have received conditional admission to ADSM programs. Such conditions are required to fulfil certain academic requirements and must be met within a given timeframe.
- 3.2 **Cumulative Grade Point Average (CGPA):** CGPA is the sum of credits x quality points corresponding to the grade achieved by the individual student for all courses attempted at ADSM (inclusive of the current academic term), divided by the total number of graded credits attempted for all credit-bearing courses. The Grade Point Average is the same value but for one term only.



- 3.3 **Good Academic Standing:** Students who have met all post enrolment conditions, if applicable, as well as meeting the minimum CGPA requirements as outlined in this policy.
- 3.4 **“At Risk”:** Students who have a CGPA of:
 - 3.4.1 2.50 – 2.99 are considered to be academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment;
 - 3.4.2 < 2.50 will not be allowed to enroll in any new courses, will be required to repeat courses where the student has achieved a grade of B- or below, and as instructed by the Academic Dean.
- 3.5 **Probation:** A student’s status is changed from Active to Conditional Academic when a student’s CGPA falls below 3.0.
- 3.6 **Exclusion:** A student may be excluded from a program of study if:
 - 3.6.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or
 - 3.6.2 a student fails to achieve a minimum CGPA of 3.0 in the term following a period of probation.
- 3.7 **Academic Advisor:** the program director of the program in which a student is enrolled in.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide students with the support they need in order to progress in their studies.

Section 5 : Exclusions

- 5.1. Students who have withdrawn from the program of study or found involved in an academic discrepancy.

Section 6 : Principles

- 6.1. Fulfillment of Conditional Admission Requirements
 - 6.1.1 ADSM can admit students into the program on a conditional basis. Conditional acceptance carries certain academic criteria for continuing in the program of study as outlined below:
 - 6.1.1.1 Master of Business Administration Program: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of four (4) courses.
 - 6.1.1.2 Master of Science programs: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of three (3) courses.
 - 6.1.1.3 If the two previous requirements are not met by the conditional student, students may be subject to Exclusion from the program.



6.2 Academic Status of Direct Entry Students

- 6.2.1 Direct entry students are given a good academic standing when starting their program of study.
- 6.2.2 At the end of each term, the Office of Student Affairs will review students' cumulative grades and identify students who are at risk – those with a CGPA of less than 3.0.
- 6.2.3 Students with a CGPA of 3.0 or above, will remain in good academic standing.
- 6.2.4 Students with a CGPA of less than 3.0 will be placed on Probation and will be advised (via email) of their change of circumstances and the possible actions to rectify their academic standing.
- 6.2.5 Students with Probationary academic status will be required to take remedial action(s) as advised in correspondence received from the Office of Student Affairs and the Program Director. Action(s) may include, but will not be limited to:
 - 6.2.5.1 Repeating courses where a student has achieved a grade of less than B;
 - 6.2.5.2 Reduction of the number of credit hours (courses) taken in a subsequent term;
 - 6.2.5.3 Accessing the Academic Support Center for advice and assistance with developing study skills;
 - 6.2.5.4 Meeting with the Academic Advisor or an instructor for academic advice.

6.3 Exclusion from Program of Study for all students (conditional entry or direct entry)

- 6.3.1 Students admitted on an academic conditional basis will be excluded from their program of study if they fail to meet the post-enrolment conditions as per section 6.1 of this policy.
- 6.3.2 Students who have been placed on Probation for not achieving a minimum 3.0 at the end of a study period, and do not achieve a CGPA 3.0 in a subsequent term, will be excluded from the program.
- 6.3.3 Students directly admitted in the program can be excluded from the program of study if they fall under Probation, and fail to satisfy the conditions to return to a status of good academic standing.

6.4 Appeal: Students who have been excluded under the provisions of 6.3.2 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.

- 6.4.1 The appeal should clearly state the reason/s for the performance that has led to the exclusion and the measures they will take to re-instate their academic standing. Appeals should be accompanied by supporting documentation. Appeals must be submitted within ten (10) working days of receiving exclusion notification from the Office of Student Affairs.
- 6.4.2 If the appeal is denied or if the original decision is not overturned and the exclusion stands, the student may appeal to the President, if they can demonstrate that:



6.4.2.1 due process was not adhered to during the previous appeal; or

6.4.2.2 relevant new or additional information has subsequently been made available

6.4.3 An appeal to the President must satisfy one of the two conditions stated above and must be received within ten (10) working days of the date of the notification of exclusion to be eligible for processing.

6.5 The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *Student Records Policy*.

Section 7 : Procedures

7.1. The Office of Student Affairs and Program Directors will review the student records pertaining to academic progress at the end of each term, and update their status accordingly.

7.2. Student are required to meet their admission conditions, as applicable, and academic progress requirements. Students are expected to utilize academic resources at ADSM to maintain good academic standing. Following the release of grades, students falling below the required CGPA 3.0, may meet with the Director of Student Affairs for advice on remedial actions.

7.3. The Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy, and provide counsel to students who are at risk and actively seeking assistance.

7.4. The Director of Student Affairs shall:

7.4.1. Monitor the progress of student performance and report students at risk to Program Directors.

7.4.2. Advise “at risk” students of their academic standing including the measures they must take.

7.4.3. Update student records to reflect students’ academic standing.

7.5. Academic Advisors shall provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records on each student’s CGPA, course grade, academic risk level, and notes for each advisory meeting with students.

7.6. The Academic Support Center shall provide advice and support to students and maintain resources to assist students in their academic studies

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor implementation and report violations.




Section 9 : Cancellations

9.1. Approval of this Policy will cancel P 313 Academic Progress Policy_v3.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Advisory Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated to cover academic progression, 3.7 added definition of Academic Advisor, 6.2.5 added Program Directors responsible for remedial action, 7.1 added Program Directors for the review of student records 7.6 added sentence: Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Examination Policy**

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions
Qualifications Framework for the Emirates Handbook, National Qualifications Authority (NQA) – 2012
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 422 – Grade Moderation Policy
Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this policy is to provide a general framework for students’ examination process that shall produce evidence-based, reliable and valid results from examination to measure the outcomes of students learning.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students, faculty and staff of Abu Dhabi School of Management.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Examination:** refers to a final in-class test or an individual in-class assessment which is taken into account in assessing the final result in a course.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide clear guidelines for students’ examination at ADSM to ensure that the exams are delivered and administered appropriately and to internationally agreed standards especially in compliance with best university practices in graduate studies.

Section 5 : **Exclusions**

5.1. None.

Section 6 : Principles

- 6.1. ADSM enforces a uniform examination system to assess the outcomes of student learning, determine the quality of its educational programs, and provide information for improving the teaching process, as well as for monitoring purposes.
- 6.2. Examinations shall be in line with the objectives and learning outcomes stated in the syllabus, consistent with the number of credits for the class, and clearly formulated and weighted.
- 6.3. The examination questions shall be diverse to appropriately measure each student's rational reasoning, knowledge and analytical skill as well as clarity of concepts in achieving learning outcomes including the Knowledge Skills and Abilities (KSA) as required by *UAE Qualifications Framework*.
- 6.4. Examiners shall ensure the honesty and integrity of the entire examination process and the best possible conditions under which all students can take the examinations.
- 6.5. Final written examinations are not required in courses part of Master degree programs offered by the School. Instead, written assessment similar to an in-class examination are required during a course.
- 6.6. The School utilizes second marking/ moderation of assessments, in accordance with the *Grade Moderation Policy*, to ensure grades are fair, valid and reliable.
- 6.7. This policy shall, unless otherwise stated in any other ADSM regulations, apply to all course examinations.

Section 7 : Procedures

- 7.1. The examinations in a course should be given as scheduled in the course syllabus and are clearly communicated to the student at the beginning of each regular term.
- 7.2. The Dean must put in place set of criteria that ensures that the examinations meet the relative difficulty, complexity and depth required for a graduate degree (*see UAE Qualifications Framework, 2012*).
- 7.3. Students shall refer to the syllabus to determine if examination is in-class or out-of-class assessment.
- 7.4. The week of classes preceding the scheduled examination period should be used primarily for continued instruction and may include the introduction of new material.
- 7.5. Common exams for multiple sections of a single course can be scheduled only for regular term courses.
- 7.6. The instructor of each course shall consult with his/her Program Director to determine the form of the answer sheets (Green sheet or Assessment Cover sheet) suitable for the course and to put together the necessary instructions.



- 7.7. The form of answers for the examinations must meet the difficulty level expected internationally for graduate programs. This ensures that the graduates are not under-assessed thus trivializing the level of the program and breaching accreditation requirements.
- 7.8. Each course examination shall consist of a “controlled in-class assessment” (individual) and one “out-of-class assessment” (individual).
- 7.9. The first examination shall be held in the 5th, 6th or 7th week of the regular term, and the second one shall be given in the 10th week of the regular term.
- 7.10. Examination for courses that are part of Master of Business Administration curriculum shall consist of a “controlled in-class assessment” (individual) and two “out-of-class assessments” (individual).
- 7.11. The relative weight of each examination shall be determined by Curriculum Development Committee.
- 7.12. The instructor of each course shall be responsible for marking the examination papers of the course he/she teaches and recording the final grades.
- 7.13. The Program Director/Academic Dean shall assign a second marker to validate a sample of the second assessment to assure appropriate level of marking. See *Grade Moderation Policy* for details.
- 7.14. The final grade in any course shall be computed as weighted average of the grade obtained in the two (2) written assessments.
- 7.15. The final grade fully documented in letter grades and percentages should be submitted to the Academic Dean within five (5) days after the conclusion of the final class.
- 7.16. The Academic Dean shall review the distribution of grades and the percentages thereof. Upon their approval, the final grades shall be submitted to the Office of Student Affairs.
- 7.17. The Office of Student Affairs shall be responsible to announce the final grades to students in due time.
- 7.18. The instructor shall return to students the assessment feedback sheet within one (1) week after the date of the examination.
- 7.19. A student may discuss the final grade with his/her instructor and request that the instructor review the grade. The instructor who agrees to review the grade is free to change the grade or not as he/she deems appropriate.
- 7.20. If the matter still cannot be resolved, the student may submit a written complaint about the grade to the Academic Dean through the Office of Student Affairs no later than two (2) weeks after being notified of the grade.



- 7.21. If the request is granted, the Academic Dean shall constitute a Grade Appeal Committee consisting of three (3) faculty members at least.
- 7.22. Following the review of all the supporting materials presented as evidence, the Committee shall render a decision within thirty (30) days of receiving the appeal.
- 7.23. The Academic Dean shall deliver the Grade Appeal Committee decision in writing to the Office of Student Affairs, the instructor and the Program Director within seven (7) days of the receiving the Committee judgement.
- 7.24. The Office of Student Affairs shall deliver the Grade Appeal Committee decision in writing to the student, within seven (7) days of the receiving the Committee judgement.
- 7.25. Any decision rendered by the Grade Appeal Committee is final and cannot be appealed further.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 314 – Examination Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Endorsed by: Academic Advisory Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Graduate Admissions Policy**

Related : CAA Standards of Licensure & Accreditation – 2019

Documents MoE Framework for the Compliance Inspection of Higher Education Institutions- 2020.
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 802 - By-Laws of the Governing Body Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and the admissions' process for academic programs offered at ADSM.

Section 2 : Scope and applicability

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into academic programs offered at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MoE:** Ministry of Education

3.3 **Application Form:** a form that all applicants must complete, sign and submit in order for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Application Fee:** Non-refundable fee for applying to an academic program offered at ADSM.

3.5 **Acceptance Fee:** Non-refundable fee for accepting a place of study at ADSM.

3.6 **Acceptance/Rejection Letter:** a letter issued to applicants informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.

3.7 **ELR:** English Language Requirement.

3.8 **CGPA:** Cumulative Grade Points Average.

3.9 **Admissions Committee:** an ad hoc committee constituted of faculty members tasked with assessing applications for admission to any academic program offered at ADSM.



- 3.10 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.
- 3.11 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.
- 3.12 **Term:** a term is typically held for a minimum period of nine (9) weeks and a maximum period of 12 weeks. The academic year at ADSM comprises three regular academic terms (Fall, Winter, Spring), each 11 weeks in duration, and an intensive Summer session, which is seven (7) weeks in duration.
- 3.13 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QF Emirates* level, required for MS students who do not meet the program-specific requirements specified in stipulation 6.1.1 of this Policy.

Section 4 : Policy Statement

- 4.1 The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in one of the Master's programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Applicants to academic programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:
- 6.1.1. **Direct Entry:** Applicants who provide a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, and meet the ELR for Direct Entry as stipulated in Section 6.2 of this policy, shall be granted Direct Entry into a Master's program offered at ADSM, providing that they meet the program-specific entry requirements as stipulated in Table 1 below:

Program	Bachelor Degree	Other
Master of Business Administration (MBA)	Any specialization	Three (3) years of work experience
Master of Science in Quality and Business Excellence (MSQBE)	Business or Engineering	Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Leadership and Organizational Development (MSLOD)	Business	Applicants with a degree in an area other than business but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Business Analytics (MSBA)	Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or quantitative social science	Applicants with a degree in an area other than those specified but have relevant work experience or professional qualifications, may be considered, providing that they complete the set of Bridging Course(s).

Table 1: Program-Specific Entry Requirements

6.1.2. **Conditional Entry:** Conditional entry is determined based on the CGPA of the applicant's Bachelor's degree and/or the submitted English Language proficiency certificate, as stipulated below:

6.1.2.1. **Conditional Academic:** if an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Direct Entry requirements for English language stipulated in Section 6.2, ADSM may conditionally admit such applicants providing that they meet the following conditions during the first term of study or be subject to dismissal:

- must take a maximum of nine (9) credit hours in the first term of study;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first nine (9) credit hours of credit-bearing courses studied for the Master's program;

6.1.2.2. **Conditional ELR:** ADSM may conditionally admit students to a Master's program, providing that they submit a recognized Bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Conditional Entry requirements for

English language stipulated in Section 6.2. Such a student must meet the following conditions during the first term of study or be subject to dismissal:

- must achieve an EmSAT score of 1400 or equivalent;
- may take a maximum of six (6) credit hours in the first term of study, not including intensive English courses;
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six (6) credit hours of credit-bearing courses studied for the Master's program;

6.2. **English Language Requirements (ELR):** applicants to Master's programs offered at ADSM are required to provide one of the following English Language proficiency certificates:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550
Conditional Entry	1250	5.5	71	197	530

Table 2: English Language Requirements (ELR)

Acceptance of additional English language proficiency certificates and exemptions to the English language requirements may apply as specified in the applicable CAA Standards.

6.3. **Remedial Admissions:** ADSM may admit students to its Master's programs following their successful completion of a remedial program, as stipulated below:

6.3.1. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.0 and 2.499 on a 4.0 scale or its established equivalent, ADSM must admit such applicants to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
- meets the ELR for direct entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.



- 6.3.2. If an applicant submits a recognized Bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, ADSM may admit such applicant to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly into its graduate programs, if the applicant:
- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program;
 - meets the ELR for direct or conditional entry as stipulated in Section 6.2 of this Policy prior to being admitted into the graduate program.
- 6.4. ADSM shall limit the percentage of Conditional Academic students to 25% in each program. The Admission Committee and Student Recruitment are responsible for ensuring adherence to the maximum limit as per this Policy.
- 6.5. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.
- 6.6. Applicants may request additional information about ADSM's programs from the Admission Committee as relevant to their current professional status and future projections.
- 6.7. Recognition of Prior Learning, including the transfer of academic credits is governed by the *Recognition of Prior Learning Policy*.

Section 7: Procedures

- 7.1. Applicants are required to submit the below documents to Student Recruitment to initiate the process:
- 7.1.1. Application Form, signed and dated.
 - 7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MoE.
 - 7.1.3. Official transcripts of all earned undergraduate credits.
 - 7.1.4. Valid ELR, verified by Student Recruitment prior to submission to Admission Committee.
 - 7.1.5. Receipt for the non-refundable application fee or evidence of exemption.
 - 7.1.6. Identification Documents – copies of the following:
 - Passport.
 - Emirates ID Card.



- Residence Visa, if non-UAE National.
- One (1) Passport size photo.

For MBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Personal Statement.
- One (1) recommendation letter.

7.2. The Admission Committee shall evaluate applications, as follows:

- 7.2.1. At least two members of the Admission Committee shall evaluate the applications and indicate the Committee's decision on the Application Form. The evaluation will be conducted based on the submitted documents.
- 7.2.2. The Admissions Committee may request an interview with the applicant prior to making a decision. In which case, Evaluation Forms will be filled and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.3. Based on the possible outcomes of the Admission Committee's evaluation, as summarized in Table 3, ADSM shall issue the following types of Acceptance Letters:

- 7.3.1. **Acceptance Letter A:** Direct Entry
- 7.3.2. **Acceptance Letter B:** Conditional ELR
- 7.3.3. **Acceptance Letter C:** Conditional Academic
- 7.3.4. In adherence to stipulation 6.4, Student Recruitment and the Admissions Committee must ensure that the issued Acceptance Letters of type C do not exceed 25% of the overall issued Acceptance Letters for students actually enrolled in any academic program at ADSM.
- 7.3.5. In adherence to article 6.3 of this Policy students who successfully complete the remedial courses shall be eligible to receive an Acceptance Letter A only.

Acceptance Type	Graduate/ Undergraduate CGPA	ELR	Conditions to be Met During the First Term of Study
A	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	None



B	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Conditional Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Achieve an EmSAT score of 1400 or equivalent; 2 Take a maximum of six credit hours 3 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first six credit hours of credit-bearing courses studied for the Master's program
C	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine credit hours 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first nine credit hours of credit-bearing courses studied for the Master's program
	Between 2.0 and 2.499 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	<ol style="list-style-type: none"> 1 Take a maximum of nine graduate-level credit hours as remedial preparation for the Master's program, not for credit within the Master's program 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses to progress to the Master's program

Table 3: Possible Outcomes of the Admission Committee's Evaluation

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

8.2.1 Collect the required documents from applicants.

8.2.2 Verify and validate the authenticity of submitted documents and stamp copies of the submitted documents accordingly.

8.2.3 Submit applications to the Admission Committee for assessment.

8.2.4 Coordinate with the Admissions Committee for scheduling applicants' interviews, if required.

8.2.5 Issue letters to applicants in accordance with the decision made by the Admission Committee.

8.2.6 Notify applicants of decisions of the Admissions Committee and provide issued letters.

8.2.7 Update applications' records in the Student Information System (SIS) within two (5) working days.

8.3. Admission Committee:

8.3.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.



8.3.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.4.1. Monitor students admitted on conditional basis and decide whether they should be allowed to continue in the program.

8.4.2. Suspend or dismiss students who fail to meet the conditions of their admission.


Section 9 : Cancellations

9.1 This Policy cancels P 401 - Graduate Admission Policy_v4.0.

Section 10 : Review Statement

10.1 This Policy document shall be reviewed annually, or more frequently subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education in the United Arab Emirates. Upon such review, the Admission Committee may recommend that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	10/08/2020	Stipulation for Conditional Admissions updated and a stipulation for Remedial Admissions added in compliance with CAA Standards 2019.



كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

Abu Dhabi School of Management

Number : P 401
Effective : 26/02/2020
Revision : 4

2	11/01/2021	The MBA's specific program requirements amended to be three (3) years of work experience, and obtaining an Employment Certificate is required as evidence.
3	05/04/2021	Articles 6.4 and 7.3 amended to clarify ADSM's policy in regards to the conditional admissions percentage.
4	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022.

