



Master of Science in Quality and Business Excellence

In partnership with :



adsm

كلية أبوظبي للإدارة
ABU DHABI SCHOOL OF MANAGEMENT

INNOVATE | INSPIRE | INFLUENCE



“

Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort.

”

Paul J. Meyer,

Founder, Success Motivation Institute

The Abu Dhabi School of Management is officially licensed by the UAE Ministry of Education- Higher Education Affairs 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

The vision of the Abu Dhabi School of Management is to become the leading internationally benchmarked institute of higher learning in the UAE and the Arabian Gulf region. The School offers higher education that is aligned with the Abu Dhabi 2030 Vision. 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, or a governmental organization, the alumni of ADSM will attain and refine the knowledge and skills required to contribute to the economy and the community at large. The initial program offering of ADSM was a MBA program, which was launched in 2013 and is operated in partnership with the Imperial College London Business School. With the graduation of the first cohorts of this program, ADSM has worked to expand its program portfolio to new areas to meet the needs of the Emirate of Abu Dhabi, its residents and economy. In the Fall of 2016, ADSM launched the Master of Science in Quality and Business Excellence in partnership with the Sheikh Khalifa Excellence Awards.

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

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

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

The MS QBE program goals are consistent with the institutional purpose of the School. The program aims 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.



Program Learning Outcomes

Students successfully completing the ADSM Master of Science in Quality and Business Excellence program 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.

Program Structure

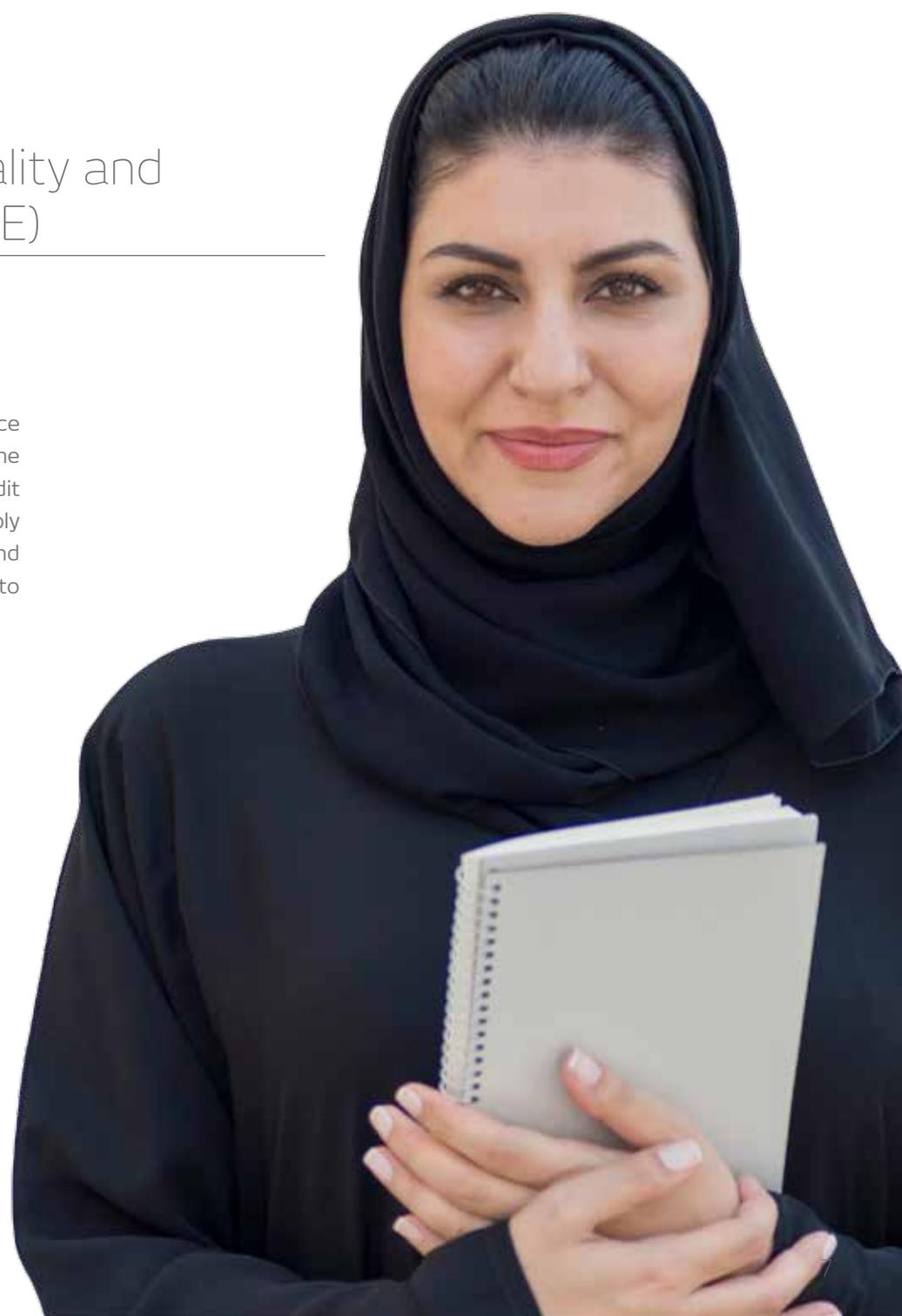
The Master of Science in Quality and Business Excellence program represents a focused collection of courses that provides students with specialized knowledge of quality and business excellence. The MS QBE program consists of ten 3-credit hour courses comprising 8 core courses and 2 elective courses, for a total of 30 credit hours. The sequence of the program is open, with no prerequisites. The only mandated scheduling element is that the Research Methods course (QBE 211) must be taken during the first term of enrolment in the program.

