

adsm

كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT



MBA Program Catalog 2015 - 2016

Entrepreneurship in Action

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Introduction to ADSM

History of ADSM

ADSM operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry and is designed to fill a particular need for the development of innovative and entrepreneurial leaders for Abu Dhabi and the UAE. It is a relatively new arrival in the Abu Dhabi Higher Education landscape, having launched its first MBA class in 2013. This cohort successfully passed through the program and celebrated a graduation ceremony in December of 2014. A second cohort is currently moving through the program and the third ADSM cohort of students begins the MBA program in the Fall of 2015.

ADSM Vision, Mission, Strategic Goals, and Core Values

Vision

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

Mission

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

Strategic Goals

ADSM's strategic goals are to:

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

Core Values

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

To Enhance Research, Discovery and Creativity: ADSM is distinguished by its focus on innovation and entrepreneurship from economic and cultural perspectives of the Emirate of Abu Dhabi and of the UAE. The School achieves this focal breadth through a unique "academic model" which integrates advances

in business and management education, research and development methods, the Abu Dhabi Policy Agenda, and Abu Dhabi Chamber of Commerce & Industry's mandate. Fundamental to this model is the role research plays in creating new knowledge and understanding global business and management best practices. Equally fundamental is the implementation of such practices in Abu Dhabi, documenting, synthesizing, and disseminating them in the community in the form of research papers, short articles, whitepapers, seminars, workshops, and conferences for the benefit of the Emirate of Abu Dhabi, the UAE and the Gulf region.

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

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

Licensure and Accreditation

The Abu Dhabi School of Management, located in Abu Dhabi, is officially licensed from 1 February 2011 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award degrees in higher education. ADSM currently offers an MBA degree that has received initial accreditation by the Ministry of Higher Education and Scientific Research.

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

The ADSM Campus

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

Student Services

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

Academic Calendar

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

ADSM's Partnership with Imperial College London Business School

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

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

ADSM is proud to have such an internationally recognized leader in innovation and entrepreneurship to partner with and bring world renowned education to the people of Abu Dhabi.



Academic Regulations and Processes

Admission Requirements and Procedures

ADSM accepts qualified local and international applicants into the graduate degree program in accordance with our established admissions criteria. Applicants 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.

To be admitted into the MBA program, students are required to have earned a Bachelor's degree with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 (CBT of 213, or iBT of 80 or IELTS of 6.0 or its equivalent). Students must complete an interview with an academic staff member to evaluate the student's likelihood of success in the program. In addition, applicants must submit a completed and signed application form with the required documents and pay the application fees as described on the ADSM website. Online information includes schedules for new cohorts as well as application deadlines. The Admission's office can be reached by phone at +971 02 691 7708 for additional application assistance.

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. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations.

Advising and Enrollment

Academic advising is intended to facilitate students in the development of their educational and career goals; their understanding of the correlation between their educational experience and their career aims; and their satisfying of ADSM degree requisites.

Students are responsible for:

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

Class Attendance

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

If a student is unable to attend a class session, they must submit a legitimate reason in writing to the Registrar's Office before the class session. If a student misses a class session due to an unforeseen reason, the concerned student must submit an explanation in writing containing a legitimate reason within three days of the class session to the Registrar's Office.

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

Maintaining the Learning Environment

Certain behaviors disrupt classes; for example, late arrivals, ringing phones, or noises from electronic devices, etc. All members of the class are expected to respect the learning environment and the lecturer's efforts to maintain it. Lecturers have full authority to decide whether a student is disruptive. In addition, lecturers can refer the student to the MBA Coordinator 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 Moodle. In all communications, instructors and fellow students should be treated with respect and tolerance, while derogatory or inflammatory comments on the cultures or attitudes of others in the class are not permitted.

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

Grading System

ADSM uses a standardized grading and grade point average calculation system consisting of the following scale and accompanying values: A =4.00, B =3.00, C =2.00 and F =0.00.

