



# Master of Business Administration

Entrepreneurship in Action

**adsm**  
كلية أبوظبي للإدارة  
ABU DHABI SCHOOL OF MANAGEMENT

إحدى مؤسسات  
  
غرفة أبوظبي  
ABU DHABI CHAMBER



“

A lot of people have ideas, but there are few who decide to do something about them now. Not tomorrow. Not next week. But today. The true entrepreneur is a doer, not a dreamer.

”

*Nolan Bushnell  
Entrepreneur and Inventor*

The Abu Dhabi School of Management is officially licensed by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award degrees in higher education and all of its academic programs have been accredited by the Commission for Academic Accreditation.

# The Abu Dhabi School of Management

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The Abu Dhabi School of Management's vision is to become the leading internationally benchmarked institute of higher learning in the UAE and Gulf region, offering graduate management degrees within an entrepreneurial ecosystem.

As we have globally entered into an entirely new economy, it logically follows that we need an entirely new approach to management. Where the old economy relied on production and labor, the new economy relies on knowledge and innovation. As such, managers will have to learn to create, optimize, adapt, and innovate. In other words, managers will have to become entrepreneurs. By educating students to become entrepreneurial managers, we aim to indoctrinate graduates with a unique mode of thought and action which is cross-applicable to any sector or initiative.

The Abu Dhabi School of Management seeks to produce a new cadre of entrepreneurial managers – highly talented graduates equipped in the science of management who take the lead in innovating, improving, and enhancing their environments - whether they find themselves in a start-up venture, a corporation, a governmental organization, or whether it is the community at large.



## Master of Business Administration

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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.



## Program Learning Outcomes

For its MBA program, ADSM is endorsing the following six program learning outcomes. Through these learning outcomes, the ADSM MBA will create managers who employ Entrepreneurial Thought and Action™, will increase the UAE's cadre of innovative managers, and will increase the number of entrepreneurial ventures within the UAE.

### **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.

### **Ethics and Social Responsibility**

MBA graduates demonstrate the ability and inclination to make decisions based on values and take action that shows an awareness of and attempt to serve all stakeholders.

### **Integration**

MBA graduates draw upon multiple functional perspectives concurrently to shape comprehensive responses to business challenges and opportunities.

### **Global Perspective**

MBA graduates recognize and evaluate global opportunities while incorporating cultural context and complexities associated with managing in a global environment.

### **Business Acumen**

MBA graduates generate and synthesize information, then apply functional business skills to make and implement timely and informed decisions.

### **Teamwork**

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.

# Signature Learning Experience

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ADSM's MBA program incorporates Signature Learning Experiences (SLEs) into the curriculum to develop entrepreneurial leaders. These education 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, 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 deliver a creative presentation for their MBA peers, faculty, and the ADSM community.

## **Team Building**

Students tackle the question of how to build effective teams. Through indoor and outdoor 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.



# Program Structure

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The MBA program can be completed in 18 months of curricular work plus two months of summer vacation/independent work.

## Pre-MBA Program

Students who are admitted to the MBA program will be required to assess their proficiency and confidence in three areas: Statistics, Math, and IT Fluency. Based on the student's self assessment, Admissions counselors will help each student to determine if they would benefit from completing some form of online pre-work modules or attending four hour face-to-face mini classes the week prior to the start of the program. These classes are not required but offer the student the opportunity to brush up on materials learned during their undergraduate degree or to get a head start on materials they may have learned but have forgotten.

## Signature Learning Experience

The SLE is an experiential course where students define, design, develop and launch a new business or create and pilot a solution to an existing organizational problem. The SLE begins, runs throughout and ends the MBA program. It is a living laboratory where students apply and integrate the materials learned during the program.

## Common Body of Knowledge

Students take twelve two- unit and one one-unit core courses in sequence. Each core course takes approximately one month in the program. These courses provide the functional area concepts and skills that are expected from all MBA students.

## Summer Assignments

Students have approximately a two-month break during the summer. During this time, students are expected to go over selected readings such as articles, reference books, case studies and continue to develop the team/individual project for the successful completion of the MBA program..

## Elective Courses

Students take six, two credit electives once they have completed their core materials. Each of these classes takes approximately five weeks.