END OF DOCUMENT



Policy Name : Transfer Admissions Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ADSM P 401 – Graduate Admissions Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide ADSM's faculty and staff involved in student admissions to academic programs offered at ADSM with a standard set of rules that govern the admittance of students who wish to get credit for work done at another recognized higher education institution.

Section 2 : Scope and applicability

2.1 This Policy is applicable to ADSM's faculty and staff involved in student admissions.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **CGPA:** Cumulative Grade Points Average.
- 3.2 **ELR:** English Language Requirement.
- 3.3 **Recognized Higher Education Institutions:** higher education institutions in UAE or abroad that are recognized by the UAE's Ministry of Education.
- 3.4 **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar, Admissions Committee Chair, and subject matter faculty(s). The Committee is chaired by the Registrar and is tasked with making decisions regarding prospective students' credit transfer requests.
- 3.5 **Transfer Credits:** Credit hours for courses taken at another recognized higher education institution.
- 3.6 **Transfer Credit Evaluation Form:** an ADSM form filled by a prospective student to request credit transfer, considered by the Transfer Admissions Committee, and on which the Committee's decision is made.

Section 4 : Policy Statement

4.1 ADSM accepts transfer students into its Masters programs only in limited cases as set in this policy.



Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. The Transfer Admissions Committee shall make decisions regarding credit transfer requests; the Committee's Chair maintains records of all decisions and related documents.
- 6.2. ADSM shall consider credit transfer requests as transfer students for credits obtained from UAE Higher Education Institutions recorded in the UAE National Register of Licensed Higher Education Institutions, or other organizations in the UAE approved by CAA, or institutions recognized by UAE's Ministry of higher learning located outside the UAE.
- 6.3. Prospective students applying for credit transfer must meet the Direct Entry Admission's Requirements as stipulated in *Graduate Admission Policy* for both ELR, and undergraduate CGPA.
- 6.4. ADSM shall consider credit transfer requests only from students in Good Academic Standing (a minimum CGPA of 3.0 on a 4.0 scale in graduate-level course work, or equivalent) into its graduate programs;
- 6.5. Processing credit transfer requests require submitting official transcripts showing all post-secondary work attempted at all educational institutions attended.
- 6.6. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.
- 6.7. ADSM shall limit transferred credits for Master's programs and Remedial Program to a maximum of six (6) credit hours in all of its academic programs.
- 6.8. ADSM shall transfer graduate program credits only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale or equivalent) or better.
- 6.9. ADSM does not grant credit twice for substantially the same course taken at two different institutions;
- 6.10. ADSM does not allow credits for the following cases:
 - 6.10.1. The Signature Learning Experience in the Master of Business Administration.
 - 6.10.2. The Capstone Project – Business Analytics in the Master of Science in Business Analytics.
- 6.11. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and shall not be included in CGPA calculations.

6.12. The Office of Student Affairs shall provide timely written notification to the student prior to admission, of the transferability of credit, how much credit is granted, and how the accepted credit will be applied to the academic program at ADSM.

Section 7 : Procedures

- 7.1. The Transfer Admissions Committee shall evaluate transfer credits requests and inform the Office of Student Affairs of their decision.
- 7.2. The Office of Student Affairs shall update the student’s record accordingly and inform the student of the Committee’s decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 402 – Transfer Admissions Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by : Academic Council	Minutes of Meeting held on: 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	01/02/2021	Policy amended to allow transferring credits for Remedial Program in article 6.6
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Student Records Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ESG 2015 Standards

ADSM P 406 – Information Release Policy,

ADSM P 602 – Data Security Policy,

ADSM P 401 – Graduate Admissions Policy,

ADSM P 402 – Transfer Admissions Policy

United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.

Student Handbook

Section 1 : Purpose

1.1 The purpose of this policy is to identify what student records are, and to govern the collection, maintenance, storage, retrieval, and disposal of all official and original student records, including provision of secured fireproof/catastrophic event storage.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM's faculty and staff involved in the creation, management, storage, retrieval and disposal of student records and applies to all students who have applied to, are enrolled at, or have graduated from ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Archive:** Records that have been selected for indefinite retention on the basis of their continuing value for legal, administrative, financial or historical purposes, but are no longer required for current use.

3.2 **Record:** A record is information, in any format, which must be retained as evidence of actions or decisions for operational or legal purposes.

3.3 **Student Information System (SIS):** the electronic student management database accessed by authorized personnel.

- 3.4 **Student Records:** Records and related personal information of applicants, currently enrolled and former students held in either soft or hard copy format.

Section 4 : Policy Statement

- 4.1 ADSM collects and maintains information about students for the purposes of admissions, maintenance of academic record, determination of academic progression and performance, evidencing student work, meeting student request for transcripts and records, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Office of the Registrar is responsible for maintaining and managing all students' records.
- 6.2. ADSM's Office of Student Affairs contains the Office of the Registrar and Student Services.
- 6.3. The Office of the Registrar will retain applicants', current and former students' records related to enrolment status including disciplinary records. These records are open to students and may be reviewed by appointment.
- 6.4. Finance Unit will maintain students' financial records. Students may review these by appointment.
- 6.5. The Office of the Registrar shall perform routine maintenance, review and back-up of all computer-generated records, which will be stored on an on-site and secure server to ensure record safety and security, in accordance with *Data Security Policy*. Hard copy records will be stored in the student's file and secured in locked and fire protected cabinets.
- 6.6. All student electronic records are maintained by the School as seen in 6.3 and copies of the data are stored off-site in a secure data center.
- 6.7. Transcripts and degree completion authentication documents are retained in secure archive storage for not less than fifty (50) years.



- 6.8. Retention period for hard copies (paper-based) of student records will be determined based on the student's enrollment status, as stipulated below:
- 6.8.1. Enrolled students: records will be maintained for a period of six (6) years following graduation.
 - 6.8.2. Enrolled but not 'active': records for students who have not taken approved leave of absence or formally withdrawn, will be held for a period of three (3) years following the last term of enrolment.
 - 6.8.3. Accepted but not enrolled: records will be held for a period of two (2) years from the term in which the student was given admission.
 - 6.8.4. Unsuccessful applications: records will be retained for a period of one (1) year from the term for which the student applied.
- 6.9. Electronic records shall be stored in the Student Information System (SIS) and archived on a secure server, in accordance with *Data Security Policy*, and retained for a period not less than fifty (50) years.
- 6.10. Student record are available to the student during their study in any academic program offered at ADSM or after graduation at the request of the student.
- 6.11. The available records are also available to third parties as stipulated in the *Information Release Policy*.
- 6.12. Other student information collected from students such as continuous survey records are a kept and maintained for a maximum period of two (2) years after the concerned student exits ADSM.
- 6.13. Permanent students' records that cannot be destroyed by ADSM include, but are not limited to, the following:
- 6.13.1. Documents collected from students during their admission to ADSM, as stipulated in ADSM P 602 - Data Security Policy, including documents related to credit transfer, as stipulated in the *Transfer Admissions Policy*.
 - 6.13.2. Documents created as students exit ADSM, such as copies of their earned degree at ADSM, transcripts, completion letter, or withdrawal form.
 - 6.13.3. Documents related to any disciplinary action taken against the student.
 - 6.13.4. Documents related to any grievances or appeals case concerning the student.
 - 6.13.5. Any other documents deemed to be a permanent record by the Director of Student Affairs.
- 6.14. Temporary records would include records such as letters issued to students upon their request, as in letters confirming their academic schedule or to whom it may concern letters.



- 6.15. Permanent records could be created, managed and accessed by designated ADSM staff only in compliance with the principles of this policy.
- 6.16. Temporary records could be created, managed and updated by the designated ADSM staff members only. These records can only be disposed of by the Office of Student Affairs staff with permissions from the Director of Student Affairs.

Section 7 : Procedures

- 7.1 Student Recruitment shall collect and verify, as applicable, all students' records required for processing students' applications, as stipulated in the *Graduate Admissions Policy*.
- 7.2 Student Recruitment uses an electronic reader to record each student's Emirates Identification number and retain electronic records of Emirates Identification numbers (EID) for all students in accordance with the United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.
- 7.3 Student Recruitment shall, once the student has a final status (e.g. Enrolled), deliver the complete set of the student's records to the Office of the Registrar.
 - 7.3.1 Office of the Registrar shall complete a Student File Checklist for each file it receives from Student Recruitment to ensure that the correct set of documents is included.
- 7.4 Office of the Registrar shall create an electronic copy of the student's records, upload it to SIS, and file the hard copy in the designated fireproof cabinets. After which, the Office of Student Affairs becomes the custodian of all students' records.
- 7.5 The Office of Student Affairs shall maintain, update, store, archive, arrange for the retrieval of or disposal of students' records as stipulated in the *Information Release Policy*.
- 7.6 The Office of Student Affairs ensures that all records of student course work, grades and changes to grades are maintained in the student records.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this policy cancels P 405 - Student Records Policy_v2.0.



Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Number	: P 406
Effective	: 19/04/2020
Revision	: 3

Policy Name : Information Release Policy

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents

- Framework for the Compliance Inspection of Higher Education Institution – 2020
- ESG 2015 Standards
- ADSM P 405 – Student Records Policy
- Article 378 of the Penal Code (Federal Law 3 of 1987)
- Federal Law No. 5 of 1985 (the “Civil Code”).
- The law on Printing and Publishing Article 79

Section 1 : Purpose

1.1 The purpose of this Policy is to make clear ADSM’s policy on student privacy and to define a set of procedures to support this policy and promote its enforcement, and to clarify ADSM’s responsibilities and its employees on the confidentiality clause in the releasing of information to the public, respecting the rights of individual students while serving the best interests of the students and the institution.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enlisted with Abu Dhabi School of Management and the responsible employees.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Record:** A record is information, in any format, which must be retained as evidence of actions or decisions for operational or legal purposes.
- 3.2 **Dependent:** A student who relies on another (generally a relative), to pay tuition fees for the duration of their studies.
- 3.3 **Sensitive Information:** information that will only be disclosed if it is required to handle a serious and potential threat to any individual’s life or health.
- 3.4 **Sponsor:** a third party that provides financial assistance to a student with tuition fees.
- 3.5 **Student:** A current or formerly enrolled student of ADSM.



Section 4 : Policy Statement

4.1 ADSM respects the confidentiality of the student data that it holds and will only release it to the student and any authorized individuals as outlined in this policy.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall process requests for information about itself with transparency and accuracy.
- 6.2. ADSM shall maintain students' Records as stipulated in the *Students Records Policy*.
- 6.3. ADSM reserves the right to disclose personally identifiable information from students' Records, as follows:
 - 6.3.1. with the written approval of the student, or
 - 6.3.2. where the School reserves the right to disclose education records without a student's prior written approval for disclosure to:
 - 6.2.2.1. School authorized personnel with legitimate educational interest
 - 6.2.2.2. Other educational institutions to which a student is transferring
 - 6.2.2.3. Specified personnel for audit or evaluation purposes
 - 6.2.2.4. A contractor, consultant, or other outside service provider retained to provide various institutional services and functions under contract
 - 6.2.2.5. Appropriate parties in connection with financial aid to a student
 - 6.2.2.6. Organizations performing certain studies for or on behalf of the School
 - 6.2.2.7. Accrediting organizations
 - 6.2.2.8. Government Agencies that have legal jurisdiction
 - 6.2.2.9. Regulatory Bodies that govern the institution
 - 6.2.2.10. To comply with a court order
 - 6.2.2.11. Appropriate officials in cases of health and safety emergencies
 - 6.2.2.12. Parents or official guardians of a student, provided the student is a "dependent" of the parents
 - 6.2.2.13. Sponsors of a student



Section 7 : Procedures

- 7.1. Requests for information about ADSM shall be directed to the President's Office. The President shall then forward the request to the concerned business unit, as applicable.
- 7.2. ADSM shall grant students the following rights with respect to their Records via the Office of Student Affairs:
 - 7.2.1. The right to inspect and review the student's records within ten (10) working days from receiving the request for access, as follows:
 - 7.2.1.1 In order to check and review his/her records, a student should submit a written request to the Office of Student Affairs or Finance Department of the particular record(s), the student wishes to review. The School is not required to provide copies of records except in exceptional circumstances as deemed appropriate by the office holding these records.
 - 7.2.1.2 The right to request an amendment of the student's file which the student believes to be inaccurate, misleading, or otherwise in violation of the student's privacy rights (this process cannot be used to challenge a grade).
 - 7.2.1.3 A student who wishes to ask the School to modify a record should write to the appropriate department responsible for custody of the record, as stipulated in the *Student Records Policy*, mention the part of the record the student wants changed, and specify why it should be changed. If the department decides not to modify the record as requested, the department will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Extra information regarding the hearing procedures will be given to the student when notified of the right to a hearing.
 - 7.2.2. Alcohol or drug violations may be disclosed to parents of dependent students or sponsors. The School keeps the right to disclose information about students without the student's written consent in cases involving the student's health and well-being or in the case of a change of student status, e.g. pending disciplinary proceeding, suspension, or expulsion.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels P 406 - Information Release Policy_v3.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: President	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Revised to stipulate how ADSM shall provide information about itself.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Career Services Policy**

Related : 2019 CAA Standards for Institutional Licensure and Program Accreditation

Documents 2020 Framework for the Compliance Inspection of Higher Education Institutions. MoE.
ESG 2015 Standards
ADSM P 417 – Academic Advising Policy
ADSM P 901 – Community Engagement Policy
Student Handbook
Faculty Handbook
Staff Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure the availability of career services at ADSM, to assist students in career planning and finding appropriate employment, career development services, career testing, information, and counselling, interviewing and other employment skills, job placement and follow-up activities, are available to students beginning with their first enrolment.

Section 2 : Scope and applicability,

2.1. This policy applies to all employees, students, staff, and alumni.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1. None.

Section 4 : Policy Statement

4.1 ADSM aims to provide a wide range of career opportunities for the students and employees to allow them to choose and develop their career paths, selecting majors, full-time employment, internships and including employees' registration for courses at ADSM.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

- 6.1. ADSM shall provide a wide range of career services to enrolled students, alumni and employees through the Office of Student Affairs.
- 6.2. The Office of Student Affairs shall assist, when required, individuals with any questions or concerns about career opportunities and perform following tasks:
 - 6.2.1 Establish comprehensive programs that aim to guide individuals for reaching out to their desired career.
 - 6.2.2 Assist individuals in the development of meaningful career goals to prepare them for life beyond ADSM.
 - 6.2.3 Prepare individuals for a smooth transition from studying to work and/or promotion through assistance with career planning, career development services such as career testing, information, and counselling, interviewing and other employment skills, job placement.
 - 6.2.4 Provide professional development counseling and advice for individuals to have a competitive edge in the local job market.
 - 6.2.5 Provide information and advice for the postgraduate programs.
- 6.3. Academic Advisors, Academic Support Manager and/or Academic Relationship Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.
- 6.4. The Director of Student Affairs shall manage overall career services process and proper career guidance, career path selection, employment guidance, internship, or student relevant matters.

Section 7: Procedures

- 7.1 The Office of Student Affairs shall include career related activities within the Community Engagement Plan, as per the *Community Engagement Policy*.
- 7.2 Students shall seek the assistance of their assigned Academic Advisor, as per the Academic Advising Policy. Students may after that request a meeting with another faculty member for industry specific advice via the Office of Student Affairs.
- 7.3 The Office of Student Affairs will contact the relevant faculty member for arranging a meeting.
- 7.4 In the case of alumni, the Director of Student Affairs will request a faculty member to act as an advisor based on their availability or provide direct career services to the individual.



7.5 Advisors shall keep record of their meetings with students and alumni and provide a copy to the Office of Student Affairs, when needed.

Section 8 : Responsibilities

8.1 The President shall cause this policy to be implemented.

8.2 The Director of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

7.1 Approval of this Policy cancels P 408 – Career Services Policy_v2.0.

Section 10: Review Statement

10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Student Activities Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ESG 2015 Standards
ADSM P 115 – Code of Conduct Policy
Student Handbook

Section 1 : **Purpose**

1.1 To ensure a diverse, engaging and rewarding campus life for all students

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all ADSM sponsored students' activities on and off campus, involving registered students, and including exchange students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Student Group:** Official interest-specific group of students who are permitted to be active on campus and sponsored by ADSM.
- 3.2 **Student Advisory Panel:** A group of students tasked with advising the Provost on issues of student interest, and providing feedback on learning experience, campus environment, and community engagement.
- 3.3 **Student Publication:** any student-led digital or print posters, newspapers, newsletters or bulletins.
- 3.4 **Volunteer Work:** on campus non-paid short-term work or representation.
- 3.5 **Health and Fitness:** activities that encourage a healthy lifestyle including individual and group sports.

Section 4 : **Policy Statement**

4.1 ADSM strives to ensure that every registered student on campus (full time, part time or exchange) is entitled to organize and/or participate in an ADSM-sponsored activity, both on and off campus.

Section 5 : Exclusions

5.1. This policy excludes students under Audit status.

Section 6 : Principles

- 6.1. The Office of Student Affairs oversees the organization of student groups and publication focusing on a diverse, engaging and rewarding campus life.
- 6.2. Student are encouraged to write, edit and produce various forms of publications observing the following guidelines:
- 6.2.1. The content shall be respectful of the UAE tradition and norms.
 - 6.2.2. The content of the publications shall represent the academic and intellectual qualities of a master degree level student. The content shall comply with acceptable academic writing standards.
 - 6.2.3. The content of the publications shall not maliciously attack any individual or group, nor attempt to incite defiance of, or disobedience to, any School policy or regulation.
 - 6.2.4. All publications shall adhere to ADSM's *Code of Conduct Policy* and the publications and copyright laws of the UAE.
 - 6.2.5. Each student publication shall obtain a faculty member endorsement before submitting the material to the Office of Student Affairs for approval. The endorsement by faculty indicates that the materials is in compliance with accepted academic writing standards.
 - 6.2.6. The Office of Student Affairs is responsible for approving materials intended for publishing. The approval indicates that the materials satisfy all of the above principles.
- 6.3. Student are encouraged to form and participate in student groups. For a student group to be officially recognized it shall satisfy the following:
- 6.3.1. Have a name reflecting the group's purpose and activity; an assigned Chairperson and Vice Chairperson.
 - 6.3.2. The group's purpose and activities shall respect the traditions and norms of UAE, and should not encourage or tolerate malicious attacks on any individual or group, incite defiance of, or disobedience to, any School policy or regulation. See *Code of Conduct Policy*.
 - 6.3.3. All group's activities shall adhere to ADSM's *Code of Conduct Policy* and any applicable law of the UAE.
 - 6.3.4. Solicit the help of a faculty or staff member to guide the group activities.