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

Release of Grades

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

Incomplete Grades

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

Grade Disputes

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

Grade and GPA Requirements

To be eligible for graduation, students must attain a minimum 3.0 cumulative grade point average (GPA) on all credits earned at ADSM. For exact information about the calculation of GPAs, please refer to the Grading and Assessment Policy. For more information on minimal GPAs for continuation in a program

of study and for graduation, please refer to the School's Academic Progress Policy and the Graduate Completion Policy. Both policies are found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

Monitoring of Academic Deficiencies

After each semester, the MBA Program Coordinator reviews the records of all students whose cumulative GPA is below 3.0 or who have received an F in any subject. Requirements for continuation in good standing within an academic program at ADSM are contingent upon students performing within the parameters set in the official ADSM Academic Progress Policy, as found online at the ADSM Student WebPortal (lms.adsm.ac.ae). Based on academic performance, students can be placed on probation or dismissed from the School according to the aforementioned policy.

Degree Time Limit

Students entering the MBA program must complete the requirements for the degree within three years of their entry date. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy as found with all other School policies at the ADSM Student WebPortal (lms.adsm.ac.ae).

Graduation Honors

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

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

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

Leave of Absence

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

Deadlines for Dropping or Withdrawing from Courses

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

Withdrawal from ADSM

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

Mandatory Leave/Withdrawal Policy

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



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 in the ADSM MBA program. All financial issues are contained in the Student Finance Policy, which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).



Academic Integrity, Code of Conduct, and Grievances

Academic Integrity at ADSM

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

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

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

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

Cheating

Intentionally or unintentionally 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 examination or an assessment.
- Copying from another student's examination, research paper, case write-up, homework, computer disc, etc.
- Talking during an examination.
- Viewing a test before it is officially distributed to test-takers.
- Using a laptop/cell phone/handheld computer/wireless device/or other electronic device to transmit exam or assessment material.
- Handing in the same paper for more than one course without the permission of the instructor. Note: embarking upon a second paper assignment that is similar to, overlaps, or reflects the content of a previously written paper used for credit in another course, is acceptable only if students first obtains permission from the second instructor.

Plagiarism

Intentionally or unintentionally representing the words or ideas of another as one's own in any academic exercise by failing to provide proper documentation of source by way of footnote, endnote, or note inside the text. Plagiarism, like cheating, is behavior that is not appropriate in an academic community. If you are unclear as to what constitutes plagiarism, or are unsure whether a specific idea or source should be footnoted, you are strongly encouraged to ask your instructor and consult Corbett, Little English Handbook.

The following sources demand a citation:

- Word-for-word quotations from a source, including another student's work.
- Paraphrasing the ideas of others, including another student's work.
- Unusual or controversial facts—facts that are unlikely to be found in many places.
- Information obtained from Internet sources must be cited in a manner consistent with other sources.
- Radio and television programs, interviews, and telephone conversations.

Fabrication

Intentional falsification, or invention of any information, data, or citation in an academic exercise. Examples of fabrication:

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

Participation in Academically Dishonest Activities

Examples of academically dishonest activities:

- Stealing an examination or seeking access prior to its official distribution to students.
- Purchasing or otherwise obtaining a prewritten paper through mail-order, the Internet, or similar service.
- Selling, loaning, or otherwise distributing materials for the purpose of cheating, plagiarizing, or carrying out other academically dishonest acts.
- In addition, facilitating academic dishonesty by intentionally helping or attempting to help another to violate any provision of this policy. Examples of facilitating academically dishonest activities:
 - Inaccurately listing as co-author of a paper, case write-up, or project, someone who did not contribute.
 - Sharing a take-home examination, homework assignment, case write-up, or project with someone who did not contribute.
 - Taking an examination, or writing a paper or completing an assignment for another student.

Unauthorized collaboration

This refers to instances when students claiming sole authorship submit separate reports, which are substantially similar to one another. While several students may have the same source material—as in case write-ups—the analysis, interpretation, and reporting of that data must be each individual's.

ADSM Student Code of Conduct

As a member of the ADSM community, you are expected to observe and respect the personal and property rights of others. The responsibility of all students to comply with laws, ordinances, bylaws, and regulations applies both on and off campus. It is expected that the instructors, staff, and students of ADSM conduct themselves in a professional and respectful manner that befits a prestigious institution of learning. Although a wide range of student responsibilities are detailed in the Student Rights and Responsibilities Policy as well as the Academic Integrity Policy and the Policy on Appropriate Use of Technology, it is impossible to cover every standard of behavior. Therefore, these policies, which are

available on the ADSM Student WebPortal (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of procedures necessary for meeting the practical, routine requirements of an academic community.

