adsm كـلـيـة أبـوظـبـي لـلإدارة
ABU DHABI SCHOOL OF MANAGEMENT

Master of Business Administration

Comprehensive Program Specification Document

Academic Year
2023 – 2024

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ABU DHABI SCHOOL OF MANAGEMENT

Contents

1.0 Program General Information 3

1.1 Program Description 3

1.2 Program aim and goals 3

1.3 Employer Engagement 4

2.0 Program accreditations and UAE Qualifications Frame 4

2.1 National and International Accreditation 4

2.2 Program Learning Outcomes and QF*Emirates* 5

2.3 Course Learning Outcomes (CLOs) 6

3.0 Program structure and degree completion sequence 6

3.1 Program Structure 6

3.2 Program Degree Completion 7

4.0 Program admission requirement 9

4.1 Graduate Admission Requirement 9

4.2 Transfer Admission Policy 10

5.0 Program teaching pedagogy 10

5.1 Teaching and Learning Methods 10

5.2 Mode of Delivery 10

5.3 Learning Management System (LMS) 11

6.0 Program aspects of competencies 11

7.0 Program Quality Assurance 12

7.1 Quality Assurance and Risk Management Office 12

7.2 Institutional Planning 12

8.0 Student Services and Learning Resources 13

8.1 Student Services and Academic Advising 13

8.2 Learning Resources: Library 13

8.3 Learning Resources: Technology 14

Appendices 15

Appendix 1. Program CLOs vs PLOs 15

Appendix 2. MBA Program Admission Criteria 19

Appendix 3. QFEmirates 5 Strands for Level 9 20

Appendix 4. CoreLife Skills 22

1.0 Program General Information

Program Title:	**Master of Business Administration**		
Program Code:	2.MS.0217		
Authoring Team:	Director of Academic Programs		
Academic Unit:	MBA	**Director of Academic Programs:**	Dr. Valerie Lindsay
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1.1 Program Description

The Master of Business Administration (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, ADSM develops global leaders with a strong business foundation and an entrepreneurial mindset. The driven MBA team of faculty and staff members do this by combining a holistic integration of the traditional business disciplines and our approach to teaching the entrepreneurial thought process. As a result, the MBA graduates succeed in a broad 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 drive results and run businesses at optimal heights.

1.2 Program aim and goals

ADSM has established program aims for its MBA program consistent with ADSM‘s mission as follows:

- Become recognized as the Gulf region‘s premier school for creating entrepreneurial managers.
- Train a local Emirati MBA workforce to run UAE organizations.
- Grow the number of entrepreneurial ventures in UAE.
- Develop a faculty known for its contributions to practice and to research.

1.3 Employer Engagement

ADSM seeks to achieve effective, profitable, and sustainable engagement with employers to meet their current and future workforce development needs. These will satisfy the aspirations of employees and help meet the targets set by the Abu Dhabi Vision 2030. This program is aimed at meeting the need of employers in the UAE.

ADSM association with the Abu Dhabi Chamber of Commerce and Industry has set the trajectory of MBA program on a course that will help it to fill the needs of the evolving labor market of the Emirates. ADSM has relationships with the local employer community through its association with the Abu Dhabi Chamber of Commerce and Industry.

2.0 Program accreditations and UAE Qualifications Frame

2.1 National and International Accreditation

ADSM MBA program is intended to give graduates the tools, research experience and background to work professionally in local or international organizations. Graduates will be knowledgeable and skilled to adapt to various environments and help organizations create competitive advantage. The program and its respective course learning outcomes are aligned with UAE as well as international standards.

ADSM adheres to the formal processes of accreditation under the UAE Ministry of Education (MoE) Standards for Licensure and Accreditation administered by the Commission for Academic Accreditation (CAA), the National Qualification Authority (NQA), as well as standards for the accreditation of National Qualifications Framework (QF*Emirates*).

The ADSM MBA program is not being interdisciplinary or jointly offered. Internationally, the program does not currently have any international accreditation, and does not have a delivery support partner.

However, ADSM is validated by the Business Graduate Association 'BGA' and in the accreditation process to receive institutional accreditation by the BGA. In addition, ADSM is on the waiting list of the

Association of Master of Business Administration 'AMBA' to undergo the AMBA accreditation process. ADSM is a member of the United Nations supported institution, Principles for Responsible Management Education 'PRME' MENA chapter initiative.