Core Courses		Electives	
Research Methods	03	Quality and Business Excellence Gurus	03
Quality Management Systems and Approaches	03	Supply Chain Management	03
Business Excellence Awards and Frameworks	03		
Japanese Quality Improvement Approaches and Structures	03		
Quality Improvement Tools and Techniques	03		
Strategic Management and Organizational Dynamics	03		
Achieving Business Excellence	03		
Operations Management	03		
		Total Elective Credits	06
Total Core Credits	24	Total Program Credits	30

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

Postgraduate Diploma in Quality and Business Excellence (PgD QBE)

The Postgraduate Diploma in Quality and Business Excellence program has been designed as an exit award for students in the MS QBE program who have successfully completed 24 or 27 credit hours of study. The entry criteria for the MS QBE program will apply to the Postgraduate Diploma program. The program contents and structure of the Postgraduate Diploma program are identical to those of the Master of Science program.



Mode of Program Delivery

The MS QBE program is offered in a traditional face-to-face teaching mode. Students may undertake the program on either a full-time or part-time basis. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. Courses will be delivered over a 9-week term and the academic year will be divided into 4 terms on a quarter basis: Fall, Winter, Spring, and Summer (typically beginning in September, January, March, and June of each year). Each course will consist of 45 contact hours. Classes will be scheduled on weekdays from 4:00 pm to 9:00 pm, with one class meeting per week for each course.





Degree Completion Sequence

Full-time students will be able to complete the program in 12 months by taking two or three courses in four consecutive terms (quarters). Typically, this will consist of 2 courses each in the first semester and summer semester. Part-time students will be able to complete the program in either 18 or 24 months by taking fewer courses per term.

As noted above, the only mandated scheduling element is that the Research Methods course (QBE 211) must be taken during the first term of enrolment in the program. An example of a possible sequence for a full-time student load is listed below.

Term 1	
QBE 211	Research Methods
QBE 212	Quality Management Systems and Approaches

Term 2	
QBE 215	Quality Improvement Tools and Techniques
QBE 219	Operations Management
QBE 000	Elective 1

Term 3	
QBE 214	Japanese Quality Improvement Approaches and Structures
QBE 216	Strategic Management and Organizational Dynamics
QBE 000	Elective 2

Term 4	
QBE 217	Achieving Business Excellence
QBE 213	Business Excellence Awards and Frameworks



Admission Requirements

Applicants to the MS QBE program are required to have an earned Bachelor's degree in a relevant field such as Management or Business with a minimum of a 3.0 cumulative GPA from an accredited college or university and a TOEFL score of 550 (CBT of 213, IELTS of 6.0, or iBT of 79 or its equivalent).

Applicants with a cumulative GPA between 2.5 and 3.0 from an accredited college or university and/or a TOEFL score of 530 (CBT of 197, or IELTS of 5.5 or iBT of 71 or its equivalent) may be considered for conditional entry into the program. Students admitted on a conditional basis will be required to achieve a minimum 'B' average in the first nine credits completed. Additionally, students admitted with a TOEFL score of 530 or its equivalent will be required to submit a TOEFL score of 550 or its equivalent by the end of the first semester.

In order to apply, students must pay a non-refundable application fee and submit the following:

In order to apply, students must pay a non-refundable application fee and submit the following:

- a completed Graduate Student Application form;
- an attested Bachelor's Degree from an accredited college or university;
- an 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;
- a copy of a National ID (if Emirati) or a copy of a valid passport (if non-Emirati);
- 4 passport photos; and
- a copy of an Emirates ID.





Eligibility for Graduation

In order to be eligible for a Master of Science in Quality and Business Excellence degree at ADSM, a student must:

- I. Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program.
- II. Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale.
- III. Not possess any missing grades or "Incompletes".
- IV. Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy.
- V. Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

Students leaving the program after satisfactory completion of either 24 or 27 credit hours will be eligible to graduate with a Postgraduate Diploma in Quality and Business Excellence, subject to fulfilling all of the above requirements from II through V.



The Abu Dhabi School of Management attempts to ensure the information contained in this brochure is correct at the time of publication (Nov 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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