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

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

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

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 WiFi network applies to ADSM students, faculty, and staff. In general, the same moral and ethical behaviors that apply in the non-computing environment apply in the computing environment. Actions that are unacceptable in the School community also are unacceptable on the network, computing systems and other electronic services including:

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

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

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

Resolution of Complaints

The three major policies regarding student behavior as described in this section of the catalog are as follows: the Academic Integrity Policy; the Student Rights and Responsibilities Policy; and, the Policy on Appropriate Use of Technology. The policy and procedures for the investigation of violations, the application of disciplinary actions, and the various rights of the affected party to appeal the decision are contained in the Student Disciplinary Policy.

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



The ADSM MBA Program

The ADSM MBA Program

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

The MBA program curriculum transforms students into entrepreneurial managers through:

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

MBA Degree Structure and Sequence

The MBA program consists of a total of 46 credit hours which includes 25 credit hours of core courses. The duration of each course is approximately one month. In addition, students will simultaneously enroll in the Signature Learning Experience course, which is a 9 credit hour experiential course that runs throughout the entire program. Once students complete the core set of courses, they must also complete 12 credit hours of electives. During the summer, students will be given special assignments involving research, development and other learning activities.

	Course	Credit Hours	Code
Core Courses	Entrepreneurship	2	EPS 6110
	Strategy	2	MGT 6410
	Global Connections through Technology	2	IT 6210
	Managerial Economics	2	ECN 6310
	Law	1	LAW 6210
	Finance	2	FIN 6310
	Operations Management	2	OPS 6310
	International Economics	2	ECN 6420
	Decision Analysis	2	QTM 6210
	Leadership & Change	2	LDC 6310
	Innovation	2	ELT 6210
	Managerial Accounting	2	ACC 6320
Marketing	2	MKT 6210	
Total Credits (Core)		25	
Elective Courses	Managing a Growing Business (Elec)	2	EPS 6118
	Total Quality Principles (Elec)	2	EPS 6210
	Organizational Behavior (Elec)	2	OB 7310
	IT & Business Transformation (Elec)	2	ITB 6118
	Strategies for Organizational Design (Elec)	2	SOD 6120
	Negotiations and Influence (Elec)	2	MGT 6420
	Branding (Elec)	2	BND 6118
	Executing Strategy (Elec)	2	EST 6220
Total Credits (Any six Electives)		12	
SLE	Signature Learning Experience (SLE)	9	MBA 8300
Grand Total		46	

Note the following for SLE

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

MBA Graduation Requirements

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

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

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

The Signature Learning Experience (MBA 8300)

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

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

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

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

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

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:

- 1. Entrepreneurial and Innovative Thinking:** ADSM MBA graduates can identify, assess, and shape opportunities in a variety of contexts. They use creative and innovative approaches to develop and act on opportunities to create value for stakeholders and society.
- 2. Ethics and Social Responsibility:** ADSM MBA graduates demonstrate the ability and inclination to make decisions based on values and take action that show an awareness of and attempt to serve all stakeholders.
- 3. Integration:** ADSM MBA graduates draw upon multiple functional perspectives concurrently to shape comprehensive responses to business challenges and opportunities.
- 4. Global Perspective:** ADSM MBA graduates recognize and evaluate global opportunities while incorporating cultural context and complexities associated with managing in a global environment.
- 5. Business Acumen:** ADSM MBA graduates generate and synthesize information, then apply functional business skills to make and implement timely and informed decisions.
- 6. Teamwork:** ADSM MBA graduates recognize the importance of effective team work, value diverse perspectives and skills, and willingly assume a variety of roles to accomplish team goals.