2.2 Program Learning Outcomes and QF*Emirates*

The ADSM MBA Program Learning Outcomes (PLOs) are aligned to the QF*Emirates* strands: Knowledge, Skills and Aspects of Competence (see Table 1). The MBA PLOs are also designed to meet the key competencies required to demonstrate effective participation in the workplace, in learning, and in daily life.

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 and Responsibility (RC)	Role in Context (RC)	Self-Development (SD)	
PLO1 Critically analyse the 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
PLO2 Discover the ability to make decisions based on ethical values and social awareness	KN1, KN3		AR1		SD3	
PLO3 Validate multiple theories and functional perspectives for the interpretation of comprehensive challenges to the business	KN1, KN4	SK1			SD2	
PLO4 Evaluate appropriate research instruments to address domestic factors and drivers in the global context	KN2, KN3	SK2, SK3	AR3			

PLO5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions	KN1, KN4	SK2	AR1		SD1	
PLO6 Develop arguments considering teams and leadership skills to manage complex situations in organizations	KN1, KN3	SK4, SK5	AR3	RC1, RC2	SD1	

Table 1. PLOs Mapping against QF*Emirates* Level 9 Strands

2.3 Course Learning Outcomes (CLOs)

Programs are made up of courses. Each course contains Course Learning Outcomes (CLOs). The mapping of the CLOs to PLOs (see Appendix 1). Students must pass all CLOs to obtain their qualification.

3.0 Program structure and degree completion sequence

The MBA program is composed of courses that provide students with specialized knowledge of Business Administration. The program consists of a total of 30 credit hours which includes 20 credit hours of core and 4 credits hours of elective courses, in addition to 6 Credit Hours thesis. The duration of each course is five weeks. The duration of SLE and Thesis courses is 10 weeks.

3.1 Program Structure

Table 2 below shows the program standing, course code, course title, credit hours, and pre-requisites/co-requisites in the MBA program.

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	RES 6110	Research Methods for Business	2	First Term Requirement
Core	IEP 6210	Innovation & Entrepreneurship	2	Co-requisite: RES 6110
Core	MKT 6210	Marketing	2	Pre-requisite: RES 6110, IEP 6210
Core	MGT 6410	Strategy	2	Pre-requisite: RES 6110, IEP

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
				6210, MKT 6210
Core	LOB 6410	Leadership and Organization Behavior	2	Pre-requisite: RES 6110
Core	MGT 6430	Digital Enterprise Management	2	Pre-requisite: RES 6110
Core	ACC 6330	Financial and Managerial Accounting	2	Pre-requisite: RES 6110
Core	ECN 6310	Managerial Economics	2	Pre-requisite: RES 6110
Core	OPS 6310	Operations Management	2	Pre-requisite: RES 6110
Core	SLE 8100	Signature Learning Experience I	1	Pre-requisite: RES 6110, IEP 6210, MKT 6210, MGT 6410
Core	SLE 8200	Signature Learning Experience II	1	Pre-requisite: SLE 8100, ACC 6320
Thesis	MBA 8918	MBA Individual Consultancy Thesis I (Proposal)	3	Pre-requisite: RES 6110, IEP 6210, MGT 6410 , LOB 6410,MKT 6210,OPS 6310
Thesis	MBA 8919	MBA Individual Consultancy Thesis II (Final)	3	Pre-requisite: MBA 8918
Elective	LAW 6410	UAE Legal and Regulatory Framework	2	Pre-requisite: RES 6110
Elective	QTM 6210	Decision Analysis	2	Pre-requisite: RES 6110
Elective	MGT 6440	Big Data and Artificial Intelligence Management	2	Pre-requisite: RES 6110
Elective	HRM 7200	Human Resources Management	2	Pre-requisite: RES 6110
Elective	ECN 6420	International Economics	2	Pre-requisite: RES 6110

Table 2: MBA Program Structure

3.2 Program Degree Completion

The delivery format enables students to complete the MBA program in a minimum period of 15 months, if enrolled on Full Time basis. Tables 3-5 below show the study plan and program sequence for full-time students.

Student may enrol 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 (lms.adsm.ac.ae).