- 6.3.5. address a need that is not already met by an established group; and has three registered members.
- 6.3.6. Develop a plan of activities for the academic year.
- 6.3. An advisor to a student group is a faculty or staff member who volunteers to provide his knowledge and expertise to develop and promote the group's purpose, activities and engagement.
- 6.4. The Student Advisory Panel is a standing student group with a mandate to provide constructive feedback and insights to senior management to support the mission of the School.
 - 6.4.1. The panel consist of a Chair, Deputy Chair and four members. Each academic program shall have at least one student as a member. All members including the chair and deputy chair hold equal voting rights. Community Engagement Officer attend committee meetings as a non-voting member.
 - 6.4.2. The panel is formed at the beginning of each academic year and is dismissed by the end of summer term of the same year. Members that graduate are automatically removed from the panel and the panel Chair will nominate a replacement.
 - 6.4.3. Panel members are student who are currently enrolled, have earned six credit hours with a CGPA of 3.00 or above and have not been charged with a violation of Code of Conduct.
 - 6.4.4. The role of the Office of Student Affairs is to coordinate the formation of the panel, provide reasonable support to achieve its goals and facilitate its activities.
 - 6.4.5. The panel shall meet at least two times in every regular term and may call for additional meetings if necessary. Meetings minutes shall be recorded in written and a copy of all minutes shall be provided to the Academic Dean's Office.

Section 7 : Procedures

- 7.1. Students wishing to produce a publication, must complete the following:
 - 7.1.1. Secure the sponsorship of a faculty member or staff.
 - 7.1.2. Submit the publication's full details to the Office of Student Affairs to obtain their approval to proceed prior to producing the publication.
- 7.2. Students wishing to form a group, other than the Student Advisory Panel, must complete the following:
 - 7.2.1. Secure the sponsorship of a faculty member or staff.
 - 7.2.2. Submit the group's full details to the Office of Student Affairs to obtain their approval to proceed prior to forming the group.



- 7.3. The Student Advisory Panel shall be formed at the start of each Academic Year, as follows:
- 7.3.1. The Office of Student Affairs shall request faculty members nominate students from each academic program offered at ADSM.
 - 7.3.2. The Office of Student Affairs shall contact nominated students and confirm their acceptance to be part of the Student Advisory Panel.
 - 7.3.3. The Office of Student Affairs shall present the nominated members to the President for his approval.
 - 7.3.4. The Office of Student Affairs shall facilitate the first Panel meeting, in which members shall elect a Chairman and Vice Chairman.
 - 7.3.5. The Office of Student Affairs shall provide the required support of the Panel, including but not limited to logistical support, and making announcements to students.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 410 - Student Activities Policy_v3.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed once every year, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	31/10/2019	Policy first approved
1	26/02/2020	Added procedures section
2	08/03/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Student Finance Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions.

ESG 2015 Standards

ADSM P424 – Student Enrollment Policy

ADSM P401 – Graduate Admission Policy

ADSM P402 – Transfer Admission Policy

ADSM P307 – Graduate Completion Requirements Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide transparent and clear guidelines for ADSM students in regards to the application and administration of fees and charges, including transfers and refunds fees.

Section 2 : Scope and applicability

2.1 This Policy applies to all students in any academic program offered at ADSM, including new students, currently enrolled and re-enrolling students.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Course:** a course consists of several instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, code, credits, and expected learning outcomes.

3.2 **Credit Hour:** a unit of measurement defining the student's overall effort towards attaining a qualification, it uses as a basis to measure the amount of engaged learning time expected of a typical student.

3.3 **Program:** a set of courses and other formally established learning experiences that lead to a qualification.

3.4 **Program Tuition Fee:** refers to the fee paid by the student to ADSM for all courses. It is calculated by the Credit Hour fee multiplied by the number of Credit Hours in each academic program. The tuition fees for each academic program are detailed in Annexure 1 of this document.

3.5 **Other Fees:** refers to fees paid by the student to ADSM other than the tuition fees. These fees are detailed in Annexure 1 of this document.



- 3.6 **Program Tuition Fee Change:** Program Tuition fee shall remain unchanged once the student accepts and signs the “Accepting Admission to ADSM” form. However, the Program Tuition Fee may change if the student does not complete the program courses within 36 months, starting from the signing date of the aforementioned Form. Other fees may change without prior notice.
- 3.7 **Program Tuition Increase:** Program Tuition fees may increase without prior notice and are in effect from the date of the approval of ADSM’s Board of Trustees.
- 3.8 **Sponsored Student:** refers to a student for whom fees and charges are paid by a third party.
- 3.9 **Withdrawal:** refers to notification from a student to withdraw from his/her program of study.
- 3.10 **Administrative Suspension:** refers to a penalty imposed on students for non-payment of tuition fees. The student’s access to ADSM systems, course enrolment, and other learning resources will be suspended until financial obligations are resolved with ADSM.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with attending any of its academic programs and the student's responsibilities when applying and registering to attend ADSM.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

6.1 Fees and costs associated with the program:

- 6.1.1 **Application Fee:** The application fee is a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Unit, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled ADSM application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.
- 6.1.2 **Deposit:** Upon acceptance, students should pay a non-refundable deposit to secure a place in the program to which admission is sought. This amount will be deducted from the total tuition fees.

Students can defer their enrolment only up to a year from the date their acceptance letters were issued.

- 6.1.3 **Tuition Fee:** Tuition fees are to be paid as per the options detailed in section 7.2 of this Policy. Once this payment is completed and “Accepting Admission to ADSM Form” is signed by the student, the student will be enrolled and given access to relevant ADSM learning resources.
- 6.1.4 **Reinstatement Fee:** Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. Administrative suspension results in ceasing student access to course enrolment options, course materials, viewing grades, using library, and other academic resources/services.
- 6.1.5 **Repeating Course(s):** Students who wish to repeat courses due to failing, not making academic progress, or to raise their CGPA, will be charged an additional fee in such cases as per the charges detailed in Annexure 1 of this document.
- 6.1.6 **Visiting Students:** Students from other universities/institutions interested in taking course(s) at ADSM will require to submit an application to ADSM. Successful applicants will be required to follow the charges detailed in Annexure 1 of this document.

Section 7 : Procedures

7.1. Payment of Fees:

7.1.1 Payments acceptable types are to be made to the Finance Unit in the following forms.

7.1.1.1 Cash (AED only).

7.1.1.2 Cheques drawn on UAE located banks payable to “Abu Dhabi School of Management”.

7.1.1.3 Bank drafts in AED payable to “Abu Dhabi School of Management”.

7.1.1.4 Debit cards and major credit cards.

7.1.2 Direct Bank Transfers are acceptable to the following account details.

Bank name	First Abu Dhabi Bank, Main Branch, Abu Dhabi
Account name	Abu Dhabi School of Management
IBAN	AE070351011004624203001
Swift code	NBADAEEAXXX
Account number	1011004624203001
Payment currency	UAE Dirham

7.1.3 Students / sponsors are required to send the confirmation of the swift remittance to the Finance Unit at accounts@adsm.ac.ae

7.1.4 All bank charges associated with transfers are to be borne by the remitter.

7.2.1 Method of Payment: It is the students' responsibility to finalize pending payments as structured below:

7.2.1.1 **MBA students** must pay their Tuition Fees before enrolling in any Course. They are eligible to submit up to a maximum of 15 cheques installments prior enrolling in the Course. Cheques' payment installments amounts must be distributed equally among the coming 15 months. These Cheques' dates must be entered between 25th until 30th of each month.

7.2.1.2 **MS students** must pay their Tuition Fees before enrolling in any Term. In the event, the student couldn't successfully pay the full Term Tuition Fees. MS Students are eligible to pay two installments equal to 50% of the Term Tuition Fees to enroll, this is subjected to successfully paying 50% of the Term Tuition Fees installment prior to the enrolled Term. The remaining Term Tuition Fees of 50% installment must be paid within one month of the term's start date.

7.2.1.2.1 **MS-BA students** are eligible to submit up to a maximum of 15 cheques installments prior enrolling in the Term. Cheques' payment amount installments must be distributed equally in the coming 15 months. These Cheques' dates must be entered between 25th until 30th of each month and signed by the enrolled students.

7.2.1.2.2 **MS-LOD and MS-QBE students** are eligible to submit up to a maximum of 12 cheque installments before enrolling in the Term. Cheques' payment amount installments must be distributed equally among the coming 12 months. These Cheques' dates must be entered between 25th until 30th of each month and signed by the enrolled students.

7.2.2 Payment Installetion Options: Tuition Fees are to be paid by student as stipulated below:

PROGRAM	OPTION 1 Payment in Full	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	1 payment of AED 135,000	Payments calculated based on 33 GPA Credit Hour. = 135,000/33 = AED 4,090	All payments must be made within 15 Months



Master of Science Programs – MS QBE and MS LOD	1 payment of AED 110,000	Payments are calculated based on 30 GPA Credit Hour. = 110,00/30 = AED 3,667	All payments must be made within 12 Months
Master of Science Program MS BA	1 payment of AED 110,000	Payments are calculated based on 33 GPA Credit Hour. = 110,000/33 = AED 3,333	All payments must be made within 15 Months

7.2.3 Payment Method for Sponsored Students / Scholarships:

- 7.2.3.1 ADSM recognizes that many students receive financial aid or monetary assistance from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.
- 7.2.3.2 Students on sponsorship should produce a letter from the sponsor approving the student sponsorship at the time of registration with ADSM. Sponsored students should ensure the sponsors pay their fees as per section 7.2.2 of this Policy.
- 7.2.3.3 The Finance Unit will provide sponsors with invoices and transcripts after final grades are released for each term.
- 7.2.3.4 In case sponsors stop or suspend sponsorship, this has to be formally notified to the Finance Unit. Further, the student will be contacted about pending financial dues and must be cleared by the student.
- 7.2.3.5 ADSM will not be responsible in cases where the sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Returned Cheques.

- 7.3.1 The Finance Unit will deposit fee cheques no later than 5 days from the due date.
- 7.3.2 In cases where the bank returns the cheques, the student account will be placed on administrative suspension. To remove the suspension, the student must pay AED 500 as a reinstatement fee.

7.4. ADSM Tuition Fee Scholarship.

- 7.4.1 ADSM President reserves the right to grant students discounts that are highly competitive.

- 7.4.1.1 Students are encouraged to request discounts as early as possible, but ADSM doesn't guarantee every student's discounts.
- 7.4.2 **Merit based Scholarships:** Applicants with outstanding academic records will only be considered for merit-based scholarships. To apply, students would require to show evidence of achieving at least an undergraduate cumulative GPA of 3.5 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off in tuition fees.
- 7.4.3 **Teaching Assistant Scholarship (Business Analytics Applicants):** Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per term based on assistance with lab work, programming assignments, and/or research activities.
- 7.4.4 **Financial Aid:** Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence to demonstrate the need for financial aid and excellent academic credentials. Eligible students will be provided with up to 10% off in their tuition fee.
- 7.4.5 **Employee Scholarship:** employees may apply for a scholarship in any of ADSM's academic program, this is subject to the approval of Senior Management and the employee's Line Manager. The Scholarship Committee shall consider the application, then notify the employee of the outcome of the application and the discount rate granted, in case the application was approved.
- 7.4.6 **Corporate Discount:** ADSM may enter into corporate agreement with other entities by which special discounts are granted to applicants covered by such agreement and as per the signed agreement's terms and conditions.
- 7.4.7 **Alumni Rewards:** A 10% grant is available on annual tuition fees for students with at least one immediate family member who has graduated from a program offered by ADSM. Immediate family members are defined as father, mother, siblings, spouse. The following conditions should be met in order to avail such a discount:
- 7.4.7.1 Be self-funding.
 - 7.4.7.2 Provide proper documentation.
 - 7.4.7.3 Only one alumni reward can be awarded per student.
 - 7.4.7.4 The application must be submitted prior to start of the program



7.4.7.5 Retrospective discounts are not applicable.

7.4.7.6 The Alumni Reward will be deducted from the tuition fees either upon registration if the program's tuition fees are paid in advance or from the last installment as per the payment options detailed in section 7.2.2.

7.5. Withdrawing from Program:

7.5.1 Any student who wishes to withdraw from ADSM must notify the Program Director, and the Office of Student Affairs in writing.

7.5.2 A student who withdraws from the program without following the necessary procedures, including completing the appropriate forms, is financially responsible for the program's cost. Failure to do so will subject the student to penalties as well as possible legal recourse.

7.6. Refund of Tuition Fees:

7.6.1 When applying for a refund, the student must complete the "Withdrawal Form" and submit it to the Office of Student Affairs.

7.6.2 Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.6.3 will result in counting full credit hours for courses.

7.6.3 A student will be eligible for a refund based on the following:

- **MBA Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000
	Before the fourth session of the first course	Application fee AED 500 + 75% of the course fees (TF 135,000) / (CH 33) * (CH 2) * 75%
	At any point after the fourth session of the first course	Application fee AED 500 + (Number credits earned + credits of the current course, if applicable) * 4,090
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 4,090 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Quality and Business Excellence and
Master of Science in Leadership and Organizational Development Programs**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500 + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 30) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 30) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,667 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

- **Master of Science in Business Analytics Program**

Point of Exit		Amount to be Deducted (in AED)
First Term	Before the third session of the first course	Application fee AED 500. + Nonrefundable deposit AED 2,000.
	Before the fourth session of the first course	Application fee AED 500. + 75% of the course fees (TF 110,000) / (CH 33) * (CH 6) * 75%
	At any point after the fourth session of the first course	Application fee AED 500. + 100% of the course fees for the first term (TF 110,000) / (CH 33) * (CH 6)
After the First Term*	At any point during any term	Application fee AED 500. + Student has to pay: (Number credits earned + credits of the current course, if applicable) * 3,333 or 35% of total tuition, whichever is larger.

* Applicable to students who withdrew due to not being able to maintain a good academic standing.

7.7. Transferred credits from other institutions

7.7.1 Students from accredited institutions are eligible to transfer credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will be required to pay for courses taken at ADSM only.



7.7.2 The total number of courses to be undertaken by the student at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Unit about the decision.

7.8. Leave of Absence

7.8.1 Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.

7.8.2 Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not cause a substantial impact their study plans/finance.

7.9. Communication to Students

7.9.1 The Finance Unit will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.

7.9.2 Students should update their personal details/ mobile numbers to ensure accuracy in communication. The information related to financial issues are important and can lead to the student being penalized.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Finance and Administration Operations Director shall monitor implementation and report violations.

8.3. Students:

8.3.1. Understand the financial arrangements/options set by the Finance Unit towards payment of fees.

8.3.2. Check financial dues with the ADSM Finance Unit prior to the start of each term.

8.3.3. Pay fees, as outlined in section 7.2 of this policy.

8.4. Finance Unit:

8.4.1. Invoice, collect, and record all student payments.

8.4.2. Inform the Office of Student Affairs of any students that have a nonpayment fee status.

8.5. The Office of Student Affairs:

8.5.1. Provide Finance Unit with the list of:

8.5.1.1 Students who are newly accepted to ADSM in the fall and winter academic terms.

8.5.1.2 Students who are instructed to repeat courses.

8.5.1.3 Students who wish to withdraw from the program.

8.5.1.4 Eligible students from other universities/institutions who wish to enroll courses at ADSM.

- 8.5.2. Issue warning notifications to students in breach of the Policy.
- 8.5.3. Advise students of the consequences they would face in case of non- adherence to this policy.
- 8.5.4. Place students on administrative suspension.

8.6. Student Recruitment:

- 8.6.1. Guide prospective students on ADSM application process.
- 8.6.2. Familiarize and with finance policy changes and updates.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 411 - Student Finance Policy_v3.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Finance and Administration Operations Director	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2021	MBA Program tuition fees credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).
2	02/08/2021	Clarified Student Payment & classified payments per Program (article 7.2.1). Employees Scholarship & Corporate Discount (articles 7.4.5 & 7.4.6).
3	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

Annexure 1- Student Tuition Fee and Related charges

Please check ADSM's website for the latest updates of fees (<http://adsm.ac.ae/tuition-financial-aid/>)

Fee Type	Fee Amount (AED)
Application Fee – Non-refundable	500
Application Fee – Non-refundable with IELTS Computer Based Tesing	1,250
Non-refundable Deposit - to be deducted from the total tuition fees	2,000
Tuition Fees:	
1. Master of Business Admiration (MBA) for 33 credit hours.	135,000
2. Master of Science in Quality & Business Excellence (MSQBE) for 30 credit hours.	110,000
3. Master of Science in Leadership and Organizational Development (MSLOD) for 30 credit hours.	110,000
3. Master of Science in Business Analytics (MSBA) for 33 credit hours	110,000
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Administration suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Repeated course for any program (CGPA below 3.0)	Free
Repeated course (per one credit hour) – MBA	4,090
Repeated course (per one credit hour) – MSQBE & MSLOD	3,667
Repeated course (per one credit hour) – MSBA	3,333
Visiting student (per one credit hour) for all Academic Programs	4,500
Withdrawal Fee	Please refer to Section 7.6 on Refund

*The above fees are subject to VAT 5%

END OF DOCUMENT



Policy Name : **Student Disciplinary Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020, ESG 2015 Standards
ADSM P 115 – Code of Conduct Policy
ADSM P 414 – Students Rights and Responsibilities Policy
ADSM P 418 – Academic Integrity Policy
ADSM P 405 – Student Records Policy
ADSM P 420 – Student Grievances Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to govern the handling of students' misconduct at ADSM, it provides a transparent and fair process by which students who have committed a misconduct and/or violated ADSM's policies and procedures shall be disciplined.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all to all students enrolled Abu Dhabi School of Management.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.
- 3.3 **Grievance:** any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.
- 3.4 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct, and based on the work of a Disciplinary Committee.



3.5 **Misconduct:** unacceptable or improper behavior.

3.6 **Student Disciplinary Committee:** an ad-hoc committee formed by the President, chaired by the Director of Student Affairs, and comprises the relevant Program Director and at least two (2) other member of ADSM's Community as deemed appropriate by the President. The Committee is tasked with investigating students' Misconduct and recommending Disciplinary Action(s) to the President. The Director of Student Affairs shall keep records of the Committee's work.

Section 4 : Policy Statement

4.1 ADSM strives to set policies and procedure in order to provide its community with a safe, equitable and orderly environment, and requires each member of that community to behave responsibly and ethically in compliance with ADSM's policies and procedures.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM has defined a set of expectations for all members of its Community via a comprehensive set of policies and procedures, and shall ensure that these policies and procedures are accessible to all Community members, thus, ADSM requires all students to meet these expectations.

6.2. ADSM requires all students to respect its Community, both in and out of the classroom, and expects all students to contribute to the development of ADSM as a positive living and learning environment in accordance with the *Code of Conduct Policy* and *Students Rights and Responsibilities Policy*.

6.3. ADSM strives to be a good neighbor to the surrounding community and requires its students to observe the same standards and expectations whether they are on or off campus.

6.4. ADSM requires all students to be informed about, and familiar with the applicable policies and procedures, and to seek the help of faculty and staff in understanding their implications and applicability.

6.5. Violations of ADSM's policies and procedures, and/or UAE's local and federal laws and regulations, shall be considered Misconducts, thus they may mandate the formation of a Disciplinary Committee, and may result in subsequent disciplinary action(s).

