Catalog
ACADEMIC YEAR
2024-2025

ABU DHABI SCHOOL OF MANAGEMENT
كــلــيــة أبــوظــبــي لــلإدارة

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The Abu Dhabi School of Management attempts to ensure the information contained in this publication is correct at the time of production (December/2023); however, sections may be amended without notice by the School 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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1.0 Introduction to ADSM

1.1 History of ADSM

ADSM operates in Abu Dhabi under the sponsorship of the Abu Dhabi Chamber of Commerce and Industry. 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, a governmental organization, or the community at large. ADSM began its program offering with a Master of Business Administration program in 2013. ADSM launched two Master of Science programs in 2016-17 academic year – a Master of Science in Quality and Business Excellence and a Master of Science in Leadership and Organizational Development. ADSM then launched the Master of Science in Business Analytics program in Fall 2018, and later on added two concentrations in AI Management and Bid Data Management. ADSM is seeking to further expand its program portfolio to include more Master of Science programs. The Undergraduate program, Bachelor of Science in Management (BScM) was launched in Fall 2024.

1.2 ADSM Vision and Mission

Vision Statement

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

Mission Statement

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards 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, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

1.3 ADSM Strategic Goals and Core Values

Strategic Goals		Objectives
Academic Goal: Achieve academic excellence.	1.1	Invest in internationally specialized faculty to support graduate programs.
	1.2	Attract students committed to excellence in leadership and management.
	1.3	Promote rigor and critical thinking in teaching and learning.
	1.4	Offer distinct business programs to address the emerging complex environment.
	1.5	Expand international academic partnerships to allow students to benefit from diverse cultural views in business and export success to other nations.
	1.6	Offer high quality classroom experience.
Research Goal: Foster research and scholarship	2.1	Value research outputs that is strongly recognized by the international scholarly community.

Strategic Goals		Objectives
aligned to local and national goals.	2.2	Actively involve faculty and students in collaborative multi-disciplinary research that addresses interdependent global challenges.
	2.3	Provide faculty with necessary resources to improve their research capabilities.
Management Goal: Implement good governance and sound management practices.	3.1	Prioritize alignment of management practices with stakeholders' expectations.
	3.2	Strive to continuously improve processes towards quality excellence.
	3.3	Allocate required resources to maintain profitability and long term competitiveness.
	3.4	Provide faculty and staff with support to achieve planned goals.
	3.5	Continuously promote sustainability practices.
	3.6	Pursue innovations that enhance change management and improve organizational performance.
Environment Goal: Sustain a friendly environment in which individual potential can flourish	4.1	Equip faculty and students with technologies to raise the efficiency of operations.
	4.2	Promote compliance with a secured learning environment.
	4.3	Empower students with assistance in transitioning to future professional aspirations.
	4.4	Create an environment allowing faculty to grow and enjoy their working environment.
	4.5	Provide support to faculty and students to reach their goals.
Community Goal: Strengthen our community, reputation and engagement.	5.1	Identify opportunities for building communication channels with the society.
	5.2	Promote ADSM as a premier graduate education partner for the community.
	5.3	Promote a culture of inclusivity and accessibility.

Table 1.3.1: ADSM's Strategic Goals and Objectives

1.4 ADSM Core Values

Aspire to excellence. ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

Intellectual curiosity. ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

Professionalism. ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

Cultural respect. ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

Unrelenting commitment. ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

1.5 Licensure and Accreditation

The Abu Dhabi School of Management (ADSM), located in the Emirate of Abu Dhabi, is officially licensed from 30 May 2016 to 30 April 2025 by the Ministry of Education of the United Arab Emirates to award degrees in higher education. ADSM has received initial accreditation from the Ministry to offer the following programs:

1   Master of Business Administration
2   Master of Science in Quality and Business Excellence
3   Master of Science in Leadership and Organizational Development
4   Master of Science in Business Analytics
5   Bachelor of Science in Management

1.6 ADSM Organizational Structure
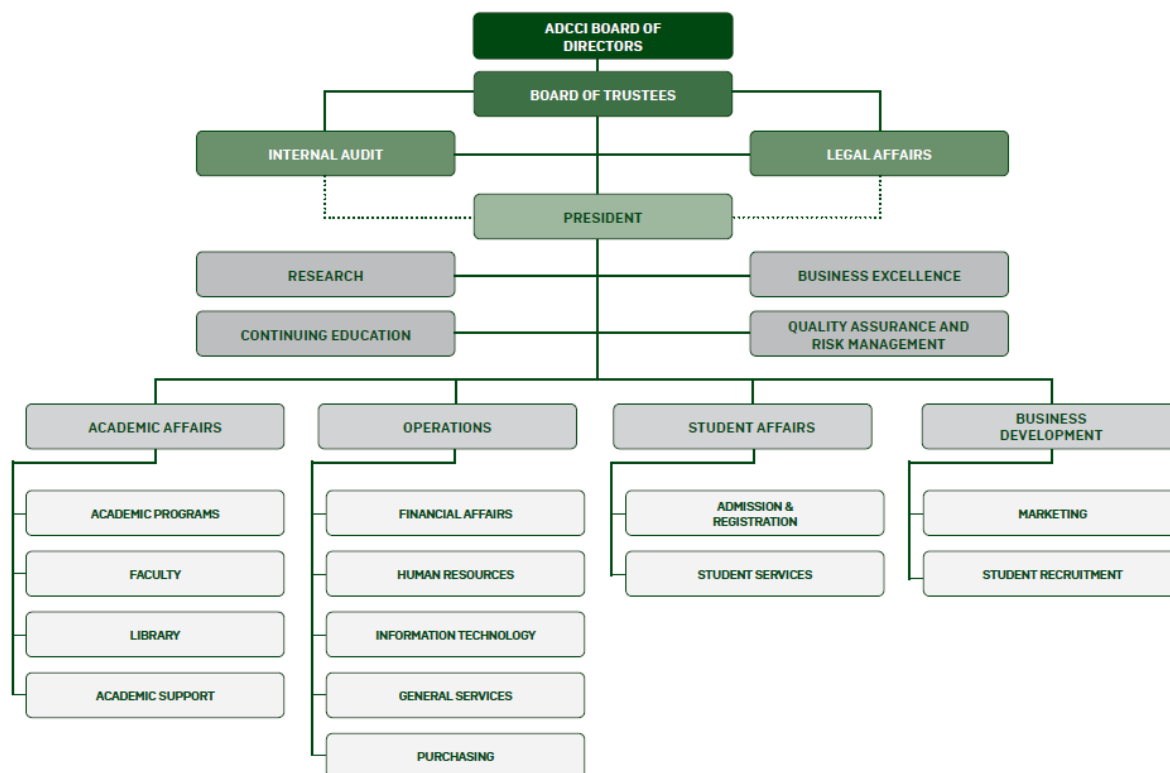
1.7 ADSM Research Strategy

The broad research goal pursued by ADSM is to "foster research and scholarship". ADSM is focused on fostering research and scholarship with the aim of increasing the production of internationally recognized research, promoting intra-faculty and extra-campus scholarship between students and faculty. Our faculty embrace the creation of a community of scholarship as could be seen in the community of scholarship within ADSM, including all faculty and graduate students and the community of scholarship we are part of in the wider academic community. ADSM is committed to excellence in the production of relevant research, and we look to our faculty and graduate students to participate collegially as a community of scholars to address meaningful areas of research. The research objectives set by ADSM in pursuance of this goal and the functional strategies devised are provided below:

1   Increase Quality of Research Output
2   Increase Research Partnerships/Collaborations
3   Increase ADSM's Research Capacity

The research at ADSM is aligned with the UAE Vision 2021 National Agenda and more specifically, with its priority to create a competitive economy by transitioning into a knowledge-based economy, promoting innovation and research and development. Priority is given to research that addresses the nine pillars and four priority areas that form the architecture of the Emirate's social, political, and economic future set by Abu Dhabi Vision 2030. In line with this, ADSM research is focused on the following key areas:

- Entrepreneurship, Innovation and Technology
- Artificial Intelligence, Business Analytics, and Big Data
- Decision Analysis and Organizational Excellence
- Leadership, Organizational Behavior and Human Resource Practices
- Technology Diffusion and Economic Policy
- Issues and Trends in Higher Education

1.7.1 Student Research and Theses

ADSM encourages its students to participate in research events such as conferences, research seminars, joint research projects and publications with faculty, student research competitions and exhibitions. As a motivation to pursue publishing research papers with their teaching faculty, ADSM provides its students with an incentive in line with P 702 Student Involvement in Research Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

Regarding theses, ADSM requires all students enrolled in its master's programs to complete a thesis as part of their degree requirements. For the Master of Science programs, the individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. For the MBA program, thesis is delivered in the form of a Research-Based Consultancy Project I and II. In both cases, these are considered graded courses according to the ADSM grading system as listed in P 301 Grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). ADSM does not allow group thesis or consultancy projects, and thesis credits cannot be transferred to any other institute and vice versa.

ADSM will assign a faculty member as a Thesis Supervisor for each student completing his/her thesis. Students must enroll in Thesis I/Research-Based Consultancy Project I during the registration period. The Graduate Thesis Manager will oversee the overall process in collaboration with Thesis Supervisors,

and the Graduate Thesis Panel shall evaluate and review each thesis component to ensure the quality of the written and oral presentations.

Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

1.7.2 Research Areas of Interest for ADSM Faculty

Faculty	Research Interests
Dr. Ahmad Jaffar	Business process modeling, cognitive psychology in human interpretation of representation, and human-computer interaction
Dr. Constance Van Horne	Innovation, Strategy, Entrepreneurship
Dr. Deepanjana Sengupta	Employee Performance, Resilience, Workforce agility, Workforce minority psychology, Student Psychology in higher education and Higher Education
Dr. Divya Upadhyay	Exploring and understanding psychological processes in explaining human behavior in organizational context
Dr. Evi Mansor	User Experience (UX), Interaction & Interface Design, Interaction on Multimodal & Smart Device Technologies, Qualitative Analysis
Dr. Golam Mostafa Khan	Strategic management, entrepreneurship, family business and international business
Dr. Ishtiaq Rasool Khan	AI, Evolutionary multi-modal optimization, Data Analytics, HDR Image Analysis
Dr. Lakshmi Radhakrishnan	Application of AI-driven and coaching-based leadership in forward-thinking organizations
Dr. Mahima Mishra	International Business /Marketing, Public Policy, Small and medium Enterprises and Macroeconomics.
Dr. Marc Aoudi	Economic Geographic, Labor Economics, Environmental Economics, Banking
Dr. Marc Poulin	Operations management, supply chain management, business strategy, entrepreneurship, and mass customization
Dr. McMillan C. Durugbo	Supply Chain and Operations Strategy, Information Technology, and Innovation Management
Dr. Miroslav Mateev	Corporate finance, international financial management, M&A restructuring, bank risk management and Islamic finance
Dr. Mohamed Akoum	Best practices in Technology, Management, Petroleum, Quality, Strategy, and Leadership
Dr. Neda Abdelhamid	Analytics, Machine Learning
Dr. Razan Al Masri	Supply Chain, Leadership, Organizational Behavior, Strategic Management, Entrepreneurship, Human Resources Global Management, Consumer Behavior
Dr. Tarek Nasr	Corporate finance, risk management, Financial Markets, and Islamic finance.

Faculty	Research Interests
Dr. Turki Al Masaeid	Leadership, Professional development, Curriculum Implementation, Entrepreneurial Excellence, Academic accreditation, UbD MODELS/ Backward Design, STSE approach in science learning and teaching
Dr. Valerie Jean Lindsay	Strategic management, international business/strategy, international entrepreneurship, small and medium-size enterprises, women in leadership.
Dr. Zainab Rawshdeh	Human Resources Management, Organizational Behavior, CSR

1.8 The ADSM Campus – Location

The Abu Dhabi School of Management is located at the heart of Abu Dhabi City in Al Hisn Area. The exact location can currently be found via a Google map search for ADSM.
Google Maps: https://goo.gl/maps/Az6Gbwz7dMc8yvXAA

1.9 The ADSM Campus – Resources and Physical Setting

The building is comprised of two blocks, A and B, built for educational purposes to meet students' needs. Currently, only Block A is operations. ADSM's campus provides classroom space, prayer rooms, a library, an Academic Support Center, computer labs, food services, and IT services. These facilities are up to date in terms of technology, and most are available for remote access, thus ensuring that students can access resources and class materials, connect with classmates and their instructors from locations off-campus.

Contact Information   **Telephone:** 02 6917811   **Email:** Info@adsm.ac.ae

Classroom Facilities

Classrooms are mainly located in Block A of ADSM's campus. Each classroom is designed with technology in mind and offer an environment which is conducive to learning. In addition to classrooms, with varied capacities, ADSM's campus features an auditorium with a capacity for 100 attendees, which is used for classes and events.

Administrative and Faculty Offices

ADSM administrative and faculty offices are located in Block A, as follows:

Location	Function/Unit
Block A – Ground Floor	Auditorium, Male & Female Prayer Rooms, Library, Cafeteria, Academic Support Center, Student Recruitment, Student Affairs, General Services
Block A – First Floor	Classrooms, IT Services, Finance Unit, HR Unit, Business Center
Block A – Second Floor	Classrooms, President Office, Academic Affairs, QARM Office, and Faculty Offices

Library

The Library is located in Block A on the Ground Level, and it provides students with access to both physical and digital resources, accommodating the needs of full-time students and working professionals, from on and off-campus.

Days	Timing
Monday - Thursday	10:00 AM – 06:00 PM
Friday	10:00 AM – 12:00 PM and 02:00 PM – 06:00 PM

Academic Support Center

The Academic Support Center supports the academic development and education goals of students. Students, individuals or groups may book appointments with the Academic Support Manager via the Student Portal (lms.adsm.ac.ae) to discuss projects or assignments they are working on. Several resources are available at the Center including course material and reference books to enhance students' learning experience, and to help lead them to academic success.

Computer Labs

There is an open computer lab available in Block A on the First Floor, and a variety of computer-equipped classrooms that can be used for presentation/group meeting areas when not being used for classes. The lab desktops are loaded with MS Office, in addition to several other applications. The lab provides space for students to complete assignments, research, access the electronic resources, and browse the internet. The lab consists of approximately 15 computers. Students may utilize the services of the printing center in coordination with the Office of Student Affairs (Phone: 02-69177800 or email: registrar@adsm.ac.ae).

Student Lounge and Catered Food Services

ADSM campus includes several areas for students to utilize for gatherings, include a large outdoor area. A cafeteria, offering a variety of options, is located on the Ground Floor in Block A.

Prayer Rooms

The ADSM Campus has dedicated Prayer Rooms for male and female students, both rooms are located on the First Floor in Block A. Students may also use the facilities at Sheikh Khalifa Bin Zayed Mosque, which is located at a walking distance from ADSM Campus.

Parking

The ADSM Campus has student parking and there is overflow parking available in nearby public space.

First Aid Room

The First Aid Room is located on the Second Floor in Block A (Room 2021) and is managed by a registered nurse. Students may contact the Room on 02 6917818 or visit it during working hours from 10:00 AM to 06:00 PM.

1.10 Student Services

ADSM provides a variety of student services to support the learning process. Students are provided advising services as they enter the program to help them get the most out of their experience at ADSM. The Office of Student Affairs works to make sure students fully understand the Schools' administrative processes and requirements and assist them with any questions or issues. The faculty provides academic advising to assist all students in their learning journey through their academic program to help them reach their full potential. The Library and Academic Support Center can be accessed by all students seeking support with their studies. Community events are planned to engage students with the Abu Dhabi academic and business community.

Furthermore, Student Services support students' participation in external events and activities such as competitions, conferences, and seminars. Finally, students are supported by dedicated staff, state of the art IT services, digital resources and facilities to support and enhance their learning experience.

Starting with prospective students, ADSM's Recruitment Team provides applicants with accurate and detailed information. This includes admissions requirements, deadlines, requirements for verified documents, scholarships, etc. The Recruitment Team frequently arranges Information Sessions, during which prospective students can meet ADSM's faculty and discuss with them the details of each program offered at ADSM. The Recruitment Team may also arrange for prospective students to meet with faculty of the program they are considering, to ensure that they are fully aware of program requirements and are choosing the program that fits their career aspirations.

The Office of Student Affairs arranges an Orientation session at the commencement of all new intakes. Topics covered aim to assist students in settling into their studies. The Orientation includes a session on the e-library, the physical library, and IT resources, along with information regarding ADSM policies and procedures. The orientation provides an opportunity for new students to meet academic and professional staff, and to meet fellow classmates and future colleagues.

Throughout their journey at ADSM, the Office of Student Affairs systematically monitors students' performance to provide them with the necessary support to maintain good academic standing and complete their program of study successfully. The Office regularly conducts an audit on students' performance to identify students who were not able to maintain adequate academic standing with a Cumulative Grade Point Average (CGPA) above the minimum threshold of 3.0 for graduate students and the minimum threshold of 2.0 for undergraduate students or were not able to meet the conditions of their acceptance. The Office then communicates with the identified students to provide them with support and guide them to benefit from the services provided at the Academic Support Center.

The Office also arranges academic support sessions, in collaboration with the Academic Support Center, aiming to support the academic development of students. Although the vast majority of ADSM's students are working professionals, the Office ensures that students have access to career services in collaboration with the Academic Support Center. The career services range from advice on CV writing and interview skills, to career planning and counselling. Furthermore, through channeling the work of Community Engagement, the Office hosts talks by prospective employers and developing industries provide students with the opportunity to identify emerging career opportunities.

For 2023 – 2024 AY, the full-time faculty to student ratio at ADSM stood at 1:14. Currently all ADSM's faculty are considered international, and the full time equivalent (FTE) international faculty to faculty ratio is 1:1. ADSM's current overall student satisfaction rate is 88%.

1.11 Cooperative Agreements

ADSM firmly believes that engagement with the community will lead to mutual benefits and has made part of its core goals to give back to the community. ADSM has reached out to entities in the Abu Dhabi community, and established agreements with them, by which tuition fees discounts are granted to various community segments. ADSM currently have the following active agreements:

Name	Discount Rate
MAZAYA Card	25%
ESAAD	25%

ADSM seeks to strengthen academic and research partnerships through developing tangible research projects and joint initiatives with Higher Education Institutions, government, and private organizations. Promoting and identifying academic and research collaboration with regional and local entities in relevant areas of mutual interest is part of the ADSM strategic focus over the next five years. Few examples include but not limited to:

- **Business Graduate Association (BGA):** BGA's vision is to be the leading global movement for responsible management, positive impact and lifelong learning.
  To register visit: https://businessgraduatesassociation.com/register/
- **AMBA Development Network:** ADSM has been a member of the Association of MBAs (AMBA) since 2016. Since its inception in 1967, AMBA is an impartial authority on postgraduate management education and is committed to raising the profile and quality standards of business schools. ADSM will pursue full AMBA accreditation once membership in the development network is completed.
- **United Nations Principles for Responsible Management Education (PRME):** PRME initiative brings together the UN and business schools around the world to "inspire and champion responsible management education, research, and thought leadership globally" through the application of six principles: purpose, values, method, research, partnership, and dialogue.
- **Energy Institute:** ADSM established a collaboration with the Energy Institute to enhance its scientific and technical competencies. It is a professional body, working on developing and sharing knowledge, skills and good practices towards a safe, secure and sustainable energy system.
- **Quality Assurance Agency (QAA):** ADSM obtained accreditation of its Quality Management System through the Internal Quality Review (IQR) conducted by the UK Quality Assurance Agency for Higher Education (QAA), through the IQR reviews. This globally recognized and acclaimed independent quality agency asserts that ADSM's Quality Management Systems satisfy the EU's European Standard Guideline (ESG, 2015) the quality assurance of higher education institutions..
- **Hamdan Bin Mohammed Smart University – HBMSU:** ADSM signed an MoU with HBMSU that outlines the Interlibrary Loans (ILL) facilities that are mutually available to each institution. The purpose of this MoU is to provide Loans with equal access to learning resources by encouraging and supporting interlibrary loans among contributed libraries,

1.12 Academic Calendar

Key dates for the current Academic Year (2024 – 2025) are provided below. However, for more details and to provide accurate calendars, the ADSM Academic Calendar is kept on the School's website (http://adsm.ac.ae/academic-calendar/) and updated regularly. ADSM shall announce any closure on a religious and/or public holiday to staff and students as government announcements are made.

	Start Date	End Date
Fall 2024 Semester	02 September 2024	16 December 2024
Winter Break	17 December 2024	05 January 2025
Spring 2025 Semester	20 January 2025	23 May 2025
Spring Break	24 March 2025	06 April 2025
Summer 2025 Session	23 June 2025	01 August 2025

Summary of 2024 – 2025 Undergraduate Academic Year Calendar

	Start Date	End Date
Fall 2024 Term	23 September 2024	15 December 2024
Winter Break	16 December 2024	05 January 2025
Winter 2025 Term	06 January 2025	23 March 2025
Spring Break	24 March 2025	06 April 2025
Spring 2025 Term	14 April 2025	13 July 2025
Summer 2025 Term	14 July 2025	24 August 2025

Summary of 2024 – 2025 Graduate Academic Year Calendar

Public Holidays

15 September 2024*	:	Prophet Mohamed's Birthday
1, 2 and 3 December 2024	:	Martyrs' Day and UAE National Day
1 January 2025	:	New Year's Day
1 – 3 April 2025*	:	Eid al-Fitr
6 – 9 June 2025*	:	Eid al-Adha
27 June 2025*	:	Islamic New Year

* Subject to change based on the sighting of the moon

2.0 Academic Regulations and Processes

2.1 Graduate Programs Admission Requirements

ADSM accepts qualified national and international applicants into its graduate programs in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in a graduate program at ADSM. There may be additional admission requirements set for specific master's programs. Refer to the relevant program section of this Catalog for program-specific admission criteria.

The admission requirements and application deadlines are published on the ADSM website. The Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance.

ADSM may accept applicants to its programs as Direct Entry, Conditional Admission or Remedial Admission, based on the credentials they submit with their applications, as illustrated below.

2.1.1 Direct Entry

For direct entry into any of ADSM's academic programs, applicants must meet the following requirements:

1 **Academic Requirements:** To be admitted into a master's program at ADSM, applicants are required to have a recognized bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale or its established equivalent.

2 **English Language Requirement (ELR)**: Applicants seeking admission to a postgraduate program at ADSM are required to submit one of the following English language proficiency certificates as per below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550

Table 2.1.1: English Language Requirements for Direct Entry

Acceptance of additional English language proficiency certificates, and exemptions to the English language requirements may apply as specified in the 2019 CAA Standards.

2.1.2 Conditional Admission

A limited number of applicants are granted conditional admission based on one of the following criteria:

1 **Conditional Academic:** To be admitted under a 'Conditional Academic' status, students must meet the following criteria:
   - Provide a bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale, or equivalent, recognized by the UAE's Ministry of Education – Higher Education Affairs.
   - Directly meet English language requirements as stipulated in Direct Entry requirements above.

   Students who are admitted as 'Conditional Academic' will have to meet the following conditions during their first term of study or be subject to dismissal:
   - Take a maximum of nine credit hours in the first term of study.
   - Achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in those first nine credit hours of credit-bearing courses studied for the master's program.

2 **Conditional ELR:** To be admitted as 'Conditional ELR', students must meet the following criteria:
   - Provide bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, recognized by the UAE's Ministry of Education – Higher Education Affairs, in a business or engineering related discipline.
   - Does not meet English language requirements as stipulated in Direct Entry requirements above, and meets the Conditional English Language Requirements as illustrated below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1250	5.5	71	197	530

Table 2.1.2: English Language Requirements for Conditional Admission

Students who are admitted as 'Conditional ELR' will have to meet the following conditions during their first term of study or be subject to dismissal:
- Achieve an EmSAT score of 1400 or equivalent, as per the Direct Entry requirements for English Language.
- Take a maximum of six credit hours in the first term of study, excluding intensive English courses.

- Achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studied for the master's program.

2.1.3 Remedial Admission

Students who provide a bachelor's degree with a CGPA between 2.0 and 2.499 on a 4.0 scale, or equivalent, recognized by the UAE's Ministry of Education – Higher Education Affairs, may be admitted to the Remedial Program. The Remedial Program consists of four (4) graduate-level credit hours that are not counted towards any of the master's programs offered at ADSM.

Course Code	Course Title	Credit Hours
REM 8011	Introduction to Business Management	1
REM 8012	Innovative Decision-Making	1
REM 8013	Entrepreneurial Excellence	1
REM 8014	Research and Analytics in Business	1

Table 2.1.3: Remedial Program Courses

Students are 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 may be offered direct or conditional entry into ADSM academic programs.

2.1.4 Program Specific Requirements
Specific Requirements for MBA

In general, all applicants seeking admission to the MBA program are required to have three (3) years' work experience and will be asked submit evidence in support of it. Applicants whose undergraduate degree is in business/management must have a minimum of three years of work experience. However, applicants whose undergraduate degree is in an area other than business/management must have a minimum of three years' work experience in business/management, and applicants whose undergraduate degree is in an area other than business/management and do not have a minimum of three years' work experience in business/management must attend and successfully complete the Bridging Courses as detailed in section 2.1.5. In addition, applicants may also be asked to attend an interview with the Admissions Committee.

Specific Requirements for Master of Science in Quality and Business Excellence (MSQBE)

An earned bachelor's degree in a relevant field such as Business or Engineering with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the QBE program. Applicants with a degree in an area other than business or engineering but have relevant work experience or qualifications, may be considered, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Leadership & Organizational Development (MSLOD)

An earned bachelor's degree in a relevant field such as Business with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the LOD program. Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they attend the Bridging Program.

Specific Requirements for Master of Science in Business Analytics (MSBA)

An earned bachelor's degree in a relevant field such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science with a minimum GPA as per the direct or conditional admission criteria is required to be considered for admission to the MSBA program. Applicants with a degree in an area other than business but with relevant work experience or professional qualifications, may be considered providing they complete the Bridging Program.

For more details, refer to P 401 Graduate Admissions Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

2.1.5 Bridging Courses

Applicants to the ADSM's programs who do not meet the specific program requirements as set in section 2.1.4 above, are required to complete non-credit Bridging Courses. The Bridging Courses aim to introduce students to fundamental business concepts, and to familiarize them with the kind of work expected from them at a graduate business management school.

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8014	Research and Analytics in Business

Table 2.1.4: Bridging Courses for the MBA, MSQBE and MSLOD Programs

Course Code	Course Title
BRD 8013	Introduction to Business Management
BRD 8015	Introduction to Information Systems

Table 2.1.5: Bridging Courses for the MSBA Program

2.1.6 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. Transfer credit will only be accepted from an institution deemed acceptable by the CAA 2019 Standards. Courses that have been taken as part of a finished degree, diploma, or other exit award cannot be applied for credit transfer. Transfer credits will not be accepted from prospective students whose application status is conditional due to academic background, language level, or other reasons as specified in the 2019 CAA Standards. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

2.2 Undergraduate Program Admission Requirements

ADSM accepts qualified national and international applicants into its undergraduate program in accordance with our established admissions criteria. Applicants must meet the School's minimum academic and English language requirements as provided below to enroll in the undergraduate program at ADSM.

The admission requirements and application deadlines are published on the ADSM website. The Recruitment office can be reached by phone at +971 02 691 7811 for additional application assistance. ADSM may accept applicants to its undergraduate program as Direct Entry or Conditional Admission, based on the credentials they submit with their applications, as illustrated below.

2.2.1 Direct Entry
for direct entry into ADSM's undergraduate program, applicants must meet the Academic, and English Language requirements, as detailed below:

1   **Academic Requirements:** Applicants must hold a UAE Secondary School Certificate with a minimum average of 60% in all streams or its equivalent approved by the Ministry of Education. The table below provides a partial list of the minimum average required for international high school certificates. Relevant ministerial decrees will be followed for those not listed below:

High School Curriculum	Academic Requirements
American/Canadian Schools (Math and Science Focus) *	60%
American/Canadian Schools (Literary Focus) *	60%
British Curriculum or IGCSE/GCE (Completed Year 13/Grade 12 of High School with Math and Science Focus) *	60%
British Curriculum or IGCSE/GCE (Completed Year 13/Grade 12 of High School) *	60%
International Baccalaureate (IB)*	24 Points
Indian/Pakistani Schools*	50%

Table 2.2.1: Academic Requirements for Direct Entry

* An Equivalency Letter issued from the Ministry of Education is required for a curriculum that does not follow the UAE curriculum.

2   **English Language Requirement (ELR):** Applicants seeking admission to the BScM program at ADSM are required to submit one of the following English language proficiency certificates as per below:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1100	5.0	61	173	500

Table 2.2.2: English Language Requirements for Direct Entry

Acceptance of additional English language proficiency certificates, and exemptions to the English language requirements may apply as specified in the 2019 CAA Standards.

2.2.2 Conditional Admission
A limited number of applicants are granted conditional admission based on the following criteria:

1   **Conditional ELR:** Applicants who do not meet English language requirements as stipulated in section 2.2.1 above, can be admitted as 'Conditional ELR' if they provide a UAE Secondary School Certificate or its equivalent that meets the Direct Entry requirements as specified in section 2.2.1.

Students who are admitted as 'Conditional ELR' will have to meet the following conditions during their first semester of study or be subject to dismissal:
- Achieve an EmSAT score of 1100 or its equivalent, as specified in section 6.3.2.
- Take a maximum of 12 credit hours of General Education courses during the first semester.
- Maintain a minimum CGPA of 2.0 on a 4.0 scale during the first semester of study.

2   **Conditional Academic:** Applicants whose high school certificate is issued by a school that does follow UAE curriculum and do not provide an Equivalency Letter issued by the Ministry of Education as stated in Section 2.2.1, may be admitted conditionally subject to the following decrees:
- Ministerial Decree No. (73) for the Year 2023
- Ministerial Decree No. (40) for the Year 2023
- Ministerial Decree No. (41) for the Year 2023
- Administrative Decree No. (519) for the Year 2022

2.2.3 Undergraduate Bridging Courses
Applicants to the undergraduate program may be required to complete non-credit bearing bridging courses before full admission, as deemed necessary by the Undergraduate Admissions Committee. The bridging courses, shown below, aim to introduce students to fundamental concepts in mathematics and English language.

Course Code	Course Title	Credit Hours
BRD 101	Pre-Calculus	0
BRD 102	English Skills	0

Table 2.2.3: Undergraduate Bridging Courses

2.2.4 Transfer Credit
Undergraduate 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 grades of C or higher and cannot be for more than 50% of the courses in ADSM's undergraduate program. Transfer credit will only be accepted from an institution deemed acceptable by the CAA 2019 Standards. Courses that have been taken as part of a finished degree, diploma, or other exit award cannot be applied for credit transfer. Transfer credits will not be accepted from prospective students whose application status is conditional due to academic background, language level, or other reasons as specified in the 2019 CAA Standards. Awarded transfer credit will be recorded on the student's ADSM transcript as transfer credit and will not be included in GPA calculations. For more details, refer to P 402 Transfer Admissions Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

2.3 Student Enrollment
To participate in classes and other educational activities at ADSM, and to receive a final grade for the courses completed, students must be formally enrolled in their program of study. The Office of Student Affairs offers the courses scheduled for each academic term/semester and notify students to enroll in

the courses offered to their cohort or as per their study plan. Students are responsible to ensure that they are correctly enrolled in each course required for them to progress in their program of study and may seek clarifications from the Office of Student Affairs of from their Academic Advisor. Students are required to self-enroll in courses via the ADSM Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions. ADSM allows students to enroll on Full Time or Part Time basis, please check program specific sections in this Catalog for more information.

2.3.1 Program Enrolment Deadlines

Students must enroll in their program of study during the Add Period for the first term/semester of study. For more details, refer to P 424 Student Enrollment Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

2.3.2 Course Enrolment Deadlines

Students must enroll in courses offered within their study plan during the Add Period for the term/semester these courses are offered in, to ensure that the required contact hours are met as per the applicable CAA Standards. The deadlines are set in the course offerings, students will be notified once courses are offered and advised to enroll before the set deadline.

2.4 Academic Advising

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 will have the opportunity to seek academic advice, co-curricular assistance, and various forms of counselling. ADSM assigns a dedicated Academic Advisor for each student, students may book appointments with their Advisors via the LMS to seek support in areas such as academic progression, maintaining a good academic standing and career related issues. For more details, refer to P 417 Academic Advising Policy and P 408 Career Services Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

Students may utilize the services of the Academic Support Center as well. The Academic Support Manager is available to provide support in all areas related to academic performance. Including, but not limited to, academic writing, research skills and case study analysis. The Office of Student Affairs organizes Academic Support Sessions for each term, and students may book individual appointments via the ADSM Student WebPortal (lms.adsm.ac.ae).

2.5 Class Attendance

ADSM provides its students with an academic schedule that accommodates their needs and encourages students to attend all class sessions by adopting a pedagogical approach that is engaging and interactive. ADSM Students are required to attend and participate fully in all class sessions, workshops and other sessions scheduled for their respective course(s). In case the students miss a class session, they are responsible to complete any missed assignments or task assigned during that class session, with the permission of their instructor(s). ADSM mandates attendance in specific situations, such as presentations, controlled and formative assessments.

To be eligible to sit for the final assessment, graduate students are required to attend a minimum of 50% of class sessions. Students may be required to complete catch-up activities, as set in P 423 Student Attendance Policy. Students who miss more than 50% will not be allowed to sit for the final assessment under any circumstances. A similar approach is followed for undergraduate students, but the percentage is raised to 70%. For more details, refer to P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

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 Academic Dean 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 the Learning Management System (LMS). 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 more details, please refer to P 313 Academic Progress Policy and P 423 Student Attendance Policy, appended to this Catalog, and available on the ADSM Student WebPortal.

2.6 Grading System

ADSM uses a standardized grading and grade point average calculation system consisting of the following scale and accompanying values:

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
< 70	F	0.00
Bridging Courses		
Percentage	Letter Code	Definition
> 70	P	Pass
< 70	F	Fail

Table 2.6.1: Grading Scheme for Graduate Programs

Percentage	Letter Code	Quality Points*
95 – 100	A+	4.00
90 – 94	A	3.70
85 – 89	B+	3.50
80 – 84	B	3.00
75 – 79	C+	2.50
70 – 74	C	2.00
65 – 69	D+	1.50
60 – 64	D	1.00
Less than 60	F	0.00
Bridging Courses		
Percentage	Letter Code	Definition
> 70	P	Pass
< 70	F	Fail

Table 2.6.2: Grading Scheme for Undergraduate Programs

A more complete explanation of grade categories, exceptions, and the calculation of GPAs can be found in P 301 Grading and Assessment Policy, the current version of which is appended to this Catalog, and can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

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

2.8 In Progress "IP" Grades
A status of "In Progress" (IP) may be awarded to a student at ADSM as per 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 detailed 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.

2.9 Grade Disputes
ADSM permits the review of class grades subject to the parameters and timeframes that are detailed in the current versions of P 419 Student Appeals Policy and P 303 Grade Approval and Change Policy are appended to this Catalog and can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

2.10 Grade and GPA Requirements
To be eligible for graduation, graduate students must attain a minimum 3.0 cumulative grade point average (GPA) on all credit earned at ADSM. Whereas undergraduate students need to attain a

minimum 3.0 cumulative grade point average (GPA) on all credit 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 P 313 Academic Progress Policy and P 307 Graduate Completion Requirements Policy. Both policies are appended to this Catalog and can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

2.11 Graduation Honors

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

Merit	CGPA
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

Table: 2.11.1: Graduation Honors for Graduate Programs

Whereas honors at graduation are awarded to undergraduate students based on their GPA as follow:

Merit	CGPA
Summa Cum Laude – With Highest Honor	3.90 – 4.00
Magna Cum Laude – With Great Honor	3.70 – 3.89
Cum Laude – With Honor	3.50 – 3.69

Table: 2.11.1: Graduation Honors for Undergraduate Programs

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

2.12 Leave of Absence

Students are eligible to take a leave of absence contingent upon regulations enumerated in P 313 Academic Progress Policy and P 424 Student Enrollment Policy, appended to this Catalog, and 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.

2.13 Deadlines for Dropping or Withdrawing from Courses

Ceasing to attend class does not constitute an official withdrawal. Students must notify the Office of Student Affairs before the withdrawal date to withdraw from a course. Students not officially withdrawing from a subject will be awarded a final grade based on the normal course requirements, with a numerical value of "0" calculated into the final grade for all course requirements not completed. Withdrawals also depend on specific timeframes within a term/semester 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 P 313 ADSM Academic Progress

Policy and P 411 Student Finance Policy which are appended to this Catalog, and can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

2.14 Withdrawal from ADSM

Students can withdraw completely from ADSM but must do so according to processes enumerated in P 313 Academic Progress Policy and at specific dates 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 P 411 Student Financial Policy, appended to this Catalog, and can be 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.

2.15 Mandatory Leave/Withdrawal

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, 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 P 303 Academic Progress Policy, P 418 Academic Integrity Policy, P 414 Student Rights and Responsibilities Policy, P 603 Appropriate Use of Technology Policy, P 412 Student Disciplinary Policy, or other official ADSM policies as deemed relevant. All polices are appended to this Catalog and can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

2.16 Readmission to ADSM

In order to be readmitted once having officially withdrawn from ADSM, students must go through the application for readmission process. This readmission process consists of a letter of request to the Registrar. In this letter, the student must address his or her reason for wanting to return, how the student has addressed any issues that resulted in the withdrawal, and how the student will use any resources to aid in his or her academic performance and/or other concerns. Readmission will also be dependent on any sanctions that may have been imposed by the Student Disciplinary Committee, if any.

For more details refer to P 424 Student Enrollment Policy, appended to this Catalog, and can be found at the ADSM Student WebPortal (lms.adsm.ac.ae).

3.0 Financial Policies

ADSM tuition fees and service charges are clearly listed on its website and are updated as needed. Refunds and the dates for withdrawal and financial reimbursement are included as are the terms of the various payment options for tuition fee payment. Details are included in P 411 Student Finance Policy, appended to this Catalog, available at the ADSM student WebPortal (lms.adsm.ac.ae), and summarized below.

3.1 Application Fees

To apply to any of the graduate academic programs offered at ADSM, students are required to pay a non-refundable application fee of 500 AED.

3.2 Tuition Fees

Students at ADSM are required to pay fees for their programs either directly or through their sponsor.

Program	Tuition per CH*
Master of Business Administration (MBA)	3,667 AED
Master of Science in Quality and Business Excellence (MSQBE)	3,667 AED
Master of Science in Leadership and Organizational Development (MSLOD)	3,667 AED
Master of Science in Business Analytics (MSBA)	3,056 AED
Bachelor of Science in Management (BScM)	1,464 AED

*Amounts are rounded for accounting purposes.

Table 3.2.1: ADSM Program Tuition Per Credit Hour

ADSM does not intend to increase the tuition fees of any of its program during the 2024-2025 AY. If this changes, the increase shall not exceed 5% of the total tuition fees.

