



# Master of Science in Quality and Business Excellence



كلية أبوظبي للإدارة  
ABU DHABI SCHOOL OF MANAGEMENT

[www.adsm.ac.ae](http://www.adsm.ac.ae)



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

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*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

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The vision of the Abu Dhabi School of Management is to be a center of excellence for entrepreneurship, leadership and management through the discovery and dissemination of knowledge. 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 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 an MBA program, which was launched in 2013. 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 the economy. In the Fall of 2016, ADSM launched the Master of Science in Quality and Business Excellence, and in Spring 2017, ADSM further expanded its program portfolio to offer a Master of Science in Leadership and Organizational Development program. Continuing ADSM's growth the Master of Science in Business Analytics was introduced in Fall 2018.

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

The Master of Science in Quality and Business Excellence (MSQBE) provides skills necessary for today's dynamic business environment. The MSQBE program provides students with in-depth understanding of international quality frameworks, issues in business excellence, the various quality award frameworks, and their practical applications in the workplace. Graduates will be able to implement practical approaches and techniques of quality and business excellence to address market needs in Abu Dhabi, The United Arab Emirates and abroad.

This program supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large empowered private sector, and a sustainable knowledge-based economy. The degree provides the underpinning knowledge to students wishing to follow a career in the fields of quality and business excellence.

The MSQBE program has specific goals related to the study of quality management and business excellence, which are to develop graduates:

- abilities to utilize relevance concepts and theories of quality assurance and quality management.
- knowledge and skills to apply problem solving skills to a variety of strategic quality and business excellence scenarios.
- competencies to apply the principles of business excellence to meet requirements of quality frameworks.
- responsibility to select appropriate quality tools and techniques and explain their suitability within the organization's context.



## Program Learning Outcomes

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Students successfully completing the ADSM MSQBE program will be able to:

1. Demonstrate an advanced comprehensive knowledge about the impact of quality and business excellence initiatives on business outcomes.
2. Implement quality and business excellence theories, processes, structures, systems, and strategies in a variety of business contexts.
3. Critically analyze the purpose and functions of quality management and achievement of business excellence.
4. Evaluate and select appropriate research instruments and problem-solving techniques to conduct research in quality and business excellence.
5. Apply leadership skills to achieve quality and business excellence outcomes.
6. Formulate solutions for complex quality and business excellence problems and communicate decisions to relevant stakeholders.

# Program Structure

The MSQBE program is composed of courses that provide students with specialized knowledge of quality and business excellence. This program consists of ten 3-credit hour courses. This includes 6 core courses, 2 thesis courses and 2 elective courses, totalling 30 credit hours.

## MSQBE Core Courses (All Required for Graduation)

QTY 8111	Research Methods	3
QTY 8212	Quality Management Systems and Approaches	3
QTY 8215	Quality Improvement Tools and Techniques	3
QTY 8223	Operations & Supply Chain Management	3
QTY 8224	Total Quality Management and Business Excellence	3
BUS 8422	Strategic Change Management	3

## MSQBE Thesis Courses (All Required for Graduation)

QTY 8918	MSQBE Individual Consultancy Thesis I (Proposal)	3
QTY 8919	MSQBE Individual Consultancy Thesis II (Final)	3

## MSQBE Elective Courses (Two Required for Graduation)

BUS 8415	Managing Organization Performance	3
QTY 8214	Japanese Quality Improvement Approaches and Structures	3
BUS 8423	Creative Problem Solving for Conflict Management	3
BUS 8420	Innovation and Entrepreneurship	3

The program begins with an Orientation session, which introduces students to the program structure and curriculum, faculty and staff. The Orientation also includes a session on Case Study Analysis, intended as a hands-on exercise to introduce students to this concept.



## Mode of Program Delivery

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The MSQBE program is offered in a traditional face-to-face teaching mode. Courses will be delivered over a 10-week period (6 weeks in summer) on weekdays from 4:30 pm to 9:30 pm. Each 3-credit course will consist of 45 contact hours of lectures and other learning activities. Assessments are conducted outside the contacts hours. Each 'Thesis' course will be delivered over a period of ten weeks.









## Degree Completion Sequence

Full-time students will be able to complete the program in 15 months by taking one to three courses in each of five consecutive terms. The tables below show the study plan and program sequence for full-time students in the Fall and Spring intakes. The Research Methods course (RES 8111) must be taken during the first term of enrolment in the program. To ensure a consistent student experience, the optimal sequence is determined based on the students' intake, noting that ADSM normally has two intakes for the MSQBE program in the Fall and Spring Terms of each academic year.

### Fall Intake

Term 1: Fall	
QTY 8111	Research Methods
QTY 8212	Quality Management Systems and Approaches

### Term 2: Winter

QTY 8215	Quality Improvement Tools and Techniques
QTY 8223	Operations and Supply Chain Management
QTY 8224	Total Quality Management and Business Excellence



### Term 3: Spring

BUS 8422	Strategic Change Management
QTY 8918	MSQBE Individual Consultancy Thesis (Proposal)

### Term 5: Fall

QTY 8919	MSQBE Individual Consultancy Thesis (Final)
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### Spring Intake

#### Term 1: Spring

RES 8111	Research Methods
QTY 8212	Quality Management Systems and Approaches

#### Term 3: Fall

QTY 8224	Total Quality Management and Business Excellence
BUS 8422	Strategic Change Management
TBD	Elective 1

#### Term 5: Spring

QTY 8919	MSQBE Individual Consultancy Thesis (Final)
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### Term 4: Summer

TBC	Elective 1
TBC	Elective 2

#### Term 2: Summer

QTY 8215	Quality Improvement Tools and Techniques
QTY 8223	Operations and Supply Chain Management

#### Term 4: Winter

TBD	Elective 2
QTY 8918	MSQBE Individual Consultancy Thesis (Proposal)

# Admission Requirements

Applicants to the MSQBE program are required to have an earned Bachelor's degree recognized by the Ministry of Education in a relevant field in Business or Engineering with 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.

Applicants with a degree in an area other than business or Engineering but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program.

Applicants may be conditionally admitted the MSQBE program in the following cases:

Admission Status	Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
<b>Conditional Academic</b>	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	<ul style="list-style-type: none"> <li>Take a maximum of nine credit hours of credit bearing courses.</li> <li>Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses.</li> </ul>
<b>Conditional ELR</b>	≥ 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	<ul style="list-style-type: none"> <li>Achieve an EmSAT score of 1400 or equivalent.</li> <li>Take a maximum of six credit hours of credit bearing courses.</li> <li>Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses.</li> </ul>

## Admission to the Remedial Program

Undergraduate CGPA	Conditions to be Met	
	Prior to the First Term of Study	During the First Term of Study
Between 2.0 and 2.499 on a 4.0 scale, or equivalent	<ul style="list-style-type: none"><li>Complete four (4) graduate-level credit hours as remedial preparation for the Master's program, not for credit within the Master's program.</li><li>Achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses.</li></ul>	<ul style="list-style-type: none"><li>A minimum score of 1400 on the English language portion of the EmSAT exam, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS</li></ul>

Students will be required to successfully complete all remedial courses. Following the successful completion of the remedial courses by achieving a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the four credits of remedial courses, students will be offered direct or conditional entry into the MSQBE program.

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, a student must:

- I. Satisfactorily complete a minimum of 30 credit hours of coursework, including all core courses.
- II. Attain a minimum 3.00 cumulative grade point average on all credits earned at the School, based on a 4.00 scale.
- III. Not possess any missing grades or In Progress (IP) grades.
- 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 outlined in the School's policies.



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