6.5.1. Violations of Academic Integrity shall invoke the application of ADSM's *Academic Integrity Policy*.

- 6.6. The Student Disciplinary Committee shall investigate students' Misconduct, The Committee may call members of ADSM Community to appear in front of the Committee, and shall conduct a comprehensive and fair investigation, prior to submitting its recommendation to the President for a final decision.
- 6.7. The Director of Student Affairs shall maintain records of the Committee's work, and shall updated students' records in accordance with the *Student Records Policy*.
- 6.8. Disciplinary Action(s) imposed on students who commit Misconducts shall be appropriate in severity and impact to the Misconduct committed.
- 6.9. Disciplinary Actions may include, but not limited to, the following:
- 6.9.1. Attendance of mandatory seminars or workshops.
 - 6.9.2. Temporary loss of privileges.
 - 6.9.3. Permeant loss of privileges.
 - 6.9.4. Fines.
 - 6.9.5. Counseling and/or medical or psychiatric evaluation.
 - 6.9.6. Suspension (temporal cease of enrollment).
 - 6.9.7. Expulsion (permanent cease of enrollment).
- 6.10. Imposing any of the actions listed in 6.7 does not prevent ADSM right to:
- 6.10.1. Demand remuneration for damages.
 - 6.10.2. Demand community restitution.
 - 6.10.3. Pursue legal actions.
- 6.11. Students have the right to appeal Disciplinary Actions taken against them, the appeals process is governed by the *Student Grievance Policy*.

Section 7 : Procedures

- 7.1. Alleged student Misconduct shall be reported to the Office of Student Affairs by any member of ADSM's Community who witnessed or acquired knowledge of the Misconduct within two (2) working days of the alleged Misconduct occurring.
- 7.2. The Director of Student Affairs shall, within five (5) working days of being informed about the alleged Misconduct, take the following steps:



- 7.2.1. collect supporting evidence and information that may support the investigation of the alleged violation.
- 7.2.2. send a request to the President to form a Student Disciplinary Committee.
- 7.2.3. arrange for the Committee to meet and investigate the alleged Misconduct in order to make an informed recommendation to the President.
- 7.3. The Student Disciplinary Committee shall issue a written recommendation to the President detailing the concerned student, the Misconduct committed, results of the investigation, and recommended Disciplinary Action(s), if any, along with any supporting evidence within five (5) working days of the first meeting taking place.
- 7.4. The President reserves the right to approve the Committee's recommendation, amend the recommendation, or request reevaluation of the case.
- 7.5. The Director of Student Affairs shall issue a formal letter to the concerned student detailing the Misconduct, and the Disciplinary Action(s) based on the President's final decision within two (2) working days of receiving the President's decision.
- 7.6. The Director of Student Affairs shall ensure that all concerned parties internally and externally are informed of the final decision.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this policy cancels P 412 - Student Disciplinary Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.



Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Executive Committee	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Student Rights and Responsibilities Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 115 – Code of Conduct Policy
ADSM P 410 – Student Activities Policy
ADSM P 412 – Student Disciplinary Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that all students' rights and responsibilities are expressed clearly and justly, and that all students are empowered and protected by the appropriate policies and procedures.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students enrolled at Abu Dhabi School of Management and

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Student Rights:** Guidelines that prescribe and regulate a student's behavior and conduct on campus with a focus on access to education and facilities, participation in activities and governance, and an individual's privacy.
- 3.2 **Student Responsibilities:** Expectations of a student while in class or present on campus with a focus on academic, administrative, and adherence to the *Code of Conduct Policy*.
- 3.3 **Appeal:** The right of a student to request a review of a stated decision or ruling, whether academic, administrative or conduct related.
- 3.4 **Grievance:** A grievance is a concern, problem, complaint or perceived injustice that individuals raise in relation to their activities.
- 3.5 **Misconduct:** An act that is not in line with the *Academic Integrity Policy* or *Code of Conduct Policy*.
- 3.6 **Code of Conduct:** A set of rules governing an individual's behavior as set in the *Code of Conduct Policy*.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every student on campus, full time or part time, is entitled to an equitable education and just treatment.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. In general, a student has the right to:

- 6.1.1. Attend classes and work in laboratories in accordance with the related academic policies and procedures;
- 6.1.2. Participate in athletic and recreational activities as per the associated guidelines;
- 6.1.3. Partake in student governance within the subscribed policies and procedures;
- 6.1.4. Receive fair treatment and due process in case of an investigation or appeal;
- 6.1.5. Guaranteed confidentiality and privacy of personal information.

6.2. In return, a student is responsible for:

- 6.2.1 Abiding by all academic policies and procedures, and adhering to the *Academic Integrity Policy* (including work ethics, attendance, etc.);
- 6.2.2 Conforming to all non-academic administrative rules and regulations (including those related to health, safety and environment);
- 6.2.3 Conducting oneself in accordance with the *Code of Conduct Policy*.

Section 7 : Procedures

7.1. It is expected that all students fully adhere to the *Code of Conduct Policy*. In the event of any misconduct, a student's alleged misconduct shall be treated as such until proven.

7.2. Violations to the *Code of Conduct Policy* shall be handled as per the *Student Disciplinary Policy*.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this policy cancels P 414 - Student Rights and Responsibilities Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Student Counseling Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 417 – Academic Advising Policy
ADSM P 408 – Career Services Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline relevant student counseling services provider for students for counseling services.

Section 2 : **Scope and applicability**

2.1 This policy applies to all full-time students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM aims to advance the educational mission of school for better development of students for their success and persistence.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 ADSM recommends students access professionally qualified counsellors to access personal counselling services by contacting Abu Dhabi Health Services Company (SEHA), by either email (care@seha.ae) or phone (800 50).



- 6.2 ADSM provides educational counselling/advice for its students if and when students are not meeting the CGPA requirements, as per the *Academic Advising Policy*.
- 6.3 The School provides career counselling to students as per the *Career Services Policy*.

Section 7 : Procedures

- 7.1 Students can contact SEHA (or other health care providers) by email or phone for booking appointments and counseling services with a licensed practitioner.
- 7.2 Students will be counselled by their Academic Advisors on the best suited courses for their program.
- 7.3 Students are given professional academic counselling by designated professional academic faculty if and when there are dips in their performance.
- 7.4 Counselling provided by faculty may include the ascertaining of reasons why the students are struggling and directing of such students to professional counselors if needed

Section 8 : Responsibilities

- 8.1 The President shall cause this policy to be implemented.
- 8.2 The Director of Student Affairs shall monitor implementation and keep a record of violations.


Section 9 : Cancellations

- 9.1 Approval of this policy cancels P 415 - Student Counselling Policy_v2.0.

Section 10: Review Statement

- 10.1 This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of student affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Health Services Policy

Related Documents : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that on-campus health services are available to all students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM’s students, faculty and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Health Services:** services available on campus and include general diagnostic medicine with referral services.
- 3.2 **HAAD:** Health Authority – Abu Dhabi.

Section 4 : Policy Statement

4.1 ADSM strives to ensure that every student is provided with Health Services while on campus, and has access to an equipped clinic.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall establish a First Aid Room on Campus that shall be:
 - 6.1.1. Available during operational hours.
 - 6.1.2. Licensed by the relevant authorities.
 - 6.1.3. Managed by a HAAD registered nurse who shall maintain up-to-date and approved medical records and incident reports.

- 6.1.4. Clean and hygienic.
- 6.2. Medical records of students and incident reports are private and confidential.
- 6.3. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.
- 6.4. All students must have a valid medical insurance while studying at the ADSM as follows:
 - 6.4.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:
 - 6.4.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.
 - 6.4.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III, however they may upgrade to Thiqa health card Category II by providing a “To Whom it May Concern Letter” from the Office of Student Affairs.
 - 6.4.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.
 - 6.4.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.
 - 6.4.4. Expatriate students whose residency is sponsored by the employer must obtain their medical insurance through their employer.

Section 7 : Procedures

- 7.1. Students may visit the First Aid Room any time during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.
- 7.2. The nurse will attend to each student in order of arrival unless a later student requires urgent attention.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this Policy cancels P 416 – Health Services Policy_v2.0.



Section 10 : Review Statement

10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Academic Advising Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.6 Learning Resources and Student Support

Section 1 : **Purpose**

1.1 The purpose of this Policy is to establish a process for Academic Advising at ADSM, and to ensure that all students have access to timely and proper Academic Advising.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students enrolled and to employees and units delegated to provide academic or administrative advice in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Academic advice:** Individual attention provided to students in order to improve their academic performance. Academic advice may cover administrative, general academic advice or specialist academic advice.
- 3.2 **Academic Advisor:** The individual faculty member assigned to monitor a student's academic progress.
- 3.3 **At Risk Students:** Academically at-risk students include, but are not limited to, students who received warning letters or are on academic probation. Students in good academic standing but with borderline CGPAs may also be considered as 'academically at risk' students.
- 3.4 **Good Standing:** Satisfactory progress towards graduation.
- 3.5 **Resume Studies:** Continue study after a period of withdrawal or suspension.
- 3.6 **Returning Students:** A student returning from suspension, dismissal or withdrawal after having received official approval to recommence their studies.
- 3.7 **Transfer Student:** A student who began studies at another institution and successfully transferred credits to ADSM.



Section 4 : Policy Statement

4.1 ADSM ensures that Academic Advising is an integral aspect of academic progress and a shared responsibility between the student and academic advisor.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. Every student at ADSM from the time of their enrolment to graduation shall be assigned an Academic Advisor. The student shall meet with his/her Academic Advisor at least once a term to ensure satisfactory and timely progress towards graduation.

6.2. Responsibilities for Academic advisors include but are not limited to:

6.2.1. Providing information on academic requirements toward obtaining a degree;

6.2.2. Advising on a suitable course load compatible with the student's academic ability and personal circumstances;

6.2.3. Monitoring student progress towards graduation, including:

6.2.3.1. Explaining academic policies and procedures;

6.2.3.2. Preparing a study plan that assists students in successfully completing their degree in a timely manner;

6.2.4. Assisting students in maintaining good academic standing:

6.2.4.1. Identifying issues impacting student academic performance;

6.2.4.2. Directing students to available on-campus resources, support services and activities.

6.2.5. Advising students on career plans and/or graduate studies, including:

6.2.5.1. Assisting with post-graduate school selection, application and field of specialization;

6.2.5.2. Advising on career paths, resources for résumé writing and interview preparation.

6.3. Responsibilities for students include but are not limited to:

6.3.1. Familiarizing themselves with ADSM's academic policies, academic programs, degree requirements, and student rights and responsibilities;

6.3.2. Consulting their Academic Advisor on issues related to registration record and academic standing;



- 6.3.3. Seeking guidance from the Academic Advisor and other individuals within and outside their academic program;
- 6.3.4. Requesting regular appointments with the Academic Advisor to discuss academic progress towards graduation, career plans and/or graduate studies;
- 6.3.5. Taking responsibility for decisions and actions that affect academic progress.
- 6.4. Students are assigned an academic advisor by the relevant Program Director. Each Program Director shall determine the ratio of Academic Advisors to students.
 - 6.4.1 Students who change majors are assigned an Academic Advisor by the Program Director of the student's new program.
 - 6.4.2 'At risk' students may be assigned an additional Academic Advisor and be required to participate in special academic achievement programs.
 - 6.4.3 Students who are admitted with credit from other academic institutions are assigned an Academic Advisor by the Program Director.

Section 7 : Procedures

- 7.1. Assigning Academic Advisors: Students are assigned an academic advisor by the relevant Program Director as follows:
 - 7.1.1. No later than the end of the fourth week of each regular term, in which an intake was accepted, the Office of Student Affairs shall provide Program Directors with a list of students to be assigned an Academic Advisor.
 - 7.1.2. No later than the end of the sixth week of each regular term the Program Director shall notify the Office of Student Affairs of the Advisor assigned to each student
- 7.2. The Office of Student Affairs will announce the assigned Academic Advisors to students, Academic Advisors will announce their advising hours to their advisees.
- 7.3. Students may schedule meetings with their Academic Advisor via the Learning Management System (LMS) to discuss their academic progress, review their study plan and agree on the list of courses they will register for in the following term or session.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 417 - Academic Advising Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Academic Integrity Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 301 – Grading and Assessment Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 419 – Student Appeals Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide ADSM students, faculty and all relevant units with clear direction and guidelines on the academic integrity standards of the School and the potential consequences of any academic violations. It establishes and communicates to students, faculty and staff ADSM's standard academic integrity principles and procedures to be followed when academic integrity is violated.

Section 2 : **Scope and applicability**

- 2.1 This Policy is applicable to all students, faculty and staff at ADSM.
- 2.2 The policy serves as foundation to ADSM's Academic Integrity Committee in reviewing any violations by the student or for further review of decisions previously imposed on the students for academic integrity violations in the course of an appeal of initial decision(s).
- 2.3 Employees are required to understand the policy as they are required to assist the School in assurance, enforcement and prevention of complicity with the students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

- 3.1 **Academic Integrity**: is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.
- 3.2 **Academic Integrity Committee**: an ad-hoc committee formed by the Academic Dean and comprises two faculties and one staff to investigate students' violations of academic integrity and report findings.

- 3.3 **Cheating:** Claim, use or attempt to claim or use material created by others as own work in academic submissions such as assignments, reports, presentations, projects.
- 3.4 **Complicity:** assisting or attempting to assist other people in committing Academic Integrity violations.
- 3.5 **Fabrication:** Making up false information for use in academic or research submissions.
- 3.6 **Falsifying Signatures:** Forging signatures on official forms or documents.
- 3.7 **Honor Pledge:** The Honor Pledge is a short statement attesting that each student will fully comply with ADSM’s Academic Integrity as follows:
 “I verify that I have received a copy of the ADSM’s Academic Integrity Policy and hereby pledge to fully comply with its principles”
- 3.8 **Inappropriate Proxy:** Impersonating or completing someone’s academic assignment, exercise, examination, project, presentation, report, etc.
- 3.9 **Plagiarism:** an act of fraud, it involves both stealing someone else's work and lying about it afterward. (Reference to www.plagiarism.org), in an academic context, it is representing another’s words or ideas as one’s own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.
- 3.10 **Violation:** in relation to Academic Integrity, a Violation is defined as a breach to any of the principles set forth in this policy, including, but not limited to, Cheating, Fabrication, and Plagiarism.
- 3.11 **Similarity Index:** a rubric included in course syllabi to guide faculty in determining the Severity of Violation based on the outcomes of the Plagiarism detection software report:

Similarity	Severity of Violation
0% to 24%	0 or 1
25% to 34%	2
35% to 49%	3
More than 49%	4

- 3.12 **Severity of Violation:** a rubric* included in course syllabi to explain the penalties that will be applied to violations of academic integrity, as follows:

*Adapted from Robert Kane’s adaptation for His199 from rubric for WRT100 created by Jennifer Morrison. Downloaded on 22 November 2016 from the following website:

<https://www.niagara.edu/assets/docs/pdfs/199assessmentrubric.doc>



Academic Integrity: Severity of Violation					
Similarity Index	0% to 24%		25% to 34%	35% to 49%	More than 49%
Category	0	1	2	3	4
Overall	No errors related to integrity	Limited errors but no violation of integrity	Misunderstanding of academic integrity	Disregard for academic integrity	Attempted deception of instructor
Description*	Work consistently attribute ideas, language, and graphics to the original source in a standard format with no or few errors	Work consistently attribute ideas, language, and graphics to original source, at times in a non-standard format	Work consistently fails to attribute ideas, language, and graphics to original source but without obvious intent to plagiarize	Work borrows significantly from uncredited sources	Work borrows completely from other sources without credit, or attempts to hide plagiarism with alterations to text
Penalty	No change in mark	No change in mark	10% reduction in mark	25% reduction in mark	100% reduction in mark

Section 4 : Policy Statement

4.1 ADSM holds its students to the highest of academic integrity standards, and any violation of these standards, such as cheating, fabrication, and facilitation of academic dishonesty, participation in academic dishonesty, plagiarism and unauthorized collaboration will not be tolerated. It is the responsibility of all members of the students, faculty, staff and administration alike to actively deter and report all instances of academic dishonesty in order to safeguard academic standards.

4.2 ADSM believes that its faculty are quality improvement partners including in assuring Academic Integrity.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM is an academic community whose purpose is the pursuit of knowledge and the development of its graduates as leading experts in their academic disciplines.



- 6.2. Every student admitted to ADSM must sign the honor pledge and receive a copy of the *Academic Integrity Policy*.
- 6.3. **Honor Pledge Reaffirmation:** A short statement attesting that each assignment, exercise, examination, project, presentation, report, etc. produced by the student is the student's own work. It is a reminder to students that ADSM is committed to academic integrity. The faculty is expected to enforce the use of the pledge.
- 6.4. ADSM has a responsibility of care and training to ensure that the students are familiar with detailed components of its academic integrity policy.
- 6.5. The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy
- 6.6. The students are responsible for familiarizing themselves with the principles of academic integrity and adherence to it.
- 6.7. The Academic Integrity Policy will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.
- 6.8. ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism, faculty will follow the principles of *Grading and Assessment Policy* in this regard.
- 6.9. Students who violate academic integrity are subject to disciplinary actions that may include specific penalties, as detailed in this policy. Students have the right to appeal these actions, the appeals process is governed by the *Student Appeals Policy*.
- 6.10. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.

Section 7 : Procedures

- 7.1. ADSM shall be responsible for training its students on adhering to the principles of Academic Integrity, as follows:
 - 7.1.1 Reminding the students before an assessment cycle.
 - 7.1.2 Reminding the students before the start of an assessment paper.
 - 7.1.3 Providing detailed training concerning Academic Integrity before the commencement of the Capstone Projects.



7.2. Procedure to report and investigate academic integrity violations committed through Plagiarism and Fabrication:

7.2.1 If a faculty member suspects that a student has committed such an academic integrity violation, s/he should meet with the student to discuss the allegation. The meeting must take place within three (3) working days from when the alleged violation was identified.

7.2.2 Independent of the similarity report within Turnitin Match Overview, faculty is expected to provide a statement within the Turnitin Feedback Summary on their decision concerning similarity.

7.1.1 If the faculty member determines that no academic violation has occurred, the matter is dropped.

7.1.2 If the faculty member determines that a violation has occurred, s/he shall:

7.1.2.1 Determine the violation's severity in light of the Similarity Index, and apply a penalty, if any, in accordance with Academic Integrity Severity Rubric and included in course syllabi.

7.1.2.2 Notify the Program Director detailing the violation and penalty applied (if any) within five (5) working days from when the meeting with the student(s) took place.

7.1.2.3 The Program Director shall submit a list of academic integrity violations to the Academic Dean and Office of Student Affairs in order to notify students accordingly.

7.1.2.4 The Office of Student Affairs shall implement a mechanism to identify students who repeat violations, and report them to Academic Dean.

7.1.2.5 Students who commit a third violation, will consequentially receive an 'F' grade in the course in which the violation occurred, regardless of the severity of the violation.

7.1.2.6 The Academic Dean may request the formation of a Student Disciplinary Committee to investigate students who commit a third violation to determine further action, as per the principles of the *Student Disciplinary Policy*.

7.2. Procedure to report and investigate academic integrity violations committed through Cheating, Complicity, or Falsifying Signatures:

7.2.1 If a faculty member suspects that a student has committed such an academic integrity violation, s/he shall report the violation to the Program Director and Academic Dean within one (1) working day from when the alleged violation was identified.