3.2.1 Payment Options

ADSM provides students with various options to pay tuition fees, to accommodate their needs, and provide them with flexible and suitable solutions. Students may agree with the Finance Unit on a payment plan at the start of their study. An example of payment options is provided below:

PROGRAM	OPTION 1 Payment in Full	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration – MBA	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 15 Months.
Master of Science Programs – MSQBE and MSLOD	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,00/30 = AED 3,667	All payments must be made within 15 Months
Master of Science Programs – MSBA	One payment of AED 110,000	Payments calculated based on 36 GPA Credit Hour. = 110,000/36 = AED 3,056	All payments must be made within 18 Months

Table 3.2.2: Payment Options for Graduate Programs

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3 Payment in Installments
Bachelor of Science in Management (BScM)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date. ADSM has two regular semesters in any academic year and one intensive summer session.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid before mid-semester exams.	Payment of Semester tuition to be made in monthly instalments, provided first instalment is made before the semester start date and all due tuition for a given semester is made within this semester.

Table 3.2.3: Payment Options for Undergraduate Programs

3.2.2 Payment Methods
Payments are to be made to the Finance Unit and are acceptable in the following forms:
- Cheques drawn on UAE located banks payable to "Abu Dhabi School of Management"
- Bank drafts in AED payable to "Abu Dhabi School of Management"
- Debit cards and major credit cards
- Payment through the Mobile application

Direct Bank Transfers are acceptable to the following account details
- **Bank Name: First Abu Dhabi Bank, Main Branch, Abu Dhabi**
- **Account name: Abu Dhabi School of Management**
- **IBAN: AE070351011004624203001**
- **Swift Code: NBADAEAAXXX**
- **Account Number: 1011004624203001**
- **Payment currency: UAE Dirham**

Students must ensure that their name and ADSM Student ID Number are clearly marked on all payment documents and are spelled as written in their passport. To ensure timely processing, or for any enquiries regarding fees, students may directly contact Finance Unit via accounts@adsm.ac.ae.

3.3 Charges for Services
Students may require various services to support them during their learning journey, and while ADSM strives to provide its students will the support they may need without imposing additional fees on them, some of its services are chargeable, as listed below (*Fee subject to VAT 5%).

Fee Type	Amount (AED)
Graduate Application Fee – Nonrefundable*	500
Undergraduate Application Fee – Nonrefundable*	300
Undergraduate Registration Fee – Nonrefundable*	500
Non-refundable Deposit - to be deducted from the total tuition	2,000
Remedial Program	3,000

Fee Type	Amount (AED)
Bridging Courses	Free
Late Registration/Payment*	500
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Library Fee – Undergraduate program applicable for each regular semester	100
Technology Fee – Undergraduate program applicable for each regular semester	200
Repeated course (per one credit hour) – MBA	3,667
Repeated course (per one credit hour) – MSQBE & MSLOD	3,667
Repeated course (per one credit hour) – MSBA	3,056
Repeated course (per one credit hour) – BScM	1,464
Visiting student (per one credit hour) for undergraduate programs	2,000
Visiting student (per one credit hour) for all graduate programs	4,500
Withdrawal Fee	Section 7.6

Table 3.2.4: Charges for Fees

3.3.1 Refund of Tuition Fees

The procedure to refund paid tuition fees is detailed in P 411 Student Finance Policy, article 7.6. to apply for refund, students must complete a 'Withdrawal Form' and submit it to the Office of Student Affairs. The Office will then complete the form by indicating the course(s) the student is enrolled in and submit it to the Finance unit. The Finance unit will then determine the student's eligibility to receive a refund based on the date of his/her withdrawal. This is done in line with the stipulations of P 424 Student Enrollment Policy. Both policies are appended to this Catalog, and available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

3.3.2 Refund of Grade Appeal Fees

ADSM will refund Grade Appeal Fees as listed in the table in Section 3.3 if the outcome of the grade appeal was successful as outlined in P 303 Grade Approval and Change Policy. The fee will be refunded to the student account. The Policy is appended to this Catalog, and available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

3.4 Scholarships

ADSM offers its students a number of scholarships to encourage high achievers to joint its unique programs through the Merit Scholarship, and to reward its alumni students through the Alumni Rewards.

3.4.1 Outstanding Scholarship

Offered to undergraduate applicants with outstanding academic records. Students would need to demonstrate evidence of achieving at least an average of 98% or above in their Secondary School Certificate and an IELTS score of 6.0 or higher. Successful students shall be eligible to have their tuition for the first Semester waived.

3.4.2 Merit Scholarships

Offered to applicants with exceptional academic records. For graduate students to apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 6.0 or higher. Successful students are eligible to receive up to 30% off tuition. For undergraduate students, students would need to demonstrate evidence of achieving at least an average of 95% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher.

3.4.3 Excellence Scholarships

Offered to applicants with excellent academic records. For graduate students to apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off tuition. For undergraduate students, students must demonstrate achieving at least an average of 90% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 30% reduction in tuition for the first semester.

3.4.4 Good Standing Scholarships

Offered to undergraduate applicants with good academic records. Students who demonstrate evidence of achieving at least an average of 85% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher shall be eligible to receive up to 20% reduction in tuition for the first semester. Whereas, students who demonstrate evidence of achieving at least an average of 75% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher shall be eligible to receive up to 10% reduction in tuition for the first semester.

3.4.5 Teaching Assistant Scholarships (MSBA Program Only)

Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition scholarships per term based on assistance with lab work, programming assignments, and/or research activities.

3.4.6 Alumni Rewards

A 10% grant is available on annual tuition fees for students who have at least one immediate family member who has graduated from a program offered by ADSM. Immediate family members are defined as father, mother, siblings, spouse.
The following conditions should be met to avail of such a discount:

- Be self-funding.
- Provide proper documentation.
- Only one alumni reward can be awarded per student.
- The application must be submitted prior to starting the program, there will be no retrospective discounts applied.

The Alumni Reward will be deducted from the tuition fees either upon registration if the tuition fees for the program are paid in advance, or from the last installment.

3.4.7 Financial Aid

Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence in order to demonstrate the need for financial aid along with excellent academic credentials. Eligible graduate students will be provided with up to 15% off in their tuition fee, and eligible undergraduate students may be granted up to 50% of the tuition for the first semester.

3.4.8 Remote Living and Working Discount

Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive including the remote discount may not exceed 30%. Students must apply for the additional discount and provide evidence of qualifying to receive it. The Scholarship Committee shall study the student request and either approve or deny the request.

4.0 Academic Integrity, Code of Conduct, and Grievances

4.1 Academic Integrity at ADSM

The School is committed to be 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 required 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 Program Director.

ADSM's P 418 Academic Integrity Policy is a comprehensive review of the School's requirements in this regard as well as the various penalties for breaches of the policy. This policy is closely associated with P 414 Student Rights and Responsibility Policy and P 603 Appropriate Use of Technology Policy. All policies are appended to this Catalog, can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

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: Cheating is any form of fraudulent or deceptive academic act, including intentionally 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 assessment.
- Copying from another student's assessment, research paper, case write-up, lab report, homework, computer disk, flash drive, etc.
- Handing in the same paper/assignment/components of a paper for more than one course without the written or explicit permission of the instructors.
- Sabotaging another student's work or record.
- Receiving assistance/help on an academic exercise from another person/resource without the expressed permission of the instructor.

Duplicate Submission: Duplicate submission is the submitting of the same or similar work for credit in more than one course without prior approval of the instructors for those same courses.

Plagiarism: Plagiarism is the representation of others' ideas as one's own without giving proper attribution to the original author(s). Plagiarism occurs when a student copies direct phrases from a text (e.g. books, journals, and internet) and does not provide quotation marks or paraphrases or summarizes those ideas without giving credit to the author(s). In all cases, if such information is not

properly and accurately documented with appropriate credit given, then the student has committed plagiarism.

Fabrication: The intentional and unauthorized falsification, misrepresentation, or invention of information, data, or citation in an academic exercise. Examples of fabrication:
- Making up the data for a research project.
- Altering the results of a lab experiment or survey.
- Listing a citation for a source not used.
- Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty: Intentionally or knowingly helping or attempting to help another to violate any provision of this policy. Examples of facilitating academic dishonesty:
- Inaccurately listing as co-author of a paper, case write-up, or project someone who did not contribute.
- Sharing a take-home assessment, homework assignment, case write-up, lab report, etc. with another without the expressed permission of the instructor.
- Taking an assessment or writing a paper for another student.

4.2 ADSM Student Code of Conduct

Members of the ADSM community 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. ADSM expects its students to adhere to the Code of Conduct, as detailed in P 115 Code of Conduct Policy, appended to this Catalog and available on the ADSM Student WebPortal (lms.adsm.ac.ae).

The P 115 Code of Conduct Policy is closely related to P 414 Student Rights and Responsibilities Policy as well as P 418 Academic Integrity Policy and P 603 Appropriate Use of Technology Policy. However, it is impossible to cover every standard of behavior. Therefore, these policies, which are appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae), do not constitute a comprehensive code of conduct, but are instead a set of guidelines 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 unacceptable 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

4.3 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 Wi-Fi network apply 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.
- 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 P 603 Appropriate Use of Technology Policy, which is appended to this Catalog, and can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae). Violations of this policy may result in disciplinary action and possible prosecution by government officials.

4.4 Resolution of Complaints

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 P 419 Student Appeals Policy and P 420 Student Disciplinary Policy.

In Summary, students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within the related policy.

Students wishing to request grade appeals should follow the principles and procedures stipulated in P 303 Grade Approval and Change Policy. For other academic appeals, students must follow P 419

Student Appeals Policy, basically students must submit a signed Appeals Form to the Office of Student Affairs. The Office will advise and guide the student through the process.

For non-academic matters, arising from alleged violations of ADSM policies, students should follow the principles and procedures stipulated in P 420 Student Grievances Policy. Students must submit a signed Grievance Form to the Office of Student Affairs, and the Office will advise and guide the student through the process.

All related policies are appended to this Catalog and can be found online at the ADSM Student WebPortal (lms.adsm.ac.ae).

5.0 Master of Business Administration (MBA)

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.

5.1 Admission Requirements

Applicants to the MBA program 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 experience, community activities, personal recommendations, etc. Please refer to Section 2.1 of this Catalog for specific requirements.

5.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents below and pay the application fees as described on the ADSM website. In addition, students may be asked to complete an interview with the Admissions Committee, comprised of academic staff members, to evaluate the student's likelihood of success in the program.

Documents required
- Completed Graduate Application Form
- An earned bachelor's degree recognized by the Ministry of Education – Higher Education Affairs
- 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 (Refer to Section 2.1)
- Employment Certificate or any equivalent documentation
- Curriculum Vitae
- Personal statement
- One letter of recommendation
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo

5.3 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, as listed below:
1 Critically analyse the opportunities in a variety of contexts using innovative approaches to create value for stakeholders and society.
2 Discover the ability to make decisions based on ethical values and social awareness.

3 Validate multiple theories and functional perspectives for the interpretation of comprehensive challenges to the business.
4 Evaluate appropriate research instruments to address domestic factors and drivers in the global context.
5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions.
6 Develop arguments considering teams and leadership skills to manage complex situations in organizations.

5.4 MBA Program Learning Outcomes Matrix

	Course Code	P1	P2	P3	P4	P5	P6
Research Methods for Business	RES 6110	√	√		√	√	
Innovation & Entrepreneurship	IEP 6210	√		√		√	√
Marketing	MKT 6210		√	√	√		√
Strategy	MGT 6410	√			√	√	√
Leadership and Organization Behavior	LOB 6410		√	√		√	√
Digital Enterprise Management	MGT 6430	√	√		√	√	
Financial & Managerial Accounting	ACC 6330	√		√	√	√	
Managerial Economics	ECN 6310	√		√	√	√	
Operations Management	OPS 6310		√		√	√	√
Signature Learning Experience I	SLE 8100	√		√		√	√
Signature Learning Experience II	SLE 8200	√	√		√		√
MBA Individual Consultancy Thesis I (Proposal)	MBA 8918	√	√	√	√		
MBA Individual Consultancy Thesis II (Final)	MBA 8919			√	√	√	√

Elective Courses (Only Two)	Course Code	P1	P2	P3	P4	P5	P6
UAE Legal and Regulatory Framework	LAW 6410	√	√	√	√		
Decision Analysis	QTM 6210		√	√	√		√
Big Data and Artificial Intelligence Management	MGT 6440	√	√			√	√
Human Resources Management	HRM 7200		√	√	√		√
International Economics	ECN 6420	√		√	√	√	

MBA elective courses are offered based on the academic schedule for the term in which they are offered and students' preference.

5.5 Mapping of MBA Program Learning Outcomes to Level 9 of QF*Emirates* Framework

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	

5.6 MBA Degree Structure and 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.

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

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	MGT 6410	Strategy	2	Pre-requisite: RES 6110, IEP 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 & 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	Research-Based Consultancy Project I (Proposal)	3	Pre-requisite: RES 6110, IEP 6210, MGT 6410 , LOB 6410,MKT 6210,OPS 6310
Thesis	MBA 8919	Research-Based Consultancy Project 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

*MBA elective courses are offered based on the academic schedule for the term in which they are offered and students' preference.

5.7 The Signature Learning Experience (SLE)

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 creative 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.

5.8 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 'Research-Based Consultancy Project' 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.

Research-Based Consultancy Project

The Research-Based Consultancy Project consists of six credit hours delivered in two courses, Research-Based Consultancy Project I and Research-Based Consultancy Project II, each consisting of 3 credits hours. Both are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy**,** appended to this Catalog, and available on the ADSM Student (lms.adsm.ac.ae). ADSM does not allow group projects, and the credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student WebPortal (lms.adsm.ac.ae) and appended to this Catalog.

5.9 Graduation Requirements

In order to be eligible for an MBA degree at ADSM, a student must:
- Satisfactorily complete a minimum of 30 credit hours of coursework including all core courses.
- 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 "IP" grades.
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy.
- Be in good standing with all ADSM regulatory elements as detailed in the School's policies.

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

5.10 Time Limit for Program Completion

The delivery format enables students to complete the program in a minimum period of 15 months, if enrolled on Full Time basis. Students may enroll on Part Time basis and take a less number of credit hours per term. 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).

5.11 Course Descriptions

5.11.1 MBA Core Courses

RES 6110 Research Methods for Business (2 credits)

Managers are continuously working towards improving the decision-making process and being able to adapt such decisions to market competitiveness. This course enables students to develop their knowledge about scientific research and relate challenges faced by organizations to theoretical frameworks. It guides students to explore concepts and present theoretical debates that rely on different approaches required to reach a scientific opinion. When applying research process and appraising critical reflection on arguments, students are able to discuss findings on specific research question(s) of their business-related interest.

IEP 6210 Innovation and Entrepreneurship (2 credits)

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation, and technology in the entrepreneurial process. It is not about small business or lifestyle businesses but instead the development of growth-oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business - large or small, those who are interested in commercializing their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area. This ADSM course will explore a range of different perspectives on innovation and the activities of entrepreneurs.

MKT 6210 Marketing (2 credits)

Not all businesses are created equal. More often than not organizations spend resources developing and marketing new products/services only to discover that consumer response is far less ecstatic than expected. The reality is that in most cases consumers are indifferent about the business' offerings. To succeed, a business must make a compelling case in terms of consumer experience, deeper purpose, social value, and greater inspiration for consumers as well as employees. Effective marketing management requires a clear understanding of consumers and the market in general. The aims of this course are to help participants understand how marketing contributes to a business' competitiveness and survival and to provide participants with critical strategic marketing insights, tools, and techniques. Students also gain an understanding of market research and its value in analyzing consumers, markets, and the environment.

MGT 6410 Strategy (2 credits)

Strategy, at its most general, refers to the allocation of resources in a competitive environment over relatively long periods of time in the pursuit of specific goals. Strategy is shaped by the underlying market conditions as well as the resources available to management (including the firm's internal structure, systems, and culture). This integration of the external and internal perspectives provides the basic framework for strategic thinking. This course aims to enable students to understand and appreciate the organizational context in which strategic decisions are made. The ADSM Strategy course is intended to give the MBA class a holistic view of the firm, to develop students' ability to think beyond day-to-day business activities and challenge them to ask the right questions about its future. These skills are essential for an effective general manager.

LOB 6410 Leadership and Organization Behavior (2 credits)

This course deals with human behavior and leadership in organizations, by using practices and methods that facilitate effective leadership and innovative behavior. The main objective of Leadership and Organizational Behavior is to understand how leadership styles influence employees' behavior in organizations, including their thoughts, feelings, and actions. This course explains the methodologies applied in the rapidly growing area of organizational behavior and leadership. The course focuses on developing participants' capabilities to build a workplace culture and utilize leadership skills that enable employees to develop their professional skills and competencies.

MGT 6430 Digital Enterprise Management (2 credits)

Digital transformation has become integral to every business. Organizations are challenged with continuous disruptions due to dynamic technological advancements and customers' behaviours. Organizational changes must optimize evolving digitalization to achieve long-term organizational competitiveness. This course is designed to develop student competencies as leaders in managing digital enterprises within global business environment. It provides students with the theoretical underpinnings and optimization of trending Information Systems/Information Technology (IS/IT) towards organization operational excellence. While it analyses IS/IT intricacies in the development, deployment and application of business information systems, student will be equipped with relevant skills for high-impact digital transformation, develop growth strategies for digital disruption and innovation, and identify opportunities to increase operational excellence towards effective customer engagement.

ACC 6330 Financial & Managerial Accounting (2 credits)

Leaders are taking critical business decisions based on multiple inputs they receive from accounting and finance departments. This helps them to understand and assess the organization's financial performance against other organizations in the market. During this course, students will address information related to two fields of accounting: financial accounting and managerial accounting. Students will critically think about internal and external dimensions of financial and accounting information that are relevant to different types of stakeholders. Internal dimension includes product-related decisions, such as costs out of new or existing products and processes, pricing, buy or make, eliminate unprofitable segment, and budgeting to manage sustainable organizations. In addition, students will address external dimensions for the interpretation, analysis and reporting of financial information to stakeholders.

ECN 6310 Managerial Economics (2 credits)

This course provides an analytical approach to understanding customer needs in the market environment, exploring market opportunities, and creating, capturing, and delivering value within the firm's and market's economic structure. This course is based on the fundamentals of microeconomics and focuses on managerial decisions about product or service management, pricing, distribution, and communication.

OPS 6310 Operations Management (2 credits)

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 company objectives. The course objective is to study how management can gain competitive advantage through operations.

SLE 8100 Signature Learning Experience I (1 credit)

The ADSM Signature Learning Experience (SLE) is designed as a conceptual and experiential thread that runs through the entire MBA program. It offers students the opportunity to apply the key components of entrepreneurial and management sciences to the creation and development of a product or service by teams of MBA students. The course is structured around class sessions in which instructors reiterate key theoretical components of core courses and discuss their integration and application to the projects. The class tutor meets with individual teams to discuss ongoing project developments. Students are required to integrate the diverse elements of an MBA program and apply theoretical materials to the development of products and services for the local market. In particular, the second semester of the course is directed at refining the entrepreneurial idea through the merger and application of material such as market research, concepts such as the value chain/network, the protection of intellectual property, and the appropriate business structure for the proposed project.

SLE 8200 Signature Learning Experience II (1 credit)

The ADSM Signature Learning Experience (SLE) is designed as a conceptual and experiential thread that runs through the entire MBA program. It offers students the opportunity to apply the key components of entrepreneurial and management sciences to the creation and development of a product or service by teams of MBA students. The course is structured around class sessions in which instructors reiterate key theoretical components of core courses and discuss their integration and application to the projects. The class tutor meets with individual teams to discuss ongoing project developments. Students are required to integrate the diverse elements of an MBA program and apply theoretical materials to the development of products and services for the local market. In particular, this course concentrates on the financial elements of the project through the merger and application of materials from the financial and managerial accounting course.

MBA 8918 Individual Consultancy Thesis I – Proposal (3 credits)

This course is intended for Master level students to create a proposal as an outcome of the Research-Based Consultancy Project I (Proposal) within the Master of Business Administration program. This course aims to allow students to integrate and apply knowledge from earlier relevant courses in the

program to identify and investigate a specific research problem in an organization in an industry or government sector. Students will be guided by the Course Supervisor in completing the requirements for completion of this course, which serves as an entry requirement to the Research-Based Consultancy Project II (Final). Students will submit a written proposal comprising two chapters and conduct a proposal presentation for the Research-Based Consultancy Project I (Proposal) course. The chapters and presentation should include an introduction, problem statement, research questions / hypotheses, expected contribution/s, literature review, and proposed methodology. See P 322 Thesis Policy for the full set of requirements. After examination of the proposal and presentation by the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval and grading, and permission to progress to the Project II (Final) course.

MBA 8919 MBA Individual Consultancy Thesis II – Final (3 credits)

The purpose of the Research-Based Consultancy Project II (Final) is to integrate and apply knowledge from earlier relevant courses within the Master of Business Administration (MBA) program and produce a final research-based consultancy project and presentation. The course will enable the student to investigate the specific research problem as identified in the Research-Based Consultancy Project I (Proposal) (MBA 8918) course. The research for Project II will be undertaken in the context of an organization in an industry or government sector. Each student is required to conduct in-depth research on an organizational problem identified in the Project 1 (Proposal) course. As such, the student will select and utilize an appropriate research approach, which includes data collection, data analysis that draws on relevant research methods and techniques, interpretation of findings, and discussion of proposed contributions from the study. Students will produce a final unique written project report, and participate in an oral defence of this work. Each student will work with their allocated faculty supervisor, with whom they will interact and discuss their work throughout the process of completing and defending his/her individual project. See P 322 Thesis Policy for the full set of requirements. After examination of the final project report and presentation by the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval and grading, and permission to graduate.

5.11.2 MBA Elective Courses

MBA elective courses are offered based on the academic schedule for the term in which they are offered and students' preference.

LAW 6410 UAE Legal and Regulatory Framework (2 credits)

This course analyzes legal issues as they relate to forming and a running a business. Topics include the general historical developments of common and civil law systems, the unique structures of federalism, the UAE legal tradition and court system, the various tools and methods for protecting intellectual property in the UAE, business law terminology such as liability, types of business structures, and the necessary steps for starting a business in Abu Dhabi.

QTM 6210 Decision Analysis (2 credits)

This course introduces you to Management Science, which is the study of advanced analytical and computational methods to support effective and informed managerial decision-making. The principal idea in Management Science is to formulate managerial decision problems as mathematical problems, which can subsequently be solved using analytical or numerical techniques. Typical applications

include revenue management (e.g. revenue-maximal pricing of train and airline tickets), logistics (cost-effective transport of products in a supply chain), financial portfolio management (construction of asset portfolios with a desirable return/risk trade-off) and production planning (e.g., reduction of late deliveries or inventory holding costs).

MGT 6440 Big Data and Artificial Intelligence Management (2 credits)
The course introduces the concept of Big Data and Artificial Intelligence Management, and the use of Machine Learning to manage large volumes of data. It will empower executives and business leaders to embrace the value of Big Data in businesses and learn about Big Data technologies and Artificial Intelligence solutions that can handle Big Data processing. Case studies will be used to explore techniques and strategies that have previously been successfully applied in the real world. This course also will help executives and business leaders to understand and leverage how Big Data and Artificial Intelligence can be used as sensemaking tools in the decision-making process.

HRM 7200 Human Resources Management (2 credits)
This course emphasizes the strategic role of the human resource function within organizations and provides a framework for understanding how human resource management (HRM) strategies link with and facilitate attainment of organizational level strategies. The course draws on insights from the social sciences and strategic management theory to explore how economic, socio-cultural, psychological, legal and environmental forces influence employment relations. Specific topics include an overview of the links between organizational strategy and HRM, Global and legal aspects of HRM, HR planning and alignment, recruitment, and selection; compensation and benefits; promotion, training; layoffs; retention and turnover; and the human resource implications of various strategies.

ECN 6420 International Economics (2 credits)
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.

6.0 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.

6.1 Admission Requirements

To be admitted into the MSQBE program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business or engineering, but who have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.1.5 of this Catalog for more information.

6.2 Admission Procedure

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required
- Completed Graduate Application Form
- An earned Bachelor's degree recognized by the Ministry of Education – Higher Education Affairs
- 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
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo.

6.3 MSQBE Program Goals

The MSQBE program has specific goals related to the study of quality management and business excellence, which are to develop graduates:
1   abilities to utilize relevance concepts and theories of quality assurance and quality management.
2   knowledge and skills to apply problem solving skills to a variety of strategic quality and business excellence scenarios.

3   competencies to apply the principles of business excellence to meet requirements of quality frameworks.

4   responsibility to select appropriate quality tools and techniques and explain their suitability within the organization's context.

6.4 MSQBE Program Learning Outcomes

Students successfully completing the ADSM MSQBE 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.

6.5 MSQBE Program Learning Outcomes Matrix

Core Courses	Code	P1	P2	P3	P4	P5	P6
Research Methods	QTY 8111	√	√	√	√		
Quality Management Systems and Approaches	QTY 8212	√	√	√	√		√
Quality Improvement Tools and Techniques	QTY 8215	√	√	√	√	√	
Operations and Supply Chain Management	QTY 8223	√		√	√	√	√
Total Quality Management and Business Excellence	QTY 8224	√	√	√	√		√
Strategic Change Management	BUS 8422	√	√	√	√	√	
MSQBE Individual Consultancy Thesis I (Proposal)	QTY 8918	√	√	√	√	√	
MSQBE Individual Consultancy Thesis II (Final)	QTY 8919		√	√	√	√	√

Elective Courses (Only Two)	Code	P1	P2	P3	P4	P5	P6
Managing Organization Performance	BUS 8415	√	√	√	√	√	
Japanese Quality Improvement Approaches and Structures	QTY 8214	√	√	√	√		√
Creative Problem Solving for Conflict Management	BUS 8423	√	√	√	√	√	
Innovation and Entrepreneurship	BUS 8420	√	√	√	√		√

6.6 Mapping of MSQBE Program Learning Outcomes to Level 9 of QF*Emirates* Framework

Program-level outcomes (P). Students completing the MSQBE 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: Demonstrate an advanced comprehensive knowledge about the impact of quality and business excellence initiatives on business outcomes.	KN1 KN2 KN3	SK1	AR2			CLS1 CLS2 CLS3 CLS4 CLS5 CLS6 CLS7
PLO2: Implement quality and business excellence theories, processes, structures, systems, and strategies in a variety of business contexts.	KN1 KN4		AR3		SD3	
PLO3: Critically analyze the purpose and functions of quality management and achievement of business excellence.	KN1 KN4	SK2	AR1 AR3		SD2	
PLO4: Evaluate and select appropriate research instruments and problem-solving techniques to conduct research in quality and business excellence.	KN2 KN3	SK1 SK3 SK4	AR1 AR3			
PLO5: Apply leadership skills to achieve quality and business excellence outcomes.	KN3 KN4	SK2	AR1		SD1	
PLO6: Formulate solutions for complex quality and business excellence problems and communicate decisions to relevant stakeholders.	KN4	SK3 SK4 SK5	AR 3	RC1 RC2	SD1	

6.7 MSQBE Program Structure and Sequence

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, totaling 30 credit hours.

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	QTY 8111	Research Methods	3	First Term Requirement
Core	QTY 8212	Quality Management Systems and Approaches	3	Co-requisite: QTY 8111
Core	QTY 8215	Quality Improvement Tools and Techniques	3	Pre-requisite: QTY 8212

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	QTY 8223	Operations and Supply Chain Management	3	None
Core	QTY 8224	Total Quality Management and Business Excellence	3	Pre-requisite: QTY 8212
Core	BUS 8422	Strategic Change Management	3	None
Thesis	QTY 8918	MSQBE Individual Consultancy Thesis I (Proposal)	3	Pre-requisites: A minimum of four core courses (12 credit hours), which must include: QTY 8111, QTY 8212, QTY 8219
Thesis	QTY 8919	MSQBE Individual Consultancy Thesis II (Final)	3	Pre-requisites: LED 8918 and All Core Courses
Elective	BUS 8415	Managing Organization Performance	3	None
Elective	QTY 8214	Japanese Quality Improvement Approaches and Structures	3	None
Elective	BUS 8423	Creative Problem Solving for Conflict Management	3	None
Elective	BUS 8420	Innovation and Entrepreneurship	3	None

6.8 Mode of Delivery

The MSQBE program is offered in a traditional face-to-face teaching mode. In emergency situations, course delivery will consist of technology-based virtual class sessions. 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.

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student WebPortal (lms.adsm.ac.ae) and appended to this Catalog.

6.9 MSQBE Graduation Requirements

In order to be eligible to graduate from the MSQBE program at ADSM, a student must:

- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale

- Not possess any missing grades or "IP" grades
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as spelled out in the School's policies.

6.10 Time Limits for Program Completion

Students enrolled on a full-time mode require a minimum period of 15 months to complete the requirements for the degree. Student may enroll on Part Time basis and take a less number of credit hours per term. 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).

6.11 MSQBE Course Descriptions

6.11.1 MSQBE Core Courses
QTY 8111 Research Methods (3 Credits)
This course provides an opportunity for students to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches. The course will prepare students for research thesis I & II that they will undertake later in the program. The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use these theoretical underpinnings to begin to critically review the literature relevant to their field or interests and determine how research findings are useful in informing their understanding of their environment (work, social, local, global).

QTY 8212 Quality Management Systems and Approaches (3 Credits)
In recent years "quality" and "quality management systems" have been leading buzzwords in the business world. Management systems define quality levels in the manufacturing of goods and production of services. However, there is seldom comment on the commercial viability of the output itself. This course develops student understanding of the management principles, disciplines and techniques involved in quality management systems within, and their impact external to an organization. The environmental relationships between the various elements in an organization must also be clearly understood to allow managers to appropriately assess the impacts of any change, on operations and/or business strategy. The course aims to enhance student awareness of management systems, approaches, and applications in today's business landscape, whilst also providing an appreciation of the decision making in organizational risk management.

QTY 8215 Quality Improvement Tools and Techniques (3 Credits)
Understanding processes so that they can be improved by means of a systematic approach requires the knowledge of a range of tools or techniques for quality improvement. This course provides students with a critical understanding of a variety of these tools and techniques of quality, encouraging and allowing an exploration of the applicability and effectiveness of different quality tools and techniques within the design, manufacture and use of products and services. The course enables an exploration of the applicability and effectiveness of different quality tools and techniques for all organizational types in a variety of circumstances. The course draws on examples from current research to establish 'cutting edge' quality performance techniques.

QTY 8223 Operations & Supply Chain Management (3 Credits)

Managing operations and supply chain 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 term. In today's fast-paced business world, supply chain and operation managers must appreciate the integration of operations and supply chain on the organization, employees, and customers. Priority focus areas include the linkages between supply chain processes and operations design, business strategy, and globalization. This course aims to develop a critical understanding of operations management and supply chain strategy in organizational performance and competitiveness. It will build knowledge of operations and supply chain management principles and concepts and critically appraise how they can be applied across different organizational functions.

QTY 8224 Total Quality Management and Business Excellence (3 Credits)

This course focuses on management challenges associated with achieving or working towards total quality management (TQM) and Business Excellence. The business world increasingly recognizes that overall quality and organizational excellence require a combination of internal and external enablers – which emphasizes methodological approaches of TQM and business excellence in manufacturing or service organization. Students will be introduced to the main principles of quality and business excellence for implementing total quality management in national and international contexts and creating sustainable business excellence.

BUS 8422 Strategic Change Management (3 Credits)

This course provides students with a holistic view and understanding of how different types of organizations manage the dynamics of strategy, policy formulation, implementation, and evaluation for responding changes in both internal and external environmental leading to sustainable competitive advantage. The course considers the strategic choice options for managers, concepts of organizational complexity and rapidly evolving technologies within the lens of organizational dynamics. Critical thinkers do not passively accept what they read; rather, they reflect to derive new alternatives. This course supports students in applying concepts and methods to make valuable contributions at work and influence those around them. Strategic analysis requires students to look at the company as a whole rather than in terms of its isolated functions and its place in the wider context of industry and environment rather than as an isolated entity.

QTY 8918 MSQBE Individual Consultancy Thesis I (Proposal) (3 Credits)

This course is intended for Master level students to create an Individual Consultancy Thesis Proposal (Thesis I) within the Master of Science in Quality and Business Excellence program. This course aims to allow students to integrate and apply knowledge from earlier relevant courses in the program to identify and investigate a specific research problem in an organization in an industry or government sector. Each student will be allocated a supervisor to guide the completion of his/her unique Master thesis throughout the course duration. Students will submit a written proposal comprising two chapters and conduct a proposal presentation for the Individual Consultancy Thesis I (Proposal) course. The chapters and presentation should include an introduction, problem statement, research questions / hypotheses, expected contribution/s, literature review, and proposed methodology. See Thesis Policy for the full set of requirements. After examination of the proposal and presentation by the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval, and permission to progress to the Thesis II (Final) course.

QTY 8919 MSQBE Individual Consultancy Thesis II (Final) (3 Credits)

The purpose of the Individual Consultancy Thesis II (Final) project is to integrate and apply knowledge from earlier relevant courses within the Master of Science in Quality and Business Excellence (QBE) program. The course will enable the student to investigate the specific research problem as presented in the Individual Consultancy Thesis I (Proposal) course (MBA 8918). The research will be undertaken in the context of an organization in an industry or government sector. Each student is required to conduct in-depth research on an organizational problem identified in the Thesis 1 (Proposal) course. As such, the student will select and utilize an appropriate research approach, which includes data collection, data analysis that draws on relevant research methods and techniques, interpretation of findings, and discussion of proposed contributions from the study. Students will produce a final unique written thesis and participate in an oral defense of this work. Each student will work with the allocated supervisor, with whom they will interact and discuss the work throughout the process of completing and defending his/her individual thesis.

6.11.2 MSQBE Elective Courses

BUS 8415 Managing Organization Performance   (3 Credits)

Maintaining competitive advantage requires more than the strategic insights for the todays managers. They require solid understanding of different organizational performance and quality indicators that drive down the strategy to operational and process levels. This course will train students with skills that are required to deploy and manage organizational strategies and performance for business excellence. Students will learn about common performance management concepts and techniques used by organizations to align with the strategic objectives. Implementation of performance management systems has various advantages that leverage the quality manager's capabilities. This course supports students in applying concepts and methods to make valuable contributions at work and influence those around them.

QTY 8214 Japanese Quality Improvement Approaches and Structures (3 Credits)

In the 1950s and 1960s, Japanese goods were synonymous with cheapness and low quality, but over time their quality initiatives began to be successful, with Japan achieving very high levels of quality in products from the 1970s onward. In recent times, Japan has become world renowned for its incredible record for total quality control, quality improvement process and lean management. Unlike the traditional approach to quality control that is administered by quality inspectors at the end of the production process, the Japanese approach to quality control focuses on building superior quality in the production process through the development of team-oriented human resource management (HRM) practices. This course reflects on the influences responsible for the improvement of Japanese Quality practices and approaches from the Second World War to the present time. The course investigates the Toyota Production System as well as the influence of statistical process control and lean management.

BUS 8423 Creative Problem Solving for Conflict Management (3 Credits)

Wherever people work together, occasional conflict is inevitable. What sets one organization apart from another is how people respond to conflict when it does arise. The course will introduce students to the latest thinking in the areas of creativity, the creative process, knowledge management practices, and will also reflect on the nature of entrepreneurship for effective decision-making. In a global world, where increasing competition, rapidly evolving technologies and changing outlooks and attitudes transform the way we live work, generating new ideas that fit the changing times, is essential. The

course will provide the fundamental knowledge and skills for understanding the nature of conflicts; devising individual and group creative strategies that minimize the destructive consequences of conflict. This course supports students in applying concepts and methods to contribute and resolve internal and external conflicts around them.

BUS 8420 Innovation and Entrepreneurship (3 Credits)
Quality management and control are incomplete without transformation and innovation of organizational processes. Whether it is new or old technological processes, the competition around the globe compels entrepreneurs to foster innovation and agility. This course aims to provide the student with hands-on, real-life experience and skills to foster innovation and entrepreneurship abilities to improve the quality of their organizations. It will further help to improve the organization, planning, and communications skills of cross-functional and multicultural teams to achieve sustainable competitive advantage.

7.0 Master of Science in Leadership and Organizational Development (MSLOD)

The Master of Science in Leadership and Organizational Development (MSLOD) provides skills necessary for today's dynamic business environment. The MSLOD program provides students with a high-quality professional education in modern theory and practice of Leadership and Organizational Development. Graduates from the program would be able to analyze and solve problems and effectively respond to and manage rapid technological and organizational changes prevalent in the modern business environment.

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 leadership and organizational development.

7.1 Admission Requirements

To be admitted into the MSLOD program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than business but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

7.2 Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Required Documents
- Completed Graduate Application Form
- An earned bachelor's degree recognized by the Ministry of Education – Higher Education Affairs
- 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
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport photo.

7.3 MSLOD Program Goals

The MSLOD program has specific goals related to the study of leadership and organizational development. The program aims to develop graduates':
- abilities to utilize relevant strategic leadership concepts and theories.
- knowledge and skills to analyze and manage the business environment to lead an organization.
- competency to apply the principles of organization development to enhance the performance of an organization.

- planning skills required to maximize results in a variety of organizational contexts.

7.4 MSLOD Program Learning Outcomes

Students successfully completing the ADSM MS LOD program will be able to:

1 Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.
2 Implement organizational development, theory, process, structure, and systems.
3 Critically analyze the ethical and cultural dimensions of leadership
4 Evaluate and select appropriate research instruments and problem solving techniques to conduct research in leadership and organizational development
5 Apply leadership skills required to achieve the implementation of organizational plans.
6 Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders.

7.5 MSLOD Program Learning Outcomes Matrix

Core Courses	Code	P1	P2	P3	P4	P5	P6
Research Methods	LED 8111	√	√	√	√		
Leadership, Culture and Ethics	LED 8312	√		√		√	√
Leadership and Organization Development Principles and Applications	LED 8313	√	√	√		√	
Leading Sustainable Performance	LED 8315		√	√	√		√
Managing Organization Change	BUS 8414	√	√	√		√	
Strategic Management Principles	BUS 8421		√		√	√	√
MSLOD Individual Consultancy Thesis I (Proposal)	LED 8918	√	√	√	√	√	
MSLOD Individual Consultancy Thesis II (Final)	LED 8919		√	√	√	√	√

Elective Courses (Only Two)	Code	P1	P2	P3	P4	P5	P6
The Challenges of Organizational Leadership	LED 8320	√	√			√	√
Organizational Behavior	LED 8325	√	√	√			√
Conflict Management	BUS 8419	√	√	√		√	
Concepts in Contemporary International Business Management	BUS 8340		√	√		√	√

7.6 Mapping of MSLOD Program Learning Outcomes to Level 9 of QF*Emirates* Framework

Program-level outcomes (P). Students completing the MSLOD program will be able to:	Knowledge (KN)	Skills (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
PLO1: Demonstrate an advanced comprehensive knowledge about the roles, functions, models, types, and character of leadership and organizational development.	KN1 KN2	SK1	AR1 AR3	RC1 RC2	SD2 SD3	CLS1 CLS2 CLS3 CLS4 CLS5 CLS6 CLS7
PLO2: Implement organizational development, theory, process, structure, and systems	KN1 KN4	SK1	AR2 AR3		SD3	
PLO3: Critically analyze the ethical and cultural dimensions of leadership	KN1	SK1	AR3		SD3	
PLO4: Evaluate and select appropriate research instruments and problem solving techniques to conduct research in leadership and organizational development	KN3	SK2 SK3 SK4	AR1	RC1	SD2	
PLO5: Apply leadership skills required to achieve the implementation of organizational plans	KN3 KN4	SK2 SK4 SK5	AR1 AR2	RC1 RC2	SD1 SD2 SD3	
PLO6: Formulate solutions for complex organizational development problems and communicate decisions to relevant stakeholders	KN2 KN3 KN4	SK3 SK4 SK5	AR1 AR3	RC1 RC2	SD2 SD3	

7.7 MSLOD Program Structure and Sequence

The MSLOD program is composed of courses that provide students with specialized knowledge of Leadership and Organizational Development. This program consists of ten 3-credit hour courses. This includes 6 core courses, 2 thesis courses and 2 elective courses, totaling 30 credit hours.