Code	Type	Title	Credits
Term 1: Fall			
RES 6110	Core	Research Methods for Business*	2
IEP 6210	Core	Innovation & Entrepreneurship	2
MKT 6210	Core	Marketing	2
LOB 6410	Core	Leadership & Organization Behavior	2
Term 2: Winter			
MGT 6410	Core	Strategy	2
MGT 6430	Core	Digital Enterprise Management	2
OPS 6310	Core	Operations Management	2
ECN 6310	Core	Managerial Economics	2
Term 3: Spring			
ACC 6330	Core	Financial and Managerial Accounting	2
SLE 8100	Core	Signature Learning Experience I	1
MBA 8918	Thesis	Individual Consultancy Thesis I	3
Term 4: Summer			
TBD	Elective	Elective 1	2
TBD	Elective	Elective 2	2
Term 5: Fall			
SLE 8200	Core	Signature Learning Experience II	1
MBA 8919	Thesis	MBA Individual Consultancy Thesis II	3
* First Term requirement			

Table 3. MBA Study plan and program sequence *(Fall Intake)*

Code	Type	Title	Credits
Term 1: Winter			
RES 6110	Core	Research Methods for Business*	2
IEP 6210	Core	Innovation & Entrepreneurship	2
MKT 6210	Core	Marketing	2
LOB 6410	Core	Leadership & Organization Behavior	2
Term 2: Spring			
MGT 6410	Core	Strategy	2
MGT 6430	Core	Digital Enterprise Management	2
OPS 6310	Core	Operations Management	2
ECN 6310	Core	Managerial Economics	2
Term 3: Summer			
ACC 6330	Core	Financial and Managerial Accounting	2
TBD	Elective	Elective 1	2
Term 4: Fall			
SLE 8100	Core	Signature Learning Experience I	1
TBD	Elective	Elective 2	2

MBA 8918	Thesis	Individual Consultancy Thesis I	3
Term 5: Winter			
SLE 8200	Core	Signature Learning Experience II	1
MBA 8919	Thesis	MBA Individual Consultancy Thesis II	3
* First Term requirement			

Table 4. MBA Study plan and program sequence *(Winter Intake)*

Code	Type	Title	Credits
Term 1: Spring			
RES 6110	Core	Research Methods for Business*	2
IEP 6210	Core	Innovation & Entrepreneurship	2
MKT 6210	Core	Marketing	2
LOB 6410	Core	Leadership & Organization Behavior	2
Term 2: Summer			
MGT 6410	Core	Strategy	2
MGT 6430	Core	Digital Enterprise Management	2
Term 3: Fall			
OPS 6310	Core	Operations Management	2
ECN 6310	Core	Managerial Economics	2
ACC 6330	Core	Financial and Managerial Accounting	2
TBD	Elective	Elective 1	2
Term 4: Winter			
SLE 8100	Core	Signature Learning Experience I	1
TBD	Elective	Elective 2	2
MBA 8918	Thesis	Individual Consultancy Thesis I	3
Term 5: Spring			
SLE 8200	Core	Signature Learning Experience II	1
MBA 8919	Thesis	MBA Individual Consultancy Thesis II	3
* First Term requirement			

Table 5. MBA Study plan and program sequence *(Spring Intake)*

4.0 Program admission requirement

4.1 Graduate Admission Requirement

Applicants to the program are required to have;

- Three (3) year work experience and may be asked submit evidence in support of it. In addition, applicants may also be asked to attend an interview with the Admissions Committee,

- a recognized Bachelor's degree earned in a discipline appropriate for the prospective graduate degree,
- a minimum of a 3.0 cumulative GPA on a 4.0 scale, or equivalent, and
- a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by the CAA, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS (see Appendix 2).

4.2 Transfer Admission Policy

Graduate students are typically expected to complete all degree requirements in residence at ADSM. Transfer credits for courses taken elsewhere are accepted as deemed appropriate by ADSM. (See P 402 Transfer Admissions Policy and P 401 Graduate Admission Policy)

5.0 Program teaching pedagogy

5.1 Teaching and Learning Methods

The program will primarily be delivered through interactive lectures. This helps students to deepen their understanding of the key theories, approaches, and practices used in the real world. Lectures will follow the syllabus and draw upon the main textbook and other key readings.