7.2.2 The Academic Dean shall form an Academic Integrity Committee to further investigate the case, as follows:



- 7.2.2.1 The Committee may call the student and/or faculty member for the purpose of examining the evidence, as deemed necessary.
- 7.2.2.2 The Committee may question any witnesses or relevant parties, as deemed necessary.
- 7.2.2.3 Based on the evidence, the Academic Integrity Committee shall submit a detailed report of its findings to the Academic Dean, and may recommend an appropriate sanction, including but not limited to mandating the student to attend a workshop on academic integrity, applying a penalty in accordance with the Academic Integrity Severity rubric, the issuance of a warning letter, the issuance of a final warning letter, suspension for one academic term, suspension from academic program, and dismissal from ADSM.
- 7.2.2.4 The Academic Dean shall present the Committee's report to the Provost to determine a sanction, then communicate the final decision to the Office of Student Affairs to inform the student accordingly.
- 7.2.3 During the investigation of any academic integrity violation:
 - 7.2.3.1 A student under investigation may not withdraw from the course in which the violation is allegedly committed.
 - 7.2.3.2 A student may not graduate if any alleged violation of academic integrity remains unresolved.
 - 7.2.3.3 Non-availability of any of the concerned parties will not hinder the continuation of the investigation.
 - 7.2.3.4 Students may seek the Office of Student Affairs' advice about the policy and related procedures.
- 7.3. The student has the right to appeal the final decision reached following the formation of an Academic Integrity Committee, the student must comply with the following:
 - 7.3.1 All appeals must be in writing and provide new information not considered previously.
 - 7.3.2 All appeals must be submitted to the Office of Student Affairs within ten (10) working days from the decision date. The Office of Student Affairs shall forward the case to the Academic Integrity Committee to review, deliberate and decide. The Academic Integrity Committee's decision is final.
 - 7.3.3 Appeals may result in the application of a lesser, identical or more severe sanction.
- 7.4. Record of Sanctions
 - 7.4.1 All records of sanction for all cases will be maintained in the student information system.
 - 7.4.2 ADSM may provide a record of sanction upon request from the student's sponsor.



7.4.3 A record of any sanction requiring action by the Office of Student Affairs will be placed in the student’s file at the Office of Student Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 418 - Academic Integrity Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index to be used in determining the Violation Severity
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Student Appeals Policy

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 418 – Academic Integrity Policy
ADSM P 303 – Grade Approval and Change Policy
ADSM P 707 – Information Release Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide clear and accurate advice and guidance to ADSM students submitting an academic appeal or complaint, and ADSM’s faculty and staff involved in handling or supporting appeals and complaints. The policy aims to define the rights of a student to raise an academic appeal and to seek resolution from ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner.

Section 2 : Scope and applicability

2.1 This policy is applicable to all ADSM’s faculty, students, and staff.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Academic Appeal:** A procedure which allows students in certain circumstances to request a review of a decision relating to the application of ADSM’s policies and procedures that has an impact on their academic standing.
- 3.2 **Academic Appeals Committee:** an ad hoc committee that consists of the Academic Dean, the relevant Program Director, and a third member of ADMS’s faculty, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Academic Dean and is tasked with making decisions regarding students’ academic appeals and complaints.

3.3 **Appeals Form:** an official ADSM form that the student fills detailing his/her academic appeal or complaint and submits to the Office of Student Affairs.

Section 4 : Policy Statement

4.1 The policy constitutes a clear statement on students' rights to submit an academic appeal and the processes that are to be followed by students when raising an appeal and by ADSM's staff processing and handling appeals.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. Students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within this policy.
- 6.2. Students wishing to request grade appeals shall follow the principles and procedures stipulated in the *Grade Approval and Change Policy*.
- 6.3. ADSM ensures that students are able to raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.
- 6.4. The Academic Appeals Committee ensures that appropriate action is taken following an appeal or complaint, and the Chair maintains formal records of appeals and complaints to demonstrate that the procedures set forth in this policy are implemented consistently.

Section 7 : Procedures

- 7.1. A student raising an academic appeal against a particular ADSM policy or application of a policy, shall complete and submit a signed Appeals Form to the Office of Student Affairs.
- 7.2. Once the Office of Student Affairs receives the complete form, the following procedure shall be followed:
 - 7.2.1. The Office of Students Affairs advice, guides and encourages the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

- 7.2.2. The Office of Student Affairs shall advise the student to meet with the relevant Program Director within one (1) week of raising the appeal, to resolve the situation amicably.
- 7.2.3. If the meeting does not occur or does not resolve the situation, the Office of Student Affairs shall raise the appeal to the Academic Dean.
- 7.2.4. The Academic Dean may schedule a meeting with the student or any other concerned parties for fact-finding purposes and to reach an informed decision on resolving the situation.
- 7.2.5. The Academic Dean shall convey his/her decision to all concerned parties within one (1) week of receiving the appeal.
- 7.2.6. If the student is not satisfied with the Academic Dean's decision, the Academic Dean shall form an Academic Appeals Committee to further investigate the situation.
- 7.2.7. The Academic Appeals Committee shall then conduct a fact-finding mission and has the right to request further information or to conduct interviews as it may deem necessary. The Committee shall notify all concerned parties of its decision within one (1) week of its formation.
- 7.2.8. If the student is not satisfied with the Academic Appeals Committee's decision, he/she has the right to raise an appeal with the President within one (1) week of receiving the Committee's decision.
- 7.2.9. The President may schedule a meeting with whomever is deemed necessary or appropriate. The President shall render a final, irrevocable decision and provide notice of a final decision within two (2) working days.
- 7.3. All formal records of appeals and complaints and the resolutions will be maintained by the Office of Students Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. The approval of this Policy cancels P 419 - Student Appeals Policy_v2.0.



Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Student Grievances Policy

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ADSM P 418 – Academic Integrity Policy
ADSM P 303 – Grade Approval and Change Policy
ADSM P 707 – Information Release Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 405 – Student Records Policy

Section 1 : Purpose

1.1 The purpose of this Policy is provide ADSM students with clear guidance on their rights in relation to grievances and the processes to be followed when raising a grievance at ADSM.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students enrolled at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.
- 3.2 **Grievance Committee:** an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the relevant Program Director, and a third member of ADMS’s faculty or staff, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Director of Student Affairs and is tasked with making decisions regarding students’ grievances.
- 3.3 **Grievance Form:** an official ADSM form that the student fills detailing his/her grievance and submits to the Office of Student Affairs.
- 3.4 **Grievance Hearing:** a meeting that deals with any grievance raised by the grievant.
- 3.5 **Grievant:** a student wishing to raise a grievance.



3.6 **Preliminary Hearing:** a meeting to determine if there is enough information for a hearing to take place.

Section 4 : Policy Statement

4.1 This policy aims to clearly define the rights of a student to raise a grievance and sets the procedures by which ADSM shall investigate and resolve the matter.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM commits to providing its students with a timely method of resolving problems arising from alleged violations of ADSM policy.
- 6.2. This Policy shall be utilized by ADSM students for non-academic matters. The *Student Appeals Policy* and the *Grade Approval and Change Policy* shall govern issues that implicate a student's academic standing.
- 6.3. Students are advised to attempt to resolve each situation through informal channels. If, after making a good-faith effort to reach an amicable resolution, no resolution was reached, the student may utilize the procedures outlined within this policy to resolve the grievance.

Section 7 : Procedures

- 7.1. A Grievant raising a grievance against an alleged violation of a non-academic ADSM policy, shall complete and submit a signed Grievance Form to the Office of Student Affairs within ten (10) working days of becoming aware of the violation being committed against him/her.
- 7.2. The Director of Student Affairs shall inform the Academic Dean in order to form an appropriate Grievance Committee within five (5) working days.
- 7.3. The Grievance Committee shall arrange for a Preliminary Hearing with the Grievant and/or any other ADSM faculty, staff or students involved in the grievance case, as deemed appropriate, to determine the need to move forward with further investigation and arranging a Grievance Hearing.
- 7.4. If the Preliminary Hearing does not result in a grievance dismissal due to lack of information or grievance resolution, the Committee shall proceed with organizing a formal Grievance Hearing.



- 7.5. The Grievance Hearing requires the Grievant and other parties involved in the grievance case to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and confidential, and the Committee's Chair shall keep a copy of any exhibits or documents the parties introduce as evidence during the hearing.
- 7.6. The Committee's Chair shall conduct the hearing and control it. The Grievant will begin the hearing by presenting his/her case, and has the right to call witnesses to appear in front of the Committee. Other parties involved in the grievance case shall have the opportunity to present as well.
- 7.7. The Committee may ask questions at any time, and may call for additional information.
- 7.8. At the discretion of the Committee's Chair, the Grievant and other parties involved in the grievance case may be permitted to ask questions of their own and the other party's witnesses.
- 7.9. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether or not the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the President. The Committee will not keep any record of its deliberations.
- 7.10. Within five (5) working days of receiving the Committee's decision and recommendations, the President shall review these decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.
- 7.11. If the President restrains the decision, in whole or in part, the Committee shall reconsider the restrained issues, may revise its decision as it deems appropriate, and will send its revised decision (if revisions are made) and an explanation of its reconsideration to the President within five (5) working days of receiving the President's restraint.
- 7.12. The President will review the Committee's response and will make a final, irrevocable decision and provide notice of his/her decision to the Committee within two (2) working days.
- 7.13. The Grievance Committee shall notify the Grievant and other parties involved in the grievance case of the final decision.
- 7.14. All formal records related to student grievances and the resolutions will be maintained by the Office of Student Affairs.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 420 - Student Grievances Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : Alumni Relations Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 901 – Community Engagement Policy
ADSM P 410 – Student Activities Policy
ADSM P 302 – Academic Program Advisory Committee(s) Policy
ADSM P 406 – Information Release Policy
ADSM P 408 – Careers Services Policy
ADSM P 106 – Quality Assurance Policy
Student Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to govern how ADSM communicates and maintains relations with its alumni, including maintaining an updated alumni database, designating a staff member to develop relations with alumni, providing alumni with appropriate opportunities for professional development, access to career's services, organizing events, developing an alumni networking infrastructure, and assessing the employability of graduates.

Section 2 : Scope and applicability

2.1 This policy applies to ADSM faculty, staff, and units involved in Alumni related issues and activities.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Alumni:** a group of former ADSM students who completed their degree requirements and graduated.
- 3.2 **Alumni Association:** the designated group of ADSM alumni representing the overall alumni population and tasked with advocating for the alumni and liaising between them and ADSM.
- 3.3 **Graduates Employment Status Survey:** an annual survey conducted by Student Recruitment and aiming to ensure that the employment records in ADSM's alumni database are updated.

Section 4 : Policy Statement

4.1 ADSM takes pride in its alumni and strives to maintain contact with them, through the establishment of an Alumni Association, coordinating alumni activities, and tracking the employment status of its alumni as part of the process for evaluating the effectiveness of its programs.

Section 5 : Exclusions

5.1. Students currently enrolled at ADSM.

Section 6 : Principles

- 6.1. ADSM shall maintain an up-to-date database of its alumni that includes, but is not limited to, the alumni's personal information, contact information, and employment status. The Office of Student Affairs shall be the custodian for this database and responsible for updating it annually via the Alumni Employment Status Survey.
- 6.2. The Office of Student Affairs shall develop and maintain an Alumni Association with the Community Engagement Officer as the designated point of contact, as per the following principles:
- 6.2.1. Alumni Association members are expected to support and promote ADSM's mission, vision, goals, and objectives within the alumni population and the community at large.
 - 6.2.2. Membership shall be open to all alumni population, and any alumni shall be entitled to nominate him/herself for membership.
 - 6.2.3. The Alumni Association shall comprise five (5) members at least, including a Chair and Vice-Chair elected by members on their first meeting.
 - 6.2.4. Membership duration is two (2) years, eligible for renewal, to provide equal opportunities for all alumni to participate.
 - 6.2.5. Alumni Association members shall represent the interests of ADSM's alumni population, and may communicate with them in coordination with the Community Engagement Officer and the principles of the *Information Release Policy*.
 - 6.2.6. Alumni Association may contact ADSM's current students via the Student Advisory Panel, as per the principles of the *Community Engagement Policy*.



- 6.2.7. The Office of Student Affairs shall support the Alumni Association members by providing them with access to facilities to hold meetings, email addresses, and ID cards.
- 6.2.8. The Alumni Association may organize events on and off-campus, form clubs, or organize activities in accordance with the *Student Activities Policy*.
- 6.3. ADSM shall encourage its alumni to take an active role in institutional governance by participating in the Academic Program Advisory Committee(s) in accordance with the *Academic Program Advisory Committee(s) Policy*.
- 6.4. ADSM shall provide its alumni population with professional development and career planning opportunities by inviting them to events/activities organized on campus and providing them with access privileges to professional development bodies that support their career development.
- 6.5. Alumni Association members may be invited to meet with ADSM's Board of Trustees at the latter's discretion.

Section 7 : Procedures

- 7.1. The Director of Student Affairs shall facilitate the formation of an Alumni Association at the start of each academic year, as follows:
- 7.1.1. The Director of Student Affairs shall announce vacant positions to ADSM's alumni population and invite them to nominate themselves, as required.
- 7.1.2. The Community Engagement Officer shall collect self-nominations and propose a suitable mean representing ADSM's alumni population fairly and equally.
- 7.1.3. The Director of Student Affairs shall propose the Alumni Association structure to the President for his confirmation and approval.
- 7.1.4. The Director of Student Affairs shall announce the Alumni Association to alumni population stating their purpose and objectives.
- 7.1.5. The Community Engagement Officer shall serve as the main point of contact with the Alumni Association.
- 7.1.6. The Community Engagement Officer shall maintain approved records of its alumni activities.
- 7.2. The Community Engagement Officer shall critically self-evaluate the effectiveness of alumni relationships and maintain a monitored improvement action plan.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 421 – Alumni Relations Policy_v2.0.

Section 10 : Review Statement

- 10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Student Attendance Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020

ESG 2015 Standards

ADSM P 319 – Intensive Mode of Delivery Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 312 – Capstone Project Policy

ADSM P 316 – Course File Policy

ADSM P 300 – Program Specifications

ADSM P 320 – Teaching and Learning Methodologies Policy

ADSM P 321 – Comprehensive Course Syllabus Policy

ADSM P 417 – Academic Advising Policy

ADSM Student Handbook

ADSM Course Catalog

ADSM Quality Assurance Manual

Section 1 : **Purpose**

1.1 This Policy aims to set the requirements for students' attendance and establish the guidelines for monitoring and reporting on students' attendance rates.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all enrolled students at ADSM.

Section 3 : **Definitions**

3.1 **Credit hour:** a unit of measurement of the engaged learning time expected of a typical student in their overall effort (commitment to learning) towards attaining a qualification.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide its students with an academic schedule that accommodates their needs and encourages them to attend classes by adopting a pedagogical approach that is engaging and interactive.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. In compliance with the CAA Standards, ADSM allocates a minimum of 15 in-class contact hours for each credit hour in a credit-bearing course. In addition, students are expected to engage in a further two hours on independent learning and course assignments.
- 6.2. The vast majority of ADSM students are working professionals. Therefore, ADSM shall provide an academic schedule that satisfies their needs while ensuring that delivery is underpinned by sound pedagogical principles, as follows:
- 6.2.1. Master of Business Administration (MBA) Program: courses delivered in an intensive mode, as stipulated in the *Intensive Modes of Course Delivery Policy*.
- 6.2.2. Master of Science (MS) Programs: courses delivered during weekdays from 4:00 PM to 9:00 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy*.
- 6.3. ADSM's classes include a variety of activities, these include, but are not limited to: instruction, formative assessment, summative assessment, and students' feedback. These activities are detailed in the relevant course syllabus as set-out in the *Comprehensive Course Syllabus Policy*.
- 6.4. ADSM expects students to attend all classes allocated as hours of instruction for the courses they are enrolled in:
- 6.4.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.
- 6.4.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.31). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.
- 6.4.3. Students who missed or are considered absent from (as set in article 6.3.1) up to 50% of classes allocated for instruction will be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy*.

- 6.4.4. Students who missed or are considered absent from (as set in article 6.3.1) more than 50% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.
- 6.5. Attendance is mandatory in specific classes that include, but are not limited to, the following:
- 6.5.1. Controlled and formative assessments as stipulated in the *Grading and Assessment Policy*.
- 6.5.2. Presentations and activities related to the following courses, as students will be required to present and discuss their work:
- 6.5.2.1 Capstone Project – Business Analytics in the Master of Science in Business Analytics program, as stipulated in the *Capstone Project Policy*.
- 6.5.2.2 Signature Learning Experience (SLE) in the Master of Business Administration program.
- 6.6. ADSM shall adapt teaching and learning methodologies that encourage students to attend and participate in class classes, as stipulated in the *Teaching and Learning Methodologies Policy*.
- 6.7. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.
- 6.8. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy*.
- 6.9. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.6 of this policy.

Section 7 : Procedures

- 7.1. The Technology and Learning Systems Director and the Office of Student Affairs shall support Program Directors and faculty in recording, monitoring, and reporting on students' attendance.
- 7.2. Faculty shall generate and maintain an attendance report for each class they deliver, and a cumulative attendance report for any course they are assigned to teach.
- 7.3. Based on the attendance reports for classes allocated for instruction, article 6.3 will be applied as follows:
- 7.3.1. The Academic Support Manager will be notified in order to follow up with the students who failed to attend a minimum of 70% of any given class.
- 7.3.2. An automatic notification will be sent to all students who failed to attend a minimum of 70% of the class. The notification may instruct students to complete the associated Catch-up activities, as set-out in article 7.4.

- 7.4. Based on the cumulative attendance report for any course, article 6.3 will be applied as follows:
- 7.4.1. For MBA courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5.
 - 7.4.2. For the Controlled Assessment (Assessment 1) in MS courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the catch up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to sit for the Controlled Assessment.
 - 7.4.3. For the Final Assessment (Assessment 2) in MS courses, students who missed or were considered absent in four (4) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to submit the Final Assessment.
 - 7.4.4. An 'IP' grade may be awarded to students who were required to complete the Catch-up activities, as set-out in the *Grading and Assessment Policy*. To resolve the 'IP' grade, students need to complete the assigned Catch-up activities as set-out in article 7.5.
 - 7.4.5. A 'W' grade will be awarded to students who missed or were considered absent in 50% or more of classes allocated for instruction, as set-out in the *Grading and Assessment Policy*. Students will be required to retake the course.
- 7.5. Procedure for Catch-up Activities:
- 7.5.1. Missing or being considered absent for more than 70% of instruction classes leading to an assessment, as set in articles 7.4.1, 7.4.2 and 7.4.3 will result in students being required to complete Catch-up activities to be allowed to sit for this assessment.
 - 7.5.2. Typically, Catch-up activities require the student to review the class recording and answer a question paper via the LMS.
 - 7.5.3. Faculty may require these students to repeat the Catch-up activities if the quality of submitted work is not satisfactory.
 - 7.5.4. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.
- 7.6. The Academic Dean and Program Directors shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.

- 7.7. Faculty shall include the attendance report in the related Course File, as per the stipulations of the *Course File Policy*.
- 7.8. The Academic Dean and Program Directors shall ensure that attendance is included in course files, as stipulated in the *Course File Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this Policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this Policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 423 – Student Attendance Policy_v5.0.

Section 10 : Review Statement

- 10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.