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	LED 8111	Research Methods	3	First Term Requirement
Core	LED 8312	Leadership Culture and Ethics	3	Co-requisite: LED 8111

Program Standing	Course Code	Course Title	Credits	Pre-requisites / Co-requisites
Core	LED 8313	Leadership and Organization Development Principles and Applications	3	Pre-requisite: LED 8312
Core	LED 8315	Leading Sustainable Performance	3	None
Core	BUS 8414	Managing Organization Change	3	None
Core	BUS 8421	Strategic Management Principles	3	Pre-requisite: LED 8313
Thesis	LED 8918	MSLOD Individual Consultancy Thesis I (Proposal)	3	Pre-requisites: A minimum of four core courses (12 credit hours), which must include: LED 8111, LED 8312
Thesis	LED 8919	MSLOD Individual Consultancy Thesis II (Final)	3	Pre-requisites: LED 8918 and All Core Courses
Elective	LED 8320	The Challenges of Organizational Leadership	3	Pre-requisite: LED 8312
Elective	LED 8325	Organizational Behavior	3	Pre-requisite: LED 8313
Elective	BUS 8419	Conflict Management	3	Pre-requisite: BUS 8414
Elective	BUS 8340	Concepts in Contemporary International Business Management	3	Pre-requisite: BUS 8421

7.8 Mode of Delivery

The MSLOD program is offered in a traditional face-to-face teaching mode. In emergency situations, course delivery will consist of technology-based virtual class sessions. 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.

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa. Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student WebPortal (lms.adsm.ac.ae) and appended to this Catalog.

7.9 MSLOD Graduation Requirements

In order to be eligible for a Master of Science in Leadership and Organizational Development degree at ADSM, a student must:
- Satisfactorily complete a minimum of 30 credit hours of coursework for a Master of Science degree program including all core courses
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale

- Not possess any missing grades or "IPs"
- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed in the School's policies.

7.10 Time Limits for Program Completion

Students enrolled on a full-time mode require a minimum period of 15 months to complete the requirements for the degree. Student may enroll on Part Time basis and take a less number of credit hours per term. 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).

7.11 MSLOD Course Descriptions

7.11.1 Core Courses
LED 8111 Research Methods (3 credits)
This course enables students to develop and expand their research abilities via critical investigation of the principles of research methodologies, ethics, and approaches. This course focuses on advanced concepts in topic selection, formulating research questions and objectives, research design, theoretical underpinnings, and critical review of literature, quantitative and qualitative research approaches, ethical principles and challenges, elements of a comprehensive research proposal, sampling, analysis, and research communication. Students will be equipped with the information and skills necessary to undertake original research projects and understand how research findings are useful in informing their understanding of their environment (work, social, local, global).

LED 8312 Leadership Culture and Ethics (3 credits)
This course explores the key issues around strategic leadership, culture, and ethics in organizations and business environments. This will involve reviewing relevant theories, models, and concepts and their practical application to business today. The course identifies the concepts and approaches involved in nurturing a culture of trust and ethical consideration in business. Successful businesses demonstrate honesty, transparency, ethical behavior, and open communication.

LED 8313 Leadership and Organization Development Principles and Applications (3 credits)
This course explores issues related to effective leadership and its role in organizational development (OD) by offering a comprehensive look at individual, team, and organizational change, covering classic and contemporary organizational development techniques, and the issues of understanding and empowerment, data collection and analysis toward development practices. The student will explore the theories and methods of organization development in order to have a better understanding of the kinds of strategies and OD models of interventions that are appropriate for various settings. Students will be equipped with the information and skills necessary for those who are considering careers in leadership, consultancy, or any other field where there is a focus on organizational development and advancement in the workplace.

LED 8315 Leading Sustainable Performance (3 credits)
The application of sustainable principles in business were once the preserve of the minority. In recent times these principles have moved into the mainstream of business. Organizations are moving beyond

merely cultivating a green image and are fully embracing sustainability. Increasingly, sustainability is seen to provide opportunities for future growth. More senior executives view sustainability as a long-term plan. In the current business landscape, the businesses that have no ambitions in sustainability form the minority. This course aims to develop the students' knowledge and understanding of why firms are embracing sustainable practices, how companies are embedding corporate social responsibility into their businesses, and how they are gauging and reporting their success.

BUS 8414 Managing Organization Change (3 credits)

The course provides students with an advanced understanding of the concepts, theories, and techniques of managing change in an organization by critically assessing the theories of organizational culture and the psychological contract. The course will analyze the principles of organizational development and discuss the concepts of the learning organization and Knowledge Management within the context of organizational change. The course will examine a range of tools and techniques which can facilitate the change process, based on a number of theoretical models.

BUS 8421 Strategic Management Principles (3 credits)

This course provides students with a holistic view and understanding of how different types of organizations manage the dynamics of strategy and policy formulation, implementation, and evaluation in order to respond to changes in both internal and external environmental dynamics and develop sustainable competitive advantage. The course considers the strategic choice options for managers and looks at the concepts of complexity and complex adaptive systems within the lens of organizational dynamics. Strategy is an integrative discipline. Analysis requires students to look at the company as a whole rather than in terms of its isolated functions and in terms of the company's place in the wider context of industry and environment rather than as an isolated entity.

LED 8918 MSLOD Individual Consultancy Thesis I (Proposal) (3 credits)

This course is intended for Master level students to create an Individual Consultancy Proposal (Thesis I) project within the Master of Business Administration program. This course aims to allow students integrate and apply knowledge from earlier relevant courses in the program to identify and investigate a specific research problem in an organization in an industry or government sector. Each student will be allocated a supervisor to guide the completion of his/her unique Master thesis throughout the course duration. Students will submit a written proposal comprising two chapters and conduct a proposal presentation for the Individual Consultancy Thesis I (Proposal) course. The chapters and presentation should include an introduction, problem statement, research questions / hypotheses, expected contribution/s, literature review, and proposed methodology. See Thesis Policy for the full set of requirements. After examination of the proposal and presentation by the Graduate Thesis Panel, each student will make all necessary revisions before resubmitting the Proposal for final approval, and permission to progress to the Thesis II (Final) course.

LED 8919 MSLOD Individual Consultancy Thesis II (Final) (3 credits)

The purpose of the Individual Consultancy Thesis II (Final) project is to integrate and apply knowledge from earlier relevant courses within the Master of Science in Leadership and Organizational Development (MSLOD) program. The course will enable the student to investigate specific research problems as presented in the Individual Consultancy Thesis I (Proposal) course (LED 8918). The research will be undertaken in the context of an organization in an industry or government sector. Each student is required to conduct in-depth research on an organizational problem identified in the Thesis 1 (Proposal) course. As such, the student will select and utilize an appropriate research

approach, which includes data collection, data analysis that draws on relevant research methods and techniques, interpretation of findings, and discussion of proposed contributions from the study. Students will produce a final unique written thesis and participate in an oral defense of this work. Each student will work with the allocated supervisor, with whom they will interact and discuss the work throughout the process of completing and defending his/her individual thesis.

7.11.2 Elective Course Descriptions

LED 8320 The Challenges of Organizational Leadership (3 credits)

Exemplary leaders are facing multiple challenges nowadays in their organizations due to the complexity and variety of contexts. Examples of these challenges that are covered in this course include trust, empowerment, engagement, motivation, collaboration, and innovativeness. In addition, students will learn how a leader can address model the way by setting and implementing shared values in organizations. Students will develop a deep understanding of how recent research addresses the need for developing different strategies to reach specific organizations' outcomes. By the end of this course, students will gain the skills and knowledge necessary to become successful leaders who take effective decisions related to future organizational challenges.

LED 8325 Organizational Behavior (3 credits)

Organizational Behavior is the study of how individuals and groups impact the behavior within an organization. Organizational Behavior presents a comprehensive introduction to the process of management and the science of organizational behavior so that students comprehend the fundamental theories of management and of human behavior in organizational environments. Thus, the course examines the history and a contemporary analysis of these two concepts relating them to aspects of the individual, the group and to organizational systems. It is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, economics, and organization theory. Additionally, the course covers emotion, emotional intelligence, work motivation, work attitudes, job satisfaction, work teams and group dynamics. In this course, conceptual frameworks and case discussions are included to assist students in developing their communication and group /teamwork competencies to critically analyze related complex information.

BUS 8419 Conflict Management (3 credits)

Wherever people work together, occasional conflict is inevitable. What sets one organization apart from another is how people respond to conflict when it does arise. This course views conflict as an ever-present component of any decision-making environment. It offers tools for understanding the nature of conflict and of individual and joint decision-making processes; devising individual and group strategies that minimize the destructive consequences of conflict; and, identifying solutions satisfactory to all involved. Students will analyze decision-making situations, understand the stakes of all involved, identify the sources of conflict and design strategies that recognize the positive and sometimes negative pressures on cooperation.

BUS 8340 Concepts in Contemporary International Business Management (3 credits)

The role of today's leaders and managers are highly impacted by the aspect of global interconnectedness, as the scope of organizations and their activities span across international borders. This course will introduce students to a variety of concepts that contribute to the dynamic environment of global business, enabling participants to appreciate how to be effective leaders/managers utilizing factors such as digital transformation, innovation, and creativity that are key drivers to success in today's business world.

8.0 Master of Science in Business Analytics (MSBA)

The Master of Science in Business Analytics (MSBA) program has been developed to educate future business leaders, who will contribute to the socio-economic development of the Emirate of Abu Dhabi and the UAE. The program contributes to several of the seven areas of ongoing economic policy of the Abu Dhabi Vision 2030, especially to 'build an open, efficient, effective and globally integrated business environment', 'develop a highly skilled, highly productive workforce', and 'drive significant improvement in the efficiency of the labor market'.

The MSBA has been designed by ADSM and accredited by the UAE Ministry of Education – Higher Education Affairs for business leaders and managers, to develop and inspire greater competitiveness in the increasingly important area of data-driven business. Our MSBA program has been constructed to enable business professionals to develop and enhance their data analytics skills and competencies in solving business issues within their organizations. The MSBA will develop our students' specialist skills in Business Analytics enabling them to determine the measures of performance for the success of their organizations, using evidence-based data as a strategic asset in the decision-making process.

The MSBA program at ADSM provides students with the option to choose one of two concentrations, after completing the common core courses. These are Big Data Management and Artificial Intelligence (AI) Management.

8.1 Admission Requirements

To be admitted into the MSBA program, students must demonstrate their potential for graduate work through previous academic performance 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. Please refer to Section 2.1 of this Catalog for specific requirements.

Applicants with a degree in an area other than Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science but have relevant work experience or professional qualifications, may be considered, providing they complete the Bridging Program. Please refer to Section 2.15 of this Catalog for more information.

8.2 Admission Procedures

Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required
- Completed Graduate Application Form
- An earned Bachelor's degree recognized by the Ministry of Education – Higher Education Affairs in a relevant discipline such as Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or a quantitative social science
- 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
- Copy of valid passport and visa (if applicable)
- Emirates ID
- One passport size photo

8.3 MSBA Program Goals

The MS Business Analytics program has specific goals, which are to develop:

1   Graduates' abilities to appraise the theories and concepts of Business Analytics
2   Graduates' competencies to apply the principles of Business Analytics to a business environment
3   Graduates' knowledge and skills to analyze and transform data to solve business issues
4   Graduate's ability to significantly contribute to a firm in an industry sector

8.4 MSBA Program Learning Outcomes

Students who complete the program successfully, regardless of the concentration, will be able to:

1   GLO1: Critically appraise current issues in Business Analytics
2   GLO2: Critically examine large data sets within organizational contexts
3   GLO3: Critically assess wide range of appropriate technology that transform new and abstract data in problem-solving solutions
4   GLO4: Critically evaluate current research in advanced problem-solving that is used to interrogate large data sets

In addition, students who choose the Big Data Management concentration, will be able to:

1   BDLO1: Compare trending Big Data management technologies in addressing strategic business needs
2   BDLO2: Propose strategic business solution/s to solve challenges in Big Data management
3   BDLO3: Discover independent learning strategies to extend professional knowledge of Big Data management, relating to changing innovations, research, ethics, and standards

Whereas students who choose the AI Management concentration, will be able to:

1   AILO1: Compare recent Artificial Intelligence management applications to recommend strategic business solution/s
2   AILO2: Integrate Artificial Intelligence management applications to address changing business needs
3   AILO3: Discover independent learning strategies to extend professional knowledge of Artificial Intelligence management, relating to changing innovations, research, ethics, and standards

8.5 MSBA Program Learning Outcomes Matrix

Each of the common core courses, the concentration specific courses and the Thesis provides specific pedagogy and alignment to the program's learning outcomes, as shown below.

MSBA – Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4
Analytics in Business	BUS 8401	√	√	√	√
Research Methods for Business Analytics	BUS 8402	√	√	√	√
Maths and Statistical Foundations for Analytics	BUS 8403	√	√	√	√
Optimization and Decision Systems	BUS 8404	√	√	√	√
Machine Learning	BUS 8405	√	√	√	√

MSBA – Big Data Management Courses
Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
Data Management	BDM 8501	√				√	√	√
Visualization	BDM 8502		√			√	√	√
Data Strategy	BDM 8503	√				√	√	√

Elective Courses (Two Required)

Core Course	Code	GLO1	GLO2	GLO3	GLO4	BDLO1	BDLO2	BDLO3
Digital Marketing Analytics	BDM 8504		√			√	√	√
Workforce Analytics	BDM 8505		√			√	√	√
Business Analytics Ethics and Policies	BDM 8506	√				√	√	√
Big Data Boardroom Analytics	BDM 8507	√				√	√	√

MSBA – Artificial Intelligence Management Courses
Core Courses

Core Course	Code	GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
Applied Artificial Intelligence	AIM 8601	√				√	√	√
AI Business Applications	AIM 8602	√				√	√	√
AI Strategy and Change	AIM 8603	√				√	√	√

Elective Courses (Two Required)

Core Course	Code	GLO1	GLO2	GLO3	GLO4	AILO1	AILO2	AILO3
AI Innovation & Entrepreneurship	AIM 8604	√				√	√	√
AI in Society	AIM 8605		√			√	√	√
AI Ethics and Policies	AIM 8606		√			√	√	√
AI Boardroom Analytics	AIM 8607	√				√	√	√

8.6 Mapping of MSBA Program Learning Outcomes to Level 9 of QF*Emirates* Framework

Program-level outcomes. Students completing the MSBA program will be able to:	Knowledge (KN)	Skills (SK)	Aspects of competence			Core Life Skills (CLS)
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
MSBA - General Learning Outcome (GLO)						
GLO1 Critically appraise current issues in Business Analytics	KN1 KN2 KN3	SK1	AR2			
GLO2 Critically examine large data sets within organizational contexts	KN1 KN3	SK1				
GLO3 Critically assess wide range of appropriate technology that transform new and abstract data in problem-solving solutions		SK2 SK3 SK4	AR1 AR3		SD3	
GLO4 Critically evaluate current research in advanced problem-solving that is used to interrogate large data sets	KN2 KN3	SK2 SK3	AR1 AR3			CLS1 CLS2 CLS4 CLS5 CLS6 CLS7
MSBA – Big Data Management Learning Outcomes (BDLO)						
BDLO1 - Compare trending Big Data management technologies in addressing strategic business needs	KN2,KN3	SK3,SK4	AR1	RC1	SD3	
BDLO2 - Propose strategic business solution/s to solve challenges in Big Data management	KN3,KN4	SK3,SK4	AR2,AR3	RC2	SD3	
BDLO3 – Discover independent learning strategies to extend professional knowledge of Big Data management, relating to changing innovations, research, ethics, and standards	KN4	SK5		RC2	SD1,SD2,SD3	
MSBA – Artificial Intelligence Management Learning Outcomes (AILO)						
AILO1 - Compare recent Artificial Intelligence management applications to recommend strategic business solution/s	KN2,KN3	SK3,SK4	AR1	RC1	SD3	

AILO2 - Integrate Artificial Intelligence management applications to address changing business needs	KN3,KN4	SK3,SK4	AR2,AR3	RC2	SD3
AILO3 - Discover independent learning strategies to extend professional knowledge of Artificial Intelligence management, relating to changing innovations, research, ethics, and standards	KN4	SK5		RC2	SD1,SD2,SD3

8.7 MSBA Program Structure and Sequence

The MSBA program is composed of courses that provide students with specialized knowledge in solving business problems through the use of analytical tools and methods. The total credit hours required to complete the program is 36 credit hours. These include five 3-credit hour common core courses, three 3-credit hour major-specific courses, two 3-credit hour major-specific elective courses, and a 6-credit hour individual major-specific Thesis.

The MSBA program offers two concentrations, Big Data Management and Artificial Intelligence Management. Prior to choosing a concentration, students must complete the five 3-credit hour common core courses. Then in each concentration, students must complete the three 3-credit hour major courses, select two 3-credit hour elective courses and complete the individual major-specific Thesis.

The sequence of the courses starts with the five common core courses, BUS 8401 Analytics in Business, BUS 8402 Research Methods for Business Analytics, BUS 8403 Maths and Statistical Foundations for Analytics, BUS 8404 Optimization and Decision Systems and BUS 8405 Machine Learning. These serves as an introduction to the program, preceding the major-specific courses and thesis. The thesis should be taken after completing all core common and major-specific courses.

MSBA - Big Data Management

		Course	Credit Hours
Core Courses	Common	BUS 8401 Analytics in Business	3
		BUS 8402 Research Methods for Business Analytics	3
		BUS 8403 Maths and Statistical Foundations for Analytics	3
		BUS 8404 Optimization & Decision Systems	3
		BUS 8405 Machine Learning	3
	Major	BDM 8501 Data Management	3
		BDM 8502 Visualization	3
		BDM 8503 Data Strategy	3
		Total Credits (Core)	**24**
Elective Courses		BDM 8504 Digital Marketing Analytics	3
		BDM 8505 Workforce Analytics	3
		BDM 8506 Business Analytics Ethics & Policies	3
		BDM 8507 Big Data Boardroom Analytics	3
		Total Credits (two electives)	**6**
Thesis		BDM 8918 Thesis – Individual Consultancy Thesis I	3
		BDM 8919 Thesis – Individual Consultancy Thesis II	3
		Total Credits (Thesis)	**6**
		Grand Total	**36**

MSBA – Artificial Intelligence (AI) Management

		Course	Credit Hours
Core Courses	Common	BUS 8401 Analytics in Business	3
		BUS 8402 Research Methods for Business Analytics	3
		BUS 8403 Maths and Statistical Foundations for Analytics	3
		BUS 8404 Optimization & Decision Systems	3
		BUS 8405 Machine Learning	3
	Majo	AIM 8601 Applied Artificial Intelligence	3
		AIM 8602 AI Business Application	3

		AIM 8603 AI Strategy & Change	3
		Total Credits (Core)	**24**
Elective Courses		AIM 8604 AI Innovation & Entrepreneurship	3
		AIM 8605 AI in Society	3
		AIM 8606 AI Ethics & Policies	3
		AIM 8607 AI Boardroom Analytics	3
		Total Credits (two electives)	**6**
Thesis		AIM 8918 Thesis – Individual Consultancy Thesis I	3
		AIM 8919 Thesis – Individual Consultancy Thesis II	3
		Total Credits (Thesis)	**6**
		Grand Total	**36**

Thesis

The individual thesis consists of six credit hours delivered in two courses, Thesis I and Thesis II, each consisting of 3 credits hours. Thesis I and II are graded courses according to the ADSM grading system as listed in P 301 grading and Assessment Policy**,** appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). ADSM does not allow group thesis, and thesis credits cannot be transferred to any other institute and vice versa.

Details related to registration, proposal submission and approval, selection of supervisor, Graduate Thesis Panel, revisions, award of degree, intellectual property rights and copyrights are included in P 322 Thesis Policy, appended to this Catalog, and available on the ADSM Student WebPortal (lms.adsm.ac.ae). For further details, please refer to Section 1.7.1 or P 322 Thesis Policy, available on the Student WebPortal (lms.adsm.ac.ae) and appended to this Catalog.

8.8 Mode of Delivery

The MSBA program is offered in a traditional face-to-face teaching mode. Students may undertake the program full-time or part-time. 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 10-week period on weekdays from 4:30 pm to 9:30 pm. Each course will consist of 45 contact hours of lectures and other learning activities. Assessments are conducted outside the contacts hours. Classes will be held over four terms in a year (Fall, Winter, Spring and Summer). Full-time students will be able to complete the program in 18 months by taking two courses in each term.

8.9 MSBA Graduation Requirements

In order to be eligible for a MSBA program at ADSM, a student must:
- Satisfactorily complete a minimum of 36 credit hours of coursework for a Master of Science degree program
- Attain a minimum 3.00 cumulative grade point average on all credit earned at the School, based on a 4.00 scale
- Not possess any missing grades or "IP" grades

- Fulfill all other requirements of the program as enumerated in Grading and Assessment Policy and
- the Academic Progress Policy
- Be in good standing with all ADSM regulatory elements as detailed in the School's policies.

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

8.10 Time Limits for Program Completion

Students may undertake the program on either a full-time or part-time basis. Students enrolled on a full-time mode require a minimum period of 18 months to complete the requirements for the degree. Student may enroll 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, if studying on full time basis. Specific regulations and exceptions to this timeframe are explained in the Academic Progress Policy appended to the this Catalog and found with all other School policies at the ADSM Student WebPortal (lms.adsm.ac.ae).

8.11 MSBA Course Descriptions

8.11.1 MSBA Common Core Courses
BUS 8401 Analytics in Business (3 credits)
This course lays the "Business" foundations for creating awareness in Business Analytics. Business analytics as a support for decision-making and its importance in the business environment is increasing at unprecedented levels. These enable executives, managers, and other corporate end-users to analyze various data and present actionable information to help make informed business decisions. We will appraise business data and analytics topics to address dynamic changes within an organizational context.

BUS 8402 Research Methods for Business Analytics (3 credits)
This course aims to provide an overview of the research design, approaches, and methodologies that prepare students to conduct research activities. It will equip students with quantitative and qualitative modelling techniques to develop solutions that address contemporary business analytics challenges. Students will identify and formulate a real-world business research problem using the research principles in business analytics. Successful completion of the course will enable students to conduct research and perform analytics in a business environment.

BUS 8403 Maths and Statistics Foundations for Analytics (3 credits)
This course introduces the basic concepts of applied statistics, including descriptive statistics, probability, and inferential statistics. It also covers linear regression, random variables, discrete, continuous random variables, basic and advanced calculus tools. The lectures will be threaded with tutorials that allow students to practice problem-solving in a business context. The course is the cornerstone of the coming courses in the Business Analytics Program as it lays the theoretical foundations and skills required to pursue the rest of the courses.

BUS 8404 Optimization and Decision Systems (3 credits)
This course introduces modeling, optimization, and simulation as applied to the study and analysis of operations to support effective and informed managerial decision-making. Optimization and decision systems provide a framework to think about a wide range of challenges and issues in business

operations. The topics to be covered include a subset of the following: linear programming, sensitivity analysis for linear programs, duality, introduction to integer and non-linear programming, graph theory, convex optimization, and optimization algorithms. Examples are drawn from operations processes and systems.

BUS 8405 Machine Learning (3 credits)

This course introduces the fundamental methods at the core of modern machine learning. It covers theoretical foundations and essential algorithms for unsupervised and supervised learning. In addition, it includes the foundations of reinforcement learning and deep learning. Machine learning is a method of data analysis that automates analytical model building. Using algorithms that iteratively learn from data, machine learning allows computers to find hidden insights without being explicitly programmed where to look.

8.11.2 MSBA Big Data Management – Major and Elective Courses
BDM 8501 Data Management (Major – 3 credits)

This course will provide information on the data as a particular concept required for the scholarly process. Data is now viewed as the primary part of every business to share, combine, manage, and reuse the information in a business environment. Managing data is a complex process requiring expertise in organization, policy, and technology in a particular domain. Students will understand the foundational concepts of data management to solve real-world business problems as data managers.

BDM 8502 Visualization (Major – 3 credits)

This course aims to equip students with a comprehensive and practical understanding of data visualization: a multi-disciplinary recipe of art, science, math, technology, and many other interesting ingredients. The emphasis is to instill the necessary critical thinking required to best judge the many analytical, practical, and design decisions involved in this activity. The module will offer a blend of academic and applied perspectives, covering the full suite of conceptual, theoretical and practical capabilities required to master this multidisciplinary pursuit. Teaching content will be supplemented by real-life application case study demonstration and experience. In-class exercises and course assignments will further embed this learning process.

BDM 8503 Data Strategy (Major – 3 credits)

This course provides practical steps to implement data strategy using the key data management domains such as data governance, data management, and data analytics to solve business issues. In today's volatile business environment, the strategic use of business analytics is more important than ever. As a business analytics user, you can get the organizational commitment you need to get your company's business analytics up and running. Data strategy helps to align business strategy by valuing data as an asset, the evolution of data management, and who should oversee a data strategy. These provide business analytics managers with a good understanding of a data strategy and its limits. The intent is to enable the users to identify the execution or more data management domains. It provides solutions for meeting the challenges of applying business analytics such as integrating analytics into decision-making, corporate culture, and business strategy, leading and organizing analytics with organizations, providing effective building blocks to support analytics using analytics software, data collection, and data management.

BDM 8504 Digital Marketing Analytics (Elective – 3 credits)

The course considers the problems that arise in digital marketing, models, methodologies and business requirements, and digital marketing ethics. Students will perform hands-on practical analysis of sets of digital marketing-specific data sets using the methodologies learned earlier in the program as well as assess digital analytics methodologies to overcome challenges of digital marketing analysis. Additionally, students will propose ethical marketing analytics strategies to solve enterprise marketing problems.

BDM 8505 Workforce Analytics (Elective – 3 credits)

This course enables students to gain knowledge in workforce analytics and how it is important in any working environment. Then evaluate how workforce data can be generated and stored. Finally, to explore how analytics can be implemented in the workplace to make decisions related to recruitment, promotions, performance evaluation, and team building.

BDM 8506 Business Analytics Ethics & Policies (Elective – 3 credits)

Technological advancements have created significant developments within the business environment, but with unintended consequences of dangers in ethics, policies, privacy, and security. This course defines and explains the ethical dilemmas in handling data by proposing data handling principles. It discusses the methods for individuals and organizational ethical reasoning in the data handling context. Additionally, it explores the privacy and security policies dimension of business analytics.

BDM 8507 Big Data Boardroom Analytics (Elective – 3 credits)

Big Data Boardroom Analytics synthesizes and integrates the social and technical sciences. Students will learn strategy formulation, biases in decision-making, and the dangers of big data. Once exposed to these topics, each student will be able to approach data and modelling with a holistic mindset cognizant of the foundational pillars of this class. Partnering corporations will provide real world business problems. Each student is required to use the knowledge related to proprietary data, identify business problems, formulate a strategy, develop hypotheses, and generate alternative outcomes in order to maximize business opportunities and minimize risks. Each student will communicate with the instructor on findings and recommendations.

BDM 8918 Individual Consultancy Thesis I (3 credits)

This course is intended for Master level students to create an Individual Consultancy Thesis I project within the Big Data Management Concentration being studied. This course aims to integrate and apply knowledge from earlier relevant courses in the program to tackle a specific research problem. Each student will be allocated a supervisor to complete his/her unique Master's thesis.

Student will submit a first draft of the Individual Consultancy Thesis I proposal that includes an introduction and a literature review/requirement analysis. Each student will make all necessary revisions to the thesis proposal and defend the Individual Consultancy Thesis I report.

BDM 8919 Individual Consultancy Thesis II (3 credits)

The purpose of the Individual Consultancy Thesis II project is to integrate and apply knowledge from earlier relevant courses within the Big Data Management Concentration being studied. It will enable the student to address the specific research problem as presented in the Individual Consultancy Thesis I course.

Each student is required to conduct in-depth research, evaluate data methodology techniques, collect data, visualize findings, discuss results, complete a draft of the report, and make necessary revisions to produce a final unique thesis report. Each student will work with the allocated supervisor to discuss and interact throughout the process of completing and defending his/her individual thesis.

8.11.3 MSBA Artificial Intelligence Management – Major and Elective Courses

AIM 8601 Applied Artificial Intelligence (Major – 3 credits)

This course introduces applied Artificial Intelligence (AI) from a business leader perspective. Business leaders need to know the modern AI Techniques, system thinking, challenges, collaborative design, building AI-ready culture, and planning implementation through machine learning models. Additionally, AI plays a significant role in various enterprise functions ranging from data management, talent acquisition, business intelligence, customer support to software development.

AIM 8602 AI Business Application (Major – 3 credits)

This course appraises the main functions performed within key departments of a typical enterprise. It examines how various departments can integrate Artificial Intelligence (AI) and data analytics to gain business insights from data towards effective decision-making. Students are expected to critically analyze high-level strategic aspects of introducing AI in key functions as performed by HR, finance, and, importantly, marketing. Students will evaluate relevant management methods against various AI and analytics techniques in achieving competitive enterprise advantage.

AIM 8603 AI Strategy & Change (Major – 3 credits)

This course introduces advanced strategy and changes concepts from the viewpoint of using Artificial Intelligence (AI) innovations to transform organizations. Essential concepts and techniques of strategy and change are reviewed and integrated with building an AI strategy to achieve organizational objectives. Relevant tools and techniques for strategic planning, management and change are applied in realistic settings. Complex transition management processes and national AI strategies are also examined.

AIM 8604 AI Innovation & Entrepreneurship (Elective – 3 credits)

This course develops professional skills and knowledge in entrepreneurship and innovation, with an emphasis on Artificial Intelligence (AI) applications. Students will follow a complete process from initiating an idea to designing an AI product or service and presenting it to others in a market-aware setting. This is reinforced by numerous case studies, often in a regional context, and conceptual material on innovation and entrepreneurship processes.

AIM 8605 Artificial Intelligence in Society (Elective – 3 credits)

While the Third Industrial Revolution emphasized process automation, Artificial Intelligence (AI) is progressively moving towards human intelligence beyond digitalizing mundane tasks performed by humans. This course reinforces concepts in AI and how progressively AI is shaping global society in security, Fintech, health care, fighting crime, and various other domains. Students will appraise ethical considerations in developing future innovative techniques to achieve organizational competitive advantage. Upon analyzing the potential impact of AI in society and on the global economy, students will propose ethical solutions to address AI challenges in society.

AIM 8606 AI Ethics and Policies (Elective – 3 credits)

This course widens the understanding of Artificial Intelligence (AI) beyond the technical perspective. It embraces the link between AI theory, ethics, practice, and policy. In addition, it discusses AI's basic philosophical and conceptual foundations that explore the moral, practical, and responsible aspects of AI implementation across a wide range of industries. Students will gain insights into AI ethics and policies for responsible use of AI.

AIM 8607 AI Boardroom Analytics (Elective – 3 credits)

Artificial Intelligence Boardroom Analytics synthesizes and integrates the social and technical sciences. Students will learn strategy formulation, biases in decision-making, and the dangers of big data. Once exposed to these topics, each student will be able to approach data and modelling with a holistic mindset cognizant of the foundational pillars of this class.

Partnering corporations will provide real world business problems. Each student is required to use the knowledge related to proprietary data, identify business problems, formulate a strategy, develop hypotheses, and generate alternative outcomes in order to maximize business opportunities and minimize risks. Each student will communicate with the instructor on findings and recommendations.

AIM 8918 Individual Consultancy Thesis I (3 credits)

This course is intended for Master level students to create an Individual Consultancy Thesis I project within the Artificial Intelligence Management Concentration being studied. This course aims to integrate and apply knowledge from earlier relevant courses in the program to tackle a specific research problem. Each student will be allocated a supervisor to complete his/her unique Master's thesis.

Student will submit a first draft of the Individual Consultancy Thesis I proposal that includes an introduction and a literature review/requirement analysis. Each student will make all necessary revisions to the thesis proposal and defend the Individual Consultancy Thesis I report.

AIM 8919 Individual Consultancy Thesis II (3 credits)

The purpose of the Individual Consultancy Thesis II consultancy project is to integrate and apply knowledge from earlier relevant courses within the Artificial Intelligence Management Concentration being studied. It will enable the student to address the specific research problem as presented in the Individual Consultancy Thesis I course.

Each student is required to conduct in-depth research, evaluate data methodology techniques, collect data, visualize findings, discuss results, complete a draft of the report, and make necessary revisions to produce a final unique thesis report. Each student will work with the allocated supervisor to discuss and interact throughout the process of completing and defending his/her individual thesis.

9.0 Bachelor of Science in Management (BScM)

The Bachelor of Science in Management (BScM) equips students with the knowledge and skills to make decisions within the context of the modern organizational trends and Industry 4.0 requirements. Offering a rich academic experience across diverse settings and methodologies, the BScM program distinguishes itself by incorporating emerging digital technology courses, setting it apart as a unique undergraduate management program in the UAE. Graduates are prepared to meet QFEmirates' level 7 criteria and align with international best practices. They will comprehend, execute, and address challenges, enabling them to make or recommend decisions that achieve desired outcomes.

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 underpinning knowledge to students wishing to start a career in existing organizations or start their own new business.

The BScM degree consists of three key components:
* The General Education Program, which offers a well-rounded education.
* The Management Program, which concentrates on the management discipline.
* The Digital Technologies Management focus, designed to equip students with skills in areas such as big data, analytics, and AI to navigate the digital transformation effectively.

9.1 Admission Requirements
To be admitted into the BScM program, students must demonstrate their potential for undergraduate work through previous academic performance. Each applicant will be assessed on a case-by-case basis where past academic achievement and potential will be considered. Please refer to Section 2.2 of this Catalog for specific requirements.

9.2 Admission Procedure
Applicants must submit a completed and signed application form with the required documents as per below and pay the application fees as described on the ADSM website.

Documents required
* Completed Undergraduate Application Form
* A UAE Secondary School Certificate or its equivalent approved by the UAE Ministry of Education.
* Results of a standardized English test or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation
* Copy of valid passport and visa (if applicable)
* Emirates ID
* One passport size photo.

9.3 BScM Program Goals
The BScM program is composed of the **General Education Program** that provides broad-based education, and the **Management Program** that brings more focus on the field of management study.

9.3.1 General Education Program Goals

This program aims to develop graduates' knowledge and skills to:

- Facilitate critical thinking and judgment forming abilities,
- Gain an understanding of knowledge relating to information technology and socio-cultural needs,
- Promote a common understanding of cultural diversity in the Arab world,
- Appreciate different approaches to knowledge in natural and social or behavioral sciences,
- Apply written and oral communication skills in academic and professional contexts,
- Develop new skills in mathematics, information literacy, and technology that are appropriate to the level of study.

9.3.2 Management Program Goals

This program aims to develop graduates' knowledge and skills in different scopes as outlined in Table 9.3.1 below:

Scope	Learning Goals
Deep Functional Knowledge of Management	Acquire an understanding of facts and theories that are appropriate to recent research in management, including the promotion of national/international priorities related to entrepreneurship, innovation, and sustainability.
Quantitative and Technology Literacy	Use computer applications necessary for the analysis and interpretation of data to support managerial decision-making related to contemporary problems/challenges.
Individual and/or Group Communication Skills	Review literature and write reports, individually or in groups, with relevant content, good organization, appropriate writing style, and good mechanics of expression.
Awareness of Global Competitiveness	Build awareness about the UAE competitiveness, and the emergence of digital technologies for businesses in a global economy.
Ethics, Social and Environmental Responsibility	Demonstrate ability to make decisions based on ethical values, and take sustainable actions considering social and environmental responsibilities.

9.4 BScM Program Learning Outcomes

9.4.1 General Education Learning Outcomes

General Education Learning Outcomes 'GLOs'
Knowledge
GLO1: **Recognize** topics in languages, history, culture in the Arab world and natural sciences.
GLO2: **Integrate** key concepts and recent developments related to information technology and socio-cultural challenges.
Skills

GLO3: **Develop** critical thinking skills to build logical arguments.
GLO4: **Apply** tools in mathematics and statistics for analysis and interpretation of data.
Aspects of Competence
Autonomy And Responsibility
GLO5: **Formulate** clear and effective ideas using self-expression in written and oral communication.
Role in context
GLO6: **Defend** arguments individually and collectively in teams for the successful achievement of team goals.
Self-development
GLO7: **Demonstrate** the ability to use procedures, processes, and learning in a broad range of contexts.

9.4.2 Management Program Goals

Management Program Learning Outcomes 'PLOs'
Knowledge
PLO1: Identify specialized factual and theoretical knowledge in management that address internal challenges facing business/organization.
PLO2: Categorize the external forces influencing the business/organization position, its social responsibility, and ethical practices.
Skills
PLO3: Develop technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management.
PLO4: Use appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.
Aspects of Competence
Autonomy And Responsibility
PLO5: Demonstrate the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information.
Role in context
PLO6: Evaluate the importance of teamwork in the achievement of organizational outcomes.
Self-development
PLO7: Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.