Students are also required to read around the topics to extend their understanding further. This enables students to actively evaluate and critically discuss lecture topics. It is important that graduate students can discuss on the topics to formulate and to articulate their views and perspectives. The teaching and learning methods also include case studies, tutorials, seminars, and assessment strategies.

5.2 Mode of Delivery

The MBA program is offered in a traditional face-to-face teaching mode. Each MBA core and elective courses of 2 credit hours will be delivered over a period of five weeks, with six hours of face-to-face delivery per week, for a total of 30 hours per course. Each 'Signature Learning Experience' course consist of one credit hour. The course will be delivered over a period of ten weeks and includes three weeks of

lectures of five hours each. Each 'Thesis' course will be delivered over a period of ten weeks as outlined in P 322 Thesis Policy. Students will take two courses simultaneously where one is delivered on Friday and the other on Saturday. The Friday course will be scheduled from 3:30pm to 9:30pm and the one on Saturday from 9:30am to 3:30pm.

5.3 Learning Management System (LMS)

Learning Management System (LMS) is a customized version of Moodle 3.7. A reliable LMS is essential to the delivery of the program and enables students to access information remotely.

This is an e-learning resource that hosts discussion forums, practice assessments and related reading. Independent learning is consistent with the requirements of graduate study. It provides a very effective basis for feedback and coaching improvements (formative assessment) and encourages student engagement outside of class contact time. (Refer to **Section 8.3.1** Assessment of Classroom for further discussion on LMS).

6.0 Program aspects of competencies

The MBA program adheres to ADSM's P301 Grading and Assessment Policy. This governs the principles of assessment at ADSM, including the QF*Emirates* Level 9 compliance (see Appendix 3), and CoreLife Skills (see Appendix 4). Students are required to complete two summative assessments. These will range in their level of difficulties. The first assessment ranges from Lower to Moderate skills and is weighted at 40%. The second assessment is pitched at Moderate to Upper skills and is weighted at 60%. These assessments will offer students the opportunity to evaluate and synthesize industrial case studies (both international as well as GCC, especially UAE), against taught theories and concepts. Moreover, the students will also conduct guided research on a related topic in more depth and will be used to assess students' conceptual clarity and analytical ability.

Out-of-class assessments must be submitted through the ADSM LMS portal (specifically Turnitin through Moodle to validate plagiarism). Work must not be emailed to the instructor. Penalties will apply for submissions that are made after the submission due date.

7.0 Program Quality Assurance

7.1 Quality Assurance and Risk Management Office

ADSM ensures that each program meets the UAE's regulatory requirements. It adheres to the policies and procedures stipulated by its Quality Assurance and Risk Management Office (QARM). The QARM office is responsible for improving educational programs and ADSM's overall effectiveness. The QARMO team are dedicated to supporting and promoting the practice of continuous improvement. The team works closely with the Academic Dean to identify the direct and indirect criteria that best measure the achievement of program and course learning outcomes (see P 106 Quality Assurance Policy). The QARMO team members participate in academic policy formulation committees and work closely with the Academic Dean, Director of Academic Programs, and Director of Student Affairs to identify opportunities for improving the students' experience.

The QARM team conducts surveys to measure students' levels of satisfaction with their experience. The QARMO team conducts several surveys regarding students, faculty, graduates, and alumni experiences. The QARMO team analyzes program-related performance, assesses student achievement of learning outcomes, and ensures program planning and improvement activities are completed. The QARMO team uses the Course Critical Self-Assessment Report (CSER) to examine how effectively the course met the learning outcomes and suggests improvements with time bound actions for the purpose of "closing the loop". In addition, the collection and analysis of survey data helps the Academic Dean evaluate the effectiveness of the program.

7.2 Institutional Planning

ADSM's maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean and faculty member discuss the incremental changes in the course syllabus to meet the relevant learning needs of students. Such improvement in the course syllabus requires the institution's Curriculum Development Committee (CDC) approval. The CDC ensures that the curricula of

each program are relevant and up-to-date in consultation with external industry experts through its Academic Program Advisory Board.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

Students are supported through the work of ADSM's Student Affairs team. This includes, admissions, registrations, scholarships and access to the Academic Support Center, that provides support and assistance with course work including research and writing skill.