Course Name	Course Code	P1	P2	P3	P4	P5	P6
Branding	BND 6118	√	√				√
Decision Analysis	QTM 6210	√			√	√	
Entrepreneurship	EPS 6110		√	√			
Finance	FIN 6310		√		√		
Global Connections through Technology	IT 6210		√		√	√	
Innovation	ELT 6210	√		√		√	
International Economics	ECN 6420	√		√			√
IT & Business Transformation	ITB 6118	√			√		√
Law	LAW 6210		√		√		√
Leadership and Change	LDC 6310		√		√		√
Managerial Accounting	ACC 6320	√		√		√	
Managerial Economics	ECN 6310	√		√		√	
Managing a Growing Business	EPS 6118		√		√		√
Marketing	MKT 6210	√			√		
Negotiations & Influence	MGT 6420			√		√	√
Operations Management	OPS 6310	√		√		√	√
Organizational Behavior	OB 6210	√	√	√			√
Signature Learning Experience (SLE)	MBA 8300	√	√	√	√	√	√
Strategies for Organizational Design	SOD 6120	√		√	√		√
Strategy	MGT 6410	√	√	√			√
Executing Strategy	EST 6220	√	√			√	√
Total Quality Principles	EPS 6210	√	√		√		

P1= Entrepreneurial and Innovative Thinking
P2=Ethics and Social Responsibility
P3=Integration

P4=Global Perspective
P5=Business Acumen
P6=Teamwork

Course Descriptions

MBA Core Courses

ACC 6320 Managerial Accounting

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

Credits: 2.0

ECN 6310 Managerial Economics

Managerial Economics is concerned with thoroughly exposing the students a rigorous foundation in microeconomics which becomes the basis for a way of thinking about managerial problems. The course aims to develop students' capacity to analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints that each economic environment places on a manager's pursuit of its goals, focusing on analyzing the functioning of markets and the economic behavior of firms and other economic agents. In addition to increasing their understanding of economic reasoning which can inform and develop useful insights for practicing business decision makers, the course equally aims to help students better recognize how to apply modern principles and methods of microeconomics to real-world business problems in different contexts and eventually better deal with problems of practical relevance to managers. Knowledge of basic algebra and calculus skills are assumed throughout the course.

Credits: 2.0

ECN 6420 International Economics

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.

Credits: 2.0

EPS 6110 Entrepreneurship

Entrepreneurship is an interdisciplinary course that focuses on all aspects of starting a new business, with emphasis on the critical role of recognizing and creating opportunities. Topics include attributes of entrepreneurs and entrepreneurial careers, evaluating opportunities, writing business plans, and financing the venture. This course is labor intensive, both individually and in groups. In addition to business plan development, students will be responsible for case preparation, completing assigned readings, various presentations, and other deliverables that will be described in this syllabus. High performance in this course requires participation and preparation in all aspects of the course.

Credits: 2.0

FIN 6310 Finance

This course is designed to help students develop analytical tools and skills to build financing strategies and manage the right hand side of the balance sheet. This course 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. The course also explores share repurchase, dividend policy, and risk management. It is also designed to provide students with an elementary but comprehensive introduction to the field of forecasting. The course will be applied in nature and will be directed to MBA students that seek to further their understanding of how to use economic and statistical theory to develop economic models and forecast economic and financial variables.

Credits: 2.0

ELT 6210 Innovation

Innovation means creating new products and services. The globalization of markets has made innovation crucial for firms' success and even survival. Many successful firms draw the majority of their profits

from products and services that are less than five years old. This means firms have to innovate on a continuing basis just to maintain their competitive advantage. This makes innovation a core focus for managerial attention. How should innovation be managed? Innovation is about more than generating ideas; it is also about implementing these ideas and capturing value from them. In this course, we will explore the nature and characteristics of innovation. We will introduce key concepts that can be applied to understand how technologies develop and spread, and how this affects firms. Working from these concepts, we will then explore what they mean for managers and how they can inform your own innovation strategies and interventions.