9.5 Mapping of BScM Program Learning Outcomes to Courses

9.5.1 General Education Program Learning Outcomes Matrix

General Education Core Courses

Core Courses	Code	GLO1	GLO2	GLO3	GLO4	GLO5	GLO6	GLO7
English I	ENG 101	✓		✓		✓		
History and Culture of the Arab World	GED 100	✓	✓	✓				

Core Courses	Code	GLO1	GLO2	GLO3	GLO4	GLO5	GLO6	GLO7
Introduction to Logic and Critical Thinking	GED 120			✓			✓	✓
Mathematics for Business	MTH 101				✓	✓		✓
English II	ENG 102			✓			✓	✓
Artificial Intelligence in the 21stCentury	GED 121		✓			✓	✓	
Fundamentals in Management Information Systems	MIS 101		✓		✓			✓
Introduction to Probability & Statistics	MTH 102				✓	✓		✓
Emirati Studies	GED 110	✓	✓			✓	✓	

General Education Elective Courses

Core Courses	Code	GLO1	GLO2	GLO3	GLO4	GLO5	GLO6	GLO7
Environment Sciences and Sustainability	GED 140	✓				✓		✓
Nutrition and Health	GED 142			✓		✓		✓
Human Interaction and Behavior	GED 150		✓			✓	✓	
Introduction to Psychology	GED 152		✓	✓			✓	

9.5.2 Management Program Learning Outcomes Matrix

Management Program Core Courses

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Introduction to Business	BUS 201	✓	✓			✓	✓	
Fundamentals of Management	MGT 201	✓		✓		✓	✓	
Quantitative Methods	MTH 201	✓		✓	✓			✓
Principles of Microeconomics	ECN 201	✓		✓	✓	✓		
Fundamentals of Financial & Managerial Accounting	ACC 201		✓	✓		✓	✓	
Principles of Marketing	MKT 201		✓	✓		✓		✓
Entrepreneurship & Innovation	INE 200	✓	✓			✓	✓	
Research Methods	BUS 220			✓	✓		✓	✓
Introduction to Finance	FIN 301	✓	✓	✓				✓
Principles of Macroeconomics	ECN 202		✓	✓	✓	✓		
Emerging Digital Technologies	DGM 210		✓			✓		✓
Operations & Supply Chain Management	MGT 220	✓		✓			✓	✓
Human Resources Management	MGT 301	✓	✓		✓		✓	
Organizational Behavior	MGT 210	✓	✓			✓	✓	
Project Management	MGT 320	✓		✓			✓	✓

Core Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Business Analytics	BUS 301		✓	✓	✓			✓
Business Law	BUS 310		✓		✓	✓	✓	
Digital Transformation	DGM 310			✓	✓	✓		✓
Fundamentals in Machine Learning for Business	DGM 320		✓	✓	✓			✓
Fundamentals in Leadership	MGT 330	✓	✓		✓		✓	
Quality Management	MGT 340	✓		✓	✓		✓	
Business Strategy	MGT 401	✓	✓	✓		✓		
Business Ethics and Social Responsibility	MGT 410	✓	✓			✓	✓	
Business Solutions with Artificial Intelligence	DGM 410							
Managing Global Perspectives	MGT 420	✓	✓		✓		✓	
Competitiveness & Sustainability	MGT 430	✓	✓	✓	✓			
Business Internship	MGT 450	✓	✓	✓	✓		✓	✓

Management Program Elective Courses

Elective Courses	Code	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Social Media Management	DGM 371		✓		✓	✓		✓
Cryptocurrency in Business	DGM 372	✓		✓		✓		✓
Digital Business Design	DGM 373			✓		✓	✓	✓
Managing Digital Services in Government Entities	DGM 374			✓	✓	✓		✓
Entrepreneurial Finance	FIN 471	✓		✓		✓		✓
Family & Small Business Management	MGT 472	✓	✓			✓	✓	
International Entrepreneurship	MGT 473		✓	✓	✓	✓	✓	
Public Sector Management	MGT 474		✓		✓		✓	
Healthcare Management	MGT 475	✓	✓	✓				✓

9.6 Mapping of BScM Program Learning Outcomes to QF*Emirates* Framework

9.6.1 General Education 'GLOs' Mapping Against *QFEmirates* Level 6 Strands and CoreLife Skills

| General Education Learning Outcomes 'GLOs' | QF*Emirates* Level 6 Descriptors | | | | | CoreLife Skills (CLS) |
	Knowledge (KN)	Skills (SK)	Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
Knowledge						
GLO1: Recognize topics in languages, history, culture in the Arab world and natural sciences.	KN1, KN5		AR4		SD3	CLS1, CLS2, CLS3, CLS4, CLS5, CLS6, CLS7
GLO2: Integrate key concepts and recent developments related to information technology and socio-cultural challenges.	KN2, KN4	SK4	AR1			
Skills						
GLO3: Develop critical thinking skills to build logical arguments.	KN3	SK1		RC3	SD1	
GLO4: Apply tools in mathematics and statistics for analysis and interpretation of data.	KN6	SK6	AR1			
Aspects of Competence						
Autonomy And Responsibility						
GLO5: Formulate clear and effective ideas using self-expression in written and oral communication.		SK2	AR3		SD1	
Role in context						
GLO6: Defend arguments individually and collectively in teams for the successful achievement of team goals.		SK3	AR4	RC2, RC4	SD2	
Self-development						
GLO7: Demonstrate the ability to use procedures, processes, and learning in a broad range of contexts.		SK5	AR2	RC1	SD2	

9.6.2 *Management PLOs Mapping Against QFEmirates Level 7 Strands and CoreLife Skills*

Program Learning Outcomes 'PLOs'	QFEmirates Level 7 Descriptors					CoreLife Skills (CLS)
			Aspects of Competence			
	Knowledge (KN)	Skills (SK)	Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
Knowledge						
PLO1: Identify specialized factual and theoretical knowledge in management that address internal challenges facing business/organization.	KN1	SK1		RC1		
PLO2: Categorize the external forces influencing the business/organization position, its social responsibility, and ethical practices.	KN2		AR4		SD3	
Skills						
PLO3: Develop technical and analytical skills to propose sustainable solutions for specialized business problems in the field of management.		SK2	AR2		SD2	CLS1, CLS2, CLS3, CLS4, CLS5, CLS6, CLS7
PLO4: Use appropriate research approaches to review recent trends that support a business/organization in aligning its practices with national/international strategic sustainability priorities.	KN3	SK3		RC3		
Aspects of Competence						
Autonomy And Responsibility						
PLO5: Demonstrate the ability to take decisions that promote the principles of entrepreneurship and innovation using internal and/or external sources of information.	KN4		AR1		SD1	
Role in context						
PLO6: Evaluate the importance of teamwork in the achievement of organizational outcomes.		SK4	AR3	RC2, RC4		
Self-development						
PLO7: Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.	KN5	SK1		RC1	SD1	

9.7 BScM Program Structure and Sequence

The BScM program is composed of courses that provide students with specialized knowledge in management. This program consists of 41 courses totaling 123 credits at 3-credit hour each course that are divided into:

- 10 courses totaling 30 credits in the General Education program (27 core and 3 electives),
- 31 courses totaling 93 credits in the Management program (81 core and 12 electives).

9.7.1 General Education Program Structure

#	Semester	Course Code	Course Title	Credit Hours	Standing	Pre-Requisites
1	Semester 1	ENG 101	English I	3	Core	None
2	Semester 1	GED 100	History and Culture of the Arab World	3	Core	None
3	Semester 1	MTH 101	Mathematics for Business	3	Core	None
4	Semester 1	GED 120	Introduction to Logic and Critical Thinking	3	Core	None
5	Semester 2	ENG 102	English II	3	Core	ENG 101
6	Semester 2	MTH 102	Introduction to Probability & Statistics	3	Core	MTH 101
7	Semester 2	MIS 101	Fundamentals in Management Information Systems	3	Core	None
8	Semester 2	GED 121	Artificial Intelligence in the 21st Century	3	Core	None
9	Semester 6	GED 110	Emirati Studies	3	Core	None
10	Semester 4 (Select 1)	GED 140	Environment Sciences and Sustainability	3	Elective	None
		GED 142	Nutrition and Health	3	Elective	None
		GED 150	Human Interaction and Behavior	3	Elective	None
		GED 152	Introduction to Psychology	3	Elective	None

9.5.2 Management Program Structure

#	Semester	Standing	Couse Code	Course Title	Credit Hour	Pre-requisite
1	Semester 1	Core	BUS 201	Introduction to Business	3	None
2	Semester 2	Core	MGT 201	Fundamentals of Management	3	BUS 201
3	Semester 3	Core	MTH 201	Quantitative Methods	3	MTH 102
4	Semester 3	Core	ECN 201	Principles of Microeconomics	3	MTH 101
5	Semester 3	Core	ACC 201	Fundamentals of Financial & Managerial Accounting	3	MTH 101, BUS 201
6	Semester 3	Core	MKT 201	Principles of Marketing	3	BUS 201
7	Semester 3	Core	INE 200	Entrepreneurship & Innovation	3	MGT 201
8	Semester 4	Core	BUS 220	Research Methods	3	MTH 201, MGT 201, BUS 201
9	Semester 4	Core	FIN 301	Introduction to Finance	3	ACC 201
10	Semester 4	Core	ECN 202	Principles of Macroeconomics	3	None
11	Semester 4	Core	DGM 210	Emerging Digital Technologies	3	MIS 101, BUS 201
12	Semester 4	Core	MGT 220	Operations & Supply Chain Management	3	MTH 102, MIS 101
13	Semester 5	Core	MGT 301	Human Resources Management	3	MGT 201
14	Semester 5	Core	MGT 210	Organizational Behavior	3	MGT 201
15	Semester 5	Core	MGT 320	Project Management	3	MTH 201, MGT 201, FIN 201, MKT 201
16	Semester 5	Core	BUS 301	Business Analytics	3	MTH 201, FIN 201, MGT 201, MKT 201
17	Semester 5	Core	BUS 310	Business Law	3	BUS 201
18	Semester 6	Core	DGM 310	Digital Transformation	3	BUS 201, MTH 201, DGM 210

#	Semester	Standing	Couse Code	Course Title	Credit Hour	Pre-requisite
19	Semester 6	Core	DGM 320	Fundamentals in Machine Learning for Business	3	BUS 301
20	Semester 6	Core	MGT 330	Fundamentals in Leadership	3	MGT 310, MGT 301
21	Semester 6	Core	MGT 340	Quality Management	3	MGT 220
22	Semester 7	Core	MGT 401	Business Strategy	3	ECN 202, MKT 201, MGT 220, FIN 201
23	Semester 7	Core	MGT 410	Business Ethics and Social Responsibility	3	MGT 301, MGT 330
24	Semester 7	Core	DGM 410	Business Solutions with Artificial Intelligence	3	DGM 320
25	Semester 7	Core	MGT 420	Managing Global Perspectives	3	MKT 201, MGT 220
26	Semester 8	Core	MGT 430	Competitiveness & Sustainability	3	MGT 401
27	Semester 8	Core	MGT 450	Business Internship	3	At least 90 Credits from the total 123 Program Credits
28	Semester 6	Elective	TBA	Elective - Digital Technologies 1	3	
29	Semester 7	Elective	TBA	Elective - Digital Technologies 2	3	
30	Semester 7	Elective	TBA	Elective - Management 1	3	
31	Semester 8	Elective	TBA	Elective - Management 2	3	

9.8 Mode of Delivery

The BScM program is offered in a face-to-face teaching mode. The delivery of each course is designed to allow students to actively engage with the material and critically reflect on the content. In the Fall and Spring semesters, courses will be delivered over a 15-week period on weekdays. Each course will comprise two classes per week, each of 1hr 45 minutes in duration, and consist of a total of 45 contact hours of lectures and other learning activities. For laboratory courses, the allocation of 1 semester credit is given for two hours of laboratory time per week over a 15-week semester. Assessments and exams are conducted outside contacts hours. Classes will be held over two semesters in a year (Fall and Spring), in addition to an optional intensive Summer session. Full-time students will be able to complete the program in four years. For the internship course delivery and assessments, students should refer to the **P315 Internship Policy** and **Internship Manual.**

9.9 BScM Graduation Requirements

In order to be eligible for a BScM degree at ADSM, a student must:

- Satisfactorily complete 123 credit hours of coursework including all core courses.
- Attain a minimum 2.00 cumulative grade point average, based on a 4.00 scale, on all credit hours earned at the School.
- Satisfactorily complete all requirements.
- Not possess any missing grades or "IP" grades.
- Fulfill all other requirements of the program as enumerated in P 301 Grading and Assessment Policy and the P 313 Academic Progress Policy.
- Be in good standing with all ADSM regulatory elements as detailed in the School's policies.

These requirements are officially listed in the ADSM P 306 Undergraduate Completion Requirements Policy which is available online at the ADSM Student WebPortal (lms.adsm.ac.ae).

9.10 Time Limits for Program Completion

Full-time students will be able to complete the program in 4 years, where each academic year includes two semesters: Fall and Spring. Students will take 5 courses in each semester, except in semesters 4, 6, and 7 where a 6th elective course is scheduled, and in the last semester where only 3 courses are scheduled allowing students to complete their internship requirement. Students may enroll on a Part Time basis and take fewer credit hours per semester.

9.11 BScM Course Descriptions

9.11.1 BScM General Education Core Courses
ENG 101 English I (3 Credits)
The objective of this course is to enhance the communication and writing abilities of the students. Throughout the duration of the course, students will be given opportunities to practice both written and oral communication skills. Various writing assignments will be provided to help students learn how to present their thoughts in a convincing, thoughtful, and compelling way. Similarly, the course will offer a range of activities to help students improve their communication skills. The primary goal of the course is to gradually build the students' skills and self-assurance in producing coherent written works and confidently conveying their ideas, serving as a basis for future coursework at ADSM.

GED 100 History and Culture of the Arab World (3 Credits)
This course provides an overview of the early history and fundamental tenets of Islam as a religion. It explores the original Islamic political and cultural traditions, and the contributions Islam has made to civilization and to the political, social and cultural identity of the Middle East and the U.A.E. Contemporary issues in Islam are examined including: the global perspective; the impact of global and local economic developments on Islamic values.

GED 120 Introduction to Logic and Critical Thinking (3 Credits)
This course introduces the concepts of logic and critical thinking and the necessary tools and techniques for applying these concepts in social and business settings. The course covers the essentials of critical reasoning, logic and argumentation, as well as the use of evidence and visual reasoning. A key aim of the course is to enable students to write essays and reports that demonstrate sound argumentation, based on the application of logic and critical thinking. The obstacles to critical thinking are also explored.

MTH 101 Mathematics for Business (3 Credits)
The purpose of this course is to introduce the basic concepts of mathematics applications for business administration including algebra and equations, graphs, lines and inequalities, exponential and logarithmic functions, mathematics of finance, and systems of linear equations and matrices. It helps students see the essential role that mathematics will play in their future careers by using examples drawn from all functional areas of real-world business. With an ongoing focus on real-world problem solving, almost every lecture in this course includes relevant, contemporary applications and fine-tuned pedagogical examples in a business context.

ENG 102 English II (3 Credits)
English 102 is designed to build upon the competencies that students have acquired in English 101. The course is geared towards teaching students how to identify and analyze information, which will

serve as a foundation for writing a research paper. Through this course, students will develop skills that will aid them in improving their capability to write and communicate critically and analytically, catering to a diverse range of purposes and audiences. Additionally, the course will provide students with the skills necessary to produce well-crafted and structured written research assignments.

GED 121 Artificial Intelligence in the 21st Century (3 Credits)

Artificial intelligence is revolutionizing business in the 21st century by enhancing decision-making processes through data-driven insights and automating routine tasks to improve efficiency and productivity. Its integration into various business functions leads to innovative solutions, competitive advantages, and the ability to swiftly adapt to market changes. This course explores artificial intelligence concepts in businesses, focusing on their applications and limitations in business operations. It explores their potential in driving innovation, enhancing performance, and increasing efficiency. It also addresses ethical, legal, and societal implications, addressing privacy, security, and bias issues. Students will relate real-world AI implementations equipping them to optimize business processes and make ethical decisions.

MIS 101 Fundamentals in Management Information Systems (3 Credits)

This introductory course focuses on the manager's use of information systems and information technology (IS/IT) to support the business needs of an organization. Specifically, it addresses the use of enterprise-wide computer systems that typify modern electronic based business operations. The course provides an understanding of how managing information systems resources can create business value. This includes explaining the key challenges in managing such resources. The course also introduces the fundamentals of business analytics, since information systems are used to process large volumes of data for effective organizational decision-making. The foundational knowledge on analytics highlights its importance in the use of artificial intelligence as part of future data-driven organizations.

MTH 102 Introduction to Probability & Statistics (3 Credits)

The purpose of this course is to introduce the basic concepts of applied statistics including descriptive statistics, probability, and inferential statistics. It helps students see the essential role that statistics will play in their future careers by using examples drawn from all functional areas of real-world business. It also covers linear regression, random variables, discrete, continuous random variables, discrete and continuous probability distributions with tutorials that allow students to practice problems solving and do predictions in a business context.

GED 110 Emirati Studies (3 Credits)

This course is designed to provide students with a comprehensive understanding of the cultural, social, and economic aspects of the United Arab Emirates. This course aims to introduce the history and traditions of the UAE, as well as modern-day society and its diversity. Also, it focuses on the economic and social development of the UAE, including its role as a global business hub and its efforts toward sustainability and innovation. By the end of the course, students will have gained a comprehensive understanding of the UAE society and its cultural, social, and economic aspects. They will also have developed their critical thinking skills, enabling them to analyze and evaluate the complex factors shaping UAE society.

9.11.2 BScM General Education Elective Courses
GED 140 Environment Sciences and Sustainability (3 Credits)

Environmental science and technological advancements impact everyday life. This course will provide knowledge relating to the interrelationships between human technology, the environment and sustainability. The course will examine the nature of ecological systems, the variety of environmental problems associated with human technological development, what it means to be sustainable, and the international aspects of global pollution and resource depletion. At the end of this course students will understand how humans and other species interact with each other and with the physical environment, and the influence of technology on these interactions. In addition, they will be able to apply this knowledge and assess the probable ecological impacts of individual's lives, specifically business developments, and the major global developmental trends of human society and technology.

GED 142 Nutrition and Health (3 Credits)

This course studies the interrelationships between diet, exercise, and health. The course will examine the structure and function of the six nutrient categories, human physiology, and muscles. Foods, human energy systems, nutritional supplements, exercise, eating disorders, various chronic diseases, and vegetarianism are also explored. The impact of nutrition and health on societies and social and economic well-being are also reviewed.

GED 150 Human Interaction and Behavior (3 Credits)

This course explores the key role of interaction, through communication, in human behavior. The course covers the history of communication and how it has become a core life process influencing how humans behave. The process of communication is explained, as well as how this underpins human interaction and behavior. Core theories relating to communication and human behavior are introduced in order to provide a foundation for understanding the topics. These include the different types of communication, including verbal, non-verbal and mediated communication, and how different communication approaches influence interactions and behaviors in individual relationships, groups, organizations, cultures and inter/cultural settings, and societies.

GED 152 Introduction to Psychology (3 Credits)

The purpose of this course is to introduce the basic concepts in specific areas of psychology. The course will survey introductory topics such as learning, memory, sensation and perception, personality, lifespan development, physiological basis of behavior, stress and health, psychological disorders, social psychology, and research methods. With an ongoing focus on real-world problem solving, almost every lecture in this course includes relevant, contemporary applications and fine-tuned pedagogical examples in a business context.

9.11.3 BScM Management Program Core Courses
BUS 201 Introduction to Business (3 Credits)

This course provides students with general introduction to the fields of business. An overall picture of business operations is presented and specialized fields within business organizations are analyzed. Students will be introduced to terminologies, concepts and different functions of business. There will also be some elaboration and application of the business environment in the GCC region and the world. Students will gain awareness of these business disciplines, and this would provide the foundation to build further business knowledge.

MGT 201 Fundamentals of Management (3 Credits)

This course provides students with a foundational knowledge in management. Key areas of management are explained, along with examples from real-life and opportunities for students to apply the knowledge and skills learnt in the course. Among the topics covered are the history and basic theories of management, planning and decision-making, based on analytical tools and techniques, managing innovation and entrepreneurial ventures, organizing in terms of structure and human resources, leadership and culture, and organizational control processes.

MTH 201 Quantitative Methods (3 Credits)

The purpose of this course is to introduce concepts of econometrics including basic regression analysis with time series data, Issues in using ordinary least squares with time series data, serial correlation and Heteroskedasticity in time series regression for better predictions to supports strategic goals and objectives or business organizations. It helps students see the essential role that econometrics will play in their future careers by using examples drawn from real-world business. It also covers pooling cross sections across time: simple panel data methods and advanced panel data methods with real life datasets that allow students dig deep into actual business situations and makes them able to do time series-based predictions.

ECN 201 Principles of Microeconomics (3 Credits)

Microeconomics is essentially the study of scarcity and how markets work to allocate scarce resources. Raw materials are not available in infinite quantities; neither is human labor or productive capital. The reality is that managers must deal with real-world constraints in making decisions about what to produce, how to produce it and who to produce it for. The question is then; what rules or principles do we have to help us make efficient allocation decisions? This course will provide an analysis of the functions of markets and prices in the production and distribution of goods. Key topics include the analysis of supply and demand, understanding and applying equilibrium theory, price elasticity, factors of production, economic behavior of individual consumers and firms, international trade, public finance, and different forms of market structure.

ACC 201 Fundamentals of Financial & Managerial Accounting (3 Credits)

This course provides students with information from the two fields of accounting: financial accounting and managerial accounting. In the accounting component, the course will equip them with an understanding of strategic cost management information and how management accounting information is used by managers in their planning and control activities. In the financial component, students will acquire knowledge of corporate financial statement reporting and the ability to analyze the financial/accounting reports of a corporation. Topics cover analysis of transactions and preparation of financial statements related to developing an understanding of the financial conditions of a corporation. The course will develop students' analytical and critical thinking skills through exercises, problem solving, and mini cases.

MKT 201 Principles of Marketing (3 Credits)

This course adopts a managerial perspective to delve into the principles and practices of marketing. It provides a comprehensive exploration of the various concepts and decisions that marketers encounter as they develop marketing strategies to provide value and satisfaction to their customers. The course focuses on each component of the marketing mix, including product, price, distribution, and promotion, and demonstrates how they work together to create a cohesive marketing program. Other topics include the economic, social, regulatory, and ethical issues associated with marketing, as well

as the importance of relationship-building activities for effective marketing performance. The course culminates with students developing a marketing plan for a product/market of their choice.

INE 200 Entrepreneurship & Innovation (3 Credits)

The main aim of this course is to introduce students to the fundamental concepts and language of innovation and entrepreneurship. It seeks to foster entrepreneurial thinking and encourage students to generate innovative ideas. The course encompasses the study of innovation in small and large organizations, as well as in entrepreneurial ventures. The course emphasizes the identification and assessment of opportunities for new businesses. The primary focus is on exploring the concepts, tools, and practices associated with recognizing or creating opportunities for new ventures. Students will learn how to shape and evaluate the feasibility of these opportunities by understanding crucial industry factors, market and competitive forces, and customer needs. Furthermore, students will gain a better comprehension of their personal entrepreneurial capacity, team building, and management.

BUS 220 Research Methods (3 Credits)

In this introductory course, students will learn how to carry out research in business. This includes defining the rationale for a research project, designing the research, choosing an appropriate methodology, collecting and analyzing data, interpreting and then communicating the results. The course provides instruction on the use of academic databases for locating relevant journal articles for literature reviews. The key research methodologies, along with their strengths and weaknesses, will also be introduced. Various analytical methods will be covered, including those using software programs. Students will write a research proposal at the conclusion of the course.

FIN 301 Introduction to Finance (3 Credits)

This course is designed to familiarize business students with the essentials of finance from a managerial perspective. Part of the coursework will include theoretical concepts such as financial markets, institutions, interest rate determinants, and debt and equity markets. Other portions of the course will focus on fundamental concepts including time value of money, net present value and internal rate of return. The objective of the course is to blend theoretical/conceptual with computational knowledge, familiarizing the student with how to apply these tools, techniques and concepts to day-to-day business decision making. These blended concepts include various analytical tools for financial statement analysis, financial planning, cash flow analysis, cost of capital and capital structure. The students will also learn about the risk-return trade-off and its applications in financial decision-making.

ECN 202 Principles of Macroeconomics (3 Credits)

This course helps students to understand the factors which affect macro-level issues, such as GDP, unemployment, inflation, interest rates and exchange rates, and how these variables affect each other and adjust over time? Students will also examine the role of governments and government policies in economic performance. The course will present and explore the basic models of economics and their structures. These models will then be used to examine key policy changes and events that have occurred throughout the world. Specific topics will include the effects of government deficits on the economy, business cycles and the problems of fixed exchange rate regimes.

DGM 210 Emerging Digital Technologies (3 Credits)

This course is designed to provide undergraduate students with a comprehensive understanding of the fundamentals of digital technology, including computer hardware, software, and networks. The course will cover the key concepts of digital technology and how various technologies are reshaping how

organizations operate. Furthermore, students will learn key concepts on the adoption, implementation, and dissemination of technology throughout an organization.

MGT 220 Operations & Supply Chain Management (3 Credits)

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations, i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long term survival. This course considers the operations from a managerial perspective. The course will consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions. This course also provides a comprehensive study of the concepts, processes, and strategies used in the development and management of global supply chains. Specific topics include global supply chain management, procurement, electronic commerce, information technologies, and logistics activities.

MGT 301 Human Resources Management (3 Credits)

This course provides an introduction to human resources management. Topics include sustainable human resource practices, strategic workforce planning, talent development, recruitment and placement, appraisal and performance, human resource planning, training and development, compensation and benefits, performance management, labor relations, labor law, and occupational safety and health measures The course will help students develop an understanding of the function of human resource management and the role it plays in the management process. Students will also critically examine important contemporary issues that influence the management and practices of human resources toward sustainable organizations.

MGT 210 Organizational Behavior (3 Credits)

This course covers a range of topics to increase understanding of behaviors observed at the individual, group, and organizational levels of analysis. The course exposes students to the factors that influence such behaviors, including organizational culture, structure, individual and group motivation, leadership, communication, dynamics of power, ethics, conflict and negotiation, decision making, change, and diversity. The course will also cover the impact of organizational behavior on organizational outcomes.

MGT 320 Project Management (3 Credits)

This course provides an overview of project management from a managerial perspective. While covering the tools and techniques commonly used in project management, the course also addresses these in the context of an organization's human resources and culture. Key topics included in the course are the concepts and skills needed to lead project teams to the successful completion of the project. This includes planning for necessary resources, proposing realistic budgets, project scheduling, and understanding the leadership skills required to lead the project team in its work.

BUS 301 Business Analytics (3 Credits)

This course is designed to provide undergraduate students with an introduction to Business Analytics and its fundamental concepts and techniques used to harness data-driven insights for effective decision-making in the business world. This course is aimed to equip students with the essential skills

needed to navigate the modern data landscape and leverage data for strategic and operational purposes within organizations.

BUS 310 Business Law (3 Credits)

This course explores the fundamental principles of business law as applied to modern day business. Topics include introduction to the UAE legal system, federal & local law, government regulations, legal reasoning, contracts, labor law, and types of business organizations. This course introduces legal issues as they relate to forming and running a business. Students learn the general laws as they concern business, with special focus on laws which pertain to the selection of corporate form and formation, contracting, intellectual property, torts in the business context, litigation and bankruptcy. Ethical decision-making and legal thinking will also be introduced.

DGM 310 Digital Transformation (3 Credits)

This course introduces digital transformation which has become the mantra for many businesses big and small in the last few years for many organizations. Competitive pressures, higher customer expectations, and prospects of revenue growth are the key drivers for many of these digital initiatives. Various key emerging technologies will be discussed in this course, such as, Cloud Computing, Machine Learning, Artificial Intelligence, Internet of Things (IoT) and Blockchain with their impact of businesses growth. Business statistics, expert opinions, business use cases, and customer stories are also provided with different digital transformation scenarios.

DGM 320 Fundamentals in Machine Learning for Business (3 Credits)

The course is designed to provide undergraduate students with a comprehensive introduction to the essential concepts, techniques, and applications of machine learning in the context of modern business operations. As businesses increasingly rely on data-driven decision-making, understanding machine learning is becoming a crucial skill for future professionals. Throughout this course, students will explore the intersection of data science and business strategy, gaining a solid foundation in machine learning principles and how they can be harnessed to solve real-world business challenges.

MGT 330 Fundamentals in Leadership (3 Credits)

This course introduces students to the key principles of leadership and the role of leaders in organizations. The course will focus on the investigation and discovery of different leadership theories, models and styles and understanding how leadership influences the success of individuals, groups, and organizations. Areas covered include the ethical dimensions of leadership, conflict management, motivation and leader development. Students will be exposed to examples of leadership through a variety of methods, including case studies, videos, role-play and guest speakers.

MGT 340 Quality Management (3 Credits)

This course explores in detail the use of various methods and recent developments of quality control (such as QA/QC, Deming and TQM). The importance of quality in design and planning, as well as in the production of goods and services is emphasized. The course also familiarizes students with quality control techniques, quality assurance issues and quality management methods. Specific topics include quality improvement techniques, statistical concepts and control charts, the cost of quality, and quality systems, such as ISO and Six Sigma.

MGT 401 Business Strategy (3 Credits)

This is an advanced management course, building on earlier courses in organizational behavior, operations and supply chain management, economics, marketing, and finance. The course brings together the broad areas of business and enable students to appreciate the role of strategy in organizations. The course will familiarize students with essential concepts and frameworks in strategy and will develop skills in integrative problem solving. The course will introduce the strategy process and cover its four main elements through the course. These elements are strategic environmental analysis, strategy formulation, strategic options, evaluation, and choice, and strategy implementation. A strategy project will run throughout the semester, allowing students to apply key strategy concepts and frameworks and make informed strategic decisions.

MGT 410 Business Ethics and Social Responsibility (3 Credits)

This course introduces the fundamental principles and concepts of business ethics, such as integrity, fairness, responsibility, and accountability. Topics also include ethical behavior in the workplace and how it can benefit businesses and society, applying ethical decision-making frameworks, based on ethical principles and values. The course includes instruction on the concept of social responsibility and its impact on businesses and society. The role of ethics is addressed, along with ways to assess the ethical climate of an organization and promote ethical behavior. The course also addresses the effective analysis of ethical issues and how to engage in ethical dialogue with stakeholders.

DGM 410 Business Solutions with Artificial Intelligence (3 Credits)

This course is designed to provide the students with a design-thinking mindset. The goal is for students to have the knowledge and abilities required to design and implement digital business initiatives. Through designing and testing solutions, the course will give students the skills and tools necessary to turn viable ideas into scalable digital business concepts. This course will teach students how to validate the acceptability and feasibility of digital business models through systematic and practical thinking that is based on gathering verifiable evidence.

MGT 420 Managing Global Perspectives (3 Credits)

This course explores the management of businesses across borders and cultures. In an increasingly digital and hypercompetitive world, managers must develop the knowledge and skills to effectively navigate the similarities and differences in political, economic, legal, technological, and socio-cultural environments encountered in conducting business across geographic borders. The course will cover these issues, focusing on the ways that these shape the organization's strategies and operations. In addition, the course will pay attention to addressing how managers can develop cross-cultural intelligence and sensitivity within a broader global perspective.

MGT 430 Competitiveness & Sustainability (3 Credits)

This course explores major trends and debates in the areas of business and society relationship, governance and sustainability issues in business. Participants will be encouraged to investigate the relationship of business and stakeholders as well as the role of stakeholders both within and associated with organizations. The course will examine how stakeholders and broader society shape perspectives of business competitiveness in the light of pressures for sustainability. Students will examine and learn broad forces in business, government and society and look at how sustainability initiatives can be enhanced to influence the destiny of both business and society.

MGT 450 Business Internship (3 Credits)

This course comprises workplace experience for the student in an assigned organization. The internship will enable the student to apply knowledge, skills and competencies gained in the program to the specific tasks associated with the placement. Students will learn how to function and contribute in a real-life professional setting, with particular emphasis being placed on their management of time, ability to work independently, as well as according to instruction, oral and written communication, and professional development.

9.11.4 BScM Management Program Elective Courses

DGM 371 Social Media Management (3 Credits)

This course provides a lively introduction to the fast-paced and multi-faceted discipline of social media management with international examples and perspectives. Aside from focusing on practical application of marketing strategy, the course also takes students through the process of strategy development, ethical and accurate content curation, and strategy implementation, through detailed explanations of content creation that tells compelling stories, connects with target audiences, and supports strategic goals and objectives. It teaches students how to take a strategic approach to social media from an organisational and business perspective, and how to measure results. It integrates perspectives from public relations, marketing, and advertising, and examines key topics such as risk, ethics, privacy, consent, copyright issues, and crises management. It also provides dedicated coverage of content strategy and campaign planning and execution.

DGM 372 Cryptocurrency in Business (3 Credits)

This course will introduce the fundamental understanding of decentralized digital currencies (cryptocurrencies) such as bitcoin, a basic understanding of its underlying technology 'Blockchain', and why this new and innovative technology is so important, since it has the potential to disrupt a number of industries in the immediate near future. The course will explore the following main topics: the history of cryptocurrency, how to invest in cryptocurrency, how cryptocurrency differs from traditional investments, such as stocks; how to decide which cryptocurrency to invest in, along with investment strategies. Additional focus will be placed on legal issues, social implications, cybersecurity risks and the vocabulary of cryptocurrency, including Bitcoin and the many alternative cryptocurrencies. The course will bridge the gap between theory and practice and will provide practical examples of basic cryptocurrency transactions, the likely interaction of cryptocurrencies with the banking, financial, legal, and regulatory systems, and how cryptocurrencies could be viewed within a framework of technical innovation as well as ethical debate.

MGT 373 Digital Business Design (3 Credits)

This course is designed to provide the students with a design-thinking mindset. The goal is for students to have the knowledge and abilities required to design and implement digital business initiatives. Through designing and testing solutions, the course will give students the skills and tools necessary to turn viable ideas into scalable digital business concepts. This course will teach students how to validate the acceptability and feasibility of digital business models through systematic and practical thinking that is based on gathering verifiable evidence.

MGT 374 Managing Digital Services in Government Entities (3 Credits)

This course focuses on providing students with ways and perspectives to better understand managing digital services in government entities. This course involves managing the processes that deliver the services, ensuring the goals are met and continuously enhancing the delivery of government services.

Additionally, this course will explore emerging issues and obstacles as well as management techniques for managing digital services in the government sector.

FIN 471 Entrepreneurial Finance (3 Credits)

This course focuses on the various aspects of funding and managing entrepreneurial ventures through the various stages of business growth. The course main focus is on understanding business models and kinds of organizations and the various ways these can be financed (i.e., corporate, technology, non-profit). Students will learn: 1) the value of pro forma financial planning and what if analysis; 2) the various ways to fund and manage the growing firm with a particular emphasis on deal structure and risk/reward scenarios for different investor types. The students will be acquainted with the primary sources of formal external venture capital (business angels and venture capitalists). The course will utilize cases based on real world companies from various industries to cover topics on investment analysis, financing the entrepreneurial firm, managing the growing business, and harvesting of successful ventures.

MGT 472 Family & Small Business Management (3 Credits)

This course will explore and analyze business continuity challenges for small and family firms, small business management, and family and governance practices for leading successful small and family owned businesses. The course is designed to help students understand the strategic and environmental issues facing small and family business, and identify the decision-making processes most important for creating, owning, and successfully operating such businesses. The course will cover the theory and practices of small and family businesses relating to topics that include their competitive strengths and weaknesses, managing growth, succession-planning, and performance measurement.

MGT 473 International Entrepreneurship (3 Credits)

Entrepreneurial firms entering new international market face particular challenges in obtaining and managing resources, knowledge, and skills, as compared to domestic business. Further, international markets may differ in cultural and institutional environments, which present additional challenges for the manager to navigate. This course explores how firms decide on an internationalization strategy, including how they identify an international opportunity, select a market, and chose the most appropriate entry strategy. Such decisions also involve key marketing considerations relating to the most suitable products/services to internationalize, product positioning and pricing, distribution, and promotion in the foreign market, as well as financial issues, such as exchange rates. Also covered in the course are future trends and the role of technology in internationalization.

MGT 474 Public Sector Management (3 Credits)

The boundaries between the public and private sectors have been subject to constant change, as economic priorities of countries evolve. This course examines the distinctions between the public and private sectors, and how their interaction influences the governance of assets, and public and private goods and services. Key topics include the relationship between politics and the public sector, public-private partnerships, public spending, the impact of financial crises, e-government, regulation of infrastructure and core utilities, accountability, and social enterprises. Similarities and differences in public sector management in international contexts are also examined.

MGT 475 Healthcare Management (3 Credits)

The rapid pace of change in the healthcare industry particularly that driven by technological advances, creates challenges for managers of healthcare organizations. This course explores these changes and how managers must adapt and acquire the necessary skills for their healthcare businesses to succeed. Key themes followed in the course are planning, organizational structure and design, staffing and training, and performance management. Students will be introduced to relevant management theories and frameworks, as well as analytical tools and techniques. The central role of supervisors and staff and patient safety are also covered, as well as the human behavioral characteristics that are favorable for working in the healthcare industry.

9.0 Key Academic and Administrative Staff

9.1 ADSM Board of Trustees

Name	Appointment	Affiliation
H.E. Dr. Tayeb A. Kamali	Chair	Ministry of Interior
Lieutenant-Colonel Mohamed Saeed Al Ameri	Board Member	Emirates Academy for Identity and Citizenship
Mr. Karl Magnus Olsson	Board Member	Founder of Careem
Dr. Sultan Hussain Karmostaji	Board Member	Ministry of Interior
Mr. Rashed Mikati	Board Member	Executive Director - ACC

9.2 ADSM Academic Staff Members

The names and academic rank along with the terminal degree and granting institution are listed below.

Name	Rank	Degree	Granting Institution
Valerie Jean Lindsay	Professor	Ph.D.	University of Warwick, UK
Miroslav Mateev	Professor	Ph.D.	University of National and World Economy, Sofia, Bulgaria
Marc Aoudi	Professor	Ph.D.	University of Paris 1 Pantheon-Sorbonne, France
Ishtiaq Rasool Khan	Professor	Ph.D.	Hokkaido University, Sapporo, Japan
Deepanjana Varshney	Professor	Ph.D.	Lucknow University, India
Marc Poulin	Associate Professor	Ph.D.	University Laval, Quebec, Canada
Ahmad Jaffar	Associate Professor	Ph.D.	Staffordshire University, UK
Golam Mostafa Khan	Associate Professor	Ph.D.	University of Bradford, UK
Evi Indriasari Mansor	Associate Professor	Ph.D.	The University of Manchester, UK
Mahima Mishra	Associate Professor	Ph.D.	Dr. D.Y.Patil Vidyapeeth, Pune, India
McMillan Durugbo	Associate Professor	Ph.D.	Cranfield University, UK
Constance Van Horne	Associate Professor	Ph.D.	University Laval, Quebec, Canada
Neda Abdelhamid	Assistant Professor	Ph.D.	De Montfort University, Leicester, UK

Name	Rank	Degree	Granting Institution
Tarek Nasr	Assistant Professor	Ph.D.	Paris Dauphine University, France
Divya Upadhyay	Assistant Professor	Ph.D.	Indian Institute of Management, Bangalore, India
Mohamed Akoum	Assistant Professor	Ph.D.	Grenoble Ecole de Management, France
Turki Fahed Al Masaeid	Assistant Professor	Ph.D.	Yarmouk University, Jordan
Zainab Rawashdeh	Assistant Professor	Ph.D.	University Kebangsaan, Malaysia
Razan Al Masri	Assistant Professor	Ph.D.	University Le Havre Normandie, France
Lakshmi Radhakrishnan	Assistant Professor	Ph.D.	MS University, India

9.3 ADSM Key Administrators

Name	Position
Dr. Marc Poulin	Acting President
Dr. Marc Aoudi	Acting Vice President of Academic Affairs
Dr. Valerie Lindsay	Acting Academic Dean
Dr. Ahmed Jaffar	Director of Academic Programs
Dr. Mahima Mishra	MBA Program Chair
Dr. Razan Al Masri	MSQBE Program Chair
Dr. Deepanjana Varshney	MSLOD Program Chair
Dr. Neda Abdelhamid	MSBA Program Chair
Dr. Miroslav Mateev	Director of Research
Dr. Tarek Nasr	Director of Quality Assurance and Risk Management
Dr. Prasanna R. Raju	Librarian
Dr. Turki Al Masaeid	Academic Support Manager
Alia Tamer	Director of Student Affairs
Sanjeev Ananth	Director of Information Technology
Salah Shembesh	Director of Enterprise Engagement and Continuing Education
Rua Al Faris	Head of Marketing/Student Recruitment Manager
Hazim Mubaied	Finance Operations and Procurement Manager

9.4 Useful Contacts

Abu Dhabi Health Services Company - SEHA
    Phone: 80050   **Email:**   care@seha.ae

First Aid Room
    Phone: 02 6917818   **Email:**   g.services@adsm.ac.ae

Community Engagement Officer
    Phone: 02 6917891   **Email:**   ce@adsm.ac.ae

Finance Unit
    Phone: 02 6917730   **Email:**   accounts@adsm.ac.ae

IT Support
    Phone: 02 6917760   **Email:**   support@adsm.ac.ae

The Campus
    Phone: 02 6917777   **Email:**   gs@adsm.ac.ae

The Office of Student Affairs
    Phone: 02 6917800   **Email:**   registrar@adsm.ac.ae

Student Recruitment
    Phone: 02 6917811   **Email:**   studentrecruitment@adsm.ac.ae

10.0 Glossary of Academic Terminology used at ADSM

During their learning journey at ADSM, students will encounter and be expected to use specific academic terminology, the following table defines the most common terminology and students may seek the support of the Office of Student Affairs for further clarifications:

Terminology	Definition
Academic career	The sum total of all academic work undertaken by a student that is grouped into a single student record.
Award	the qualification granted to a student, subsequent to successful completion of all the program requirements
Bridge Program	A program intended to "bridge the gap" between a student's prior work and the background required for the program he/she is entering.
Course	A number of instructional activities over a prescribed period of time, dealing with a single subject and described by title, code, and credits.
Credit System	the basis for measuring the amount of engaged learning time expected of a typical student
Credit Hour	'A credit, or credit hour, is a unit of measurement defining the student's overall effort towards attaining a qualification (*CAA 2019 Standards*). The below calculation applies to core and elective courses (excluding Thesis): One academic credit equates to a 15-hour commitment to learning inside the classroom. On a 3-credit hour course (MSc programs), a course will be 45 hours of class contact time spread over a 10-week during the term. On a 2-credit hour course (MBA program), this will be 30 hours of class contact time spread over a five-week during the term.
Degree	the specific qualifier associated with Bachelor or Master Qualification.
Elective	a non-compulsory course
Grade	a representation of the overall achievement by a student in a course, where such achievement is subsequently recorded on a student's transcript.
Program	The set of courses and other formally established learning experiences which together lead to a qualification.
Remedial Courses	A set of non-credit courses that prepare a student for enrolling in a regular program and aid the student in rectifying an area or areas of deficiency.
Term	A term is typically held for a minimum period of 9 weeks and a maximum period of 12 weeks, the academic year at ADSM is comprised of four academic terms.
Transcript	A record, detailing, for a given qualification, formally recognized 'parcels' of learning outcomes achieved against the set requirements.