2	08/03/2021	Articles 6.2 and 7.4 added to mandate awarding a 'W' grade to students who miss more than 30% of classes, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup classes are arranged and absence does not exceed 50% of classes.
3	07/06/2021	Article 7.5 amended to cover the provision of catch-up activities
4	02/08/2021	Articles 6.2, 6.3, 7.4 and 7.5 amended to clarify the process for absence recording and Catch-up activities.
5	06/09/2021	The process for absence recording and Catch-up activities amended to add controls. Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Student Enrolment Policy

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 401 – Graduate Admissions Policy
ADSM P 307 – Graduate Completion Requirements Policy
ADSM P 411 – Student Finance Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 300 – Program Specification Policy
ADSM Reporting Protocol

Section 1 : Purpose

1.1 The purpose of this Policy is to ensure that student enrolments are managed consistently throughout each program and to define the procedures for managing student enrolment.

Section 2 : Scope and applicability

2.1 This Policy applies to all ADSM's faculty, staff, and students.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Enrolment Period:** the prescribed period in which students must be enrolled in their program.
- 3.2 **Leave of Absence:** a period of approved leave from the program, granted to students by the Office of Student Affairs.
- 3.3 **Not Active Students:** a student is considered not active if he/she did not enroll in any courses for two consecutive terms without obtaining an approved Leave of Absence.
- 3.4 **Restricted Enrolment:** restrictions imposed by the Academic Dean on the number of courses a student may enroll in based on his/her academic standing.



- 3.5 **Suspension:** a penalty imposed by the School whereby a student is prevented from enrolling for a defined period, for academic or non-academic reasons, including non-payment of tuition fees.
- 3.6 **Withdrawal:** a notification from a student to withdraw from his/her program of study.
- 3.7 **Retention Rate:** the percentage of students enrolled in an academic term and either graduate or continue to enroll in courses in the next academic term.
- 3.8 **Attrition Rate:** the reciprocal of Retention Rate.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide its students with clear guidelines on the rules and procedures to enroll in courses required to complete their program of study and shall work to accommodate students when possible.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. Students may complete their program of study on Full Time or Part Time Basis, as follows:
- 6.1.1. On a Full-Time basis, students will be eligible to complete their program of study as follows:
- 6.1.1.1 In Five (5) terms for Master of Business Administration and Master of Science in Business Analytics.
- 6.1.1.2 In Four (4) terms for Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development.
- 6.1.1.3 Student's Enrolment Period in the Master of Business Administration and Master of Science in Business Analytics shall not be less than 15 months or more than 36 months.
- 6.1.1.4 Student's Enrolment Period in the Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development shall not be less than 12 months or more than 36 months.
- 6.1.2. On a Part-Time basis, students' enrollment period in their program of study shall not exceed 60 months.
- 6.1.2.1 The Office of Student Affairs shall work with Part-Time students to devise a study plan that is in compliance with the specifications of their program of study as stipulated in the

Comprehensive Program Specifications Document (CPSD) and the *Program Specifications Policy*.

- 6.2. To participate in classes and other educational activities at ADSM, and to receive a final grade for the courses completed, a student must be formally enrolled in his/her program of study.
- 6.3. The Office of Student Affairs shall offer the courses scheduled for each academic term and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.
- 6.4. Students are responsible to ensure that they are correctly enrolled in each course required for them to progress in their program of study, and may seek clarifications from the Office of Student Affairs or from their Academic Advisor.
- 6.5. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.
- 6.6. Enrolment deadlines for ADSM programs are set as follows:
 - 6.6.1. For the Master of Business Administration program: students are allowed to enroll in the program on or before the second course as per the course delivery sequence in the study plan, providing that this is prior to delivering the Innovation course.
 - 6.6.2. For the Master of Science programs: students are allowed to enroll no later the first week in the first term of the program for a given cohort.
- 6.7. Students will be considered to be enrolled in their program of study from the time they enroll until the student either:
 - 6.7.1. Completes the program of study, in which a status of 'Academic Requirments Met' is initially granted, and subsequently changed to 'Graduated';
 - 6.7.2. Withdraws from the program of study, in which case a status of 'Withdrawn' is granted, and the student is included in the calculation of Attrition Rates;
 - 6.7.3. Is academically suspended from study;
 - 6.7.4. Is administratively suspended from study for non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees;
 - 6.7.5. Fails to enroll in any course during the first term of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates;

- 6.7.6. Becomes 'Not Active' due to failing to enroll in any course for two consecutive terms, as follows:
- 6.7.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given term;
 - 6.7.6.2 following two consecutive terms of being 'Enrolled – NA' the status is changed to 'Not Active', but and the student is not included in the calculation of Attrition Rates;
- 6.7.7. Remains in a 'Not Active' status for one term, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates;
- 6.7.8. Has been excluded for not meeting post-enrollment conditions as outlined in the *Graduate Admissions Policy*.
- 6.8. Enrolment Periods for all ADSM courses are set so that students are allowed to enroll in the course before the second session of the course to ensure that the required contact hours are met as per the applicable CAA Standards.
- 6.9. Students required to complete bridging or remedial courses, as stipulated in the *Graduate Admissions Policy*, may enroll in credit-bearing courses only after they have successfully completed the non-credit bridging or remedial courses.
- 6.10. Students may enroll in courses subject to the following:
- 6.10.1. They enroll within the prescribed Enrolment Period, as outlined in article 6.6.
 - 6.10.2. The course is part of the program for which they are enrolled;
 - 6.10.3. The student does not have a restriction placed on his/her enrolment;
 - 6.10.4. The course is offered in the given term;
 - The student has met all post enrolment conditions, if applicable, as stipulated in the *Graduate Admissions Policy*;
 - 6.10.5. The student does not have any outstanding financial obligations to ADSM;
- 6.11. A student who is refused continuation of enrolment, through suspension, exclusion or expulsion may not enroll in any course or attend any class.
- 6.12. Students may request late enrolment in courses after the closing period stipulated in article 6.7., providing that the reasons for not enrolling within the specific period were beyond their control, such as technical issues. In which case, students must apply for permission to enroll to the Academic Dean, and upon his/her approval, the Office of Student Affairs shall enroll the student.



- 6.13. Students may apply for a Leave of Absence from their program of study, as follows:
- 6.13.1. Students are eligible to apply for a Leave of Absence before the end of the fourth week of the term for which the Leave is sought;
 - 6.13.2. To apply for a Leave of Absence, students must submit a written request to the Office of Student Affairs and commence their Leave based on an approval from the Director of Student Affairs.
 - 6.13.3. Students may take a Leave of Absence for up to three (3) consecutive terms, after which they need to resume studies or re-apply to ADSM as stipulated in the *Graduate Admissions Policy*.
 - 6.13.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms, for which an approval form the Academic Dean will be required.
 - 6.13.5. Students should note that the Program rules and conditions under which they originally enrolled may change during their period of leave and that they will be subject to the rules and conditions as they apply at the time that they return to their program.
- 6.14. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing out on course offerings.
- 6.15. Students must submit a written notification of name change to the Office of Student Affairs, accompanied by documentary evidence.
- 6.16. The ADSM email account, SMS text messaging, and mobile application push notifications will be used by ADSM as the primary sources for providing notices and information such as course offerings, enrollment periods, the release of grades, etc.
- 6.16.1. Students must use their ADSM email account when corresponding with the School. Emails sent from accounts other than the ADSM student email accounts may not be responded to.
 - 6.16.2. Students must check their ADSM emails regularly to ensure staying informed.

Section 7 : Procedures

- 7.1 The Office of Student Affairs shall arrange an Orientation Session for each cohort of new students, this includes, but is not limited to, information about the student's program of study, academic schedule, policies and procedures, academic support services, health and safety measures, campus facilities, including the Academic Support Center, access to ADSM's systems, including the Learning Management System (LMS), assessment methods, academic integrity, and useful contact information.



- 7.1.1 The Orientation session for each new cohort shall be organized prior to the start date of classes.
- 7.1.2 The duration of the Orientation session shall be equal to a class session, ideally from 4:00 PM to 9:00 PM on the day preceding the first day of classes.
- 7.1.3 Relevant Program Director shall present, or delegate a faculty member to present, full information on the program's structure, core and elective courses and assessment methods.
- 7.1.4 The Orientation session shall result in all students having full access to the required ADSM systems to ensure their ability to join their scheduled classes.
- 7.1.5 The Orientation session shall include a session on Case Study Analysis conducted by a faculty member to introduce students to the level of work expected from them as postgraduate students.
- 7.2 The Office of Student Affairs shall offer courses and send notifications to students to enroll in offered courses in a timely manner and in accordance with the approved academic schedule.
- 7.3 Students may apply to take a Leave of Absence in accordance with Principle 6.12 of this policy:
 - 7.3.1 The Office of Student Affairs shall update students' status accordingly.
 - 7.3.2 Students may apply to the Director of Student Affairs to extend their leave of absence beyond three (3) consecutive terms two (2) prior to their approved Leave ending. In which case, the request shall be forwarded to the Academic Dean for approval. The Director of Student Affairs shall notify the student of the Academic Dean's decision with two (2) days of receiving it.
- 7.4 All students with a status of Not Active or Withdrawn and who wish to be readmitted should contact the Director of Student Affairs, who will review their academic standing and submit a report to the Academic Dean and the respective Program Director to make a decision in this regard. The Director of Student Affairs shall notify the student accordingly.
- 7.5 Retention and Attrition Rates are calculated in accordance with *ADSM's Reporting Protocol*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 424 – Student Enrollment Policy_v5.0.

Section 10 : Review Statement

10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Approval Authority	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	10/08/2020	Full Time and Part Time mode of study defined.
2	11/01/2021	MBA Enrollment period amended to be before the start of the second course. Part Time Enrollment defined.
3	01/02/2021	Retention and Attrition Rates defined.
4	08/03/2021	'No Show' and 'Administrative Withdrawal' statuses added to article 6.7
5	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : Visiting Students Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards
ADSM P 116 – Continuous Education and Lifelong Learning Policy
ADSM P 219 – Confidentiality Policy
ADSM P 401 – Graduate Admissions Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 414 – Student Rights and Responsibilities Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to outline requirements and set guidelines for individuals wishing to join ADSM as Visiting Students.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all Visiting Students.

Section 3 : Definitions

- 3.1 **Visiting Student:** an individual wishing to participate in an activity at ADSM, including, but not limited to, enrolling in courses and participating in research activities.
- 3.2 **UAE Visa:** an official permit issued by UAE government for non-UAE citizens to legally visit the country for no longer that three (3) months.
- 3.3 **UAE Residency:** an official permit issued by UAE government for non-UAE citizens to legally reside in the country for an extended period exceeding three (3) months.
- 3.4 **Health Insurance:** an insurance policy covering medical treatment during residency in the UAE, and meeting the Emirate of Abu Dhabi requirements.

Section 4 : Policy Statement

4.1 ADSM provides opportunities to local and international students to take part in the activities it organizes as Visiting Students.

Section 5 : Exclusions

5.1. Students enrolling in Executive and Continuous Education programs, as outlined in the *Continuous Education and Lifelong Learning Policy*.

Section 6 : Principles

6.1. Visiting Students are categorized as follows:

6.1.1. Credit Visiting Students: local students enrolled in other higher education institutions in the UAE, and wish to enroll in ADSM courses as part of completing their degree requirements.

6.1.2. Non-Credit Visiting Students: local or international students wishing to participate in an activity at ADSM, including but not limited to attending a course without earning the associated credit hours, and participating in research activities.

6.2. Credit Visiting Students are subject to the following:

6.2.1. Must meet direct entry admission's criteria as detailed in the *Graduate Admissions Policy*.

6.2.2. May enroll and earn credit hours for a maximum of two (2) courses.

6.2.3. Must be a citizen or a legal resident of the UAE.

6.2.4. Must apply within the admission's timeframe for the Term he/she wishes to join ADSM.

6.2.5. The Academic Dean may extend the Credit Visiting Student's acceptance period, or accept certain applications out of the acceptance period.

6.3. Credit Visiting Students must provide the following documents to apply:

6.3.1. Completed Visiting Student Application Form.

6.3.2. Original Letter of Referral from their current higher education institute.

6.3.3. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.

6.3.4. Emirates ID copy.

6.3.5. One (1) passport size photograph.

6.4. The Admissions Committee shall review and approve applications for Credit Visiting Students.



- 6.5. Accepted Credit Visiting Students shall be registered in the Student Information System (SIS) as “Visiting Students”, and shall be subject to the following:
 - 6.5.1. Upon successful course completion: The Office of Student Affairs will issue an official transcript with course code, course title, achieved letter grade, and quality points earned.
 - 6.5.2. Courses earned as Credit Visiting Students may be used to fulfill academic requirements of a program should the student register as regular student at ADSM.
- 6.6. People interested in attending classes, seminars, workshops or other academic or research activities without earning a credit may apply as visiting students.
- 6.7. Non-Credit Visiting Students must be UAE nationals, UAE residents or have a valid UAE Visit Visa.
- 6.8. Non-Credit Visiting Students may join ADSM at any point during the academic year.
- 6.9. Non-Credit Visiting Students shall provide the following documents to apply:
 - 6.9.1. Completed Visiting Student Application Form.
 - 6.9.2. A Letter of Intent describing the purpose and goal of the visit, its expected duration and any required access resources.
 - 6.9.3. Signed Confidentiality Statement in accordance with the *Confidentiality Policy*.
 - 6.9.4. Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.
 - 6.9.5. Emirates ID copy.
 - 6.9.6. One (1) passport size photograph.
 - 6.9.7. Any other documents supporting the Letter of Intent
- 6.10. The Academic Dean or Director of Research shall review and approve applications for Non-Credit Visiting Students.
- 6.11. Non-Credit Visiting Students shall be registered in relevant systems as required and approved by the Academic Dean or Director of Research.
 - 6.11.1. Upon course completion, the Office of Student Affairs shall issue an official Letter of Attendance for courses, workshops, and seminars, etc..., as applicable.
 - 6.11.2. Non-Credit Visiting Students who withdrew before completion of the activity they joined are not entitled to a Letter of Attendance.
 - 6.11.3. Courses earned as Non-Credit Visiting Students may not be used to fulfill academic requirements of a program should the student register as a regular student at ADSM.



- 6.12. Acceptance of Credit or Non-Credit Visiting Students is subject to satisfying applicable UAE laws and requirements for entry and residency.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall maintain a page on the Website for Visiting Students including the full details and options available to them.
- 7.2. The Office of Student Affairs shall provide logistical support and advise in regards to accommodation options and other matters for international Visiting Students, as required.
- 7.3. The Human Resources Office shall support Visiting Students in providing:
- 7.3.1. Required documents for official visa processing, as required.
 - 7.3.2. Expected fees and other financial obligations required.
 - 7.3.3. Expected timeframe for the process.
 - 7.3.4. Disclaimer that government approval is not granted and rejections are final.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Office of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations


- 9.1. Approval of this Policy cancels P 425 – Visiting Students Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the President that the policy document be amended or repealed.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : **Student Safeguarding Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.1 Policy for Quality Assurance
ADSM P 107 – Occupational, Environment, Health and Safety Policy
ADSM P 120 – Risk Management Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 210 – Recruitment and Selection Policy
ADSM P 212 – Faculty and Staff Discipline Policy
ADSM P 412 – Student Disciplinary Policy
ADSM P 416 – Health Services Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 901 – Community Engagement Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline ADSM's responsibility in providing its students with a safe and supportive environment to learn. The Policy aims to provide a clear process by which any Safeguarding Concern is reported and effectively addressed, and to ensure that all possible measures are taken to prevent the Radicalisation and Extremism of ADSM students.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM's employees and students.

Section 3 : **Definitions**

- 3.1 **Safeguarding**: taking the appropriate measure to protect against harm or damage.
- 3.2 **Safeguarding Concern**: an issue that might cause harm or damage.
- 3.3 **Extremism**: opposing core values such as democracy, respect of others, and tolerance of beliefs that are different.
- 3.4 **Radicalisation**: a process by which an individual becomes supportive of Extremism and terrorism.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with a safe and supportive environment to learn, and shall take all necessary measures to safeguard its students and address any Safeguarding Concerns including the prevention of radicalization and extremism promptly and effectively.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall select and recruit highly qualified faculty and staff, who demonstrate good conduct in accordance with the *Recruitment and Selection Policy*.
- 6.2. ADSM acknowledges that its students' population consists of mature adults, and that the vast majority are working professionals. Thus, ADSM commits to taking the appropriate measures to safeguard its student population.
- 6.3. ADSM shall provide a physical environment in which students feel safe and secure as stipulated in the *Occupational, Environment, Health and Safety Policy*.
- 6.4. ADSM shall maintain a risk register that includes Student Safeguarding and the prevention of Radicalization and Extremism as specific risks, in accordance with the *Risk Management Policy*.
- 6.5. ADSM shall ensure all faculty and staff receive annual safeguarding training.
- 6.6. ADSM shall establish a First Aid Room as per the *Health Services Policy*, this Room shall be:
 - 6.6.1. Available during operational hours.
 - 6.6.2. Licensed by the relevant authorities.
 - 6.6.3. Clean and hygienic.
 - 6.6.4. Managed by a registered nurse who shall maintain up-to-date medical records and incident reports.
- 6.7. ADSM shall ensure all campus visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.
- 6.8. ADSM shall ensure that security guards are qualified and licensed by relevant authorities.
- 6.9. ADSM shall ensure that its buildings are monitored by a digital surveillance system (e.g. CCTV) that are approved by relevant authorities.



- 6.10. ADSM requires all its community members to constantly demonstrate a professional and ethical behavior as stipulated in the *Code of Conduct Policy*. This includes, but is not limited to, strictly prohibiting:
- 6.10.1. bullying;
 - 6.10.2. criminal or sexual exploitation;
 - 6.10.3. substance misuse;
 - 6.10.4. gang activity; and,
 - 6.10.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.11. ADSM requires all its community members to use its technology infrastructure, including computers, Email, and network services, in an ethical and responsible manner, in accordance with the *Appropriate Use of Technology Policy*. Thus, ADSM strictly prohibits the use of its technology infrastructure for:
- 6.11.1. cyber bullying;
 - 6.11.2. online grooming;
 - 6.11.3. criminal and sexual exploitation;
 - 6.11.4. gang activity; and,
 - 6.11.5. any other activity deemed illegal under the applicable UAE laws and regulations.
- 6.12. ADSM shall take all necessary measures to safeguard its students from radicalization, extremism, and terrorism, including, but not limited to, the following:
- 6.12.1. ADSM shall thoroughly evaluate guest speakers and visitors who may have direct contact with students.
 - 6.12.2. ADSM shall review and pre-approve any content and materials shared with students in any capacity.
 - 6.12.3. ADSM shall ensure that students are provided with a safe channel through which they could raise any Safeguarding Concerns.
- 6.13. Jeopardizing the safety of students may entail invoking the *Student Disciplinary Policy* or the *Faculty and Staff Discipline Policy*, as applicable.

Section 7 : Procedures

- 7.1. Any guest speaker or visitor who may have direct contact with students is subject to a security check:
- 7.1.1. The unit who is arranging the visit or event shall obtain the approval of the Academic Dean or the Director of Student Affairs prior to making any arrangements, and as applicable.