Drawing on the experiences of leading innovators, this course aims to equip students with the skills to understand, and organise the innovation process within modern organisations. By the end of the course, you will understand and interpret managerial strategies associated with different types of innovation and the various ways in which innovations can be exploited for the benefit of an organization and society at large

Credits: 2.0

IT 6210 Global Connections through Technology

Some of the biggest challenges that leaders face in the twenty-first century organization are managing technology, process and people. Computers and technology mediated networks have transformed global economies, creating new opportunities and challenging traditional business strategies. In such environments, entrepreneurs can remain competitive only to the extent they can leverage information technology. Successful managers in the information age must be "tech-savvy", knowing when and how to implement and use IT to gather and analyze information, build stronger relationships with suppliers and customers, increase production efficiencies, spur innovation, and improve organizational flexibility. Most importantly, technology can be used to create new products. The goal of this course is to introduce students to the most important aspects of information technology strategy and tools and show how it can be used in the social business context. This class will educate knowledge workers to use information and technology to think and act entrepreneurially to create and sustain social and economic value in a global environment.

Credits: 2.0

LAW 6210 Law

This course introduces legal issues as they relate to forming and a running a business. Students learn the general laws as they pertain to business with special focus on laws which pertain to selection of

corporate form and formation, contracting, intellectual property, torts in the business context, litigation and bankruptcy. Ethical decision-making and legal thinking will be introduced. This course teaches entrepreneurs how to manage the law from start-up with contract law and forms of business organization through securities law for public offerings, mergers & acquisitions, and bankruptcy. To succeed, businesses need to effectively manage intellectual property and employment law issues. Managers also must be aware of their legal obligation of loyalty to the firm and seek to manage litigation risks involved with product liability, antitrust and other areas of law.

Credits: 1.0

MKT 6210 Marketing

Defining, Offering, and Delivering Value to Customers is the introductory course for the marketing curriculum. It is a course designed to examine the nature of marketing strategy followed by a detailed look at product, price, distribution channel, and promotion decisions. It will convey how organizations deploy these inter-related components to create and deliver value for their customers. The course is designed to provide an overview of the relevant concepts and principles of marketing. The purpose is not only to learn about marketing, but also to provide an opportunity to apply that understanding. To that end, a framework for understanding modern day marketing practices is presented. The framework will provide you with tools for systematically evaluating the factors that can influence an organization's marketing decisions, and in turn, developing well-grounded recommendations that create and sustain value for the customer.

Credits: 2.0

MGT 6410 Strategy

This course covers the range of alternatives and challenges companies face in deciding what businesses they should be in (and stay in) and then building and actively managing business portfolios which deliver attractive and sustainable returns from those strategic choices. It provides a comprehensive and critical review of the main concepts and analytical tools companies and consultants use in devising and evaluating corporate strategies. Coverage extends to merits and success factors of different strategic investment vehicles in building business portfolios—greenfield expansion, acquisitions, joint ventures, and corporate venture capital programs. Case examples are diverse with respect to company size, age, and business portfolio diversity. The primary target audience is those contemplating careers in general management, new business development, and strategy consulting. The course should also hold interest for those seeking careers in investment banking and private equity investing.

Credits: 2.0

LDC 6310 Leadership and Change

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).

Credits: 2.0

OPS 6310 Operations Management

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

Credits: 2.0

QTM 6210 Decision Analysis

Quantitative methods help us structure the way we think about managerial decision situations. This course introduces students to different quantitative methods, each of which structures or models managerial decisions differently and provides unique insights. The class will learn how to use these methods both to structure decisions and to gain insights into the decision.

As the course progresses, the class will learn how to build and analyze mathematical models of managerial situations. To be successful students need to be comfortable with the idea of using a mathematical model to gain insights into a problem. Individuals need to be willing to —play around— with different ways to model

a problem and different analytical approaches. All of this requires some maturity in using quantitative tools. Moreover, there will rarely be a straightforward —cookbook— solution to a meaningful problem, and so students will have to have some tolerance for ambiguous situations, inadequate information, and —messy (that is, realistic) problems.

Credits: 2.0

Elective Course Descriptions

EPS 6118 Managing a Growing Business

In this course, students systematically explore how firms grow their business and the challenges they face in doing so. The course includes components from across multiple disciplines of strategy, marketing, finance and human resources to solve daily challenges of growth. This course is designed to help rethink the tenets of core strategy in an entrepreneurial way. The course focuses on the decisions owner-managers make in recognizing and choosing opportunities, obtaining and allocating resources, challenging and directing personnel, and adapting personal goals and corporate strategies to changing personal business conditions.