11.0 Academic and Student Related Policies

Ref.	ADSM Policies
P 115	Code of Conduct Policy
P 301	Grading and Assessment Policy
P 302	Academic Program Advisory Committee(s) Policy
P 303	Grade Approval and Change Policy
P 306	Undergraduate Completion Requirements Policy
P 307	Graduate Completion Requirements Policy
P 308	Course Substitution Policy
P 313	Academic Progress Policy
P 314	Examinations Policy
P 322	Thesis Policy
P 400	Undergraduate Admissions Policy
P 401	Graduate Admissions Policy
P 402	Transfer Admissions Policy
P 405	Student Records Policy
P 406	Information Release Policy
P 408	Career Services Policy
P 410	Student Activities Policy
P 411	Student Finance Policy
P 412	Student Disciplinary Policy
P 414	Student Rights and Responsibilities Policy
P 415	Student Counseling Policy
P 416	Health Services Policy
P 417	Academic Advising Policy
P 418	Academic Integrity Policy
P 419	Student Appeals Policy
P 420	Student Grievances Policy
P 423	Student Attendance Policy
P 424	Student Enrollment Policy
P 425	Visiting Students Policy
P 426	Student Safeguarding Policy
P 427	Student Guidance System Policy
P 428	Disadvantaged Students Policy
P 429	Students Representation Policy
P 430	Academic Support Center (ASC) Policy
P 431	Student Council Policy
P 601	Library Policy
P 603	Appropriate Use of Technology Policy
P 700	Research Support Policy
P 701	Ethical Research Policy
P 702	Student Involvement in Research Policy
P 706	Funding for Conference Participation Policy
P 901	Community Engagement Policy

Policy Name **:** **Code of Conduct Policy**

Related **:** CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 414 – Student Right and Responsibilities Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 **:** **Purpose**

1.1 The purpose of this Policy is to establish standards and guidelines for members of ADSM community on
expected behavior and principles.

Section 2 **:** **Scope and applicability**

2.1 This policy is applicable to all students, staff, faculty and visitors of Abu Dhabi School of Management.

Section 3 **:** **Definitions**

The following definition(s) apply to this policy:

3.1 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students,
faculty, and staff.

3.2 **Grievance:** A Grievance is defined as any alleged violation of an ADSM Policy that is brought against a
student that the student wishes to contest

3.3 **Misconduct:** Unacceptable or improper behavior, especially by an employee or professional person.

Section 4 **:** **Policy Statement**

4.1 ADSM is committed to providing a safe, equitable and orderly environment for the School community,
and expects each member of that community to behave responsibly and ethically.

Section 5 **:** **Exclusions**

5.1. None.

Section 6 **:** **Principles**

6.1. Every person has the right to be respected and protected from offensive and abuse against his / her dignity, integrity and reputation.

6.2. ADSM expects its community members to be decent, modest and propriety in their behavior. ADSM also expects respect of cultural and religious norms of the society in dress, food and other activities on and off campus.

6.2.1. All members of ADSM community are expected to comply with and encourage positive behavior towards fulfilling ADSM's expectations.

6.2.2. All members of ADSM community have an equal responsibility to maintain order and protect individual and ADSM's property to the extent of their abilities.

6.3. All members of ADSM community should respect the religion and beliefs, nationality and race of others, and to be sensitive to the social considerations of other people.

6.4. All members of ADSM community and visitors must be aware of and comply with the following:

6.4.1. Professional and ethical behavior is expected on campus at all times and in any facility.

6.4.2. Obscene language and behavior are strictly prohibited.

6.4.3. Verbal and physical abuse, including fighting and harmful discussions are strictly prohibited.

6.4.4. Refrain from jeopardizing other's health, safety or security and always follow the principles of *Occupational, Environment, Health and Safety Policy*.

6.4.5. Verbal or written harassment based on, but not limited to, race, gender, nationality, physical or mental disability, religion or beliefs shall have severe consequences.

6.4.6. Consume, posses, transport, sell or buy alcohol or any other legally prohibited drugs or substances is strictly prohibited.

6.4.7. Acquiring, bringing, displaying, manufacturing or carrying any type of arms or weapons or materials that may cause harm or affect other people's safety on campus is strictly prohibited and shall have severe consequences.

6.4.8. Producing, reproducing, displaying or distributing electronic or printed materials including promotional materials without prior approval from the following is strictly prohibited:

6.4.8.1   Human Resources Office for staff.

6.4.8.2   Academic Dean for faculty.

6.4.8.3   The Office of Student Affairs for students.

6.4.9.   All ADSM community members are expected to care, protect and preserve ADSM's properties and assets. Instruction and maintenance manual and/or guides must be followed.

6.4.10. possessing others or entities' properties without prior explicit permission from owners is classified as theft. Possessing items knowingly to be stolen fall within the same classification. ADSM will not tolerate theft, vandalizing, damaging direct or as a result of tampering with its or others' properties.

6.4.11. Accessing buildings, facilities or rooms on ADSM campus without proper pre-authorization is strictly prohibited.

6.4.12. Parking on campus is subject to applicable policies and traffic norms.

6.4.13. Illegal or unauthorized activities including but not limited to gambling, black market trading and other activities are strictly prohibited.

6.4.14. Children under the age of 16 are not allowed on campus without adult supervision.

6.4.15. Pets are not allowed on campus for any reason.

6.4.16. Forgery or unauthorized use of documents including personal identifications, medical reports, official reports including traffic accidents is strictly prohibited.

6.4.17. Smoking is strictly prohibited inside any ADSM building, facility or room.

6.5.   ADSM provides its faculty, staff and students with hardware, software and internet facilities to enhance their work and study. All ADSM community members are expected to adhere to the following:

6.5.1.   The telephone service is for work-related purposes only. Employees shall not use it for personal matters except in emergencies or during breaks given that the employee covers the charges resulting from their personal use.

6.5.2.   Issued laptops are and shall remain the property of ADSM and are for work and/or study related use only. The following applies:

6.5.2.1   Laptops must be returned to ADSM once they are no longer needed for work and/or study, or as requested by relevant unit or if the employee or student is no longer associated with ADSM.

6.5.2.2   It's the user's responsibility to ensure the safety and security of the laptop.

6.5.2.3   Illegal or pirated software are strictly prohibited to download or install.

6.5.2.4   Storing files that are not related to ADSM or its operation is prohibited.

6.5.3.   Internet and email services are provided for work / study related purposes only. Employees, students and visitors must adhere to the following:

6.5.3.1   Internet and email services are not to be used to transfer illegal or unethical use such as pornographic, scam, or threatening materials.

6.5.3.2   Internet and email services are not to be used for entertaining, political or commercial use.

6.5.3.3   Professional language must be used at all times. Obscene language is strictly prohibited.

6.6.   Capturing still images or video recordings of ADSM's facilities, community members, operations physical or virtual including classes and assessments is strictly prohibited unless authorized by ADSM management in writing and in advance.

6.6.1.   ADSM reserves the right to capture still image or video recordings of its facilities, employees, students or operations without prior permission for purpose of security protection or operations effectiveness.

6.6.2.   ADMS may capture still images or video recordings of its employees and students given it alerts them in advance.

6.7.   Dress Code

6.7.1.   Employees, students and visitors should dress with sensitivity to cultural considerations.

6.7.2.   A professional dress code is expected, it should be neat, decent and compatible with business requirements and local norms.

6.7.3.   Employees, students and visitors must refrain from wearing the following:

6.7.3.1   Shorts unless for sports activities.

6.7.3.2   Sleeveless, midriff, tight or revealing shirts/tops.

6.7.3.3   Shirts with inappropriate logos or sayings.

6.7.3.4   Tight or transparent pants.

6.7.3.5   Skirts above the knee for females.

6.8.   Sexual harassment is unlawful and will not be tolerated at ADSM:

6.8.1.   Individuals who come to know of sexual harassment must report it immediately to the Academic Dean for faculty, the Office of Student Affairs for students, and the Human Resources Office for staff.

6.8.2.   The President shall establish a committee to investigate alleged sexual harassment and report findings within four (4) weeks.

6.8.3.   Proven sexual harassment cases shall be subject to *Faculty and Staff Discipline Policy* or *Student Disciplinary Policy* for students.

6.9.   Faculty and staff hold an authoritative position over students and hence any personal relationship is prohibited as long as students are enrolled at ADSM.

6.9.1.   Faculty must declare personal relationships to students enrolled in classes they are assigned to teach to the relevant Academic Dean within one (1) week of the class starting date.

6.9.2.   The Academic Deans, upon careful examination of the situation, may decide to reassign the faculty to a different class, continue with current assignment with proper measures or proceed as usual.

6.9.3.   Faculty, staff and students who have knowledge of inappropriate relationships must report it immediately to the HR Office for faculty and Staff or Office of Student Affairs for students.

6.9.4.   The President shall form a committee to investigate alleged inappropriate relationships and report findings within four (4) weeks. Proven inappropriate relationships cases shall be subject to Faculty and *Staff Discipline Policy* or *Student Disciplinary Policy*.

6.10.   Faculty and staff are responsible for the safeguarding of students. Their responsibility includes reporting suspected cases occurring on or outside ADSM Campus of:

6.10.1. Physical, mental, sexual or other types of abuse.

6.10.2. Radicalization or extremism thoughts or behavior.

6.10.3. Health and safety risks including environmental risks.

6.11.   Faculty and staff shall receive annual training on identifying and reporting safeguarding concerns.

6.12.   Social Media Engagement

6.12.1. ADSM's employees must obtain approval for any content that mentions ADSM to be published on social media including LinkedIn and Facebook or any other social media. This includes but is not limited to all academic and administrative documents.

6.12.2. Employees social media profiles must:

6.12.2.1 Use only their job titles stated in their contract of employment.

6.12.2.2 Make no false claims or representations, that they are employed by Abu Dhabi Chamber.

6.12.2.3 Not publish any material that is the intellectual property right of ADSM.

6.12.2.4 Not publish any confidential information or documentation.

6.12.2.5 Not publish any defamatory content that may harm ADSM's reputation whether intentionally or unintentionally.

6.12.2.6 Limit posts to themselves and not relating to any other parties including ADSM's employees, or the Board of Trustees, Abu Dhabi Chamber and its employees.

6.12.2.7 Ensure that the chronology of work history is accurate, and that their current role at ADSM is detailed with achievements.

6.12.2.8 Submit an updated CV and social media profile to the Human Resources Office to confirm the accuracy of alignment.

Section 7   :   Procedures

7.1.   Violations of the principles of this policy are dealt with as follows:

7.1.1.   Students are subject to the *Student Disciplinary Policy*.

7.1.2.   Faculty and staff are subject to the *Faculty and Staff Discipline Policy*.

7.1.3.   The President may form a special committee to investigate violations, subject to the applicable laws of the UAE, the committee shall be chaired by the Academic Dean and includes the Finance and Administration Operations Director and the Director of Students Affairs as members. The Committee shall report its recommended action to the President for his final decision.

7.1.3.1   The President reserves the right to accept, modify for reject the Committee's decision.

7.1.3.2   The President's final decision shall prevail.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   Human Resources Office shall monitor implementation of this policy and report violations for Employees.

8.3.   Director of Student Affairs shall monitor implementation of this policy and report violations for students.

Section 9   :   Cancellations

9.1.   Approval of this Policy will cancel P 115 – Code of Conduct Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **The President**	
Approved by: **Executive Committee**	Reviewed and Approved on 18/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	09/05/2022	Social Media Management added in article 6.12
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed.
6	18/09/2024	Annual review completed; dress code added in article 6.7.

Next scheduled review: 18/09/2025

END OF DOCUMENT

Policy Name	**:**	**Grading and Assessment Policy**

Related Documents	**:**	CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 422 – Grade Moderation Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 316 – Course File Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 419 – Student Appeals Policy

Section 1   :   Purpose

1.1   The purpose of this Policy is to establish and communicate practices for the assessment of the achievement levels of intended student learning outcomes.

Section 2   :   Scope and applicability

2.1   This Policy is applicable to all assessments conducted for ADSM students.

Section 3   :   Definitions

The following definition(s) apply to this policy:

3.1   **Assessment Task**: is a piece of work that is formally graded and is intended to test the extent to which a student has met relevant learning outcome(s). Assessment tasks may take the form of essays, exams, quizzes, case studies, presentations or any other form as stated in the course syllabus.

3.2   **Academic Integrity:** is a concept that refers to intellectual honesty and responsible behavior. It is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work as set out in the *Academic Integrity Policy*.

3.3   **Plagiarism:** is an act of fraud, it involves both stealing someone else's work and lying about it afterward (Reference to www.plagiarism.org). In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc.

3.4   **Due Process**: a process that has been carried out in compliance with established policies and procedures.

3.5   **Course:** a course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is described by title, number, credits, and expected learning outcomes.

3.6   **Due date**: the date by which an assessment task should be submitted, if a penalty is not to be applied. Due dates are outlined in the course syllabus.

3.7   **Final grade**: the letter code that indicates the student's academic performance level in a course.

3.8   **Late Submission**: an assessment which is submitted beyond the due date, with or without approval.

3.9   **Formative Assessment**: an assessment instrument that does not contribute point value toward a students' overall course grade. Such assessments are intended to improve student learning and/or provide feedback on student progress toward the achievement of learning outcomes.

3.10   **Summative Assessment**: an assessment instrument used to calculate a students' course grade by assessing student achievement of course learning outcomes against a standard or benchmark.

3.11   **Extension**: 7 additional days granted to students to submit assessments after official submission date.

       Special Consideration: Fourteen (14) additional days granted to students to submit required assessment work after official submission date.

Section 4   :   Policy Statement

4.1   ADSM strives to ensure that assessment achievement levels of intended learning outcomes shall be evaluated through a variety of assessment instruments in a process of frequent assessment that includes regular and timely feedback to students regarding their performance.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   General Principles

6.1.1   Each course must include a minimum of fifteen (15) contact hours of teaching and learning per earned credit hour.

6.1.1.1   A minimum of thirty (30) hours is allocated for teaching and learning for two (2) credit courses.

6.1.1.2   A minimum of forty-five (45) hours is allocated for teaching and learning for three (3) credit courses.

6.1.2   Each course must include a minimum of one Controlled Assessment (e.g. case study). It is strongly recommended that the Controlled Assessment includes a quantitative component if appropriate.

6.1.3   Students are required to repeat failed courses. Elective courses may be replaced by other elective courses that are part of the program approved elective list.

6.2.   Assessment Methodology

6.2.1   Assessment Design:

6.2.1.1   Assessments shall be designed to match QF*Emirates* appropriate level requirements for depth and rigorousness of knowledge, skills and competence strands.

6.2.1.2   Assessment questions must be mapped to specific Course Learning Outcome/s (CLOs).

6.2.1.3   Weekly topics associated with CLOs must be completed prior to being assessed.

6.2.1.4   Each assessment must be accompanied by an assessment rubric.

6.2.1.5   Assessment questions shall not be repeated from one instance of course delivery to another.

6.2.1.6   Assessments must reflect gradual improvement of student knowledge and skills and must be increasingly challenging as the course progresses.

6.2.1.7   Assessment instructions must include expectations for students to write using correct spelling, punctuation and grammar.

6.2.1.8   All out of class assessments of equal weight must contain equal word count requirements.

6.2.2   Assessment Implementation:

6.2.2.1   All assessments must be conducted outside allocated teaching and learning hours.

6.2.2.2   All assessments must be evaluated and graded based on individual work including group assessments. Assessments by group work are only permitted if students can be graded throughout all parts of the assessment on their individual performance.

6.2.2.3   All graded assessments must be submitted electronically via LMS.

6.2.2.4   Submission must use plagiarism detecting software, Turnitin, as the *Academic Integrity Policy*.

6.2.2.5   Turnitin reports shall be included in the course file for all out of class assessments, as stipulated in the *Course File Policy*.

6.2.2.6   Formative assessments must be conducted during the course to improve student knowledge and skills, and to prepare them for summative assessments.

6.2.2.7   Formative assessments do not contribute to the final grade of a course.

6.2.3   Assessment Feedback:

6.2.3.1   All out of class and in-class controlled assessments feedback must be given to students using the grade mark feature of Turnitin.

6.2.3.2   Assessments must be returned to students with informative and productive feedback to help student develop and extend their own skills, not limiting to:

6.2.3.2.1   What students did well in their submission.

6.2.3.2.2   What students did not provide in their submission.

6.2.3.2.3   How student can improve their submission (for future assessment)

6.2.3.3   Evidence of formative assessments and student feedback must be maintained.

6.3.   Grading Methodology

6.3.1   The second marking process is utilized by the Academic Dean to ensure the quality and consistency of assessment and grades, as stipulated in the *Grade Moderation Policy*.

6.3.2   The ADSM grading system is based upon Grade Point Average (GPA) of a 4.0-point scale detailed in the grading scheme below:

Grading Scheme for Graduate Programs

Percentage	Letter Code	Quality Points*
93 – 100	A	4.00
88 – 92	A -	3.67
84 – 87	B +	3.33
80 – 83	B	3.00
77 – 79	B -	2.67
74 – 76	C +	2.33
72 – 73	C	2.00
70 – 71	C -	1.67
Less than 70	F	0.00

Grading Scheme for Undergraduate Programs

Percentage	Letter Code	Quality Points*
95 – 100	A+	4.00
90 – 94	A	3.70
85 – 89	B+	3.50
80 – 84	B	3.00
75 – 79	C+	2.50
70 – 74	C	2.00
65 – 69	D+	1.50
60 – 64	D	1.00

Less than 60	F	0.00

6.3.3 Penalties will apply for submissions that are made after the submission due date without any valid excuse. Marks will be deducted as per the following table for late submissions:

Late Submission of Assignment: Time Periods After Due Date				
Period	Submitted on time	Submitted up to 24 hours late	Submitted up to 48 hours late	Submitted between 48 hours 7 days late	1 week late, LMS closed for class
Penalty	None	Reduction of 5%	Reduction of 10%	Reduction of 20%	No accepted

6.3.4 Students must not receive a blank declaration of results. A withheld result must be given when a grade is not allocated. Withheld results may be granted as an IP (In Progress) grade as follows:

6.3.4.1 Where a student has successfully been granted an extension.

6.3.4.2 If a grade change form for the IP grade has not been submitted to the Office of Student Affairs within one (1) month of posting the grades, the IP grade will be converted to a letter grade presenting the final grade in the course if the missing assessment(s) receive a mark of zero (0%).

6.3.4.3 Where a case of suspected academic misconduct has been brought to the Academic Dean, the student will be awarded an IP until the case has been finalized.

6.3.5 Where a student has outstanding tuition fees, his/her grades will be awarded, but will not be made available to the student until the debt is recovered by ADSM.

6.3.6 Cumulative Grade Point Average (CGPA) is the sum of credits multiplied by quality points (as described in 6.15) corresponding to the letter grade assigned for all courses attempted at ADSM (inclusive of the current academic term/semester), divided by the total number of graded credits attempted for all credit-bearing courses subject to the rules below:

6.3.6.1 Courses for which Transfer Credit has been granted will not be included in the Grade Point Average calculation, in accordance with the *Transfer Admissions Policy*.

6.3.6.2 For repeated courses, only the grade for the re-taken course will be included in the Cumulative Grade Point Average (CGPA) calculation.

6.3.7 ADSM will make reasonable adjustments to meet the needs of students with a disability, so their academic performance is not adversely impacted. Some accommodation may include, but not be

limited to the following: providing a scribe, using ADSM approved software, additional time to complete in-class assessments, and special printing and seating arrangements.

6.3.8 Students may apply for extensions to assessment deadlines if they believe that their academic performance in one or more assessment tasks has been or is likely to be adversely affected by illness or other circumstances beyond their control.

6.3.8.1 Students who apply for an extension of up to seven (7) days must submit documentary evidence to their instructor in support of their request.

6.3.8.2 Students applying for an extension and up to the maximum allowable limit of fourteen (14) days, must apply for Special Consideration and submit documentary evidence in support of their application to their instructor and the Academic Dean.

6.3.8.3 All requests for Extension / Special Consideration must be made at least one (1) week prior to the due date of assignment submission, unless it is not possible such as due to illness.

6.3.8.4 Students who have not applied for Extension / Special Consideration by the due date of assignment submission, will be given an 'F' grade for that assessment component.

6.3.9 Students may appeal for a grade following the stipulations of the *Grade Approval and Change Policy*.

6.3.10 An approved grade is determined and declared for each course in which a student is enrolled by the Academic Dean in consultation with the course instructor.

6.3.11 Results are submitted by the instructor within fourteen (14) calendar days following the due date for the final assessment task.

6.3.12 A student's academic record may be amended only when:

6.3.12.1 There has been an administrative error; or

6.3.12.2 There has been an error in calculation of grades; or

6.3.12.3 A student has successfully appealed the original results; or

6.3.12.4 A student has successfully applied under the Special Consideration provision (article 6.44)

6.3.13 The Office of Student affairs shall compile a list of at- risk students whose CGPA is less than 3.10 in the graduate programs and less than 2.10 in the undergraduate program and inform them properly of their academic standing and possible consequences as well as remedial actions available. The full list shall be communicated to the Academic Dean and to the Director of Academic Programs.

6.3.14 Course policies and procedures regarding the submission, grading, return and weighting of all assessment instruments shall be clearly communicated in the course syllabus, which is to be shared with students on the first day of class.

6.3.15 Assessment instruments, their weightings and posted schedule shall not be changed during the course of a term except in unusual or unforeseen circumstances. Students must be informed in writing.

6.4. Assessment and Exam Makeup Sessions: the Dean's Office may arrange makeup sessions for students who missed an assessment or exam, subject to the following:

6.4.1 The student provides valid documentary evidence to their instructor in support of their request.

6.4.2 A new assessment tool or exam is prepared for each course included in the makeup session.

Section 7 : Procedures

7.1. Each course in Master of Science programs must include two (2) summative assessment tasks with a weightage of 40% for the first and 60% for the second. The submission due date of the first summative assessment (worth 40%) will be the 5th, 6th, or 7th week of the term, while the submission due date for the second summative assessment task will be the 10th week. Each course in the MBA will have three assessments where the weighting will be 20%, 40% and 40%, with the distribution specified in syllabus.

7.2. Each course in Undergraduate programs (except MGT 450 Business Internship course) must include four types of assessment:

7.2.1 An individual final summative exam worth 50% of the final grade, in week 16.

7.2.2 An individual mid-term assessment such as case study, problem solving, short essay type questions worth 25% of the final grade, in week 8.

7.2.3 An individual or group assessment such as quizzes, short assignments, project, research exercise, case study, simulation worth 25% of the final grade, in week(s) 2 – 10.

7.3. Faculty shall normally mark assessments within six (6) days of the assessment's submission deadline, unless the Academic Dean changes the allotted time due to circumstances.

7.4. The Academic Dean shall conduct second marking in accordance with *Grade Moderation Policy*.

7.5. Faculty shall provide students with their graded assessments along with suitable and productive feedback two weeks after the assessment deadline of submission by students. Faculty shall provide general feedback of the second summative assessment.

7.6. Assessment and Exam Makeup Sessions:

    7.6.1   For the Controlled Assessment in graduate courses, the makeup session is arranged after the relevant term's end date. The Dean's Office in collaboration with the Office of Student Affairs shall prepare and announce a makeup schedule.

    7.6.2   For the mid-semester exams in undergraduate courses, the makeup session is scheduled within two (2) weeks of the original date.

    7.6.3   For the final exams in undergraduate courses, the makeup session is scheduled after the relevant semester's end date, and it must be included in the Undergraduate Academic Calendar.

7.7. Any deviations to the standard assessment scheme prescribed above will require the approval of the Curriculum Development Committee (CDC) and the Academic Dean. Such changes should be submitted to the CDC and Academic Dean prior to the start of the term clearly articulating the rationale for the proposed change. The CDC and the Academic Dean shall determine whether the proposed revisions to the assessment plan are appropriate to the level of the course and is consistent with the learning outcomes and its overall demands on the students.

Section 8   :   Responsibilities

 8.1.   The President shall cause this policy to be implemented.

 8.2.   The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 301 – Grading and Assessment Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	10/08/2020	- 6.12. Addition of "in-class controlled" assessments for student feedback.
		- 6.14 Addition of evidence for "student feedback"
		- 6.15 Change of percentage ranges for each letter code
		- 6.17 Adjusted penalty for late submission
		- 7.4 Adjusted time to provide graded assessments to students.
		Faculty shall provide general feedback of the second summative assessment in Week 11.
2	06/09/2021	Annual review and mapping to ESG 2015 Standards completed.
3	06/12/2021	Article 6.11 added to mandate not repeating assessment questions.
4	07/03/2022	Principles for assessment and grading reviewed and regrouped.
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, principles and procedures for assessment and exam makeup sessions added.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Academic Program Advisory Committee(s)**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 901 – Community Engagement Policy

Section 1 : **Purpose**

1.1 This Policy aims to outline the important role of ADSM Academic Program Advisory Committees in
supporting academic programs' development and continuous improvement. The Program Advisory
Committee(s) build and facilitate relationships between ADSM's programs and professional associations,
organizations, employers, community, and educational institutions to encourage innovative and
inspiring approaches to learning and program development.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all academic programs offered by ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM shall ensure that an Academic Program Advisory Committee (APAC) is established for each of its
academic programs to ensure continuous communication between ADSM and industry or organizations
commensurate with individual members' expertise.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 APACs shall provide input on existing program improvement and new program development.

6.2 APACs shall normally meet at least two (2) times a year during academic terms/semesters.

6.3 APACs shall provide guidance and advice on all matters related to academic programs to carry out the following functions:

6.3.1 Provide recommendations on course contents and resources required to ensure that each academic program remains effective, relevant, efficient, and continuously improved.

6.3.2 Provide recommendations based on the latest industrial and technological trends.

6.3.3 Assist in program evaluation and provide recommendations to the academic leadership for improving program curricula, specifically to support the program review process.

6.3.4 Provide advice and assist in promoting the program(s) and program-related activities.

6.3.5 Promote the development of employment opportunities for graduates in the programs.

6.3.6 Predict market trends and their impact on enrolment and needs of all program graduates.

6.3.7 Propose scholarships and awards for students.

6.3.8 Advise on the professional development of all employees and staff relevant to each program(s).

6.3.9 Identify the strengths and weaknesses of each program and advise on effectively overcoming issues.

6.3.10 Suggest and support educational opportunities in the industry, such as internships for students.

6.3.11 Recommend and support the establishment of effective relations with ADSM's community, the business and relevant industry sectors, in addition to professional associations.

6.3.12 Provide recommendations for curricula improvement that addresses the latest development in the discipline and industry requirements.

6.3.13 Monitor technological trends and changes in industry.

6.3.14 Participate in special assignments such as board meetings, local events, award ceremonies, and other events that align with ADSM's mission and vision.

6.4 Selection of APAC members will include:

6.4.1 At least three (3) members from the following

6.4.1.1. Current and prospective employers representing different sectors such as business and industry, public sector etc.

6.4.1.2. Professional associations

6.4.1.3. Representatives of continuing education institutions, local and/or international universities.

6.4.1.4. External members should be from different sectors, with minimum duplication observed.

6.4.1.5. External members will be appointed for a maximum period of three (3) years.

6.4.2   At least three (3) alumni students from the relevant program shall serve in each APAC.

6.4.2.1.   For the Bachelor of Science in Management (BScM) program, students with outstanding academic achievements may serve on the APAC pending the availability of alumni.

6.4.3   The Program's Chair serves as the APAC's Chairperson.

6.5   The APAC will complete a critical self-evaluation of its effectiveness at least every three (3) years.

Section 7   :   Procedures

7.1   Each APAC shall normally comprise four (6) to eight (8) voting members, appointed by the Director of Academic Programs, and selected according to their experience in the relevant discipline, knowledge of the market, and community needs.

7.2   Recommendations for appointments should be made by the Director of Academic Programs, and the Academic Dean issues letters of appointment.

7.3   Program Chairs shall serve as Chairs for respective APACs.

7.4   APAC members may elect a Vice-Chair (if required).

7.5   APAC members who miss two (2) consecutive meetings will be retired from serving.

7.6   The Chair of an APAC is responsible for maintaining the meeting agenda and minutes of the meeting.

Section 8   :   Responsibilities

8.1   The President shall cause this policy to be implemented.

8.2   The Academic Dean shall monitor the implementation and report violations.

Section 9   :   Cancellations

9.1   Approval of this Policy cancels P 302 – Academic Program Advisory Committee(s) Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's

Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy First Approved
1	01/02/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	APACs structure and membership revised in article 6.4.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

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Policy Name : **Grade Approval and Change Policy**

Related Documents : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education Framework for the Compliance Inspection of Higher Education Institution – 2023, Abu Dhabi Department of Education and Knowledge (ADEK) Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 301 – Grading and Assessment Policy
ADSM P 422 – Grade Moderation Policy
ADSM P 411 – Student Finance Policy

Section 1 : **Purpose**

1.1   The purpose of this Policy is to ensure that student assessments are graded appropriately reflecting their academic attainment and that grades are published in a timely manner. The Policy also ensures that student requests for grade re-evaluation are processed in a consistent, timely and transparent manner.

Section 2 : **Scope and applicability**

2.1   This policy is applicable to all faculty, staff, and students at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **Second Marking:** refers to the second assessment of a piece of student work by an independent marker to ensure that the grade awarded is fair, valid and reliable. At ADSM the term is synonymous with moderation and is an independent evaluation of a sample of students' performance in the assessment.

3.2   **Grade:** a letter assigned to indicate a student's performance in a course as per ADSM grading scheme and based on the numeric marks achieved by the student in each assessment component

3.3   **Re-evaluation or Re-assessment:** re-marking an assessment task in response to a successful student appeal to re-mark the assessment.

3.4   **Grade Change Form:** a form used by the instructor to change a student's published grade as per the principles of this policy.

3.5   **Grade Appeal Panel:** a Panel formed by the Academic Dean at the start of each Academic Year. It comprises at least two (2) faculty members and tasked with considering grade appeals.

Section 4   :   Policy Statement

4.1   ADSM intends to provide a consistent set of regulations for the assessment, re-evaluation and publishing of students' grades. This policy affirms students' rights to seek feedback on their academic performance while also being respectful to the subject matter expertise of instructors.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1   ADSM expects instructors to provide timely feedback to students on their academic performance. Instructors should mark each assessment component in a course and allocate marks in each summative assessment in accordance with the *Grading and Assessment Policy*

6.2   Each summative assessment grading should undergo second marking to ensure that assessment practices are consistent across courses and provide accurate reflection of student performance, in accordance with the *Grade Moderation Policy*.

6.3   ADSM recognizes that students may request re-evaluation of their grades, and such requests should be processed in a consistent, fair and timely manner.

6.3.1   Requests for grade re-assessments will be considered only on the basis of sound academic grounds and should be supported by documentation.

6.4   The Academic Dean's office shall submit finalized grades or approved Grade Change Forms to the Office of Student Affairs for publishing.

6.5   Grades, once approved by the Academic Dean and published by the Office of Student Affairs, are final except where:

6.5.1   An error is discovered in the assessment or marking of one or more components of the course. The error may occur in the calculation, recording or notification of the result of a course or one of the assessment components. Such administrative errors may be identified by the Instructor, Director of

Academic Programs, Academic Dean, Associate Dean of Undergraduate Studies, Head of General Education or the Office of Student Affairs.

6.5.2 Students may appeal their grade as per article 6.7 of this policy.

6.5.3 Students may request permission to resubmit their work due to mitigating circumstance, and the Director of Academic Programs, Associate Dean of Undergraduate Studies, or Head of General Education shall process these requests as per the *Grading and Assessment Policy P301*.

6.5.4 Students originally awarded an "IP" grade as per the provisions of the *Grading and Assessment Policy P301* shall have their grade amended after the submission and grading of their work.

6.6 **Assessment Appeal:** students may submit an Assessment Appeal for their mark in the a summative assessment if a student is not satisfied with the outcome of his/her mark in the summative assessment, he/she may submit an appeal as set forth in article 7.5 of this Policy.

6.7 Students may either request a Grade Review or a Grade Appeal, as set forth in this Policy.

6.8 **Grade Review:** students may request a grade review under one of the following circumstances:

6.8.1 Students believe that there has been a mathematical error in calculating their grade.

6.8.2 Students believe that their mark in one or more assessment components does not accurately reflect their academic performance. Student should provide a sound rationale as to why they deserve a better grade and should be accompanied by relevant documentation (e.g., course outline, assessment brief or grading rubric) in support of their claim.

6.9 **Grade Appeal:** if a student is not satisfied with the outcome of the grade review, he/she has the right to appeal the decision. The appeal should be submitted as stipulated in Article 7.7. The appeal shall be considered under one of the following conditions:

6.9.1 There has been a procedural error in the determination of student's original grade.

6.9.2 There is a mathematical error which was not rectified during the review by the instructor.

6.9.3 The appeal includes information regarding factors which adversely affected the student's performance on the course.

6.9.4 The appeal includes academic grounds supported by evidence substantiating why the student's grade is not reflective of his/her performance.

Section 7 **: Procedures**

7.1.   Publishing of Grades shall consider the following:

7.1.1   The Director of Academic Programs, Associate Dean of Undergraduate Studies, or Head of General Education shall carry out a technical verification of course grades to ensure that there are no arithmetic errors, and weighting of assessments is accurately reflected in the calculation of final grades.

7.1.2   The Academic Dean's office shall send the grades to the Office of Student Affairs to be published.

7.1.3   The Office shall publish the grades within two (2) working days of receiving them.

7.2.   Students who wish to request an Assessment Appeal shall:

7.2.1   Send a request in writing to their instructor within five (5) working days of receiving the mark of first assessment, providing a justification for their request.

7.2.2   The instructor shall raise the issue with the Director of Academic Programs, Associate Dean of Undergraduate Studies, or Head of General Education in respect of their program to reach a decision and reply to the student within two (2) working days.

7.3.   Students who wish to request a Grade Review may contact their instructor directly to review their grade. Students are required to contact their instructor within ten (10) days following the publishing of their grade. Grades may not be reassessed if students do not meet the deadline stated above.

7.4.   Students who wish to request a Grade Appeal shall:

7.4.1   Fill in the Grade Appeal Form, pay the required fees, as per the *Student Finance Policy P411*, and submit the completed form to the Office of Student Affairs maximum within the academic term following the publication of the grade.

7.4.2   The Office of Student Affairs shall forward the Grade Appeal Form to the Grade Appeal Panel.

7.4.3   The Grade Appeal Panel shall meet and consider all the evidence, then deliver a decision, via completing the Grade Appeal Form, to the Academic Dean's Office within fifteen (15) working days from receiving it.

7.4.4   The Academic Dean's Office shall forward the Grade Appeal Panel decision(s) to the Office of Student Affairs to notify students, and apply any changes, if applicable within (2) working days.

7.4.5   Students facing extenuating circumstances may request an exemption from the time constraint set in article 7.6.1 to the Academic Dean. The Academic Dean shall consider the merit of the request.

7.4.6 The Grade Appeal Panel's decision shall be final. The Panel shall ensure that a proper justification for its decision is included in the completed Form.

7.4.7 The Office of Student Affairs shall maintain records of Grade Appeals, include them in students' records, and inform students of the outcome of their appeal in writing with the provided justification.

7.5. Once a decision is made to amend a student's grade, as a result of a Grade Review or Grade Appeal, a Grade Change Form has to be completed documenting the reason for the change and submitted to the Office of Student Affairs within ten (10) days of the decision to amend student records accordingly.

7.6. The Office of Student Affairs shall amend the grade, update the student record, and notify the student of the amendment made within ten (10) days.

7.7. The Academic Dean overseeing any program is responsible for:

7.8. Sampling final grades in courses in all programs

7.8.1.1 Considering student appeals for grade re-evaluation and assigning markers for re-assessing student work in case of successful appeals.

7.8.1.2 Ensuring that student grades are approved and published within ten (10) days following the submission of final assessment in the course.

7.8.1.3 Ensuring that grading and re-evaluation of assessments are carried out in a fair, consistent and transparent manner in line with the provisions in this Policy and other applicable policies.

7.8.1.4 Providing overall oversight by assuring academic integrity of assessment practices and ensuring that assessments conducted by the School has rigor, meets academic standards for the level of study and provides a valid means for measuring achievement of learning outcomes.

7.8.2 The Director of Academic Programs, Associate Dean of Undergraduate Studies, or Head of General Education is responsible for:

7.8.2.1 Approving student grades in courses and forwarding them to the Office of Student Affairs for publishing in accordance with the *Grading and Assessment Policy* and *Grade Moderation Policy*.