# Course Requirements

The MBA program consists of a total of 46 credit hours. Students admitted into the program will be required to assess their proficiency in Statistics, Business Mathematics and IT fluency. Based on this self-assessment, some students may choose to participate in ADSM's Pre-MBA development program either through online pre-work modules or through four-hour face-to-face mini classes one week prior to the start of the program.

Once the program commences, students will complete 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-unit 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.

Core Courses		Electives	
Entrepreneurship	02	Students choose 12 credits from the following list: Organisational Behaviour Brand Management Digital Business Managing a Growing Business Risk & Insurance Brand Management Human Resource Management	
Marketing	02		
Leadership and Change	02		
Decision Analysis	02		
Financial Accounting	02		
Global Connections Through Technology	02		
Law	01		
Finance	02		
Operations Management	02		
Managerial Economics	02		
Innovation	02		
Strategy	02		
International Economics	02		
<b>Total Core Credits</b>			
		<b>Signature Learning Experience (SLE)</b>	<b>09</b>
<b>Total Core Credits</b>		<b>Total Program Credits</b>	<b>46</b>

# Degree Completion Sequence

The MBA degree plan calls for completion of all course work in 16/17 academic months. Cohorts typically start in March and September of each year. The program begins with an intensive session which introduces students to the program structure and curriculum, to faculty and staff, and to each other. The class begins working in teams through a series of exercises, including cases and a dynamic business simulation which incorporates key concepts and skills they will build upon in the months ahead. A typical course schedule is given below.

Semester 1	
MBA 8300	SLE - Ideation, Selection and Refinement of Ideas
EPS 6110	Entrepreneurship
MGT 6410	Strategy
IT 6210	Global Connections Through Technology
ECN 6310	Managerial Economics
LAW 6210	Law

Semester 3	
MBA 8300	SLE - Public Launch of Venture or Solution
QTM 6210	Decision Analysis
ECN 6420	International Economics
ACC 6320	Managerial Accounting
MKT 6210	Marketing
Elective 2	Elective 2

Semester 2	
MBA 8300	SLE - Planning and Reshaping the Venture or Solution
INN 6410	Innovation
FIN 6310	Finance
OPS 6310	Operations
LDC 6310	Leadership and Change
Elective 1	Elective 1

Semester 4	
Elective 3	Elective 3
Elective 4	Elective 4
Elective 5	Elective 5
Elective 6	Elective 6



# Admission Requirements

For direct admission, MBA students are required to have a 3.0 cumulative GPA, with a Bachelor's degree from an accredited college or university and a TOEFL score of 550 (CBT of 213, or iBT of 80, or IELTS 6.0 or its equivalent).

In order to apply, students must:

- File a completed Graduate Student Application including a personal statement.
- Participate in an interview.
- Submit an attested Bachelor's Degree from an accredited college or university.
- Provide an official college or university transcript from all institutions of higher education attended.
- Submit the results of a standardized English test or another standardized, internationally-recognized test that is approved by the Commission for Academic Accreditation. If the primary language of instruction was English, a TOEFL is not normally required. Applicants with a TOEFL score of less than 550 (213 CBT, 80 iBT, or IELTS 6.0) will be required to take an English Proficiency Exam.
- Provide 2 letters of recommendation from university professor or employer.
- Provide a copy of National ID (if Emirati) or a copy of a valid passport (if non-Emirati) & 4 passport photos.
- Pay a non-refundable application fee of 2000 Dhs.





## Eligibility for Award

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

- Satisfactorily complete a minimum of 46 credit hours of coursework including a 9 unit SLE.
- Attain a minimum 3.0 cumulative grade point average on all credit earned at the School, based on a 4.0 point scale.
- Satisfactorily complete all core course requirements;
- Satisfactorily complete a majority of his or her final year credits at the School (no more than 6 units not in residence).
- Be enrolled at ADSM for a minimum of 1 year and shall receive a maximum period of 3 years from the date of enrollment for degree completion.



The Abu Dhabi School of Management attempts to ensure the information contained in this brochure is correct at the time of publication (Aug 2016); however, sections may be amended without notice 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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