Credits: 2.0

EPS 6210 Total Quality Principles

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

Credits: 2.0

EST 6220 Executing Strategy

In this course, we examine how managers can anticipate, understand and resolve different problems that arise when a new strategy is executed. Strategy execution course involves balancing the strategic and operational goals of the organisation while appreciating the interconnectedness of strategy, structure and systems. It involves gaining the commitment of organisational members to a new strategy as well as managing processes of organisational change, both of which deal with the complex dynamics of people & power. Class discussions, exercises and readings from the textbook and the business press will be used to link the conceptual material we will consider with real world issues and problems.

Credits: 2.0

ITB 6118 IT & Business Transformation

The purpose of this course is to provide students with a view of IT-enabled transformation and the strategic issues in the management of IT. Industries themselves are rapidly changing form and business methods due to IT. Partnerships and alliances are forming among former competitors, like competitors in technology services or transportation, in order to provide end-to-end services to large customers. The issues become board- and top-management critical. The course aims to provide answers and discuss the fundamental and significant questions like : Should we invest in networking and processing capacity ahead of applications needs, or be driven by the current business? Should we govern IT with a strong center or let the divisions have their head? Should our architecture emphasize using the Internet and external services or be more proprietary? The course shall give students the opportunity to reflect upon your own experience in the field of IT and build your own mental map of IT issues.

Credits: 2.0

MGT 6420 Negotiations & Influence

The course highlights the components of an effective negotiation and teach students to analyze their own behavior in negotiations. The course is largely experiential, providing students with the opportunity to develop their skills by participating in negotiations and integrating their experiences with the principles presented in the assigned readings and course discussions. This course is designed to foster learning through doing, and to explore your own talents, skills, and shortcomings as a negotiator.

Credits: 2.0

OB 6210 Organizational Behavior

Organizational Behavior examines the relationship between the individual, the group, and the organization. The course covers leadership, motivation, communications, group dynamics, decision-making, interpersonal relations, and change. In this course, case studies, experiential learning, conceptual frameworks, and fieldwork are included. Also, specific topics such as being an entrepreneurial leader and leading effective organizations, and leading change will be covered.

Credits: 2.0

SOD 6120 Strategies for Organizational Design

This course focuses on the nature of organizations and introduces fundamental theories of organizations. Organizational design and effectiveness is examined with reference to organizational structure appropriate to the effective interaction with the internal and external environment. Related issues addressed are organization size, life cycle, culture and ethics.

Credits: 2.0

BND 6118 Branding

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

Credits: 2.0



ASDM Academic Faculty and Lecturers

Name	ASDM / ICBS	Rank	Degree	Granting Institution
Abdullah Abonamah	ASDM	Professor	PhD	Illinois Institute of Technology
Subaran Roy	ASDM	Assistant Professor	PhD	Louisiana State University
Abdel Moneim Ahmed	ASDM	Professor	PhD	De Montfort University Leicester
Llewellyn Thomas	ASDM	Assistant Professor	PhD	Imperial College Business School
Nelson Phillips	ICBS	Professor	PhD	University of Alberta
Wolfram Wiesemann	ICBS	Assistant Professor	PhD	Imperial College Business School
Andreas Eisingerich	ICBS	Associate Professor	PhD	University of Cambridge
Sankalp Chaturvedi	ICBS	Assistant Professor	PhD	National University of Singapore
Markus Perkmann	ICBS	Assistant Professor	PhD	Lancaster University
Hisham Al-Saghbini	ASDM	Instructor / Tutor	MA	City & Guilds Institute
Tarek Nasr	ASDM	Assistant Professor	PhD	Paris IX Dauphine University



Glossary of Academic Terms Used at ADSM

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

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

“Award” means the qualification granted to a student, subsequent to successful completion of all the program requirements.

“Credit System” means the basis for measuring the amount of engaged learning time expected of a typical student.

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

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

“Degree” means the specific qualifier associated with Bachelor or Master Qualification.

“Elective” means a non-compulsory course.

“Grade” means a representation of the overall achievement by a student in a course, where such achievement is subsequently recorded on a student’s transcript.

“Program” means a set of coherently scoped and structured courses undertaken by a student in order to satisfy requirements for the Award of a particular qualification.



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