7.8.2.2 Ensuring that course grades are published as per established timelines.

7.8.2.3 Coordinating with the Academic Dean to consider student grade appeals.

7.8.2.4 Ensuring that Instructors in each course are available to provide feedback to students and review their performance after the release of results in that course.

7.8.3 Course Instructor:

7.8.3.1 Responsible for grading assessments as per the rubric and the *Grading and Assessment Policy*.

7.8.3.2 Providing timely feedback to students on both formative and summative assessments.

7.8.3.3 Being available to meet with students to review their assessments.

7.8.3.4 Liaising with the Director of Academic Programs, Associate Dean of Undergraduate Studies, or Head of General Education and the Academic Dean to finalize grades for a course.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Academic Dean shall monitor implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 303 - Grade Approval and Change Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Minutes of Meeting held on 22/08/2024
Approved by: **Executive Committee**	Minutes of Meeting held on 29/08/2024

Section 12 : Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved

1	10/08/2020	7.7.3 Grade Appeal Panel have 15 working days to deliver a decision from the time they receive the request. The decision is given to the Dean's office.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Article 7.4 amended to mandate records of Grade Appeals to be maintained by the Office of Student Affairs and added to students' files.
5	07/03/2022	Role of Director of Academic Programs added
6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed.
8	13/12/2023	Reviewed for the provision of the undergraduate program.
9	29/08/2024	Reviewed in line with ADSM's restructuring of Academic Affairs function and the introduction of new roles. Articles 6.5, 6.6, 7.1, 7.2, 7.7 and 7.8 were amended.

Next scheduled review: 29/08/2025

END OF DOCUMENT

	Number :	**P 306**
Abu Dhabi School of Management	**Effective** :	**17/03/2020**
	Revision :	**6**

Policy Name : **Undergraduate Completion Requirements Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 407 – Degree Audit Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

Section 1 : **Purpose**

1.1 To define ADSM's graduation requirements for each undergraduate program including its curricula,
program learning outcomes and alignment of learning outcomes with QF*Emirates*.

Section 2 : **Scope and applicability**

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM.
Applicants are required to meet the CGPA requirements to graduate from a program.

3.2 **Core Courses:** a mandatory course that must be completed in a program of study.

3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.

3.4 **Graduation Panel:** an ad hoc Panel chaired by the Associate Dean of Undergraduate programs, includes
the Director of Student Affairs, and tasked with validating students' completion of academic requirements
to graduate following a degree audit.

3.5 **Transcript:** an academic record of all courses a student has undertaken at ADSM.

3.6 **Independent study:** an approved mode of delivery by the CAA for undergraduate programs. It is defined as a learning mode in which a student is individually supervised by a faculty member in order undertake a learning opportunity which is allowed in rare cases and otherwise unavailable. The purpose of independent learning is to facilitate students' completion of the undergraduate program's degree requirements.

Section 4   :   Policy Statement

4.1 ADSM is a business management school offering undergraduate and graduate programs. ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for completion of undergraduate level programs.

Section 5   :   Exclusions

5.1. None

Section 6   :   Principles

6.1. ADSM must provide students with written details of degree completion requirements within ADSM's Course Catalog, including, but not limited to:

6.1.1. Core and elective courses.

6.1.2. Details of course sequencing and prerequisites.

6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.

6.1.4. Arrangements (if any) to complete a double major.

6.1.5. Confirmation of the required Grade Point Average (GPA) of 2.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum enrollment period to complete the undergraduate program, as set in article 6.5.

6.1.7. Confirmation of the CGPA required of 2.0 on a 4.0 scale, to remain in good academic standing.

6.1.8. The number of credit hours required to complete the undergraduate program.

6.2. In order to be eligible for the award of an undergraduate degree at ADSM, a student must:

6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.

6.2.2. Attain a minimum CGPA of 2.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with a CGPA below 2.0 may be permitted to take and/or retake additional courses to raise their CGPA to 2.0 in order for the degree to be awarded.

6.2.4. Has no missing grades or "In Progress."

6.2.5. If a grade of "F" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.

6.2.6. If a grade of "F" is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.

6.3. Students may repeat any course to improve their CGPA, with the highest grade counted towards it.

6.4. In rare cases, students may register for one course in the undergraduate program as an 'Independent Study'. Rare cases will be determined jointly by the Associate Dean for Undergraduate Programs and Director of Student Affairs. Such cases may include, but are not limited to:

6.4.1. a course is not offered in the upcoming academic year for graduation.

6.4.2. a course is not offered in the upcoming academic year for graduation.

6.4.3. Rare cases will be determined jointly by the Associate Dean for Undergraduate Programs and Director of Student Affairs.

6.5. BScM students must be enrolled at ADSM for the program's duration stipulated as follows:

6.5.1. A minimum period of four (4) academic years or eight (8) semesters for full-time students.

6.5.2. A maximum period of eight (8) years for full-time and part-time students.

6.5.3. Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.

6.6. In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.

6.7. At least 50% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

6.8. ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	3.90 – 4.00
Magna Cum Laude – With Great Honor	3.70 – 3.89
Cum Laude – With Honor	3.50 – 3.69

Section 7   :   Procedures

7.1. The Associate Dean must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs' completion requirements. Completion requirements must also be published in ADSM's Course Catalog.

7.2. Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.

7.3. Students are responsible to meet their Academic Advisor to review their academic progression.

7.4. The Director of Student Affairs shall conduct an audit on the completion requirements at the end of each semester following the release of grades for courses offered during this semester, as set in the *Degree Audit Policy*.

7.4.1. In case any students are eligible to graduate, the Director of Student Affairs shall call for the Graduation Panel to meet within seven (7) days of completing the audit.

7.4.2. The Graduation Panel shall meet to validate the outcomes of the degree audit and confirm that eligible students have met the academic requirements to graduate from their program of study.

7.5. The Associate Dean for Undergraduate Programs shall inform the President of students who have met the graduation requirements within seven (7) days of the Graduation Panel meeting in which it was validated.

7.6. The Office of Student Affairs shall initiate the process to issue graduation documents.

7.7. The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this Policy.

Section 8   :   Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Associate Dean of Undergraduate Programs shall monitor the implementation and report violations.

Section 9   :   Cancellations

9.1. Approval of this Policy cancels P 306 – Undergraduate Completion Requirements Policy_v6.0.

Section 10   :   Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Associate Dean of Undergraduate Programs**	*Constance Van Horne*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   **Revision History**

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed; owner changed to be the Associate Dean of Undergraduate Programs.

Next scheduled review: 23/09/2025

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Policy Name : **Graduate Completion Requirements Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.4 Student Admission, Progression, recognition and Certification

ADSM P 313 – Academic Progress Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 402 – Transfer Admissions Policy

ADSM P 407 – Degree Audit Policy

ADSM P 424 – Student Enrollment Policy

Comprehensive Program Specification Document (CPSD)

Section 1 : **Purpose**

1.1 To define ADSM's graduate completion requirements for each graduate program including its curricula, program learning outcomes and alignment of learning outcomes with QF*Emirates*.

Section 2 : **Scope and applicability**

2.1 This Policy applies to employees and units at ADSM involved in graduating students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Cumulative Grade Point Average (CGPA):** the accumulated final grade earned in a program at ADSM. Applicants are required to meet the CGPA requirements to graduate from a program.

3.2 **Core Courses:** a mandatory course that has to be completed in a program of study.

3.3 **Elective Courses:** a course that can be selected from a set of courses offered in a program of study.

3.4 **Transcript:** an academic record of all courses a student has undertaken at ADSM.

3.5 **Graduation Panel:** an ad hoc Panel chaired by the Academic Dean, includes the Director of Student Affairs, and tasked with validating students' completion of academic requirements to graduate following a degree audit.

Section 4 **:** **Policy Statement**

4.1 ADSM shall implement processes and procedures to comply with the Ministry of Education's Standards for graduate completion of graduate level programs.

Section 5 **:** **Exclusions**

5.1. None.

Section 6 **:** **Principles**

6.1. ADSM must provide students with written details of degree completion requirements within ADSM's Graduate Catalog, including, but not limited to:

6.1.1. Mandatory and elective courses.

6.1.2. Details of course sequencing and prerequisites.

6.1.3. Details of credit transfer options (if any) and the number of credit hours that must be earned at ADSM.

6.1.4. Arrangements (if any) to complete a double major.

6.1.5. Confirmation of the required Grade Point Average (GPA) of 3.0 on a 4.0 scale, or its equivalent.

6.1.6. Minimum and maximum enrollment periods to complete the master's program, as set in article 6.4.

6.1.7. Confirmation of the GPA required of 3.0 on a 4.0 scale, to remain in good academic standing.

6.1.8. The number of credit hours required to complete the master's program.

6.2. In order to be eligible for the award of a master's degree at ADSM, a student must:

6.2.1. Satisfactorily complete all program requirements in which the student is enrolled.

6.2.2. Attain a minimum CGPA of 3.0 on all credit earned at the School, based on a 4.0 scale.

6.2.3. A student who completes all course requirements with a CGPA below 3.0 may be permitted to take and/or retake additional courses to raise their CGPA to 3.0 in order for the degree to be awarded.

6.2.4. Has no missing grades or "In Progress."

6.2.5. If a grade of "F" is earned in an elective course, the student must either repeat the course or choose another elective. The transcript will reflect the grades of successfully completed elective course/s which shall be computed into the CGPA.

6.2.6. If a grade of "F" is earned in a core course, the student must repeat the course. The transcript will reflect the grades of successfully completed core course/s which shall be computed into the CGPA.

6.3. Students may repeat any course to improve their CGPA, with the highest grade counted towards it.

6.4.   Be enrolled at ADSM for the duration stipulated for the degree program, as following:

6.4.1.   A minimum period of 12 months and a maximum period of 36 months for the Master of Science in Quality & Business Excellence and the Master of Science in Leadership & Organizational Development.

6.4.2.   A minimum period of 14 months and a maximum period of 36 months for the Master of Business Administration and the Master of Science in Business Analytics.

6.4.3.   Students may take a Leave of Absence during their enrollment as set in the *Student Enrollment Policy*.

6.5.   In addition to the academic requirements mentioned above, the student should have no outstanding financial or any other administrative obligations to ADSM.

6.6.   At least 75% of the credits must be completed at ADSM, as stipulated in the *Transfer Admissions Policy*.

6.7.   ADSM awards graduation honors as follows:

Description	CGPA
Summa Cum Laude – With Highest Honor	4.0
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

Section 7   :   Procedures

7.1   The Director of Academic Programs must maintain up-to-date and approved, Comprehensive Program Specification Documents (CPSDs), that detail the programs' completion requirements. Completion requirements must also be published in ADSM's Graduate Catalog.

7.2   Students are responsible to know the graduation requirements of their program, and to review their academic record to verify if they are eligible for graduation.

7.3   Students are responsible to meet their Academic Advisor to review their academic progression.

7.4   The Director of Student Affairs shall conduct an audit on the completion requirements on a termly basis following the release of grades for courses offered during this term, as set in the *Degree Audit Policy*.

7.4.1   In case any students are eligible to graduate, the Director of Student Affairs shall call for the Graduation Panel to meet within seven (7) days of completing the audit.

7.4.2   The Graduation Panel shall meet to validate the outcomes of the degree audit and confirm that eligible students have met the academic requirements to graduate from their program of study.

7.5   The Academic Dean shall inform the President of students having met the graduation requirements within seven (7) days of the Graduation Panel meeting in which this was validated.

7.6   The Office of Student Affairs shall initiate the process to issue graduation documents.

7.7   The Office of Student Affairs must ensure that degrees are issued within two (2) months of students meeting the graduation requirements as stipulated in this Policy.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Academic Dean shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 307 - Graduate Completion Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed

2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs and Graduation Committee added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Article 6.7 added to list graduation honors.
6	11/09/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

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	Number :	P 308
Abu Dhabi School of Management	Effective :	19/04/2020
	Revision :	8

Policy Name : **Course Substitution Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for
Documents the Compliance Inspection of Higher Education Institution – 2023, Abu Dhabi Department
of Education and Knowledge (ADEK) Standards and Procedure for Higher Education
Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
ADSM P 300 – Program Specifications Policy
Student Handbook

Section 1 : **Purpose**

1.1 This Policy aims to provide guidelines for course substitution in academic programs at ADSM and
stipulates the conditions under which course substitutions are permissible.

Section 2 : **Scope and applicability**

2.1 This policy applies to all enrolled students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1. None.

Section 4 : **Policy Statement**

4.1 ADSM is keen on setting policies that serve the best interest of its students' educational objectives,
appropriate courses may be substituted for other courses for graduation purposes. Course substitution
allows a student to use an alternate course to meet program requirements.

Section 5 : **Exclusions**

5.1 None.

Section 6 : **Principles**

6.1 ADSM is a business management school offering undergraduate and graduate programs.

6.1.1 ADSM currently offers one undergraduate program, Bachelor of Science in Management (BScM). Thus,
course substitution in undergraduate programs is not possible.

6.2   In the graduate programs, the following courses cannot be substituted for other courses:

6.2.1   Signature Learning Experience (SLE) in the Master of Business Administration Program.

6.2.2   Capstone Projects – Business Analytics in the Master of Science in Business Analytics program.

6.2.3   Thesis in all graduate programs.

6.3   Students with a CGPA below 3.0 are not allowed to substitute core courses.

6.4   Students are not allowed to substitute any elective for the core courses. All core courses are compulsory.

6.5   A course awarded with "F" or "IP" grade letter cannot be substituted; students may retake these courses.

6.6   A maximum of two (2) courses can be substituted per degree program.

6.7   Students who are granted a substitution must still meet the required total credit hours for their program of study, and minimum course grades must be met.

6.8   The core curriculum for any program of study should be maintained completely with integrity.

6.9   The substituted course (when approved) must include substantially the same learning outcomes (two-thirds) as the required course and must be within the same discipline as the original course.

6.10   Substitutions to the core curriculum should only be used in extenuating circumstances.

6.11   The substituted course must be of equal value and classification as of the original course.

6.12   Substituted course credit hours must not be lower than the credit hours of the course as per the student program of study. (e.g. a three-credit course cannot be substituted for a two credit hours course).

6.13   The Academic Dean has the authority to substitute a course if it does not contravene accreditation agreements and it brings similar value to the program of study.

6.14   Substitutions are distinctly separate from teach-out plans, which are governed by the *Teach Out Policy P109.*

6.15   The Academic Dean, Director of Academic Programs and Associate Dean of Undergraduate Studies should review plans of study regularly to ensure they reflect current offerings, meet the accreditation requirements, and avoid excessive substitutions.

Section 7   :   Procedures

7.1   Students shall consult with their Academic Advisor or the Director of Student Affairs to discuss whether a course substitution is possible.

7.2   Students will submit a course substitution request in writing to the Director of Academic Programs.

7.3   The Director of Academic Programs, Associate Dean of Undergraduate Studies and Head of General Education shall review the request and forward it to the Academic Dean, if it meets the principles set forth in this Policy. The request should include the student's name, ID, program, year of entry into the program (catalog year), course to substitute, and a rationale for the request.

7.4   If the Academic Dean deems the substitution appropriate, he/she shall approve the substitution and send it to the Director or Student Affairs/ADUG/HUS for implementation.

7.5   The Director of Student Affairs shall update the student's record accordingly and notify the student.

7.6   If the substituted course grade is less than the initial course, the highest grade shall be considered.

Section 8   :   Responsibilities

8.1   The President shall cause this policy to be implemented.

8.2   The Academic Dean shall monitor implementation and reporting violations.

Section 9   :   Cancellations

9.1   Approval of this Policy cancels P 308 – Course Substitution Policy_v8.0.

Section 10   :   Review Statement

10.1   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Minutes of Meeting held on 22/08/2024
Approved by: **Executive Committee**	Minutes of Meeting held on 29/08/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/08/2022	Article 7.1 amended to remove Academic Administrator.
6	10/07/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	29/08/2024	Reviewed in line with ADSM's restructuring of Academic Affairs function and the introduction of new roles. Articles 6.15 and 7.3 were amended.

Next scheduled review: 29/08/2025

END OF DOCUMENT

| **Policy Name** | : | **Academic Progress Policy** |

| **Related Documents** | : | CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. |

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 418 – Academic Integrity Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 307 – Graduate Completion Requirements Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 405 – Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that students are given every opportunity and assistance in successfully completing the requirements of their degree program. This policy also serves to enable corrective actions designed to ameliorate student non-achievement of requirements to be implemented in time for the rectification and improvement of a student's academic performance.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students enrolled in Abu Dhabi School of Management programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Post Enrolment Condition:** academic conditions that must be met by students who have received conditional admission to ADSM programs. Such conditions are required to fulfil certain academic requirements and must be met within a given timeframe.

3.2 **Good Academic Standing:** Students who have met all post enrolment conditions, if applicable, as well as meeting the minimum CGPA requirements as outlined in this policy.

3.3 **Academic Advisor**: a faculty member assigned to advise students on academic matters.

3.4 **Cumulative Grade Point Average (CGPA):** CGPA is the sum of credits x quality points corresponding to the grade achieved by the individual student for all courses attempted at ADSM (inclusive of the current academic term/semester), divided by the total number of graded credits attempted for all credit-bearing courses. The Grade Point Average is the same value but for one term/semester only.

3.5 **"At Risk":** Students who have a CGPA of 2.50 – 2.99 in graduate programs or a CGPA of 1.80 – 1.99 in the undergraduate programs are academically at risk and will be subject to academic sanctions including, but not limited to, restricted enrollment.

3.6 **Probation:** A student's status is changed from Active to Conditional Academic when a student's CGPA falls below 3.0 in graduate programs or below 2.0 in undergraduate programs.

3.7 **Exclusion:** A student may be excluded from a program of study if:

   3.7.1 a student fails to achieve the CGPA as outlined in their conditional acceptance letter, or

   3.7.2 a graduate student fails to achieve a minimum CGPA of 3.0 in the term/semester following a period of probation.

   3.7.3 an undergraduate student fails to achieve a minimum CGPA of 2.0 in the semester following a period of probation.

Section 4 : Policy Statement

4.1 ADSM strives to provide students with the support they need in order to progress in their studies.

Section 5 : Exclusions

5.1. Students who have withdrawn from the program of study or found involved in an academic discrepancy.

Section 6 : Principles

6.1. Fulfillment of Conditional Admission Requirements

   6.1.1 ADSM can admit students into the program on a conditional basis. Conditional acceptance carries certain academic criteria for continuing in the program of study as outlined below:

      6.1.1.1 Master of Business Administration Program: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of four (4) courses.

      6.1.1.2 Master of Science programs: A conditionally accepted student must achieve a B average (3.0 on a 4.0 scale or equivalent) following completion of three (3) courses.

6.1.1.3 Bachelor of Science in Management Program: A conditionally accepted student must achieve a C average (2.0 on a 4.0 scale or equivalent) following completion of the first semester.

6.1.1.4 If requirements are not met, students may be subject to Exclusion from the program.

6.2 Academic Status of Direct Entry Students

6.2.1 Direct entry students are given a good academic standing when starting their program of study.

6.2.2 At the end of each term/semester, the Office of Student Affairs will review students' cumulative grades and identify students who are At Risk.

6.2.3 Students with a CGPA of 3.0 or above in graduate programs will remain in good academic standing.

6.2.4 Students with a CGPA of 2.0 or above in undergraduate programs will remain in good academic standing.

6.2.5 Students with a CGPA less than 3.0 in graduate programs or a CGPA less than 2.0 in undergraduate programs will be placed on Probation and will be advised (via email) of their change of circumstances and the possible actions to rectify their academic standing.

6.2.6 Students with Probationary academic status will be required to take remedial action(s) as advised in correspondence received from the Office of Student Affairs and the Program Director. Action(s) may include, but will not be limited to:

6.2.6.1 Repeating courses where a student has achieved a grade of less than B in graduate courses or less than C in undergraduate courses.

6.2.6.2 Reduction of the number of credit hours (courses) taken in a subsequent term/semester.

6.2.6.3 Accessing the Academic Support Center for advice and assistance with developing study skills.

6.2.6.4 Meeting with the Academic Advisor or an instructor for academic advice.

6.3 Exclusion from Program of Study for all students (conditional entry or direct entry)

6.3.1 Students admitted on an academic conditional basis will be excluded from their program of study if they fail to meet the post-enrolment conditions as per section 6.1 of this policy.

6.3.2 Graduate students who have been placed on Probation for not achieving a minimum 3.0 at the end of a term, and do not achieve a CGPA 3.0 in the subsequent term, will be excluded from the program.

6.3.3 Undergraduate students who have been placed on Probation for not achieving a minimum 2.0 at the end of a semester, and do not achieve a CGPA 2.0 in a subsequent semester, will be excluded from the program.

6.3.4   Students directly admitted in the program can be excluded from the program of study if they fall under Probation and fail to satisfy the conditions to return to a status of good academic standing.

6.4   Appeal: Students who have been excluded under the provisions of 6.3.2 and 6.3.3 of this policy, can appeal the decision in writing to the Academic Dean via the Office of Student Affairs.

6.4.1   The appeal should clearly state the reason/s for the performance that has led to the exclusion and the measures they will take to re-instate their academic standing. Appeals should be accompanied by supporting documentation. Appeals must be submitted within ten (10) working days of receiving exclusion notification from the Office of Student Affairs.

6.4.2   If the appeal is denied or if the original decision is not overturned and the exclusion stands, the student may appeal to the Vice President of Academic Affairs, if they can demonstrate that:

6.4.2.1   due process was not adhered to during the previous appeal; or

6.4.2.2   relevant new or additional information has subsequently been made available.

6.4.3   An appeal to the Vice President of Academic Affairs must satisfy one of the two conditions stated above and must be received within ten (10) working days of the date of the notification of exclusion to be eligible for processing.

6.5   The Office of Student Affairs will maintain all student records pertaining to academic progress in accordance with the *P 405 Student Records Policy*.

Section 7   :   Procedures

7.1.   The Office of Student Affairs with the Director of Academic Programs, Associate Dean of Undergraduate Studies, or the Head of General Education will review the student records pertaining to academic progress at the end of each term/semester and update their status accordingly.

7.2.   Students are required to meet their admission conditions, as applicable, and academic progress requirements. Students are expected to utilize academic resources at ADSM to maintain good academic standing. Following the release of grades, graduate students falling below the required CGPA 3.0 and undergraduate students falling below the required CGPA 2.0 may meet with the Director of Student Affairs for advice on remedial actions.

7.3.   The Academic Dean shall impose sanctions on students who do not meet the academic requirements as outlined in this policy and provide counsel to students who are At Risk and actively seeking assistance.

7.4.   The Director of Student Affairs shall:

7.4.1.   Monitor the progress of student performance and report students at risk to the Director of Academic Programs, Associate Dean of Undergraduate Studies, or the Head of General Education.

7.4.2.   Advise At Risk students of their academic standing including the measures they must take.

7.4.3.   Update student records to reflect students' academic standing.

7.5.   Academic Advisors shall provide advice to students who are at risk and suggest strategies for improving their academic performance. Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting with students.

7.6.   The Academic Support Center shall provide advice and support to students and maintain resources to assist students in their academic studies

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Academic Dean shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy will cancel P 313 Academic Progress Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Vice President of Academic Affairs, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024

Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   **Revision History**

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Policy updated to cover academic progression, 3.7 added definition of Academic Advisor, 6.2.5 added Program Directors responsible for remedial action, 7.1 added Director of Academic Programs for the review of student records. 7.6 added sentence: Advisors shall maintain records on each student's CGPA, course grade, academic risk level, and notes for each advisory meeting.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed.
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

<div align="center">END OF DOCUMENT</div>

Policy Name : **Examination Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, Qualifications Framework for the Emirates Handbook, National Qualifications Authority (NQA) – 2012.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 303 – Grade Approval and Change Policy

ADSM P 422 – Grade Moderation Policy

Student Handbook

Section 1 : **Purpose**

1.1 This Policy aims to set a framework and guidelines for student examinations at ADSM with an aim to establish an evidence-based examination process by which student learning outcomes are accurately and reliably measured.

Section 2 : **Scope and applicability**

2.1 This policy applies to ADSM's students, faculty and staff.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Examination:** refers to a final in-class test or an individual in-class assessment which is taken into consideration when determining the student's final grade in a course.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide clear guidelines for student examination aiming to ensure that the exams are conducted and administered appropriately in accordance with international best practices in relation to student examination in graduate and undergraduate studies.

Section 5 : **Exclusions**

5.1. None.

Section 6   :   Principles

6.1.   ADSM shall establish a consistent examination framework to assess student learning outcomes, assure the quality of its programs, identify teaching improvement actions and monitor progress.

6.2.   Examinations must be set in alignment with the objectives and learning outcomes determined in the course syllabus, suitable for course credits, clearly articulated and weighted.

6.3.   Examination questions must allow proper measurement of students' critical thinking, knowledge and analytical skills. In addition to measuring the achievement of learning outcomes in Knowledge, Skills and Abilities (KSA) as required by *UAE Qualifications Framework*.

6.4.   ADSM shall create an examination environment in which examinations are conducted in a manner that maintains integrity.

6.5.   ADSM does not conduct final written examinations for its graduate program, but only for its undergraduate program. Alternatively, in-class assessments are conducted during courses for all of its programs.

6.6.   The School utilizes second marking/ moderation of assessments, in accordance with the *Grade Moderation Policy,* to ensure grades are fair, valid and reliable.

Section 7   :   Procedures

7.1.   Examinations required for a course must be clearly set in the course syllabus and communicated to students at the beginning of the course.

7.2.   The Dean must put in place criteria that ensure that the examinations meet the relative difficulty, complexity and depth required for a graduate degree *(see UAE Qualifications Framework, 2012).*

7.3.   Students shall refer to the syllabus to determine if an examination is in-class or out-of-class assessment.

7.4.   Normal classes shall continue in the week leading to the scheduled examination. This may include introducing new course materials.

7.5.   Common exams for multiple sections of a course can be scheduled only for regular term courses.

7.6.   In collaboration with the Director of Academic Programs, the course instructor shall identify the appropriate answer sheets form (Green or Assessment Cover sheet) with the required instructions.

7.7. For graduate courses, the form of answers for the examinations must meet the difficulty level expected internationally for graduate programs. This ensures that the graduates are not under-assessed thus trivializing the level of the program and breaching accreditation requirements.

7.8. For MS courses, the examination for each course must include one "controlled in-class assessment" (individual) and one "out-of-class assessment" (individual).

7.9. The controlled in-class assessment is held in the 5th, 6th or 7th week of a regular term, and the out-of-class assessment is assigned in week 10 of a regular term.

7.10. For MBA courses, the examination for each course must include a "controlled in-class assessment" (individual) and two "out-of-class assessments" (individual).

7.11. For Undergraduate courses, the midterm examination is held in week 8 and the final exam in week 16.

7.12. The Curriculum Development Committee determines the weight of each examination.

7.13. Instructors are required to mark examination papers submitted for their courses, and record grades.

7.14. The Director of Academic Programs shall assign a second marker to validate a sample of the second assessment to assure appropriate level of marking. See *Grade Moderation Policy* for details.

7.15. The final grade for any course is calculated based on the weight of each examination included in it.

7.16. Final grades are recorded in letter grades and corresponding percentages. Instructors must submit final grades to the Academic Dean no more than five (5) days after the submission date of the last assessment.

7.17. The Academic Dean then reviews the submitted grades, and once approved, grades are sent from the Academic Dean's office to the Office of Student Affairs.

7.18. The Office of Student Affairs shall release the final grades within two (2) days of receiving them.

7.19. The instructor must provide students with feedback using the Assessment Feedback Sheet within one (1) week of completing the related examination.

7.20. Students may appeal their grades in examinations as set in the *Grade Approval and Change Policy*.

Section 8   :   Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1. Approval of this Policy cancels P 314 – Examination Policy_v7.0.

Section 10   :   Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Endorsed by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review of policy, appeal process referred to P 303 and Review Statement updated.
5	10/07/2023	Annual review completed.
6	13/12/2023	Reviewed for the provision of the undergraduate program.
7	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Thesis Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents   Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
  Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.
  ADSM P 201 – Faculty Workload Policy
  ADSM P 206 – Compensation and Benefits Policy
  ADSM P 301 – Grading and Assessment Policy

Section 1 : **Purpose**

1.1   This Policy aims to describe the principles and procedures relating to the thesis courses entitled 'Research-Based Consultancy Project I' (hereafter referred to as 'Thesis I (Proposal)', with Course Code 8918), and 'Research-Based Consultancy Project II' (hereafter referred to as 'Thesis II (Final)', with Course Code 8919). These include supervision, faculty workload, thesis process, reporting, presentation, examination, and evaluation within all master's programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1   This Policy applies to all full-time graduate faculty members of ADSM.

Section 3 : **Definitions**

3.1   **Thesis:** the result of a student's independent research, scholarly or creative activity completed under the supervision of an assigned faculty member.

3.2   **Research-Based Consultancy Project:** the result of a student's independent research conducted in the context of an organization in an industry or government sector. The execution of the consultancy will utilize standard applied research principles and approaches, as outlined in this Policy. The Research-Based Consultancy Project will follow the same principles and procedures as a "Thesis" in this Policy.

3.3   **Thesis Supervision:** refers to faculty providing supervision for an individual student thesis.

3.4   **Graduate Thesis Manager:** a faculty member tasked with overseeing the thesis supervision activities, including supporting the Academic Dean and Director of Academic Programs in assigning thesis workloads, monitoring and reporting on these activities, as required.

3.5   **Graduate Thesis Panel:** Chaired by the Graduate Thesis Manager and includes:

3.5.1   **Thesis I (Proposal)**: four (4) graduate faculty members, who must be associated with the academic program and have relevant subject matter expertise.

3.5.2   **Thesis II (Final)**: four (4) graduate faculty members, who must be associated with the academic program and have relevant subject matter expertise. These will be the same members as those on the Panel for Thesis I (Proposal). The Graduate Thesis Panel for Thesis II (Final) will also have one member external to ADSM who has subject matter expertise relevant to the thesis under evaluation, and whose appointment must be approved by the Graduate Thesis Manager.

3.5.3   The allocated supervisor will attend the presentations given by the student to the Graduate Thesis Panel for Thesis I (Proposal) and Thesis II (Final) as an observer, with no contribution to the discussion or feedback during the presentation. Neither the Graduate Thesis Manager nor the supervisor will be involved in the grading decisions of the Graduate Thesis Panel.

3.6   **Moderation**: refers to the process whereby final grades from Thesis I (Proposal) and Thesis II (Final) are reviewed by an independent evaluator to ensure that moderation of grades is undertaken.

3.7   **Defense Examination**: refers to the evaluation of a student's final oral presentation of his/her graduate thesis within the Thesis II (Final) course.

Section 4   :   Policy Statement

4.1   ADSM strives to provide clear guidelines and a standard mechanism for thesis management.

Section 5   :   Exclusions

5.1   Appointed Adjunct Faculty and Professional Staff.

Section 6   :   Principles

6.1.   ADSM students graduating from master's programs must complete a research-based consultancy project (thesis) as part of their degree requirements.

6.2.   The research-based consultancy project (thesis) consists of six (6) credit hours delivered in two courses, Thesis I (Proposal) and Thesis II (Final), each consisting of 3 credit hours.

6.3.   Thesis I (Proposal) and Thesis II (Final) are graded courses according to ADSM's grading system, as per the *Grading and Assessment Policy.* Students must pass Thesis I (Proposal) to progress to Thesis II (Final).

6.4.   Thesis credits cannot be transferred to any other institution and vice versa.

6.5.   Students who are eligible for a thesis are encouraged to conform to the guidelines provided by the Graduate Thesis Manager.

6.6.   The Graduate Thesis Manager shall act as faculty on record for the Thesis courses I and II, but this will not be part of the faculty workload.

6.7.   A student group thesis is not permitted in any circumstances.

6.8.   Thesis I (Proposal) is divided into the following milestones:

6.8.1.   Chapter 1 and Chapter 2, minimum 2,000 words for each chapter; and maximum of 3000 words for each chapter

6.8.2.   Chapter 1 and Chapter 2 combined Presentation

6.9.   Thesis II (Final) is divided into the following milestones:

6.9.1.   Written Thesis II (Final), with a minimum of 12,000 words, and a maximum of 14,000 words.

6.9.2.   Oral defense examination based on the completed and submitted Thesis II (Final) presentation.

6.10.   Registration

6.10.1. Students must enroll in Thesis I (Proposal) and Thesis II (Final) during the registration period.

6.10.2. Students will enroll individually for both Thesis I (Proposal) and Thesis II (Final) courses.

6.10.3. Students must receive Graduate Thesis Manager and supervisor approvals via the thesis management system before registering for Thesis I (Proposal) and Thesis II (Final).

6.11.   Supervision

6.11.1. Students will receive supervision in both Thesis I (Proposal) and Thesis II (Final)

6.11.2. Thesis supervision can be administered as co-supervision by two ADSM faculty members.

6.11.3. Only Full-time (FT) faculty members can supervise individual student theses.

6.11.4. Full-time (FT) faculty incurring responsibilities for the development, supervision, and delivery of a thesis must have a relevant terminal degree (PhD) have an extensive record of research publications in their field and have prior supervisory experience at the graduate level.

6.11.5. Thesis supervision is part of a faculty member's mandatory job responsibilities and contributes to faculty development.

6.11.6. Thesis supervision workload for Full-Time (FT) faculty is listed in the *P 201 Faculty Workload Policy.*

6.12.   Submission, Evaluation, and Documentation - Thesis I (Proposal) and Thesis II (Final)

6.12.1. Students must submit the written Thesis I (Proposal) and Thesis II (Final) through the Thesis Management System for review.

6.12.2. The Supervisor and Graduate Thesis Panel shall evaluate and review the thesis components, as follows. For Thesis I (Proposal), each student will submit a written Chapter 1 (30% of the final grade), which is evaluated by the faculty assigned to the Thesis 1 (Proposal) course. In addition, each student will submit a written Chapter 2 (40% of the final grade) and conduct an oral presentation (30% of the final grade) covering Chapters 1 & 2 before the graduate thesis panel. The Graduate Thesis Panel will evaluate the submitted Chapter 2 and the oral presentation. Neither the Graduate Thesis Manager, nor the Thesis I (Proposal) Course Supervisor, will take part in the evaluation as outlined in the definitions section of this policy. For Thesis II (Final), the Graduate Thesis Panel will first review and evaluate the final written thesis (85% of the final grade), providing a final grade. The Panel may require revisions to be made to the written thesis before the final grade is released. Within two weeks of submission of the final written thesis, students will conduct an oral defence presentation (15% of the final grade) before the Graduate Thesis Panel. The grade awarded will be final.

6.12.3. Each thesis shall have an evaluation folder maintained by the supervisor that includes:

6.12.3.1. Meeting logs between the student and the supervisor(s)

6.12.3.2. Graduate Thesis Panel comments/recommendations/suggestions at each milestone, as indicated in the course syllabi.

6.12.3.3. Supervisor remarks on the Graduate Thesis Panel comments/recommendations/ suggestions.

6.12.3.4. All documentation related to the thesis courses (e.g., Forms, Project Proposal, and other documents relating to each thesis course).

6.12.4. Documentation presented at each milestone review shall be signed, dated and uploaded to the Thesis Management System.

6.12.5. Students must incorporate all suggestions/comments given by the Graduate Thesis Panel and have their thesis revisions verified and signed by their thesis supervisor.

6.12.6. Supervisors shall submit their thesis documentation before the completion of each thesis on the thesis management system for completeness checks and final review.

6.13. <u>Penalties</u>

6.13.1. Penalties are imposed if a milestone deadline is missed, as follows:

Abu Dhabi School of Management

Violation	Penalty
Delay in submitting the Registration document	Registration in Thesis will be postponed till the subsequent term.
Absence from Presentation Session	Marks for the specific milestone will not be awarded.
Absence from scheduled meetings	Missing any scheduled meeting requested by the supervisor without a reason, or delaying of meeting logs submission should be referred to the Graduate Thesis Manager for further action.
Word count limits penalty	Students will be penalized a maximum of 10% of the overall marks obtained, if exceeding the maximum word count limit. Thesis I (Proposal) will not be accepted If the total word count is above 10,000 words. Thesis II (Final) will not be accepted if the total word count is above 25,000 words. The word count excludes cover page, table of contents, abstract, acknowledgements, appendices, bibliographies, etc.

Delay in submitting printed copies of documents

Delay	Penalty
24 hours	15%
48 hours	30%
48 hours to 72 hours	50%
one week	100%
Failure to submit	Registration delayed to the next term

Delay in submitting the final thesis written report and presentation

Delay	Penalty
24 hours	15%
48 hours	30%
48 hours to 72 hours	50%
one week	100%
Failure to submit	Registration delayed to the next term

Violation	Penalty
Plagiarism	• Plagiarism in any part of the thesis may result in an "F" in either or both of Thesis I (Proposal) or Thesis II (Final), depending on the location of the plagiarism, the case shall be referred to the Graduate Thesis Manager and dealt with in accordance with the Academic Integrity Policy.
Non-Compliance	Failure to comply with the Graduate Thesis Manager's instructions will lead to: • For the first incident of non-compliance, 30% of the awarded mark for the milestone will be deducted. • For repeated incidents of non-compliance, 10% of the awarded mark will be deducted for each incident based on the supervisor's recommendation and the Graduate Thesis Panel approval.

6.14. Declaration of Research Ethics and Research Protocols

6.14.1. If a thesis proposal entails working with human subjects, it will be referred to the Graduate Thesis Panel to be approved required commencing the research. The research proposal must indicate that approval will be sought.

Section 7   :   Procedures

7.1. Requirements for Thesis I (Proposal) and Thesis II (Final) are as follows:

7.2. **Thesis I (Proposal)**

7.2.1 Thesis Topic Selection.

7.2.1.1   The selection may be based on the student's areas of interest, faculty input, or in response to the identified needs within ADSM or the wider community.

7.2.1.2   Students must finalize the thesis topic with the Thesis I (Proposal) Course Supervisor. It is then reviewed by the Graduate Thesis Manager in terms of validity, quality, technical aspects, and implementation feasibility.

7.2.2   Chapters 1 and Chapter 2

7.2.2.1   Once the thesis topic is approved, the student will prepare Chapter 1 and Chapter 2 under the guidance of the Thesis I (Proposal) Course supervisor.

7.2.2.2   The Thesis I (Proposal) Course supervisor must provide continuous formative feedback on the students' draft work.

7.2.2.3   The Thesis I (Proposal) Course supervisor must approve the proposed research prior to the student preparing the presentation of Chapter 1 and Chapter 2.

7.2.2.4   The Thesis I (Proposal) Course Supervisor must approve the presentation before requesting this to be reviewed by the Graduate Thesis Panel.

7.2.2.5   The Graduate Thesis Panel shall examine the Thesis I (Proposal) Chapter 2 and the student's presentation of Chapters 1 and 2 and provide comments for revision if needed. If the chapters require no revision, the Graduate Thesis Panel will recommend approval by the Graduate Thesis Manager and the student's commencement to Thesis II (Final).

7.2.2.6   Where revisions are required, the student shall revise chapters and presentations in line with the Graduate Thesis Panel requirements. The supervisor must approve the revised work.