- 7.1.2. The approval shall cover the topic and/or materials presented to students.
- 7.1.3. The concerned Unit Head shall then arrange to submit the required identification documents of the guest speaker or visitor to General Services to proceed with conducting the security check at least one (1) week prior to the event's date.
- 7.1.4. The Unit Head shall ensure that a security clearance is obtained prior to event date.
- 7.2. The Academic Dean and Program Directors shall review and pre-approve any content and/or academic materials shared with students.
- 7.3. The Director of Student Affairs shall review and pre-approve any content and/or non-academic materials shared with students. This includes those related to Community Engagement events and activities.
- 7.4. The Human Resources Office shall organize safeguarding training for all employees as part of their professional development, as follows:
 - 7.4.1. The training to be held at least once every academic year.
 - 7.4.2. The training to cover techniques for identifying Safeguarding Concerns.
 - 7.4.3. The training to focus on the prevention of Radicalization and Extremism.
- 7.5. General Services shall ensure that the Campus Clinic is fully operational and is in compliance with the regulations of relevant authorities, as per the principles of the *Health Services Policy*.
- 7.6. General Services shall ensure that ADSM's campus constitutes a safe environment for students to learn, including but not limited to the following:
 - 7.6.1. The security guards on campus are licensed by relevant authorities, and are able to identify and report any incident that may constitute a Safeguarding Concern.
 - 7.6.2. Visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.
 - 7.6.3. ADSM campus is monitored by a digital surveillance system that is approved by relevant authorities.
- 7.7. Students or employees who wish to raise a Safeguarding Concern, shall inform the Director of Student Affairs. The Director shall then take the necessary action as follows:
 - 7.7.1. The Director shall contact and meet with the affected student(s) and discuss the Concern in details to form a clear and accurate description of the Concern.
 - 7.7.2. The Director of Student Affairs may raise the Concern to the President directly based on the severity of the Concern and its impact on ADSM's operation and reputation.



7.7.2.1 The President may take the necessary action to alert concerned authorities if he/she suspects that a breach of UAE’s applicable laws and regulations has occurred.

7.7.3. The Director of Student Affairs shall refer the Concern to the related unit, as follows:

7.7.3.1 Academic Dean: if the Concern relates to academic matters, or to a faculty member.

7.7.3.2 General Services: if the Concern relates to ADSM’s physical environment and facilities.

7.7.3.3 Human Resources Office: if the Concern relates to an ADSM staff member.

7.7.4. The Director of Student Affairs shall follow up with the related unit to ensure that the Safeguarding Concern has been addressed effectively.

7.7.5. The Director of Student Affairs shall submit a detailed report to the President confirming that the Concern has been addressed effectively.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 426 – Student Safeguarding Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the President that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : Student Guidance System Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 408 – Career Services Policy
ADSM P 417 – Academic Advising Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to set the guidelines ADSM shall follow to ensure that proper guidance is provided to its students enabling them to make informed decision about their learning and career.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all students and graduates of Abu Dhabi School of Management

Section 3 : Definitions

The following definition(s) apply to this Policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with proper guidance to enable them to make informed decisions regarding their learning and to support them in achieving their career aspirations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM realizes that its students are mature adults and that the majority of them are working professionals. ADSM shall provide its students with the appropriate level of guidance.

6.2. ADMS is committed to equip its students with a competitive advantage in the labor market by:

6.2.1. Offering excellent education aligned with latest advancements in academia and industry.

- 6.2.2. Enhancing the students' employability skills through interactive and engaging classes, workshops, seminars and other extra-curricular activities.
- 6.3. Student Guidance at ADSM shall focus on three (3) aspects:
- 6.3.1. Recruitment Advising: prior to enrolling as a student at ADSM, and during which prospective students are advised on selecting the academic program that better suits their capabilities, background, and career aspiration.
- 6.3.2. Academic Advising: during the students' academic journey at ADAM and aims to support students in maintaining a good academic standing and achieve the most of their academic goals and objectives.
- 6.3.3. Career Advising: during the student's academic journey at ADSM and as alumni students after graduation, and aims to assist students in their career planning and development.

Section 7 : Procedures

- 7.1. The Academic Dean shall organize training workshop for the Student Recruitment team prior to the start of each recruitment cycle to ensure that the team is able to present accurate and comprehensive information to prospective students.
- 7.2. Student Recruitment shall collaborate with the Academic Dean and the Office of Student Affairs on provide guidance to prospective students at the recruitment stage to support them in making an informed decision. This may include, but is not limited to, the following:
- 7.2.1. Organizing information sessions during which prospective students will have the opportunity to meet ADSM's faculty and administrative staff to enquire and obtain detailed information about the School.
- 7.2.2. Arranging meetings with faculty members to discuss academic program details to ensure that applicants are well informed about the requirements of the program they intend to join.
- 7.3. Academic Advising is provided in accordance with the principles of the *Academic Advising Policy*.
- 7.4. Career Advising is provided in accordance with the principles of the *Career Services Policy*.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

9.1. Approval of this Policy cancels P 427 – Student Guidance System Policy_v2.0.

Section 10 : Review Statement

10.1. This Policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the President that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT

Policy Name : Disadvantaged Students Policy

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 107 – Occupational, Environment, Health and Safety Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 411 – Student Finance Policy
ADSM P 416 – Health Services Policy
ADSM P 424 – Student Enrollment Policy
ADSM P 426 – Student Safeguarding Policy

Section 1 : Purpose

4.1 The purpose of this Policy is to set the guidelines for ADSM to support disadvantaged and physically challenged students via the allocation of human and financial resources.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all ADSM students.

Section 3 : Definitions

3.1 **Disadvantaged Student:** a student whose personal, health, social or economic circumstances affect his/her ability to study at ADSM in the School's standard form of delivery.

Section 4 : Policy Statement

4.1 ADSM strives to provide its students with an equal and fair opportunity to learn, by supporting them in overcoming any personal, health, social or economic disadvantages or challenges that may hinder their ability to learn.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

- 6.1. ADSM shall allocate the required human and financial resources to support Disadvantaged Students, and to provide them with an equal and fair opportunity to learn.
- 6.2. Student Recruitment Team shall identify and conduct an in-depth analysis on the circumstances of prospective students who may be disadvantaged for some reason (e.g. geography, health, social, economic, etc...).
- 6.3. The Office of Student Affairs shall identify and conduct an in-depth analysis on the circumstances of enrolled students who may have become disadvantaged for some reason during their study at ADSM (e.g. geography, health, social, economic, etc...).
- 6.4. The Office of Student Affairs shall keep a record of Disadvantaged Students and ensure that they are provided with the required support, and an equal and fair opportunity to learn.
- 6.5. ADSM strictly prohibits discrimination against Disadvantaged Students in accordance with its *Code of Conduct Policy* and *Student Safeguarding Policy*, violations may invoke disciplinary actions, as applicable.
- 6.6. ADSM shall ensure that its campus is fully equipped for Disadvantaged Students who are physically challenged or have health issues, as set in the *Occupation, Environment, Health and Safety Policy*.
 - 6.6.1. Campus Clinic's registered nurse shall keep record of students who are physically challenged or have health issues as per the *Health Services Policy*.
- 6.7. Disadvantaged Students for economic reasons are eligible to benefit from the Financial Aid Scholarship as stipulated in the *Student Finance Policy*.

Section 7 : Procedures

- 7.1. Students identified as Disadvantaged shall be referred to the Office of Student Affairs. The Office shall conduct an in-depth analysis of the student's circumstances, and make the necessary arrangements, including but not limited to, the following:
 - 7.1.1. Advise the student on how to benefit from the Financial Aid Scholarship, if the disadvantage is due to economic reasons.
 - 7.1.2. Design, in collaboration with the relevant Program Director, a flexible study plan.
 - 7.1.3. Assign, in collaboration with the Academic Dean, a dedicated Academic Learning Coach to support the student in his/her studies.

- 7.1.4. Ensure that the student's classes are scheduled in a suitable location that is accessible, if the disadvantage is due to physical challenges.
- 7.1.5. Advise students who are disadvantaged due to their geographical location on suitable accommodation arrangements and other logistical arrangements.
- 7.1.6. Advise the student on the possibility of taking a Leave of Absence, as stipulated in the *Student Enrollment Policy*, if the disadvantage is due to personal reasons.
- 7.1.7. Assign a dedicated Student Affairs Officer to follow up regularly with the Disadvantaged Student to ensure that he/she is provided with an equal and fair opportunity to learn.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 428 – Disadvantaged Students Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the President that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Director of Student Affairs	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Subject : **Library Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020,
ESG 2015 Standards – 1.6 Learning Resources and Student Support
ADSM P 414 – Student Rights and Responsibilities Policy
ADSM P 603 – Appropriate Use of Technology Policy
ADSM P 115 – Code of Conduct Policy
ADSM P 108 – Copyright and Intellectual Property Policy
ADSM P 107 – Occupational, Environment, Health and Safety Policy
Student Handbook

Section 1 : Purpose

1.1 The purpose of this Policy is to provide high quality learning resources and academic learning services to ADSM's community including access to educational resources, users' training, orientations, academic learning coaching, referencing services, access to databases, internet access, photocopying and printing services.

Section 2 : Scope and applicability

2.1 This policy is applicable to all users of ADSM Library and its facilities, functions, and services.

Section 3 : Definitions

The following definition(s) apply to this policy:

- 3.1 **Physical Resources:** Books, journals, and other resources that are provided in printed format and available in the library.
- 3.2 **Electronic Resources:** Electronic books, journals, and other resources available either in the library's database or via subscription to online databases.
- 3.3 **Text Books:** Books that are part of mandatory as mentioned in the course syllabus.
- 3.4 **Reference Books:** Books that are part of extra reading in the course syllabus or are recommended by faculty for research-related activities.



- 3.5 **General Collection:** Books and other resources that are not related directly to course syllabi.
- 3.6 **Library Resources:** all resources available under the Library's holding including but not limited to, Physical Resources, Electronic Resources, Text Books, Reference Books, and General Collection.
- 3.7 **Circulation:** The process of borrowing any of the library resources with limited period only.
- 3.8 **Library Users:** ADSM's Academic and Non-academic staff, ADSM's registered/current and alumni/graduate students & any other students enrolled in ADSM courses as approved by the ADSM management and , Academic and Non-academic of other universities, as approved by the ADSM.
- 3.9 **Library Committee:** a committee chaired by the Academic Dean and includes representatives from other departments on a need basis. The Library Committee governs the Library and ensures its ability to fulfill its purpose as stipulated in Section 1 of this policy.
- 3.10 **Librarian:** a dedicated ADSM staff member responsible for providing services at the Library, supporting Library Users, and acts as the secretary for the Library Committee.
- 3.11 **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.
- 3.12 **Academic Learning Coach(s):** dedicated ADSM staff member, who provides support and guidance to students to help lead them to academic success.

Section 4 : Policy Statement

- 4.1 ADSM strives to provide the highest level of service to all library users through usefully organized and appropriate resources and to ensure accurate, unbiased, and courteous responses to all requests.

Section 5 : Exclusions

- 5.1 None.

Section 6 : Principles

- 6.1 ADSM's focus, since its inception, has been on having access to excellent digital resources. ADSM is a postgraduate only institution and majority of its student body are working professionals who visit the campus only during the class hours. To address the student body's needs, ADSM focused almost exclusively on electronic resources that can be accessed by busy professionals from off-campus sites and



further develops and extends each student's *QF Emirates Core Life Skills* (Information, Organizing self and Technology (ICT)).

- 6.2 ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in this region. ProQuest Business Premium Collection functions as the ADSM e-library and is the primary academic research and information source for students and faculty researchers. ADSM incorporates 'PDF Drive' to its e-library resources, a search engine for PDF files that is continually increased with additional material. The search engine had an inventory of over 76,403,073 eBooks.
- 6.3 The use of Library Resources shall adhere to the following:
- 6.3.1 All library users must adhere to ADSM's principles on the appropriate use of technology, as stipulated in the *Appropriate Use of Technology Policy*.
 - 6.3.2 Public workstations are available for research, learning, and teaching support; all users must adhere to ADSM's *Appropriate Use of Technology Policy*.
 - 6.3.3 ADSM's registered/current and alumni students, or any other students enrolled in ADSM courses as approved by the Library Committee must adhere to ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.
 - 6.3.4 The use of ADSM's library is subject to the principles of ADSM's *Occupational, Environment, Health and Safety Policy* to ensure a safe and secure environment for all library users.
 - 6.3.5 Library users must maintain intellectual property rights in accordance with the principles set by *Copyright and Intellectual Property Policy*.
- 6.4 Membership to ADSM's library is granted to all Library Users.
- 6.5 ADSM's Library provide services to fulfill its purpose and satisfy the diverse needs of all library users; this includes but is not limited to the following:
- 6.5.1 Circulation and reservation of library resources.
 - 6.5.2 Printing, in accordance with the *Appropriate Use of Technology Policy*.
 - 6.5.3 Guidance on referencing and appropriate use of library resources.
 - 6.5.4 Internet access.
 - 6.5.5 Orientation programs.
 - 6.5.6 Access to online catalogs and e-Journals.
 - 6.5.7 Access to Audiovisuals/Multimedia.



6.6 General rules for Library Users:

6.6.1 General rules for library use are set and approved by the Library Committee to ensure a safe and positive experience for all library users.

6.6.2 The rules are accessible to all library users via proper means such as the Student Handbook and the Library's webpage.

6.6.3 The rules set the library users' rights and responsibilities and are in accordance with ADSM's related policies and procedures.

6.7 ADSM's Library shall operate in hours that accommodate all library users' needs, and in accordance with class schedules.

6.8 ADSM's library collection will be developed and maintained to ensure the library's ability to fulfill its purpose, in accordance with the following principles:

6.8.1 The library collection development is managed by the Library Committee, which will guide the selection and acquisition of resources in consultation with the faculty and satisfy program requirements.

6.8.2 Cost-efficient and best practice models will be incorporated in the decision-making process to maintain the collection in all formats.

6.8.3 The Library Committee will work to acquire resources that support and enhance teaching and research practice.

6.8.4 The Library Committee will implement collection management procedures to build and maintain print, electronic, and media resources.

6.8.5 The Library Committee will expand access to information through resource sharing and other cooperative agreements with libraries locally, regionally, nationally, and worldwide

6.8.6 The Library Committee will take decisions to purchase multiple copies based on demand in accordance with class assignments, course reserves, the status of title or author, or high circulation of specific resources.

6.8.7 The Library Committee can withdraw resources if mutilated, defective or outdated.

6.9 Library users are entitled to borrow library resources under the following principles:

6.9.1 The Librarian is responsible for circulation of documents among the users.

6.9.2 A photo ID must be presented for each borrowing transaction.

- 6.9.3 Borrowed resources is only for the personal use only, library users are not permitted to loan them to a third party.
- 6.9.4 Library users may not be permitted to borrow resources in case of having outstanding fines.
- 6.9.5 Library users are not permitted to borrow two copies of the same resource.
- 6.9.6 borrowed resources should be returned to the library within the permitted loan period
- 6.9.7 Borrowing a resource will be prohibited if only one copy is available.
- 6.9.8 Library users are not allowed to take ADSM resources out of UAE without written permission from the Library Manager.
- 6.9.9 ADSM faculty may borrow resources for one term only, and they must return these resources at the end of such term.
- 6.9.10 Borrowing procedure varies according to the following chart:

Books			
<i>Library Users</i>	<i>Loan Period</i>	<i>Number of Resources</i>	<i>Renewals</i>
ADSM Students	10 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1
Newspapers and Magazines			
All users	No		No
Audio Video Material			
All users	5 days maximum		No

- 6.10 Applicable fines:
 - 6.10.1 The Library Committee determines applicable fines.
 - 6.10.2 Violating the principles of borrowing resources may incur fines.
 - 6.10.3 Failure to return borrowed resources may entail accumulated fines, cost of replacement or administration fees with borrowing rights suspended.
- 6.11 The Academic Learning Coach(s) may utilize the Library Resources to support students at the Academic Support Center, as follows:



Number	: P 601
Effective	: 26/02/2020
Revision	: 2

6.11.1 Provide guidance on suitable resources in accordance with students’ needs.

6.11.2 Utilize Library Resources during support sessions, in which they provide support in relation to academic writing, academic integrity, research skills, and other topics as deemed appropriate.

Section 7 : Procedures

7.1. The Librarian will, upon need arise, call the Library Committee to meet to discuss and approve:

7.1.1 Adding, eliminating, lending, and any other actions related to library resources and collection.

7.1.2 Propose change, addition, removal of any part of library policy and any other related documents.

7.1.3 Add or remove groups to the approved list of library uses.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Librarian shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 601 - Library Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Librarian	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021



Section 11 : Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	01/02/2021	Annual review completed, Policy Owner changed to be the appointed Academic Support Manager
2	06/09/2021	Mapping to ESG 2015 Standards completed, and Policy Owner changed to be the newly appointed Librarian.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : **Data Security Policy**

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020
ESG 2015 Standards – 1.7 Information Management

Section 1 : Purpose

1.1 The purpose of this Policy is to set responsibilities for security and the principles to be followed in the discharge of the responsibilities for Data Security. It also provides the basis for achieving an appropriate level of information security for ADSM, its personnel and all of its IT systems.

Section 2 : Scope and applicability

2.1 This policy is applicable to all students, Employees and all units of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Services:** Any access to ADSM’s network and platforms.

3.2 **Information Systems (IS):** refers to combinations of hardware, software, and telecommunications networks used to collect, create, and distribute useful data (Prentice-Hall, 2010). In this case, ADSM is the organization and includes instructional systems, administrative systems and institutional networks.

3.3 **Malware:** Software that is designed to damage, disrupt or gain unauthorized access to an IT system.

Section 4 : Policy Statement

4.1 ADSM strives to ensure confidentiality, integrity, and availability of all ADSM data assets. It covers formal and informal data. This Policy ensures that provides appropriate security for the School’s data and other IT assets keeping into consideration potential technical disasters and malwares incidents.

Section 5 : Exclusions

5.1. None.



Section 6 : Principles

- 6.1. ADSM increasingly depends on complex and interdependent technological systems to manage data for the sake of carrying out its work.
- 6.2. ADSM realizes that technological systems are subject to a wide range of existing, as well as to new and evolving risks due to the emergence of advanced technology.
- 6.3. ADSM shall implement security measures to protect its investment in, and reliance on information systems. These measures include physical and technical security.
- 6.4. ADSM shall ensure that it is adequately protected against threats to privacy, reliability, and accessibility of its services that could produce the following consequences:
 - i. Loss of business;
 - ii. Loss of assets (including data, equipment, and money);
 - iii. Loss resulting in a legal action;
 - iv. Loss of public confidence, credibility, or goodwill;
- 6.4.1. To implement in management, Employees and third parties the knowledge of the necessity of data protection as well as an understanding of their individual liabilities.
- 6.4.2. To demonstrate and maintain compliance with legal and regulatory requirements.
- 6.5. ADSM shall provide security management protective practices to guarantee that the levels of confidentiality, integrity and availability achieved are to the highest standards at all times and under all circumstances.
- 6.6. ADSM shall guarantee that sound and cost-effective practices are taken to protect the assets and work operations from loss, damage or impairment.