In addition, students can seek academic advice, co-curricular help, and various forms of counselling from a dedicated Academic Advisor assigned to each of them. These supports are not limited to academic progression, maintaining a good academic standing and career related issues. Student needs to book appointment with their Advisor via LMS. Further references in P 417 Academic Advising Policy and P 408 Career Services Policy within ADSM Student WebPortal (lms.adsm.ac.ae)

8.2 Learning Resources: Library

Students have 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 cater to the needs of such a student body, ADSM focused almost exclusively on electronic resources (with 76,403,073 eBooks, ProQuest Business Premium Collection, LibriVox, public domain audiobooks; and Abu Dhabi Data, a platform of all Abu Dhabi Open Dataset). This can be accessed by busy professionals from off-campus sites (see P 601 Library Policy). The library supports both the faculty members and students in their research-based undertakings. Student satisfaction with Library services is measured through the annual Student Survey (refer to 7.1), which includes the questions mandated by the CHEDS (Center for Higher Education Data and Statistics).

8.3 Learning Resources: Technology

ADSM's campus offers a stimulating learning environment through well equipped, state-of-the- art facilities. All classrooms are equipped with computers that are connected to the internet and Smartboards. There are computer suites to carry out assignments, research and to browse the internet. There is high-speed Wi-Fi internet access throughout the campus. The IT unit facilitates all technology requirements our students. This includes training for faculty and students in the use of the LMS as the official academic platform. ADSM regularly evaluates Help Desk Tickets and assesses the problems, issues, and needs of its user community. ADSM obtains feedback from students on IT services through the Annual Student Experience Survey.

Appendices

Appendix 1. Program CLOs vs PLOs

MASTER OF BUSINESS ADMINISTRATION

Table 6: Core Courses

	RESEARCH METHODS FOR BUSINESS	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	RES 6110						
	CORE						
CLO1	Critically analyze a detailed body of knowledge of recent developments in business research methods	×					
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to business research		×				
CLO3	Critically evaluate wide variety of methodological approaches related to business research				×		
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to business					×	

	INNOVATION & ENTREPRENEURSHIP	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	IEP 6210						
	CORE						
CLO1	Critically analyze a detailed body of knowledge of recent developments in Innovation and Entrepreneurship	×					
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Innovation and Entrepreneurship			×			
CLO3	Critically evaluate wide variety of methodological approaches related to Innovation and Entrepreneurship					×	
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Innovation and Entrepreneurship.						×

	MARKETING	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	MKT 6210						
	CORE						
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Marketing		×				
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Marketing			×			
CLO3	Critically evaluate wide variety of methodological approaches related to Marketing				×		
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Marketing.						×

	STRATEGY	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	MGT 6410						
	CORE						
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to strategy and strategic management	×					
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to strategy.				×		
CLO3	Critically evaluate wide variety of methodological approaches related to strategy					×	
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to strategy.						×

	LEADERSHIP & ORGANIZATION BEHAVIOR
	LOB 6410
	CORE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Leadership and Organization Behavior
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Leadership and Organization Behavior.
CLO3	Critically evaluate wide variety of methodological approaches related to Leadership and Organization Behavior
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Leadership and Organization Behavior.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	×				
		×			
				×	
					×

	DIGITAL ENTERPRISE MANAGEMENT
	MGT 6430
	CORE
CLO1	Critically analyze a detailed body of knowledge on recent developments in Business Information Systems and Digital Transformation
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to managing enterprise digitalization
CLO3	Critically evaluate wide variety of methodological approaches related to the alignment of business strategy with digital transformation strategy
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Digital Enterprise Management

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
×					
	×				
			×		
				×	

	FINANCIAL & MANAGERIAL ACCOUNTING
	ACC 6330
	CORE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Financial &Managerial Accounting
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Financial &Managerial Accounting
CLO3	Critically evaluate wide variety of methodological approaches related to Financial &Managerial Accounting
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Financial &Managerial Accounting

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
×					
		×			
			×		
				×	

	MANAGERIAL ECONOMICS
	ECN 6310
	CORE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Managerial Economics.
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Managerial Economics.
CLO3	Critically evaluate wide variety of methodological approaches related to Managerial Economics
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Managerial Economics.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
×					
		×			
			×		
				×	