7.2.2.7 In cases where the Graduate Thesis Panel requires revision to the written chapters. An in progress 'IP' status will be temporarily awarded until revisions are completed and approved by the Thesis I (Proposal)Course supervisor. The original final grade assigned by the Graduates Thesis Panel at the time of the presentation will be released by the Graduate Thesis Manager through the Thesis Management System.

7.2.2.8 A sample of final graded assessments from each assessment in Thesis I (Proposal) will be moderated by an independent faculty member.

7.2.2.9 With the agreement of the Graduate Thesis Manager and a majority of the Graduate Thesis Panel members, the Panel may reject any Thesis I (Proposal) if the proposed research is deemed not feasible.

7.2.2.10 Students shall continue to be registered in Thesis I (Proposal) if they fail to meet the minimum Masters-level quality of each component of the Thesis I (Proposal) course. In this situation, the student may be required to pay additional fees for the extra term. If the student fails to achieve a pass at the end of this additional term, they will be required to retake the course before registering for Thesis II (Final).

7.2.2.11 The Thesis I (Proposal) Course Supervisor shall review all reports in detail and provide feedback to the students for improvement within 10 working days during the progression of Thesis I (Proposal).

7.2.3 Thesis I (Proposal) Content

7.2.3.1 The Thesis I (Proposal)would be expected to contain:

- Chapter 1, comprising:
  - Abstract
  - Introduction (brief)
  - Problem Statement (Identification and explanation of the research problem/research idea)
  - Expected problem solution and contributions.
  - References
- Chapter 2, comprising.
  - Introduction (full)
  - Literature Review

- o Overview of proposed research approach and methodology, including the data sources, data collection methods, analytical approach

- o Timeline chart for completion of the research

- o A note of any required technology, software, databases etc. required for Thesis II implementation.

- o Conclusion

- o References

7.3. **Thesis II (Final)**

7.3.1 The student will embark on implementation of the research proposed in Thesis I (Proposal) under the guidance of the supervisor.

7.3.2 The Supervisor will provide timely and relevant feedback to the student during the progression of Thesis II (Final). Specifically, supervisors shall review all draft chapters and draft full reports as they are developed by the student in detail and provide formative feedback to the students within 15 working days.

7.3.3 Final Written Thesis

7.3.3.1 A draft of the full written thesis will be prepared by the student for review by the Supervisor and Graduate Thesis Manager.

7.3.3.2 The written Thesis II (Final) will be considered completed if it is in alignment with the initial specifications, as approved in Thesis I (Proposal).

7.3.3.3 Once approved by the supervisor and Graduate Thesis Manager, the submitted Thesis II (Final) will be examined by the Graduate Thesis Panel.

7.3.3.4 The Graduate Thesis Panel determines the final grade for the submitted written Thesis II (Final).

7.3.3.5 The Panel's feedback will be provided to the Supervisor and student. If revisions are required, feedback will indicate areas for improvement.

7.3.3.6 Where revisions are required, students must revise their thesis according to the Graduate Thesis Panel feedback and resubmit it to the supervisor for review and final approval.

7.3.3.7 A sample of graded final written reports from Thesis II (Final) will be moderated by an independent faculty member.

7.3.4   Defense Presentation Exam

7.3.4.1   Each student shall submit their final presentation for Thesis II (Final) in the standard template for their supervisors to review and approval.

7.3.4.2   The supervisor shall verify all requirements (i.e., final thesis, required meeting logs) and send a request to Graduate Thesis Manager for the final defense presentation.

7.3.4.3   The Graduate Thesis Manager shall validate all requirements and schedule the final defense presentation exam for the student.

7.3.4.4   Students shall present their final work to the Graduate Thesis Panel.

7.3.4.5   The Panel shall review and provide feedback on the oral defense presentation.

7.3.4.6   The Graduate Thesis Panel determines the final grade for the oral defence presentation. The final grade for the oral defence presentation is sent to the Graduate Thesis Manager to upload in the Thesis Management System.

7.3.4.7   A student must pass the defense presentation exam to pass Thesis II (Final), as part of the mandatory degree completion requirements.

7.3.4.8   In case a student fails the oral defense presentation or final written thesis, they must rework the thesis according to the Graduate Thesis Panel's feedback and resubmit their work to their supervisor for review and approval. The Supervisor will continue to provide guidance and formative feedback to the student during this time.

7.3.4.9   Students shall continue to be registered for Thesis II (Final) if they fail to meet the minimum Masters-level quality of each component of the Thesis II course. In this situation, the student may be required to pay the value of one (1) credit hour. If the student fails to achieve a pass at the end of this additional term, they will be required to retake the course to graduate.

7.3.4.10   The Graduate Thesis Manager shall review the final reports for approval and publication.

7.4.   Thesis II: Final Written Thesis Content

7.4.1   The completed written Thesis II (Final) must include:

7.4.1.1   An integrated and comprehensive review of appropriate literature

7.4.1.2   A statement outlining the research problem and the goals of the thesis.

7.4.1.3   A description of the methodology used in the thesis.

7.4.1.4   Demonstration of the use of a research method such as quantitative or qualitative analysis

7.4.1.5 Demonstration of the student's understanding and ability to express a research process and outcome in a written format.

7.4.2 The format of the final written thesis must use the given template that includes:

7.4.2.1 Cover page

7.4.2.2 Declaration

7.4.2.3 Certificate of Approval

7.4.2.4 Executive Summary

7.4.2.5 Acknowledgments

7.4.2.6 Abbreviations

7.4.2.7 Table of Contents

7.4.2.8 Chapter 1: Introduction

7.4.2.9 Chapter 2: Theoretical Background/Literature Review

7.4.2.10 Chapter 3: Methodology

7.4.2.11 Chapter 4: Data Analysis

7.4.2.12 Chapter 5: Results/Findings

7.4.2.13 Chapter 6: Discussion and Theoretical Implications

7.4.2.14 Chapter 7: Implications for Practice, and Future Research

7.4.2.15 Chapter 8: Conclusions

7.4.2.16 References

7.4.2.17 Appendices

7.4.3 Students should follow all the procedures described in points 7.4.2.1 – 7.4.2.16 above to complete the Thesis II (Final)

7.5 <u>Meetings with Supervisors</u>

7.5.1 Students must meet on regular basis (weekly/bi-weekly) with their Thesis I course supervisor and Thesis II supervisor and maintain meeting logs (signed by the supervisor and uploaded on the thesis management system).

7.5.2 A minimum of Ten (10) meetings for both Thesis I (Proposal) and Thesis II (Final) must be held before the completion of the course; this comprises a minimum of five (5) meetings logs for Thesis I (Proposal) and five (5) for Thesis II (Final).

7.6   The Graduate Thesis Manager will manage the supervision process and maintain records of the thesis supervision activities.

7.7   The Graduate Thesis Manager will report the faculty thesis workload to the Academic Dean bi-annually.

7.8   The Graduate Thesis Manager will confirm the research-active status and evidence of prior supervisory experience at the graduate level for faculty members with the Academic Dean before allocating students thesis supervision. A record will be kept monitoring the faculty's research active status.

Section 8   :   Responsibilities

8.1   The President shall cause this policy to be implemented.

8.2   The Academic Dean shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1   Approval of this Policy cancels P 322 – Thesis Supervision Workload Policy_v7.0.

Section 10   :   Review Statement

10.1   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Authorization / Ownership
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	07/02/2022	Policy first approved
1	07/03/2022	Policy name changed to Thesis Policy, stipulations related to workload shifted to P 201 Faculty Workload Policy and detailed procedures added.
2	04/07/2022	General review and Review Statement updated.
3	18/10/2022	Clarification on a consultancy Thesis; that Thesis 1 is a research proposal and Thesis II is the final report.
4	23/03/2023	General review of policy.
5	08/09/2023	Section 1.1: Change Thesis courses name to 'Research-Based Consultancy Project I' and 'Research-Based Consultancy Project II'. Section 3.6: Adding Moderation. Section 6.8: Change in the assessments word count. Section 6.12.2: Change in weighting for written and oral assessment for Thesis II. Section 6.13: Adding of a penalty for exceeding word count. Section 7.4.2: Adding an extra chapter in Thesis II.
6	12/10/2023	Articles 6.8 and 6.9 revised and amended.
7	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Undergraduate Admissions Policy**

Related : CAA's Standards of Licensure & Accreditation – 2019, Ministry of Education, Framework for
Documents the Compliance Inspection of Higher Education Institution – 2023

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 402 – Transfer Admissions Policy

ADSM P 403 – Advanced Standing Policy

ADSM P 404 – Recognition of Prior Learning Policy

ADSM P 802 – By-Laws of the Governing Body Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and process for undergraduate academic programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into undergraduate academic programs offered at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MoE:** Ministry of Education

3.3 **Application Form:** a form that all applicants must complete, sign, and submit in order for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Undergraduate Application Fee:** Non-refundable fee to apply to the undergraduate program at ADSM.

3.5 **Undergraduate Registration Fee:** Non-refundable fee to process the application to the undergraduate program at ADSM.

3.6 **Offer Letter:** letter issued to undergraduate applicants offering them a place in the program.

3.7 **ELR:** English Language Requirement.

3.8 **CGPA:** Cumulative Grade Points Average.

3.9 **Acceptance/Rejection Letter:** a letter issued to applicants to any program at ADSM informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.

3.10 **Undergraduate Admissions Committee:** an ad hoc committee constituted of faculty members and professional staff tasked with assessing applications for admission to the undergraduate programs.

3.11 **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.

3.12 **Student Recruitment:** an ADSM staff member responsible for recruiting new students.

3.13 **Semester:** a period of time, usually a minimum of 16 weeks in duration, in which a specific and pre-determined set of courses is delivered to undergraduate students at ADSM. The Undergraduate Academic Calendar at ADSM comprises two regular academic semesters (Fall, Spring), each a minimum of 16 weeks in duration, and an intensive Summer session, which is six (6) weeks in duration.

3.14 **Undergraduate Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills in English language and Mathematics.

Section 4 : Policy Statement

4.1 The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in the undergraduate programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM accepts qualified national and international applicants into its Bachelor of Science in Management (BScM) program in accordance with its established admissions criteria set in compliance with the CAA Standards and relevant decrees.

6.2. ADSM may accept applicants to its BScM program as Direct Entry or Conditional Admission based on the credentials they submit with their applications, as illustrated below.

6.3. **Direct Entry:** for direct entry into ADSM's undergraduate programs, applicants must meet the Academic, and English Language requirements, as detailed below:

6.3.1. <u>Academic Requirements:</u> Applicants must hold a UAE Secondary School Certificate with a minimum average of 60% in all streams or its equivalent approved by the Ministry of Education. The table below provides a partial list of the minimum average required for international high school certificates. Relevant ministerial decrees will be followed for those not listed below:

High School Curriculum	Academic Requirements
American/Canadian Schools (Math and Science Focus) *	60%
American/Canadian Schools (Literary Focus) *	60%
British Curriculum or IGCSE/GCE (Completed Year 13/Grade 12 of High School with Math and Science Focus) *	60%
British Curriculum or IGCSE/GCE (Completed Year 13/Grade 12 of High School) *	60%
International Baccalaureate (IB)*	24 Points
Indian/Pakistani Schools*	50%

* An Equivalency Letter issued from the Ministry of Education is required for a curriculum thatdoes not follow the UAE curriculum.

6.3.2. <u>English Language Requirement (ELR):</u> Applicants seeking admission to the BScM program at ADSM are required to submit one of the following English language proficiency certificates as per below:

Type of Admission	EmSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (Paper Based)
Direct Entry	1100	5.0	61	173	500

Acceptance of additional English language proficiency certificates, and exemptions to the English language requirements may apply as specified in the 2019 CAA Standards.

6.4. **Conditional Admission:** A limited number of applicants are granted conditional admission based on one of the following criteria:

6.4.1. Conditional ELR: Applicants who do not meet English language requirements as stipulated in section 6.3.2 above, can be admitted as 'Conditional ELR' if they provide a UAE Secondary School Certificate or its equivalent that meets the Direct Entry requirements as specified in section 6.3.1.

6.4.1.1 Students who are admitted as 'Conditional ELR' will have to meet the following conditions during their first semester of study or be subject to dismissal:

6.4.1.1.1 Achieve an EmSAT score of 1100 or its equivalent, as specified in section 6.3.2.

6.4.1.1.2 Take a maximum of 12 credit hours of General Education courses during the first semester.

6.4.1.1.3 Maintain a minimum CGPA of 2.0 on a 4.0 scale during the first semester of study.

6.4.2. Conditional Academic: Applicants whose high school certificate is issued by a school that does follow UAE curriculum and do not provide an Equivalency Letter issued by the Ministry of Education as stated in Section 6.3.1, may be admitted conditionally subject to the following decrees:

6.4.2.1 Ministerial Decree No. (73) for the Year 2023

6.4.2.2 Ministerial Decree No. (40) for the Year 2023

6.4.2.3 Ministerial Decree No. (41) for the Year 2023

6.4.2.4 Administrative Decree No. (519) for the Year 2022

6.5. **Undergraduate Bridging Courses:** Applicants to the BScM program may be required to complete non-credit bearing bridging courses before full admission, as deemed necessary by the Undergraduate Admissions Committee. The bridging courses, shown below, aim to introduce students to fundamental concepts in mathematics and English language.

6.5.1. Categories of students who may register in bridging courses:

6.5.1.1 Applicants who during their application express interest in joining English and/or Math courses.

6.5.1.2 Applicants who scored less than 70% (or equivalent) in English and/or Math course in the last year of high school.

6.5.1.3 Applicants who, during the admission interview, do not sufficiently meet the expectations of the Admission Committee in English and/or Math.

6.5.1.4 Applicants from the literary focus streams in American/Canadian or British curriculum schools.

Course Code	Course Title
BRD 101	Pre-Calculus
BRD 102	English Skills

6.6. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.

    6.6.1. Applicants whose UAE Secondary School average is less than 70% in all streams, or its equivalent are required to attend an interview with the Admissions Committee.

6.7. Applicants may request additional information about ADSM's programs from the Undergraduate Admissions Committee as relevant to their future projections.

6.8. Transfer of academic credits from another HEI is governed by the *Transfer Admissions Policy*.

6.9. Recognition of Prior Learning is governed by the *Recognition of Prior Learning Policy*.

6.10. Granting an advanced standing to an applicant is governed by the *Advanced Standing Policy*.

Section 7   :   Procedures

7.1. Application process to the undergraduate program is initiated when applicants fill in the Application Form and pay the non-refundable Undergraduate Application Fee as set in the *Student Finance Policy*.

7.2. Applicants are required to submit the below documents and pay the non-refundable Undergraduate Registration Fee to Student Recruitment to process their application:

    7.2.1. A UAE Secondary School Certificate or its equivalent that meets the Direct Entry requirements as specified in section 6.3.1.

    7.2.2. Valid ELR, as specified in section 6.3.2 verified by Student Recruitment.

    7.2.3. Identification Documents – copies of the following:

- Passport.
- Emirates ID Card.
- Residence Visa, if non-UAE National.
- One (1) Passport size photo.

7.3. The Undergraduate Admission Committee shall evaluate applications, as follows:

    7.3.1. At least two members of the Committee shall evaluate applications and state the Committee's decision on the Application Form. The evaluation will be conducted based on submitted documents.

    7.3.2. The Committee may request an interview with the applicant prior to making a decision. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as stated on the Application Form.

7.4. Based on the possible outcomes of the Committee's evaluation, ADSM shall issue the following types of Acceptance Letters:

7.4.1. **Acceptance Letter A:** Direct Entry

7.4.2. **Acceptance Letter B:** Conditional ELR

7.4.3. **Acceptance Letter C:** Conditional Academic

Section 8   :   Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

8.2.1. Collect the required documents from applicants.

8.2.2. Verify the authenticity of submitted documents and stamp them accordingly.

8.2.3. Submit applications to the Undergraduate Admissions Committee for assessment.

8.2.4. Coordinate with the Committee for scheduling applicants' interviews, if required.

8.2.5. Issue letters to applicants in accordance with the decision made by the Committee.

8.2.6. Notify applicants of decisions of the Committee and provide issued letters.

8.2.7. Update applications' records in the Student Information System (SIS) within two (5) working days.

8.3. Undergraduate Admissions Committee:

8.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.

8.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.5. Monitor conditionally admitted students to determine if they are allowed to continue their study.

8.6. Suspend or dismiss students who fail to meet the conditions of their admission.

Section 9   :   Cancellations
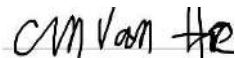
9.1. Approval of this Policy cancels P 400 – Undergraduate Admissions Policy_v7.0.

Section 10 : **Review Statement**

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Associate Dean of Undergraduate Programs**	CM Van HR
Recommended by: **Academic Council**	Reviewed and Recommended on 11/07/2024
Approved by: **Executive Committee**	Reviewed and Approved on 11/07/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed.
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	03/01/2024	Article 6.3.1.1 added.
7	11/07/2024	Article 6.3.1 amended in line with Guidelines for the Admission Criteria for Undergraduate Programs in Higher Education Institutions, issued in May 2023

Next scheduled review: 11/07/2025

END OF DOCUMENT

Policy Name : **Graduate Admissions Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM P 402 – Transfer Admissions Policy

ADSM P 404 – Recognition of Prior Learning Policy

ADSM P 802 - By-Laws of the Governing Body Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide a standard set of admissions' requirements and the admissions' process for academic programs offered at ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy shall apply to any individual, committee, unit, or employee involved in applicants' admission into academic programs offered at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **CAA:** Commission for Academic Accreditation.

3.2 **MoE:** Ministry of Education

3.3 **Application Form:** a form that all applicants must complete, sign and submit in order for ADSM to evaluate their eligibility to be admitted to an academic program offered at ADSM.

3.4 **Application Fee:** Non-refundable fee for applying to an academic program offered at ADSM.

3.5 **Acceptance Fee:** Non-refundable fee for accepting a place of study at ADSM.

3.6 **Acceptance/Rejection Letter:** a letter issued to applicants informing them of the outcome of their application. The letter may stipulate the conditions that must be met by the student within a specific period post enrolment.

3.7 **ELR:** English Language Requirement.

3.8   **CGPA:** Cumulative Grade Points Average.

3.9   **Admissions Committee:** an ad hoc committee constituted of faculty members tasked with assessing applications for admission to any academic program offered at ADSM.

3.10   **Office of Student Affairs:** the unit with overall responsibility for monitoring and ensuring that students are admitted in compliance with the conditions stipulated in this Policy as well as the 2019 CAA Standards for Licensure and Accreditation.

3.11   **Student Recruitment:** an ADSM staff member responsible for recruiting new students.

3.12   **Term:** a term is typically nine (9) to twelve (12) weeks in duration. The academic year at ADSM comprises three regular academic terms (Fall, Winter, Spring), each 10 weeks in duration, and an intensive Summer session, which is six (6) weeks in duration.

3.13   **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QFEmirates* level, required for MS students who do not meet the program-specific requirements specified in stipulation 6.1.1 of this Policy.

Section 4   :   Policy Statement

4.1   The admission process is intended to maintain the standards required by the UAE Ministry of Education for allowing students to apply and gain acceptance to be enrolled in one of the master's programs at ADSM. This process aims to evaluate the academic credentials and supporting documents of applicants in accordance with the latest applicable standards. This Policy seeks to ensure that students are qualified to enroll and successfully complete the academic program to which they have applied.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   Applicants to academic programs offered at ADSM may be accepted as Direct Entry or Conditional Entry, as stipulated below:

   6.1.1.   **Direct Entry:** Applicants who provide a recognized bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale, or equivalent, and meet the ELR for Direct Entry as stipulated in Section 6.2 of this policy,

shall be granted Direct Entry into a master's program offered at ADSM, providing that they meet the program-specific entry requirements as stipulated in Table 1 below:

Program	Bachelor's degree	Other
Master of Business Administration (MBA)	Business or Management	Three (3) years of work experience.
	Area other than Business or Management	Three (3) years' work experience in business or management or attending and successfully completing the Bridging Course(s).
Master of Science in Quality and Business Excellence (MSQBE)	Business or Engineering	Applicants with a degree in an area other than business or engineering but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Leadership and Organizational Development (MSLOD)	Business	Applicants with a degree in an area other than business but have relevant work experience, or professional qualifications may be considered, providing that they attend and successfully complete the Bridging Course(s).
Master of Science in Business Analytics (MSBA)	Mathematics, Statistics, Computer Science, Engineering, Physics, Economics, Business, or quantitative social science	Applicants with a degree in an area other than those specified but have relevant work experience or professional qualifications, may be considered, providing that they complete the set of Bridging Course(s).

Table 1: Program-Specific Entry Requirements

6.1.2. **Conditional Entry:** Conditional entry is determined based on the CGPA of the applicant's bachelor's degree and/or the submitted English Language proficiency certificate, as stipulated below:

6.1.2.1. **Conditional Academic:** if an applicant submits a recognized bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Direct Entry requirements for English language stipulated in Section 6.2, ADSM may conditionally admit such applicants providing that they meet the following conditions during the first term of study or be subject to dismissal:

- must take a maximum of nine (9) credit hours in the first term of study.
- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first nine (9) credit hours of credit-bearing courses studied for the master's program.

6.1.2.2. **Conditional ELR:** ADSM may conditionally admit students to a master's program, providing that they submit a recognized bachelor's degree with a minimum CGPA of 3.0 on a 4.0 scale or its established equivalent, and a minimum ELR as per the Conditional Entry requirements for English language stipulated in Section 6.2. Such a student must meet the following conditions during the first term of study or be subject to dismissal:

- must achieve an EmSAT score of 1400 or equivalent.

- may take a maximum of six (6) credit hours in the first term of study, not including intensive English courses.

- must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six (6) credit hours of credit-bearing courses studied for the master's program.

6.2. **English Language Requirements (ELR):** applicants to master's programs offered at ADSM are required to provide one of the following English Language proficiency certificates:

Type of Admission	EMSAT (English Language Portion)	IELTS (Academic)	TOEFL (iBT)	TOEFL (CBT)	TOEFL (ITP)
Direct Entry	1400	6.0	79	213	550
Conditional Entry	1250	5.5	71	197	530

Table 2: English Language Requirements (ELR)

Acceptance of additional English language proficiency certificates and exemptions to the English language requirements may apply as specified in the applicable CAA Standards.

6.3. **Remedial Admissions:** ADSM may admit students to its master's programs following their successful completion of a remedial program, as stipulated below:

6.3.1. If an applicant submits a recognized bachelor's degree with a CGPA between 2.0 and 2.499 on a 4.0 scale or its established equivalent, ADSM must admit such applicants to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly or conditionally into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program.

6.3.2. If an applicant submits a recognized bachelor's degree with a CGPA between 2.5 and 2.999 on a 4.0 scale or its established equivalent, ADSM may admit such applicant to its remedial preparation program, consisting of a maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. ADSM may then admit the student directly or conditionally into its graduate programs, if the applicant:

- achieves a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the maximum of nine (9) graduate-level credit hours as remedial preparation for the graduate program.

6.4. ADSM shall limit the percentage of Conditional Academic students to 25% in each program. The Admission Committee and Student Recruitment are responsible for ensuring adherence to the maximum limit as per this Policy.

6.5. **Interview Process:** Applicants may be required to attend an interview with the Admission Committee to further assess their academic background and English Language ability prior to joining ADSM.

6.6. Applicants may request additional information about ADSM's programs from the Admission Committee as relevant to their current professional status and future projections.

6.7. Recognition of Prior Learning is governed by the *Recognition of Prior Learning Policy*.

6.8. The transfer of academic credits is governed by the *Transfer Admissions Policy*.

Section 7:   Procedures

7.1. Applicants are required to submit the below documents to Student Recruitment to initiate the process:

7.1.1. Application Form signed and dated.

7.1.2. Undergraduate/Graduate Degree (Diploma/ completion letter) recognized by MoE.

7.1.3. Official transcripts of all earned undergraduate credits.

7.1.4. Valid ELR, verified by Student Recruitment prior to submission to Admission Committee.

7.1.5. Receipt for the non-refundable application fee or evidence of exemption.

7.1.6. Identification Documents – copies of the following:

- Passport.

- Emirates ID Card.

- Residence Visa, if non-UAE National.

- One (1) Passport size photo.

For MSBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate stating current position.
- CV

For MBA applicants: In addition to the documents listed above, applicants are to submit the following:

- Employment Certificate or evidence of three (3) years of work experience.
- CV
- Personal Statement.
- One (1) recommendation letter.

7.2. The Admission Committee shall evaluate applications, as follows:

7.2.1. At least two members of the Admission Committee shall evaluate the applications and indicate the Committee's decision on the Application Form. The evaluation will be conducted based on the submitted documents.

7.2.2. The Admissions Committee may request an interview with the applicant prior to making a decision. In which case, Evaluation Forms will be filled in and attached to the applicant's record to confirm the Committee's decision as indicated on the Application Form.

7.3. Based on the possible outcomes of the Admission Committee's evaluation, as summarized in Table 3, ADSM shall issue the following types of Acceptance Letters:

7.3.1. **Acceptance Letter A:** Direct Entry

7.3.2. **Acceptance Letter B:** Conditional ELR

7.3.3. **Acceptance Letter C:** Conditional Academic

7.3.4. In adherence to stipulation 6.4, Student Recruitment and the Admissions Committee must ensure that the issued Acceptance Letters of type C do not exceed 25% of the overall issued Acceptance Letters for students actually enrolled in any academic program at ADSM.

Acceptance Type	Graduate/ Undergraduate CGPA	ELR	Conditions to be Met During the First Term of Study
A	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	None
B	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Conditional Entry as stipulated in Section 6.2	1 Achieve an EmSAT score of 1400 or equivalent. 2 Take a maximum of six credit hours.

	C	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	3 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first 6 credits of credit-bearing courses completed for the degree program 1 Take a maximum of nine credit hours. 2 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first 9 credits of credit-bearing courses completed for the degree program

Acceptance Type	Remedial Program CGPA	ELR	Conditions to be Met During the First Term of Study
A	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Direct Entry as stipulated in Section 6.2	None
B	≥ 3.0 on a 4.0 scale, or equivalent	Meets ELR for Conditional Entry as stipulated in Section 6.2	1 Achieve an EmSAT score of 1400 or equivalent. 2 Take a maximum of six credit hours. 3 Achieve a minimum CGPA of 3.0 on a 4.0 scale in the first 6 credits of credit-bearing courses completed for the degree program

Table 3 and 4: Possible Outcomes of the Admission Committee's Evaluation

Section 8 **:** **Responsibilities**

8.1. The President shall cause this policy to be implemented.

8.2. Student Recruitment:

8.2.1 Collect the required documents from applicants.

8.2.2 Verify the authenticity of submitted documents and stamp them accordingly.

8.2.3 Submit applications to the Admission Committee for assessment.

8.2.4 Coordinate with the Admissions Committee for scheduling applicants' interviews, if required.

8.2.5 Issue letters to applicants in accordance with the decision made by the Admission Committee.

8.2.6 Notify applicants of decisions of the Admissions Committee and provide issued letters.

8.2.7 Update applications' records in the Student Information System (SIS) within two (5) working days.

8.3. Admission Committee:

8.3.1. Evaluate applications for admission based on a combination of academic, English, and supporting documentation and in accordance with the provisions in this policy.

8.3.2. Inform Student Recruitment on decisions taken based on evaluation of applications.

8.3.3. Monitor the implementation of this policy.

8.4. Office of Student Affairs:

8.4.1. Monitor conditionally admitted students' performance and take necessary action.

8.4.2. Suspend or dismiss students who fail to meet the conditions of their admission.

Section 9   :   Cancellations

9.1   This Policy cancels P 401 - Graduate Admission Policy_v10.0.

Section   10   :   Review Statement

10.1   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Approval Authority	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 11   :   Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	10/08/2020	Stipulation for Conditional Admissions updated and a stipulation for Remedial Admissions added in compliance with CAA Standards 2019.

2	11/01/2021	The MBA's specific program requirements amended to be three (3) years of work experience and obtaining an Employment Certificate is required as evidence.
3	05/04/2021	Articles 6.4 and 7.3 amended to clarify ADSM's policy in regard to the conditional admissions percentage.
4	06/09/2021	Mapping to ESG 2015 Standards completed.
5	14/10/2021	Policy amended to require MSBA applicants to submit employment certificate and a current CV.
6	07/03/2022	Definition of a Term amended
7	04/07/2022	General review and Review Statement updated.
8	10/07/2023	Annual review completed, article 7.3 amended to match practice
9	08/09/2023	MBA program-specific entry requirements amended.
10	23/09/2024	Annual review completed; owner changed to be Academic Dean.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Transfer Admissions Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents   Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.4 Student admission, progression, recognition and Certification

ADSM 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

Section 1 : **Purpose**

1.1   The purpose of this Policy is to provide ADSM's faculty and staff involved in student admissions to ADSM's
graduate and undergraduate programs with a standard set of rules that govern the admittance of
students who wish to get credit for work done at another recognized higher education institution.

Section 2 : **Scope and applicability**

2.1   This Policy is applicable to ADSM's faculty and staff involved in student admissions.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **CGPA:** Cumulative Grade Points Average.

3.2   **ELR:** English Language Requirement.

3.3   **Recognized Higher Education Institutions:** higher education institutions in UAE or aboard that are
recognized by the UAE's Ministry of Education.

3.4   **Transfer Admissions Committee:** an ad hoc committee that consists of the Registrar and at least two
faculty members. The Committee is chaired by the Registrar and is tasked with making decisions
regarding prospective students' credit transfer requests.

3.5   **Transfer Credits:** Credit hours for courses taken at another recognized higher education institution.

3.6   **Transfer Credit Evaluation Form:** an ADSM form filled in by a prospective student to request credit
transfer, considered by the Transfer Admissions Committee, and on which the Committee's decision is
made.

Section 4   :   Policy Statement

4.1   ADSM accepts transfer students into its undergraduate and graduate programs only in limited cases as set in this policy.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   The Transfer Admissions Committee shall make decisions regarding credit transfer requests; the Committee's Chair maintains records of all decisions and related documents.

6.2.   ADSM shall consider credit transfer requests as transfer students for credits obtained from UAE Higher Education Institutions recorded in the UAE National Register of Licensed Higher Education Institutions, or other organizations in the UAE approved by CAA, or institutions recognized by UAE's Ministry of higher learning located outside the UAE.

6.3.   Prospective students applying for credit transfer must meet the Direct Entry Admission's Requirements as stipulated in the *Undergraduate Admissions Policy* and the *Graduate Admission Policy,* as applicable.

6.4.   Transfer Admissions into the Bachelor of Science in Management (BScM) Program

6.4.1.   All transfer students must meet the Direct Entry Requirements as set out in the *Undergraduate Admissions Policy*.

6.4.2.   The institution where the student has studied must be accredited by the Ministry of Education in the UAE. Institutions of higher learning located outside of the UAE must be recognized by the Ministry of Education.

6.4.3.   The course studied must have required the student to attend classes, i.e. not by correspondence or distance learning.

6.4.4.   The student can claim credit transfer for courses that she/he has passed, and which have a counterpart in ADSM's BScM program.

6.4.5.   The student must submit a course description on the institution paper to be considered for Credit Transfer. The course must cover at least 80% of the topics in the corresponding course in ADSM's BScM program.

6.4.6.   The course must carry the same number of study hours and must be at the same level or higher.

6.4.7. The student must have passed the course with a minimum grade of C.

6.4.8. The student must be in good academic standing (CGPA of 2.0 on a 4.0 scale, or equivalent) in the institution from which they wish to transfer credits.

6.4.9. The student can claim Credit Transfers for no more than 50% of the courses in ADSM's BScM program.

6.4.10. Transfer credits cannot be applied to courses at the 400 level.

6.5.   Transfer Admissions into the ADSM's Master Programs

6.5.1. ADSM shall consider credit transfer requests only from students in Good Academic Standing (a minimum CGPA of 3.0 on a 4.0 scale in graduate-level course work, or equivalent) into its graduate programs.

6.5.2. Processing credit transfer requests requires submitting official transcripts showing all post-secondary work attempted at all educational institutions attended.

6.5.3. Work taken under an articulation agreement between ADSM and another institution will be considered as transfer credit.

6.5.4. ADSM shall limit transferred credits for master's programs and Remedial Program to a maximum of six (6) credit hours in all of its academic programs.

6.5.5. ADSM shall transfer graduate program credits only for courses relevant to the degree that provide equivalent learning outcomes and in which the student earned a grade of B (3.0 on a 4.0 scale or equivalent) or better.

6.6.   ADSM does not grant credit twice for substantially the same course taken at two different institutions.

6.7.   ADSM does not allow credits for the following cases:

6.7.1.   The Signature Learning Experience in the Master of Business Administration.

6.7.2.   The Capstone Project – Business Analytics in the Master of Science in Business Analytics.

6.7.3.   The Internship Course in the Bachelor of Science in Management.

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

6.9.   Prior to admission, the Office of Student Affairs shall provide students applying for credit transfer with a written notification stating the credits approved for transfer, if any, and to which courses they will be applied at ADSM.

Section 7   :   Procedures

7.1.   The Transfer Admissions Committee shall evaluate transfer credits requests and inform the Office of Student Affairs of their decision.

7.2.   The Office of Student Affairs shall update the student's record accordingly and inform the student of the Committee's decision.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 402 – Transfer Admissions Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved

1	01/02/2021	Policy amended to allow transferring credits for Remedial Program in article 6.6
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024.

Next scheduled review: 23/09/2025

<div align="center">END OF DOCUMENT</div>

Policy Name : **Student Records Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents   Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 406 – Information Release Policy

ADSM P 602 – Data Security Policy,

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 402 – Transfer Admissions Policy

United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.

Student Handbook

Section 1 : **Purpose**

1.1   The aim of this Policy is to identify what student records are, and to govern the process of collecting, maintaining, storing, retrieving, and disposing of them, including the need to store student records in secured and fireproof cabinets.

Section 2 : **Scope and applicability**

2.1   This Policy applies to all ADSM's faculty and staff involved in creating, managing, storing, retrieving and disposing student records and applies to all students who have applied to, are enrolled at, or have graduated from ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **Archive:** records that require indefinite retention due to legal, administrative, financial or historical purposes, but are not used currently.

3.2   **Record:** a set of information, may take different formats, and must be retained as evidence of actions or decisions taken due to operational or legal purposes.

3.3   **Student Information System (SIS):** the electronic student management database accessed by authorized personnel.

3.4   **Student Records:** Records and related personal information of applicants, currently enrolled and former students held in either soft or hard copy format.

Section 4   :   Policy Statement

4.1   ADSM collects and maintains information about students for the purposes of admissions, maintenance of academic record, determination of academic progression and performance, evidencing student work, meeting student request for transcripts and records, compliance with government and regulatory requirements and any other information related to the student's participation and involvement with the ADSM community. This information is protected by procedures and methods designed to keep it secure and reliable.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   The Office of the Registrar is responsible for maintaining and managing all students' records.

6.2.   ADSM's Office of Student Affairs contains the Office of the Registrar and Student Services.

6.3.   The Office of the Registrar will retain applicants', current and former students' records related to enrolment status including disciplinary records. These records are open to students and may be reviewed by appointment.

6.4.   The Finance Unit will maintain students' financial records. Students may review these by appointment.

6.5.   The Office of the Registrar shall perform routine maintenance, review and back-up of all computer-generated records, which will be stored on an on-site and secure server to ensure record safety and security, in accordance with *the Data Security Policy*. Hard copy records will be stored in the student's file and secured in locked and fire protected cabinets.

6.6.   All student electronic records are maintained by the School as seen in 6.3 and copies of the data are stored off-site in a secure data center.

6.7.   Transcripts and degree completion authentication documents are retained in secure archive storage for not less than fifty (50) years.

6.8.   Retention period for hard copies (paper-based) of student records will be determined based on the student's enrollment status, as stipulated below:

6.8.1.   Enrolled students: records will be maintained for a period of six (6) years following graduation.

6.8.2.   Enrolled but not 'active': records for students who have not taken approved leave of absence or formally withdrawn, will be held for a period of three (3) years following the last term of enrolment.

6.8.3.   Accepted but not enrolled: records will be held for a period of two (2) years from the term in which the student was given admission.

6.8.4.   Unsuccessful applications: records will be retained for a period of one (1) year from the term for which the student applied.

6.9.   Electronic records shall be stored in the Student Information System (SIS) and archived on a secure server, in accordance with *the Data Security Policy*, and retained for a period not less than fifty (50) years.

6.10.   Student records are available to the student during their study in any academic program offered at ADSM or after graduation at the request of the student.

6.11.   The available records are also available to third parties as stipulated in the *Information Release Policy.*

6.12.   Other student information collected from students such as continuous survey records are kept and maintained for a maximum period of two (2) years after the concerned student exits ADSM.

6.13.   Permanent students' records that cannot be destroyed by ADSM include, but are not limited to, the following:

6.13.1. Documents collected from students during their admission to ADSM, as stipulated in ADSM P 602 - Data Security Policy, including documents related to credit transfer, as stipulated in the *Transfer Admissions Policy*.

6.13.2. Documents created as students exit ADSM, such as copies of their earned degree at ADSM, transcripts, completion letter, or withdrawal form.

6.13.3. Documents related to any disciplinary action taken against the student.

6.13.4. Documents related to any grievances or appeals case concerning the student.

6.13.5. Any other documents deemed to be a permanent record by the Director of Student Affairs.

6.14. Temporary records would include records such as letters issued to students upon their request, as in letters confirming their academic schedule or to whom it may concern letters.

6.15. Permanent records could be created, managed and accessed by designated ADSM staff only in compliance with the principles of this policy.

6.16. Temporary records could be created, managed and updated by the designated ADSM staff members only. These records can only be disposed of by the Office of Student Affairs staff with permission from the Director of Student Affairs.

Section 7   :   Procedures

7.1   Student Recruitment shall collect and verify, as applicable, all students' records required for processing students' applications, as stipulated in the *Undergraduate and Graduate Admissions Policies*.

7.2   Student Recruitment uses an electronic reader to record each student's Emirates Identification number and retain electronic records of Emirates Identification numbers (EID) for all students in accordance with the United Arab Emirates, MoE Ministerial Decision No. (286) of 2018, Article (1) 1-A.

7.3   Student Recruitment shall, once the student has a final status (e.g. Enrolled), deliver the complete set of the student's records to the Office of the Registrar.

7.3.1   The Office of the Registrar shall complete a Student File Checklist for each file it receives from Student Recruitment to ensure that the correct set of documents is included.

7.4   The Office of the Registrar shall create an electronic copy of the student's records, upload it to SIS, and file the hard copy in the designated fireproof cabinets. After which, the Office of Student Affairs becomes the custodian of all students' records.

7.5   The Office of Student Affairs shall maintain, update, store, archive, arrange for the retrieval of or disposal of students' records as stipulated in the *Information Release Policy*.

7.6   The Office of Student Affairs ensures that all records of student course work, grades and changes to grades are maintained in the student records.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1.   Approval of this policy cancels P 405 - Student Records Policy_v6.0.

Section 10 : Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.

Next scheduled review: 23/09/2025

<div align="center">END OF DOCUMENT</div>

Policy Name : **Information Release Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 405 – Student Records Policy

ADSM P 419 – Student Appeals Policy

ADSM P 420 – Student Grievances Policy

Article 378 of the Penal Code (Federal Law 3 of 1987)

Federal Law No. 5 of 1985 (the "Civil Code").