Section 7 : Procedures

- 7.1. The Information Technology (IT) Services shall ensure that:
 - 7.1.1. Security risks are identified, reported, evaluated, recorded, and measures are taken to mitigate malicious malwares or minimize such risks;
 - 7.1.2. Vital and sensitive data is identified and protected from loss, unauthorized login or modification;
 - 7.1.3. Business continuity plans for security emergencies are drawn up, given to all pertinent Employees, training provided and implemented, kept under audit and regularly reviewed and tested;



- 7.1.4. Actual or attempted security breaches or trespasses are recorded, reported, assessed and, where relevant, security measures are maintained to prevent future incidents;
 - 7.1.5. Access to information and other IT assets is restricted to authorized personnel only. These are Employees whose duties require it and who have due appropriate security clearance;
 - 7.1.6. All personnel are aware of IT security policy and practice, each in his field of work, and fully understand their duties (including their legal obligations and liabilities);
 - 7.1.7. IS security arrangements are monitored and reviewed to ensure that policy, standards and procedures remain pertinent and applicable.
- 7.2. Incident Reporting and Management:
- 7.2.1. Any suspected breach or compromise of sensitive or restricted data must be reported immediately via any available communication channel to the Information Technology unit and to the dean or administrative unit head.
 - 7.2.2. Upon receiving the report, the Information Technology unit will be responsible for documenting the incident, conducting or coordinating the investigation, making or assessing recommendations for corrective action.
 - 7.2.3. The IT unit will be responsible for reporting the incident to senior management, other administrative units as needed, and maintaining documentation including taken actions.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Technology and Learning Systems Director shall monitor implementation and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 602 - Data Security Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.



Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Technology and Learning Systems Director	<i>Wasim Faqfoun</i>
Approved by: Executive Committee	Minutes of Meeting held on: 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy Name : Appropriate Use of Technology Policy

Related : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education

Documents Framework for the Compliance Inspection of Higher Education Institution – 2020

ESG 2015 Standards

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 219 – Confidentiality Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 604 – Equipment and Software Technology Support Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary policy

ADSM P 115 – Code of Conduct Policy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a framework for the appropriate use of ADSM Information Technology (IT) systems and services that effectively supports the mission and learning objectives of the institution. The policy seeks to make ADSM Information Technology users aware of what constitutes acceptable use of ADSM systems and services and their rights, responsibilities and restrictions while using ADSM Information Technology systems and services.

Section 2 : Scope and applicability

2.1 This policy shall apply to all students, faculty and staff at ADSM. The policy shall also apply to visitors or contractors who use ADSM IT systems and services.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **User:** A “user” is any person who is authorized to use ADSM IT systems and services. A user will normally have a user account assigned to them.

3.2 **IT Systems:** IT Systems include all computer hardware, software, data and telecommunication devices owned, managed or operated on behalf of ADSM.



Section 4 : Policy Statement

4.1 ADSM strives to clearly define for all its community members what are acceptable and unacceptable uses of the ADSM technology resources and infrastructure. The policy seeks to ensure that the School's infrastructure is being used in support of the institutional mission of teaching, learning and research. ADSM does not tolerate the abuse and misuse of its technology infrastructure and the policy establishes processes for addressing misuse of IT infrastructure and the penalties for such violations.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. General Principles (See *Code of Conduct Policy*)

- 6.1.1 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. IT Systems may be used only for their authorized purposes -- that is, to support the research, education, administrative, and other functions of the School.
- 6.1.2 Computer abuse affects everyone who uses computing facilities and results in significant expense to the School. The same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment.
- 6.1.3 Access to the School computing facilities and information resources is a privilege granted to the School's students, faculty, administrators, and staff.
- 6.1.4 Access to the School's computing facilities and information resources may be restricted or terminated at the School's sole discretion based on the following factors: failure to comply with relevant laws and contractual obligations (including the terms of any license agreements); the risk of damage or loss to the School; the impact of a violation upon the community or third parties; and costs incurred by the School in responding to abuses of the system.
- 6.1.5 School IT facilities may not be used in ways that violate the privacy rights of individuals, the School's confidentiality policy, copyright policy, intellectual property regulations or related laws.



- 6.1.6 All electronic and telephonic communication systems and all communications and stored information sent, received, created on, or contained in the ADSM systems are the property of the School, and as such, are to be used for job-related purposes. While members of the ADSM community may make incidental personal use of ADSM technology resources, it must be done in accordance with all School policies and relevant laws and at a level that is determined to be reasonable with respect to the use of School resources.
- 6.1.7 Information resources licensed by the School for the use of its students, faculty, or staff, such as site-licensed software, may not be retransmitted for use outside of the School community.
- 6.1.8 Network, and telephone services and wiring may not be modified or extended beyond the area of their intended use. This applies to all wiring, hardware, and in-room jacks. Users should refer to the Equipment and Software Technology Support Policy if the provided resources require modification.

6.2. Authorized Use of IT Systems

- 6.2.1. All members of the ADSM community who use the School's computing resources must act responsibly. This includes, but is not limited to, respecting the rights of other computer users, abiding by all pertinent licensing and contractual agreements, and taking reasonable steps to protect the security of one's computer and electronic identity (i.e. changing passwords frequently, logging off each time you leave your computer, locking computer, etc.).
- 6.2.2. Users must exercise caution while dealing with confidential School data. They should not be stored on personal devices or external storage devices. They should be stored on School network drives which are backed-up and for which access is controlled by the IT unit.
- 6.2.3. Users should handle IT systems with care and will be held accountable for damage of IT systems and the School reserves the right to recover the costs associated with the damage. Users are not expected to move IT equipment without authorization from the IT unit. Users are required to report any such damage to the IT unit.
- 6.2.4. Users should exercise restraint while using shared IT resources and must refrain from use that excessively increases network traffic.
- 6.2.5. Users are entitled to access only those IT Systems of the School for which they have been granted authorization to use. Users should not attempt to access other user's accounts or find out their

passwords. Users must not share their account details with other users and will be held accountable for any activity arising from their account.

6.3. Monitoring of IT systems

6.3.1. ADSM reserves the right to monitor or intercept any of its IT systems, in its sole discretion, with or without notice, including but not limited to system logs, web pages, email messages, network account or any other data on any its computer or telecommunication systems.

6.3.2. Monitoring or intercepting of IT devices may be initiated in response to the following reasons:

- Protecting the School from liability;
- Complying with requirements or investigating violations of applicable UAE laws, regulations, or School policies;
- Preventing or detecting potential criminal activities;
- Investigating or detecting unauthorized use of telecommunication systems;
- Ensuring that use of IT systems are business-related;
- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed to be interfering with the operation of the network.

6.3.4. For security/legal purposes ADSM may record and keep audit data generated when users access computer and other systems at the School.

6.3.5. ADSM reserves the right to take appropriate action including reporting to the Police in case of identification of any activity considered to be unlawful activity on its IT network.

6.4. Copyright Rules (See *Copyright and Intellectual Property Policy*)

6.4.1. Users are required to comply with applicable UAE legislation on copyrights, ADSM Copyright Policy and the copyright requirements of software or data used.

6.4.2. Unauthorized copying and usage of School's digital resources may lead to disciplinary action.

6.4.3. Users are not allowed to download on to School computers materials that may cause potential infringement of copyrights. Users must not install software on School computer software that are not licensed for use by the School. Users must contact IT staff if they require any software to be copied for teaching or research purpose.



6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the Technology and Learning Systems Manager.

6.5. Inappropriate Use

6.5.1. Users must not delete, alter or cause damage to any School software and/or hardware.

6.5.2. Users must not engage in activities that will compromise ADSM IT security systems.

6.5.3. Users must not use ADSM computing systems for storage, creation, downloading or dissemination of material that is of threatening, harassing, defaming or intimidating nature. Examples include offensive, hateful, violent, discriminatory, obscene or indecent images or material.

6.5.4. Users must not engage in the distribution, redistribution, attempted downloading, or downloading of copyrighted materials without the permission of the copyright owner.

6.5.5. Users must not undertake any hacking activities and should not distribute or launch computer viruses, worms, or other rogue programs.

6.5.6. Users are prohibited from impersonating or misrepresentation of one's identity.

6.5.7. Users must refrain from activities that violate ADSM's contractual obligations including within software licensing agreements.

6.5.8. Users must not engage in activities that will potentially disrupt the work of other users or will prevent them from accessing ADSM IT systems and services.

6.5.9. Users shall not attempt to gain access to data or systems that they are not authorized to use.

6.5.10. Users must avoid sending unwanted e-mail such as chain letters, jokes, or unwanted attachments.

6.5.11. Users must not send emails with materials that constitute violation of copyright laws or other School policies or are offensive in nature.

6.5.12. Users must not forge email messages and emails can be sent on behalf of other users only with their explicit permission.

6.6. Complaints of Alleged Violations: If a staff member or student believes that they have been subject to an alleged violation of this policy or have observed a violation of this policy may report the violation along with applicable evidence as per the reporting procedure outlined in article 7.1.



6.7. Penalties of Violations: Violations of this policy are governed by the school’s disciplinary polices including the *Faculty and Staff Discipline Policy* and *Student Disciplinary Policy*. A range of penalties may be imposed depending on the severity of violations. Penalties include, but are not limited to:

- 6.7.1 Temporary or permanent suspension of user’s right to access ADSM IT systems
- 6.7.2 Remove materials uploaded by the user
- 6.7.3 Depending on the severity of the violation, ADSM may choose to report the violation to the Police or other law enforcement agencies.

Section 7 : Procedures

7.1. Reporting Policy Violation

- 7.1.1. If a staff member is aware of violation of this policy or has been adversely affected by an alleged violation, the staff member must report the violation to their direct supervisor and the Technology and Learning Systems Manager. The staff member must provide any evidence that they have of the alleged violation.
- 7.1.2. A student who is subject to or is aware of a violation of this policy should report the matter to the Program Director and/or the Academic Dean. The Program Director and/or the Academic Dean will forward the complaint to the Technology and Learning Systems Manager for investigation.
- 7.2. Alleged violations will be investigated by the Technology and Learning Systems Manager in the first instance.
- 7.3. The outcome of the investigation will be forwarded to the relevant Disciplinary Committee for investigation and action in accordance with the provisions in the relevant policy, as stated in article 6.7.
 - 7.3.1. The Disciplinary Committee may invite the Technology and Learning Systems Manager to participate in the meeting(s) investigating the alleged violation.
 - 7.3.2. The Committee may decide to dismiss the allegation or impose one of the penalties as stated in section 6.7 of this policy or as per the relevant policy.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Technology and Learning Systems Director shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 603 - Appropriate Use of Technology Policy_v2.0.

Section 10 : Review Statement

10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Technology and Learning Systems Director	<i>Wasim Fadloun</i>
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

END OF DOCUMENT



Policy : Student Involvement in Research Policy

Related : Standards for Licensure and Accreditation 2019, CAA

Documents MoE (2020) Framework for the Compliance Inspection of Higher Education Institutions
ESG 2015 Standards
Student Handbook
ADSM P 410 – Student Activities Policy
ADSM Research Strategy

Section 1 : Purpose

1.1 The purpose of this Policy is to provide a general framework for students’ participation in ADSM’s research activities and the possible areas of their contribution to the School’s mission.

Section 2 : Scope and applicability

2.1 This Policy is applicable to all students of Abu Dhabi School of Management.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 None.

Section 4 : Policy Statement

4.1 ADSM strives to provide clear guidelines for students’ participation in research events such as conferences, research seminars and training workshops, joint research projects and publications with faculty, student research competitions and exhibitions. As well as providing research training and exposure opportunities for graduate students of ADSM

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM strives to recognize and encourage quality research in key strategic areas of national importance through the active involvement of both faculty and students.

- 6.2. ADSM initiates and supports activities related to students' research including participation in research seminars and training workshops, joint research projects and publications with faculty, student research competitions and exhibitions.
- 6.3. ADSM provides strong motivation to students to pursue publishing research papers jointly with their teaching faculty through supporting student participation in research conferences and seminars.
- 6.4. ADSM allocates appropriate funding to support student participation in different research events and initiatives. This support should be aligned with *ADSM Research Strategy*.
- 6.5. ADSM through its programs provides research training for all of its students. All programs have a research component.

Section 7 : Procedures

- 7.1. The Office of Student Affairs shall announce research activities and events to all students in coordination with the Director of Research.
- 7.2. Students may form a research related club in accordance with the principles of the *Student Activities Policy*.
- 7.3. Students are eligible to receive funding support to participate in scientific conferences, training workshops and research competitions, subject to the following:
 - 7.3.1 The research activity should be in line with ADSM Research Strategy.
 - 7.3.2 Students shall provide all supporting documents regarding attending the conference or other research event including invitation letter, event program, and estimated budget (if any).
 - 7.3.3 Students should submit the request to participate in writing to the Director of Research through their Academic Adviser.
 - 7.3.4 The Director of Research shall review the request, and recommend it to the Academic Dean, if approved.
 - 7.3.5 The Academic Dean shall then obtain the President's approval.
 - 7.3.6 Subject to the President's approval, the Office of Student Affairs shall make all arrangements.
 - 7.3.7 Participating students shall present the outcomes of their participation to other students and faculty through a Research seminar in coordination with the Director of Research.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Academic Dean shall monitor implementation and report violations.


Section 9 : Cancellations

- 9.1. Approval of this Policy cancels P 702 – Student Involvement in Research Policy_v2.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	
Recommended by: Academic Council	Minutes of Meeting held on 06/09/2021
Approved by: Executive Committee	Minutes of Meeting held on 06/09/2021

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

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Policy Name : Community Engagement Policy

Related Documents : CAA’s Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2020.

ESG 2015 Standards

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 302 – Academic Program Advisory Committee(s) Policy

ADSM P 410 – Student Activities Policy

ADSM P 421 – Alumni Relations Policy

ADSM P 408 – Career Services Policy

ADSM Strategic Plan 2021 - 2025

Section 1 : Purpose

1.1 The purpose of this Policy is to establish a framework by which ADSM is able to develop collaborative external partnerships that yield mutually beneficial outcomes for the community it belongs to, and to all the institution’s faculty, staff, and students.

Section 2 : Scope and applicability

2.1 This policy shall apply to all faculty, staff, and students at ADSM.

Section 3 : Definitions

The following definition(s) apply to this policy:

3.1 **Community Engagement Committee:** a standing Committee comprised of two (2) external stakeholders and three (3) internal stakeholders, including the Director of Student Affairs who shall act as the Chair.

3.2 **Community Engagement Officer:** a dedicated staff member within the Office of Student Affairs, whose main focus is establishing internal and external relationships, facilitation, and/or delivery of ADSM’s community engagement activities that involve direct contact with ADSM’s community.

3.3 **Community Engagement Plan:** a detailed plan specifically developed to engage with the community, and identify opportunities that positively contribute to maintaining productive relationships with the community, and promote the School’s activities and services.



- 3.4 **Community Engagement Calendar:** an events calendar that comprehensively lists all activities and events planned under the Community Engagement Plan.
- 3.5 **Community Engagement Evaluation:** a periodical process to measure, evaluate and improve the effectiveness of the Community Engagement Program.
- 3.6 **Academic Program Advisory Committees:** advisory committees formed for each academic program at ADSM, and comprised from representatives of various employers within the community.

Section 4 : Policy Statement

- 4.1. As an institution, ADSM shall develop mechanisms to maintain productive relationships between its faculty, staff, and students, and the community it belongs to, including but not limited to, employers, other education providers, and alumni.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. The Community Engagement as a function will be contained within the Office of Student Affairs.
- 6.2. The Community Engagement Officer will report directly to the Director of Student Affairs.
- 6.3. The Community Engagement Committee shall ensure that ADSM's Community Engagement Plan is in line with the Strategic Goal 5: Strengthen our community, reputation and engagement.
- 6.4. A comprehensive Community Engagement Plan will be prepared for each Academic Year, it shall include events and activities that aim to develop and maintain productive relationships with the community.
- 6.5. The Community Engagement Plan shall take into consideration events and occasions that are within an educational context, and/or relevant to the UAE community.
- 6.6. The Community Engagement initiatives will focus on activities and events that advance the mission of the School and should overlap with and reinforce the School's key functions, teaching, learning and research.
- 6.7. Faculty and staff are expected to positively contribute to the community engagement initiatives of ADSM. This may take different forms based on employee interest and time commitments. Examples of activities include membership in professional organizations in one's discipline, particularly in leadership roles, serving on boards of schools, organizing conferences, delivering lectures and disseminating knowledge

that is beneficial to the community, organizing events to promote public awareness, applying one's academic expertise in the local community, undertake activities to support research initiatives in the community etc. Structured opportunities shall be provided for faculty, staff, and students, to provide input and feedback in regards to the proposed events and activities, via the Community Engagement Survey, and any other appropriate channel.

- 6.8. The members of each Academic Program Advisory Committee shall be appointed in accordance with the principles of the *Academic Program Advisory Committee(s) Policy*.
- 6.9. Program Advisory Committees will serve as a conduit between ADSM and its community of employers and will focus on engaging with employers and interlinking with community organizations, associations and institutions, in order to facilitate the accomplishment of the relevant program's educational goals.
- 6.10. ADSM shall offer lifelong learning opportunities to its community in accordance with the *Continuous Education and Lifelong Learning Policy*.
- 6.11. ADSM considers its alumni as an important constituent of its community and will actively engage with the community by organizing events, providing opportunities for alumni professional development and developing a platform for alumni networking, as per the *Alumni Relations Policy*.
- 6.12. The Community Engagement Plan shall be reviewed and updated annually to ensure its relevance and ability to achieve the required outcomes, including events that focus on career development, as stipulated in the *Career Services Policy*.
- 6.13. The Community Engagement Officer shall be responsible for conducting an annual critical self-evaluation, and presenting the results to the Director of Student Affairs.
- 6.14. The Director of Student Affairs shall work with the Community Engagement Officer to update the Community Engagement Plan to take into consideration the input from faculty, staff and students.
- 6.15. The Community Engagement Officer will facilitate the implementation of the activities and events under the supervision of the Director of Student Affairs.

Section 7 : Procedures

- 7.1. The Community Engagement Committee will oversee the preparation of a comprehensive Community Engagement Plan.
- 7.2. The Community Engagement Committee shall meet at least twice each academic year:



- 7.2.1. The first meeting shall occur prior to the start of the academic year and shall aim to set the direction and objectives of the Community Engagement Plan.
- 7.2.2. The second meeting shall occur in towards the end of the second term to evaluate the implementation of the Plan and make any necessary changes.
- 7.2.3. The Committee may meet more frequently and as needed to ensure that ADSM's Community Engagement objectives are met.
- 7.3. The Director of Student Affairs shall present the prepared Community Engagement Plan to the Executive Committee for approval prior to implementation.
- 7.4. The Community Engagement Officer will coordinate the various activities, measure the satisfaction with the Community Engagement Plan, evaluate the effectiveness of its activities and events and prepare an improvement plan to the Director of Student Affairs for Approval.

Section 8 : Responsibilities

- 8.1. The President shall cause this policy to be implemented.
- 8.2. The Director of Student Affairs shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

- 9.1. Approval of this policy cancels P 901 - Community Engagement Policy_v3.0.

Section 10 : Review Statement

- 10.1. This policy shall be reviewed annually, or more frequently when requested by the President, or subsequent to published changes to the Standards for Licensure and Accreditation, Commission for Academic Accreditation, Ministry of Education, United Arab Emirates. Upon such review, the review team may recommend to the president that the policy document be amended or repealed.

Section 11 : Approval

Authorization / Ownership	Signature and Date
<i>Policy Owner: Director of Student Affairs</i>	
<i>Approved by: Executive Committee</i>	Minutes of Meeting held on 06/09/2021



Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	01/02/2021	Policy reviewed and updated to reference Continuous Education and Lifelong Learning Policy.
2	06/09/2021	Mapping to ESG 2015 Standards completed.

Next scheduled review: 06/09/2022

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