	OPERATIONS MANAGEMENT
	OPS 6310
	CORE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Operations Management.
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Operations Management.
CLO3	Critically evaluate wide variety of methodological approaches related to Operations Management.
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Operations Management.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	×				
			×		
				×	
					×

	SIGNATURE LEARNING EXPERIENCE I							
	SLE 8100							
	CORE	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Experiment with idea generation process and entrepreneurial opportunities.	×					
CLO2	Critically appraise market options and interpret their usefulness, adequacy, and feasibility for implementation.			×			
CLO3	Critically appraise external and internal environmental factors to evaluate the market opportunities for the entrepreneurship venture.					×	
CLO4	Integrate the various theoretical components of the pre-requisite courses through application to the SLE project						×

	SIGNATURE LEARNING EXPERIENCE II							
	SLE 8200							
	CORE	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Develop a project roadmap and interpret the usefulness of relevant technology, adequacy of the proposed sales approach, and feasibility of intended operational plan	×					
CLO2	Identify components and considerations related to project costs and their impact on final pricing		×				
CLO3	Investigate the entrepreneurial sources of capital in accordance with the selected budget				×		
CLO4	Integrate the various theoretical components of the pre-requisite courses through application to the SLE project						×

	INDIVIDUAL CONSULTANCY THESIS I							
	MBA 8918							
	THESIS	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Analyze complex challenges within the business administration of selected organization(s)	×					
CLO2	Determine scientific, social, and ethical aspects to address organizational challenges in the selected field of study		×				
CLO3	Formulate high-level research questions to develop a thesis proposal			×			
CLO4	Transform specialized knowledge based on current research for continuous learning				×		

	INDIVIDUAL CONSULTANCY THESIS II							
	MBA 8919							
	THESIS	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Integrate knowledge, skills, and competencies to solve the specified problem			×			
CLO2	Design methodological approaches to analyse, evaluate, and visualize collected data for in-depth investigation				×		
CLO3	Propose recommendations based on the research findings for future implementation					×	
CLO4	Produce and orally defend a final report of publishable academic quality and defend orally						×

Table 7: Elective Courses (students take 2)

	UAE LEGAL AND REGULATORY FRAMEWORK							
	LAW 6410							
	ELECTIVE	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to UAE Legal and Regulatory Environment	×					
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to UAE Legal and Regulatory Environment		×				
CLO3	Critically evaluate wide variety of methodological approaches related to UAE Legal and Regulatory Environment			×			
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to UAE Legal and Regulatory Environment				×		

	DECISION ANALYSIS
	QTM 6210
	ELECTIVE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Decision analysis and Decision science
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to decision problems that are amenable to an analytical solution
CLO3	Critically evaluate wide variety of methodological approaches related to decision structuring techniques and models
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to management decision science

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	×				
		×			
			×		
					×

	BIG DATA AND ARTIFICIAL INTELLIGENCE MANAGEMENT
	MGT 6440
	ELECTIVE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation to Big Data and Artificial Intelligence Management
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Big Data and Artificial Intelligence Management
CLO3	Critically evaluate wide variety of methodological approaches related to Big Data and Artificial Intelligence Management
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Big Data and Artificial Intelligence Management

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
×					
	×				
				×	
					×

	HUMAN RESOURCES MANAGEMENT
	HRM 7200
	ELECTIVE
CLO1	Critically analyze the strategic role of HRM in organizations, and the links between organizational and HRM strategies
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to Human Resource Management.
CLO3	Critically evaluate wide variety of methodological approaches related to effectiveness of HR planning and international recruitment and selection measures.
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to Human Resource Management

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	×				
		×			
			×		
					×

	INTERNATIONAL ECONOMICS
	ECN 6420
	ELECTIVE
CLO1	Critically analyze a detailed body of knowledge of recent developments in relation International Economics
CLO2	Demonstrate a critical awareness of knowledge issues, as the basis for original thinking; encompassing current processes of knowledge production related to International Economics
CLO3	Critically evaluate wide variety of methodological approaches related to International Economics
CLO4	Integrate advanced problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to International Economics

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
×					
		×			
			×		
				×	

Appendix 2. MBA Program Admission Criteria

Table 8. Conditional Admissions into the MBA Program

Admission Status	Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
Conditional Academic	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS	• Take a maximum of nine credit hours of credit bearing courses • Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses
Conditional ELR	≥ 3.0 on a 4.0 scale, or equivalent	a minimum score of 1250 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 197 CBT, 71 iBT, 530 PBT, or 5.5 IELTS	• Achieve an EmSAT score of 1400 or equivalent • Take a maximum of six credit hours of credit bearing courses • Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses

Table 9. Admission in the Remedial Program

Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
Between 2.0 and 2.499 on a 4.0 scale, or equivalent	a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS	• 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 • Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses.

Students will be required to successfully complete all remedial courses. Following the successful completion of these remedial courses by meeting the above conditions, students will be offered direct entry or conditional into the MBA program.

Appendix 3. QFEmirates 5 Strands for Level 9

Table 10. QF*Emirates* Level 9 – Knowledge (KN) and Skill (SK)

Level	1 - Knowledge (KN)	2- Skill (SK)
9	comprehensive, highly specialized knowledge in a field of work, discipline and/or professional practice, and at the interface between different fields, including frontier concepts and recent developments. **(KN-9-1)**	advanced skills required in research, analysis, evaluation and/or innovation of complex ideas, information, concepts and/or activities **(SK-9-1)**
	advanced knowledge of applicable research principles and methods **(KN-9-2)**	skills to develop new knowledge and procedures and to integrate knowledge from different fields using highly developed cognitive and creative skills and intellectual independence to the field of work or discipline **(SK-9-2)**
	critical awareness of knowledge issues, as the basis for original thinking; encompassing appropriate processes of enquiry and current processes of knowledge production **(KN-9-3)**	advanced problem solving skills to analyse highly complex issues with incomplete data and develop innovative solutions and proposals relevant to an academic/ professional field, field of work or discipline **(SK-9-3)**
	detailed body of knowledge of recent developments in a field of work, and/or discipline **(KN-9-4)**	planning skills to develop and execute a major project or comparable activities (that includes a significant range of variables and complexity) with appropriately selected research methodologies producing sound conclusions **(SK-9-4)**
		highly developed specialist communication and information technology skills to present, explain and/or critique highly complex matters **(SK-9-5)**

Table 11. QF*Emirates* Level 9 – Aspects of Competence Knowledge

Level	3-Aspects of Competence		
	Autonomy and Responsibility	**Role in Context**	**Self-development**
9	can function autonomously and/or take responsibility for managing professional practices, work, processes or systems, or learning contexts that are highly complex, unpredictable and unfamiliar, and require new strategic approaches and/or intervention or conceptual abstract solutions **(AR-9-1)**	can initiate and manage professional activities that may include a highly complex environment **(RC-9-1)**	can self-evaluate and take responsibility for contributing to professional knowledge and practice including unfamiliar learning contexts **(SD-9-1)**
	can account for high level governance of processes and systems **(AR-9-2)**	can take responsibility for leading the strategic performance and development of professional teams and self **(RC-9-2)**	can develop and implement further learning consistently and sensitively **(SD-9-2)**
	can analyze and reflect on socio-cultural norms and relationships and act to build and transform them **(AR-9-3)**		can consistently and sensitively manage highly complex ethical issues leading to informed, fair and valid decisions **(SD-9-3)**

Appendix 4. CoreLife Skills

QFEmirates recognizes the key competencies required for effective participation in the workplace, in learning and in daily life. These are generic skills rather than being specific to particular occupations, industries or disciplines. They are known, in the QFEmirates, as CoreLife Skills.

Generic Description	Detailed Description	Ref
Information	Collecting, analyzing, organizing and applying information in a given context	CLS1
Communication	Communicating information, concepts, and ideas	CLS2
Organising Self	The entrepreneurial spirit, creativity and discovery and the ability to self-organization and the organization of the events and activities	CLS3
Working with Others	Working with others in teams, including leadership	CLS4
Mathematical/Problem Solving	Solving problems including using mathematical ideas and techniques	CLS5
Technology (ICT)	Applying information and communication techniques	CLS6
Societal	Participating in social and civil life including ethical practice	CLS7

NQC expects that appropriate CoreLife Skills will be integrated into all qualifications recognized by the QFEmirates at every level (i.e., level 1 to 10). Qualifications developers should map where they are included, and therefore can be assessed, in every qualification. It is not expected that all seven CoreLife Skills will be integrated into small awards.