The law on Printing and Publishing Article 79

Section 1 : **Purpose**

1.1   This Policy aims to make clear ADSM's policy on student privacy and to define a set of procedures to

support this policy and promote its enforcement, and to clarify ADSM's responsibilities and its employees

on the confidentiality clause in the releasing of information to the public, respecting the rights of

individual students while serving the best interests of the students and the institution.

Section 2 : **Scope and applicability**

2.1   This Policy applies to all students enlisted with ADSM and the responsible employees.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **Record:** a set of information, may take different formats, and must be retained as evidence of actions or

decisions taken due to operational or legal purposes.

3.2   **Dependent:** A student who relies on another (generally a relative), to pay their tuition fees.

3.3   **Sensitive Information:** information that will only be disclosed if it is required to handle a serious and

potential threat to any individual's life or health.

3.4   **Sponsor:** a third party that provides financial assistance to a student with tuition fees.

3.5   **Student:** A current or formerly enrolled student of ADSM.

Section 4   :   Policy Statement

4.1   ADSM strives to maintain the confidentiality of any student data it may hold. The School shall limit this data to operational and regulatory needs and will ensure that it is only released to the student and/or any authorized entities or individuals as set in this Policy.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall process requests for information about itself with transparency and accuracy.

6.2.   ADSM shall maintain students' Records as stipulated in the *Students Records Policy*.

6.3.   ADSM reserves the right to disclose personally identifiable data from students' Records, as follows:

   6.3.1.   with the written approval of the student, or

   6.3.2.   where ADSM has the right to disclose education records to:

      6.2.2.1. ADSM authorized personnel with legitimate educational interest

      6.2.2.2. Other educational institutions to which a student is transferring.

      6.2.2.3. Specified personnel for audit or evaluation purposes.

      6.2.2.4. A service provider contracted by ADSM to provide services and functions under legal contracts.

      6.2.2.5. Sponsors or other third parties provide financial aid to a student.

      6.2.2.6. Organizations performing certain studies for or on behalf of ADSM.

      6.2.2.7. Accrediting organizations

      6.2.2.8. Government Agencies that have legal jurisdiction

      6.2.2.9. Regulatory Bodies that govern the institution

      6.2.2.10. To comply with a court order

      6.2.2.11. Authorized officials in health and safety emergencies

      6.2.2.12. Parents or official guardians of a student provided the student is a "dependent" of them.

      6.2.2.13. Sponsors of a student

Section 7   :   Procedures

7.1.   Requests for information about ADSM shall be directed to the President's Office.

7.1.1. The President may then forward the request to the concerned business unit, as applicable.

7.2. ADSM shall grant students the following rights related to their Records via the Office of Student Affairs:

7.2.1. The right to review their records within ten (10) days from receiving an access request, as follows:

7.2.1.1 In order to check and review his/her records, a student should submit a written request to the Office of Student Affairs or Finance Unit of the particular record(s), the student wishes to review. ADSM is not required to provide copies of records except in exceptional circumstances as deemed appropriate by the office holding these records.

7.2.1.2 To request amending information in the student's record, which the student deems inaccurate, misleading, or in violation of their confidentiality (this cannot be used to challenge a grade).

7.2.1.3 A student who wishes to request a modification of his/her records should write to the appropriate unit maintaining these records, as set in the *Student Records Policy*. The student must determine the specific sections requiring and specify why it should be changed. The unit will then determine the validity of the request, and if it is rejected, the student will be notified in writing and a justification will be provided. The student may request an appeal, as outlined in the *Student Appeals Policy* and *Student Grievances Policy*.

7.2.2. Violations to the Code of Conduct may be disclosed to parents of dependent students or sponsors.

7.2.3. The School reserves the right to disclose students' information without their written consent in cases affecting the student's health or in case of a change to the student's academic or administrative status, e.g. pending disciplinary proceeding, suspension, or expulsion.

Section 8 : Responsibilities

8.1. The President shall cause this Policy to be implemented.

8.2. The Director of Student Affairs shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 406 - Information Release Policy_v6.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **President**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	10/08/2020	Revised to stipulate how ADSM shall provide information about itself.
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name	:	**Career Services Policy**

Related Documents	:	CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 315 – Internship Policy

ADSM P 417 – Academic Advising Policy

ADSM P 901 – Community Engagement Policy

Student Handbook

Faculty Handbook

Section 1 : **Purpose**

1.1   This Policy aims to ensure the availability of career services at ADSM, to assist students in career planning and finding appropriate employment, career development services, career testing, information, and counselling, interviewing and other employment skills, job placement and follow-up activities, are available to students beginning with their first enrolment.

Section 2 : **Scope and applicability,**

2.1.   This policy applies to all employees, students, staff, and alumni.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1.   None.

Section 4 : **Policy Statement**

4.1   ADSM aims to provide a wide range of career opportunities for the students and employees to allow them to choose and develop their career paths, selecting majors, full-time employment, internships and including employees' registration for courses at ADSM.

Section 5 : **Exclusions**

5.1   None.

Section 6   :   Principles

6.1.   ADSM shall provide a wide range of career services to enrolled students, alumni and employees through the Office of Student Affairs.

6.2.   The Office of Student Affairs shall appoint a Career Services Officer responsible for organizing career services at ADSM in collaboration with other units, as applicable.

6.3.   The Office of Student Affairs shall assist, when required, individuals with any questions or concerns about career opportunities and perform following tasks:

  6.2.1   Offer programs with an aim to guide individuals in reaching out to their desired careers.

  6.2.2   Assist individuals in developing meaningful career goals to prepare them for life beyond ADSM.

  6.2.3   Prepare individuals for a smooth transition from studying to work and/or promotion through assistance with career planning, career services that enables them to progress in their careers, such as career counselling, interviewing skills and other employment skills.

  6.2.4   Provide professional development counseling and advice for individuals to have a competitive edge in the local job market.

  6.2.5   Provide information and advice for postgraduate programs.

6.4.   Academic Advisors and the Academic Support Manager are the first point of contact for students seeking career counseling and guidance, as per the *Academic Advising Policy*.

6.5.   The Director of Student Affairs shall manage overall career services process and proper career guidance, career path selection, employment guidance, internship, or student relevant matters.

Section 7: Procedures

7.1   The Career Services Officer shall:

  7.1.1   Work closely with employers to promote interaction with ADSM students and alumni.

  7.1.2   Organize corporate briefings and introduce emerging industries to ADSM students and alumni.

  7.1.3   Provide information on job opportunities, internships, and career resources.

  7.1.4   Organize internships as per the *Internship Policy* for undergraduate students.

  7.1.5   Organize career fairs/days.

7.2   The Office of Student Affairs shall include career-related activities within the Community Engagement plan, as per the *Community Engagement Policy*.

7.3   Students shall seek the assistance of their assigned Academic Advisor, as per the Academic Advising Policy. Students may after that request a meeting with another faculty member for industry specific advice via the Office of Student Affairs.

7.4   The Office of Student Affairs will contact the relevant faculty member to arrange a meeting.

7.5   In the case of alumni, the Director of Student Affairs will request a faculty member to act as an advisor based on their availability or provide direct career services to the individual.

7.6   Advisors shall keep records of their meetings with students and alumni and provide a copy to the Office of Student Affairs, when needed.

Section 8   :   Responsibilities

8.1   The President shall cause this policy to be implemented.

8.2   The Director of Student Affairs shall monitor implementation and report violations.

Section 9   :   Cancellations

7.1   Approval of this Policy cancels P 408 – Career Services Policy_v6.0.

Section 10:   Review Statement

10.1   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Approval Authority	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Activities Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 414 – Student Rights and Responsibilities Policy

ADSM P 429 – Student Representation Policy

ADSM P 431 – Student Council Policy

Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that ADSM provides a diverse, engaging and rewarding Campus life
and learning experience for all students.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM sponsored students' activities on and off Campus, involving registered
students, and including exchange students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Student Club:** an interest-specific club of students who are permitted to be active on campus and
sponsored by ADSM.

3.2 **Student Media and Publications:** any student-led digital or print production, this includes but is not
limited to posters, newspapers, newsletters, webpages, blogs or bulletins.

3.3 **Student Field Trip:** a short supervised, educational outing where students visit locations outside the
classroom to enhance their learning experience through real-world exposure to subjects relevant to their
academic curriculum and extracurricular activities.

3.4 **Educational Excursions:** a longer, educational trip to distant or specialized locations, providing students
with a broader and immersive learning experience. Educational excursions often involve an assignment

that allows students to gain practical exposure and critical thinking on real-life scenarios. This includes the International Learning Experiences organized for graduate students.

Section 4   :   Policy Statement

4.1   ADSM strives to ensure that every registered undergraduate or graduate student (full time, part time or exchange) is entitled to organize and/or participate in activities that enrich their learning experience, both on and off campus. This includes student publications and media operated by students in addition to engaging and participating in field trips and excursions that extend their learning experience.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   The Office of Student Affairs oversees the organization of Student Clubs and student-led publications and media, with a focus on creating a diverse, engaging and rewarding Campus life.

6.2.   The Office of Student Affairs supports the planning, execution, and supervision of student field trips and excursions, which focuses on adding value to their education and practical learning.

6.3.   **Student Media and Publications:** ADSM encourages its students to write, edit and produce various forms of media and publications, subject to the following guidelines:

6.3.1.   The content shall be respectful of UAE's tradition and norms.

6.3.2.   The content of publications shall represent the academic and intellectual qualities of a university level student. The content shall comply with acceptable academic writing standards.

6.3.3.   The content of the publications shall not maliciously attack any individual or group, nor attempt to incite defiance of, or disobedience to, any School policy or regulation.

6.3.4.   All publications shall adhere to ADSM's *Code of Conduct Policy, Copyright and Intellectual Property Policy*, and the applicable UAE laws.

6.3.5.   Each student publication shall obtain a faculty member endorsement before submitting the material to the Office of Student Affairs for approval. The endorsement by faculty indicates that the materials is in compliance with accepted academic writing standards.

6.3.6. The Office of Student Affairs is responsible for approving materials intended for publishing. The approval indicates that the materials satisfy all of the above principles.

6.4. **Student Clubs:** ADSM encourages its students to form and participate in Student Clubs. For a Student Club to be officially recognized it shall meet the following:

6.4.1. The Club's name reflects its purpose and activity, an assigned Chair and a Vice Chair.

6.4.2. The Club's purpose and activities shall respect the traditions and norms of UAE and should not encourage or tolerate malicious attacks on any individual or group, incite defiance of, or disobedience to, any of ADSM's policies or regulations.

6.4.3. The Club's activities adhere to ADSM's *Code of Conduct Policy* and any applicable UAE laws.

6.4.4. The Club solicits the support of a faculty or staff member, as an advisor to guide its activities.

6.4.5. The Club addresses a need that is not met by any other club.

6.4.6. The Club includes three (3) registered members at least.

6.4.7. The Club develops a plan of activities for the academic year in which it plans to operate.

6.4.8. An advisor to a Student Club is a faculty or staff member who volunteers to provide his/her knowledge and expertise to develop and promote the Club's purpose, activities, and engagement.

6.5. **Student Field Trip and Educational Excursions:** ADSM encourages its students to participate in school field trips and excursions, subject to the following guidelines:

6.5.1. The proposed field trip must have clear objectives that align with the values of ADSM.

6.5.2. Field trips must be accessible to all students, ensuring no one is excluded due to financial, physical, or social limitations, unless the trip is reserved for a unique subset of students.

6.5.3. Adequate supervision by faculty, staff, or approved chaperones must be always provided. A general guideline is one (1) chaperone per ten (10) undergraduate students, and one (1) for twenty (20) graduate students.

6.5.4. Written consent must be obtained from each student attending the trip, or from their parents or guardians if a student is below the age of 18.

6.5.5. Students, faculty and/or staff are expected to adhere to the school's code of conduct during the trip as stipulated in P 115 – Code of Conduct Policy.

6.5.6. Students are responsible for notifying their instructors in advance if they will miss a class due to a field trip and must ensure they catch up on any missed material.

Section 7   **:   Procedures**

7.1.   **Student Media and Publications:** to produce a publication or media, students must:

    7.1.1.   Secure the support of a faculty or staff member to sponsor it.

    7.1.2.   Submit full details to the Office of Student Affairs to obtain their approval to proceed prior to producing the publication or media.

7.2.   **Student Clubs:** to form a club, other than the Student Council, students must:

    7.2.1.   Secure the sponsorship of a faculty or staff member.

    7.2.2.   Submit the Club's full details to the Office of Student Affairs to obtain approval to form the Club.

7.3.   **Student Field Trip and Educational Excursion:** to propose and conduct a trip, a faculty member must:

    7.3.1.   Prepare a proposal of the field trip, including the purpose, relevance, and itinerary of the trip. The proposal must mention the appointed faculty who will lead the trip and the proposed list of chaperones.

    7.3.2.   Submit full details to the Dean's office and obtain their approval to proceed.

    7.3.3.   Post-trip evaluations should be conducted to assess the success of the trip and gather feedback for future planning.

    7.3.4.   Financial Matters

      7.3.4.1   Where applicable, a budget sheet must be submitted to provide the financial details of the trip, along with the proposal.

      7.3.4.2   Any costs associated with the trip, to be borne by students, shall be communicated to students and guardians.

7.4.   The Student Council shall be formed in accordance with the *Student Council Policy*.

Section 8   **:   Responsibilities**

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   **:   Cancellations**

9.1.   Approval of this policy cancels P 410 - Student Activities Policy_v9.0.

Section 10 : **Review Statement**

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	31/10/2019	Policy first approved
1	26/02/2020	Added procedures section
2	08/03/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	06/12/2021	Structure of Student Panel revised to establish a communication channel with Student Representatives.
5	07/03/2022	Policy reviewed to reference P 431 – Student Council Policy and include clear definitions for Student Groups and Students' Media and Publications.
6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed
8	13/12/2023	Reviewed for the provision of the undergraduate program.
9	23/09/2024	Student Groups renamed to be Student Clubs.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Finance Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents   Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 112 – Setting of Holidays Policy

ADSM P 303 - Grade Approval and Change Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 402 – Transfer Admission Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 425 – Visiting Students Policy

ADSM 306 – Undergraduate Completion Requirements Policy

ADSM P307 – Graduate Completion Requirements Policy

Section 1 : **Purpose**

1.1   The purpose of this Policy is to provide transparent and clear guidelines for ADSM students regarding the

application and administration of student fees and charges, including transfers and refunds fees.

Section 2 : **Scope and applicability**

2.1   This Policy applies to all students in any academic program offered at ADSM, including new students,

currently enrolled and re-enrolling students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **Course**: a course consists of several instructional activities over a prescribed period. It deals with a single

subject and is commonly described by title, code, credits, and expected learning outcomes.

3.2   **Credit Hour**: a unit of measurement defining the student's overall effort towards attaining a qualification,

it is used as a basis to measure the amount of engaged learning time expected of a typical student.

3.3   **Program**: a set of courses and other formally established learning experiences that lead to a qualification.

3.4 **Program Tuition**: refers to the fee paid by the student to ADSM for all courses. It is calculated by the Credit Hour fee multiplied by the number of Credit Hours in each academic program. The tuition for each academic program is detailed in Annexure 1 of this Policy.

3.5 **Sponsored Student**: refers to a student for whom fees and charges are paid by a third party.

3.6 **Program Tuition Increase**: an increase in tuition for any academic program at ADSM that may occur without prior notice and is in effect from the date of the Board of Trustees' approval.

3.7 **Withdrawal**: refers to notification from a student to withdraw from his/her program of study.

3.8 **Program Tuition Change**: Program Tuition shall remain unchanged once the student accepts and signs the "Accepting Admission to ADSM" form. However, the Program Tuition may change if the student does not complete the program's requirements within the full-time maximum enrollment period, as stipulated in the *Student Enrollment Policy*. Other fees may change without prior notice.

3.9 **Administrative Suspension**: refers to a penalty imposed on students for non-payment of tuition. The student's access to ADSM systems, course enrolment, and other learning resources will be suspended until financial obligations are resolved with ADSM.

3.10 **Bridging Courses:** a set of pre-enrollment skills-development courses to develop students' skills at the required *QFEmirates* level. ADSM offers Graduate and Undergraduate Bridging Courses, as detailed in the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*.

3.11 **Remedial Program:** a remedial preparation program, consisting of four (4) graduate-level credit hours as remedial preparation for entry into ADSM's graduate programs. These remedial courses are not for credit within any degree program at ADSM.

3.12 **Full Time Students:** as defined in the *Student Enrollment Policy.*

3.13 **Virtual Charter Schools:** an education option provided by Abu Dhabi-based expatriate students from lower income families developed by Abu Dhabi Department of Education and Knowledge (ADEK).

Section 4   :   Policy Statement

4.1 ADSM strives to provide its students with a clear statement on the costs and fees associated with joining any of its programs and the student's responsibilities when applying and registering at ADSM.

Section 5   :   Exclusions

5.1. None.

Section 6   :   Principles

6.1   Tuition and Fees:

6.1.1   **Tuition**: paid as per the options detailed in section 7.2 of this Policy. Once this payment is completed and "Accepting Admission to ADSM Form" is signed by the student, the student will be enrolled and given access to relevant ADSM learning resources.

6.1.2   **Application Fee:** a non-refundable fee paid by a prospective student while applying for an academic program at ADSM. The payment is made to the Finance Unit, and a copy of the receipt is submitted to the Student Recruitment Office along with a duly filled in ADSM application form. Students can defer their enrolment only up to a year from the date acceptance letters are issued to them.

6.1.3   **Deposit Fee**: a non-refundable fee of AED 2,000 paid to secure a place in a program at ADSM. This amount is deducted from the total tuition. Students may defer their enrolment up to a year from the date their acceptance letter was issued.

6.1.4   **Reinstatement Fee**: Students who breach the *Student Finance Policy* are subject to administrative suspension and may be charged a reinstatement fee. This results in ceasing access to course enrolment, course materials, viewing grades, using library, and other academic resources/services.

6.1.5   **Repeating Course(s) Fee:** Students who need to repeat courses due to failing, or to raise their CGPA to be above the minimum threshold of 3.0 on a scale of 4.0 for ADSM's graduate programs and 2.0 on a scale of 4.0 for the undergraduate program, or to achieve a higher merit, will be charged an additional fee as per the charges detailed in Annexure 1 of this Policy. This applies to students granted fully funded seats in the undergraduate program as stipulated in article 7.4.1.

6.1.6   **Visiting Students Fees**: Students from other institutions interested in taking course(s) at ADSM must apply. Successful applicants will be required to adhere to the fees in Annexure 1 of this Policy and the principles of the *Visiting Students Policy*.

Section 7   :   Procedures

7.1.   Payment of Fees:

7.1.1   Acceptable Payment types by the Finance Unit are as follows:

7.1.1.1   Cheques drawn on UAE located banks payable to "Abu Dhabi School of Management."

7.1.1.2   Bank drafts in AED payable to "Abu Dhabi School of Management."

7.1.1.3   Debit cards and major credit cards.

7.1.2   Direct Bank Transfers are acceptable to the following account details.

Bank name	First Abu Dhabi Bank, Main Branch, Abu Dhabi
Account name	Abu Dhabi School of Management
IBAN	AE070351011004624203001
Swift code	NBADAEAAXXX
Account number	1011004624203001
Payment currency	UAE Dirham

7.1.2.1   ADSM shall not accept any cash payments from students for tuition or fees.

7.1.3   All bank charges associated with transfers are to be borne by the remitter.

7.1.4   Students / sponsors are required to send the confirmation of the swift remittance to the Finance Unit at accounts@adsm.ac.ae

7.2   **Tuition:** tuition for ADSM academic programs is set as follows:

Program	Tuition per Credit Hour*
Master of Business Administration (MBA)	3,667 AED
Master of Science in Quality and Business Excellence (MSQBE)	3,667 AED
Master of Science in Leadership and Organizational Development (MSLOD)	3,667 AED
Master of Science in Business Analytics (MSBA)	3,056 AED
Bachelor of Science in Management (BScM)	1,464 AED

*Amounts are rounded for accounting purposes.

7.2.1   Payment Schedules: tuition payments at ADSM shall be scheduled in accordance with the relevant Academic Calendar. ADSM has a Graduate Academic Calendar in which an academic year is divided into three academic terms (Fall, Winter, Spring) and one intensive Summer Session, and an Undergraduate Academic Calendar in which the academic year is divided into two academic semesters (Fall, Spring) and one intensive Summer session, as per the *Setting of Holidays Policy.*

7.2.2   Method of Payment: It is the students' responsibility to finalize pending payments as listed below:

7.2.2.1 **MBA Students** must pay the due Tuition before enrolling in any Course. Full-time students may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 months, exceeding this duration is determined by the Scholarship Committee on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal.

Payments should commence prior to the student's enrollment in courses and can be made by Cheques' or by direct debit from an authorized card monthly.

7.2.2.2 **MS Students** must pay due Tuition before enrolling in any Term. If a student is not able to pay the full-Term Tuition, he/she will be eligible to pay in two installments equal to 100% of the Term's tuition. This is subject to paying 50% of the Term Tuition prior to the term start date and the remaining 50% to be paid by post-dated cheque within one month of the term's start date. Full-time students may opt for an installment plan, as follows:

7.2.2.2.1 **MSBA students** may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 18 months, exceeding this duration is determined by the Scholarship Committee on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by Cheques' or by direct debit from the bank card each month.

7.2.2.2.2 **MSLOD and MSQBE students** may obtain an installment plan for their tuition, provided that the full Tuition is paid within a maximum duration of 15 months, exceeding this duration is determined by the Scholarship Committee on a case-by-case basis. The payment agreement must be signed by the student, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by Cheques' or by direct debit from the bank card each month.

7.2.2.3 **BScM Students** must pay tuition and any other due fees before enrolling in any Semester, please refer to Appendix 1 of this policy for the applicable fees. If a student is not able to pay the full Semester Tuition, he/she may pay the tuition in two installments equal to 100% of the Semester Tuition to enroll. In this case, the student must pay 50% of the Semester Tuition prior to the Semester start date and the remaining 50% before the mid-semester exams. Students may obtain an installment plan for their Semester tuition, provided that the full Tuition is paid within a maximum duration of four (4) months, exceeding this duration is determined by the Scholarship Committee on a case-by-case basis. Students must sign the payment agreement, and the installments must be equal. Payments should commence prior to the student's enrollment in courses and can be made by Cheques' or by direct debit from an authorized card monthly.

7.2.3 **Payment Installation Options:** Tuition must be paid as stipulated below:

- **Graduate Programs:** the options are based on the program's total tuition as listed in article 7.2.

PROGRAM	OPTION 1 Payment in Full*	OPTION 2 Credit Hour Based	OPTION 3 Monthly Installments
Master of Business Administration (MBA)	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,000/30 = AED 3,667	All payments must be made within 15 Months.
Master of Science Programs – MSQBE and MSLOD	One payment of AED 110,000	Payments calculated based on 30 GPA Credit Hour. = 110,00/30 = AED 3,667	All payments must be made within 15 Months
Master of Science Programs – MSBA	One payment of AED 110,000	Payments calculated based on 36 GPA Credit Hour. = 110,000/36 = AED 3,056	All payments must be made within 18 Months

*Students opting for Option 1 will be awarded an additional discount of 3%

- **Undergraduate Program:** the options are based on the total tuition due per academic semester. Any other applicable fees as per Appendix 1 must be paid in full.

PROGRAM	OPTION 1 Payment per Semester	OPTION 2 Payment in Two Installments	OPTION 3 Payment in Installments
Bachelor of Science in Management (BScM)	Full payment of tuition due for any academic semester paid two weeks before the semester's start date. ADSM has two regular semesters in any academic year and one intensive summer session.	Payment of 50% of any academic semester total tuition paid two weeks before semester start date. Remaining 50% paid before mid-semester exams.	Payment of Semester tuition to be made in monthly instalments, provided first instalment is made before the semester start date and all due tuition for a given semester is made within this semester.

7.2.4 **Payment Method for Sponsored Students / Scholarships**:

7.2.4.1 ADSM recognizes that students may receive financial aid from third parties. However, the ultimate responsibility for satisfying all financial obligations rests with the student.

7.2.4.2 Students on sponsorship should produce a letter from the sponsor approving the student sponsorship at the time of registration with ADSM. Sponsored students should ensure the sponsors pay their fees as per section 7.2.2 of this Policy.

7.2.4.3 The Finance Unit will provide sponsors with invoices and transcripts after final grades are released for each term.

7.2.4.4 In case sponsors stop or suspend sponsorship, the Finance Unit must be formally notified. Pending financial dues and must be cleared by the student.

7.2.4.5 ADSM will not be responsible in cases where the sponsorships are suspended. It will remain the student's sole responsibility to clear any financial dues both with ADSM and the sponsor.

7.3. Procedure for Rejected Payments

7.3.1 The Finance Unit will deposit cheques no later than five (5) days from the due date.

7.3.2 In cases where the bank returns the cheques, the student account will be placed on administrative suspension. To remove the suspension, the student may have to pay AED 500 as a reinstatement fee.

7.3.3 In case of failure to deduct the monthly payment agreed upon due to insufficient balance or any other reason, the student accounts will be placed on administrative suspension, and the student may have to pay 500 AED to reactivate his account.

7.4. ADSM Tuition Scholarships

7.4.1 ADSM reserves the right to grant students discounts that are highly competitive.

7.4.1.1 Students are encouraged to apply for a scholarship when they enroll.

7.4.1.2 ADSM does not guarantee a positive outcome for any scholarship application.

7.4.1.3 Students can apply for one scholarship scheme only. Scholarships cannot be combined with any other discounts or other scholarships, except for discounts given for full payment of tuition fees.

7.4.1.4 Limited seats for each scholarship scheme will be identified before the recruitment starts for any intake. This will be in line with the approved budget.

7.4.2 For the undergraduate program, ADSM may offer a limited number of fully funded seats for each intake. This will be in line with the approved budget and subject to the President's approval. The funding will be renewed on a semester-by-semester basis. The Office of Student Affairs shall determine the continuation of the scholarship in coordination with the Dean's Office.

7.4.2.1 Students must maintain a minimum GPA of 2.5 in each semester to be considered for continuation in the following semester.

7.4.3 **Outstanding Scholarship:** offered to undergraduate applicants with outstanding academic records. Students would need to demonstrate evidence of achieving at least an average of 98% or above in

their Secondary School Certificate and an IELTS score of 6.0 or higher. Successful students shall be eligible to have their tuition for the first Semester waived.

7.4.4 **Merit Scholarship:** offered to applicants with exceptional academic records. For graduate students to apply, students must show evidence of achieving at least an undergraduate CGPA of 3.50 and an IELTS score of 6.0 or higher. Successful students are eligible to receive up to 30% off tuition. For undergraduate students, students would need to demonstrate evidence of achieving at least an average of 95% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Semester.

7.4.4.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 90% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 60% reduction in tuition for the first Semester.

7.4.5 **Excellence Scholarship:** offered to applicants with excellent academic records. For graduate students to apply, students must show evidence of achieving an undergraduate CGPA between 3.20 to 3.49 and an IELTS score of 6.0 or higher. Successful students shall be eligible to receive up to 25% off tuition. For undergraduate students, students must demonstrate achieving at least an average of 90% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher. Successful students shall be eligible to receive up to 30% reduction in tuition for the first semester.

7.4.5.1 For undergraduate students in Virtual Charter Schools, students would need to demonstrate evidence of achieving at least an average of 80% or above in their Secondary School Certificate and an IELTS score of 5.0 or higher. Successful students shall be eligible to receive up to 50% reduction in tuition for the first Semester.

7.4.6 **Good Standing Scholarships:** offered to undergraduate applicants with good academic records.

7.4.6.1 Students who demonstrate evidence of achieving at least an average of 85% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher shall be eligible to receive up to 20% reduction in tuition for the first semester.

7.4.6.2 Students who demonstrate evidence of achieving at least an average of 75% or above in their Secondary School Certificate and an IELTS score of 5.5 or higher shall be eligible to receive up to 10% reduction in tuition for the first semester.

7.4.7 **Teaching Assistant Scholarship (Business Analytics Applicants)**: Applicable for graduate students only. Applicants with an exceptional level of technical background in relevant areas of computer science and engineering, business information systems, or related areas can apply for teaching assistant scholarships. Successful candidates will receive up to 50% of tuition per term based on assistance with lab work, programming assignments, and/or research activities.

7.4.8 **Financial Aid**: Applicants who face financial constraints may apply for financial aid. They are required to produce related evidence to demonstrate the need for financial aid and excellent academic credentials. Eligible graduate students may be granted up to 15% off their program tuition, and eligible undergraduate students may be granted up to 50% of the tuition for the first semester.

7.4.9 **Employee Scholarship:** employees may apply for a scholarship in any of ADSM's academic programs, this is subject to the approval of Senior Management and the employee's Line Manager. The Scholarship Committee shall consider the application, then notify the employee of the outcome of the application and the discount rate granted in case the application was approved.

7.4.10 **Corporate Discount:** ADSM may enter into a corporate agreement with other entities by which special discounts are granted to applicants covered by such agreement and as per the signed agreement's terms and conditions.

7.4.11 **Remote Living and Working Discount:** Students who live and work in remote areas of approximately 100 Kilometers from the ADSM campus and commute to attend ADSM classes may qualify for an additional discount of a maximum of 10%. The total discount that the student may receive including the remote discount may not exceed 30%. Students must apply for the additional discount and provide evidence of qualifying to receive it. The Scholarship Committee shall study the student request and either approve or deny the request.

7.4.12 **Alumni Rewards**: A 10% grant is available on tuition for students with at least one immediate family member who has graduated from an ADSM program. Immediate family members are defined as father, mother, siblings, or spouse. The following conditions must be met to avail Alumni Rewards:

7.4.12.1   Be self-funding.

7.4.12.2   Provide proper documentation.

7.4.12.3   Only one alumni reward can be awarded per student.

7.4.12.4   The application must be submitted prior to the start of the program.

7.4.12.5   Retrospective discounts are not applicable.

7.4.12.6   The Alumni Reward will be deducted from the tuition upon registration if the tuition is paid in advance or from the last installment as per the payment options detailed in section 7.2.2.

7.5   Continuation of any scholarship granted on admission is based on academic performance on a semester-by-semester basis, and subject to the following criteria:

Student's CGPA	Scholarship
3.00 – 3.24	10%
3.25 – 3.49	20%
3.50 – 3.69	30%
3.70 – 4.00	50%

7.5.1   Students may maintain the scholarship they obtained when joining until they apply for a continuation. This must be finalized within the ADD/Drop Period as defined in the *Student Enrollment Policy*, payment plans will then be adjusted accordingly.

7.5.2   Limited seats are available for each category in each semester in line with ADSM's approved budget.

7.5.3   The scholarship will be granted for one semester, it will not be renewed automatically, and students will have to apply for each semester they intend to enroll in.

7.6   Students who were not granted a scholarship on admission, may apply for a scholarship as of their second semester, based on the criteria outlined in article 7.5.

7.7   **Withdrawing from Program:**

7.7.1   A student wishing to withdraw from ADSM must notify the Office of Student Affairs in writing.

7.7.2   A student who withdraws from the program without following the necessary procedures, including completing the appropriate forms, is financially responsible for the program's cost. Failure to do so will subject the student to penalties as well as possible legal recourse.

7.8   **Refund of Tuition and Fees:**

7.8.1   Tuition:

7.8.1.1   When applying for a refund, the student must complete the "Withdrawal Form" and submit it to the Office of Student Affairs.

7.8.1.2   Failure to provide formal notification and duly filled Withdrawal Form as per timelines mentioned in section 7.6.3 will result in counting full credit hours for courses.

7.8.1.3   A student will be eligible for a refund based on the following:

- **Graduate Programs and Undergraduate Program**

Period	Deductible Amount*
During the Add/Drop period of the Term/Semester	Application fee AED 500 + Nonrefundable deposit AED 2,000
During the second week of the Term/Semester	Application fee AED 500 + 50% of the fees for registered courses
After the second week of the Term/Semester	Application fee AED 500 + 100% of the fees for registered courses

*The deductible amount will be determined based on the full tuition and will exclude any scholarships granted to the student upon enrolling in the program.

7.8.2   Grade Appeal Fees:

7.8.2.1   Grade Appeal Fees listed in Annexure 1 of this Policy will be refunded to the student's account if the appeal was deemed successful by ADSM, as per the *Grade Approval and Change Policy*.

7.9   **Transferred credits from other institutions.**

7.9.1   Students from accredited institutions are eligible to transfer credits to ADSM in accordance with the *Transfer Admissions Policy*. These students will be required to pay for courses taken at ADSM only.

7.9.2   The total number of courses to be undertaken by the student at ADSM will be based on the recommendations put forth by the Admissions Committee. The Office of Student Affairs will notify the Finance Unit about the decision.

7.10   **Leave of Absence**

7.10.1   Students may take a Leave of Absence as per the principles of the *Student Enrollment Policy*.

7.10.2   Students are advised to limit their Leave of Absence duration to ensure changes to fee structure or program structure do not have a substantial impact on their study plans/finance.

7.11   **Communication to Students**

7.11.1   The Finance Unit will communicate the charges related to tuition, transcripts, reinstatement fees, etc., to students via mobile text messages and/or email.

7.11.2   Students should update their personal details/ mobile numbers to ensure accuracy in communication. Information related to financial issues is important and can lead to the student being penalized.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Finance Operations and Procurement Manager shall monitor implementation and report violations.

8.3.   Students:

8.3.1.   Understand the financial arrangements/options set by the Finance Unit regarding payment of fees.

8.3.2.   Check financial dues with the ADSM Finance Unit prior to the start of each term.

8.3.3.   Pay fees, as outlined in section 7.2 of this policy.

8.4.   Finance Unit:

8.4.1.   Invoice, collect, and record all student payments.

8.4.2.   Inform the Office of Student Affairs of any students that have a nonpayment fee status.

8.5.   The Office of Student Affairs:

8.5.1.   Provide Finance Unit with the list of:

8.5.1.1   Students who are newly accepted to ADSM as per ADSM's intake policy.

8.5.1.2   Students who are instructed to repeat courses.

8.5.1.3   Students who wish to withdraw from their program of study.

8.5.1.4   Visiting students, as defined in the *Visiting Students Policy*.

8.5.2.   Issue warning notifications to students in breach of the Policy.

8.5.3.   Advise students of the consequences they would face in case of non- adherence to this policy.

8.5.4.   Place students on administrative suspension.

8.6.   Student Recruitment:

8.6.1.   Guide prospective students on ADSM application process and inform them of fee structure.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 411 - Student Finance Policy_v12.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's

Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Finance Operations and Procurement Manager**	*Hazim Mubaied*
Approved by: **Executive Committee**	Reviewed and Approved on 09/10/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	11/01/2021	MBA Program tuition credit hours calculation modification (Table 7.2.2, 7.6.3 and Annexure 1).
2	02/08/2021	Clarified Student Payment & classified payments per Program (article 7.2.1). Employees Scholarship & Corporate Discount (articles 7.4.5 & 7.4.6).
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	07/02/2022	Article 6.1.2 and Annexure 1 amended
5	07/03/2022	ADSM ceased accepting cash payments for any fees (article 7.1.21) and the refund of Grade Appeal Fees is added in article 7.6.2
6	04/07/2022	Review Statement updated.
7	18/10/2022	Scholarship schemes enhanced in Article 7.4. Fees for Bridging Courses and the Remedial Program added in Annexure 1.
8	15/12/2022	New scholarship added, Remote Living and working Discount (article 7.4.8)
9	15/11/203	Policy updated to include provision of an undergraduate program.
10	16/01/2024	Tuition for the MBA and BScM program reduced.
11	03/05/2024	Tuition for the BScM program reduces and its scholarship schemes revised.
12	23/09/2024	Scholarship schemes revised and Policy Owner changed to be the Finance Operations and Procurement Manager.
13	09/10/2024	Criteria for scholarship continuation for BScM students clarified in Article 7.5

Next scheduled review: 09/10/2025

Annexure 1- Student Tuition and Related Fees

Please check ADSM's website for the latest updates of fees (http://adsm.ac.ae/tuition-financial-aid/)

Fee Type	Fee Amount (AED)
Graduate Application Fee – Nonrefundable*	500
Undergraduate Application Fee – Nonrefundable*	300
Undergraduate Registration Fee – Nonrefundable*	500
Non-refundable Deposit - to be deducted from the total tuition	2,000
Remedial Program	3,000
Bridging Courses	Free
Tuition	
1. Master of Business Admiration (MBA) – 30 CH	3,667 per CH
2. Master of Science in Quality & Business Excellence (MSQBE) – 30 CH	3,667 Per CH
3. Master of Science in Leadership and Organizational Development (MSLOD) – 30 CH	3,667 per CH
4. Master of Science in Business Analytics (MSBA) – 36 CH	3,056 per Ch
5. Bachelor of Science in Management (BScM) – 123 CH	1,464 per Ch
Late Registration/Payment*	500
Official Transcript Issuance Fee*	150
Academic Letter Issuance Fee*	150
Cheque Returned (for any reason)	Suspension
Reinstatement Fee* (Removal of administration suspension)	500
Graduation Documents (First set of Completion Letter & Degree)	Free
Fast Track Fee for Issuing Graduation Documents*	250
Reissuance of Completion Letter*	500
Reissuance of Degree*	500
Grade Appeal Fee*	250
Graduation Ceremony Fee*	650
International summer program	To be determined
Library Fee – Undergraduate program applicable for each regular semester	100
Technology Fee – Undergraduate program applicable for each regular semester	200
Repeated course (per one credit hour) – MBA	3,667
Repeated course (per one credit hour) – MSQBE & MSLOD	3,667
Repeated course (per one credit hour) – MSBA	3,056
Repeated course (per one credit hour) – BScM	1,464
Visiting student (per one credit hour) for undergraduate programs	2,000
Visiting student (per one credit hour) for all graduate programs	4,500
Withdrawal Fee	Section 7.6

*The above fees are subject to VAT 5% and are considered non-refundable

END OF DOCUMENT

Policy Name : **Student Disciplinary Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 115 – Code of Conduct Policy

ADSM P 414 – Students Rights and Responsibilities Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 405 – Student Records Policy

ADSM P 420 – Student Grievances Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to govern the handling of students' misconduct at ADSM, it provides a transparent and fair process by which students who have committed a misconduct and/or violated ADSM's policies and procedures shall be disciplined.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all to all students enrolled Abu Dhabi School of Management.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Academic Integrity**: is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.

3.2 **ADSM Community:** any individual who has a relation with ADSM, including but not limited to, students, faculty, and staff.

3.3 **Grievance:** any alleged violation of an ADSM Policy that is brought against a student that the student wishes to contest.

3.4 **Disciplinary Action:** an action taken by ADSM against a student who committed a Misconduct and based on the work of a Disciplinary Committee.

3.5   **Misconduct:** unacceptable or improper behavior.

3.6   **Student Disciplinary Committee:** an ad-hoc committee formed by the President, chaired by the Director of Student Affairs, and comprises the Director of Academic Programs and at least two (2) other members of ADSM's Community as deemed appropriate by the President. The Committee is tasked with investigating students' Misconduct and recommending Disciplinary Action(s) to the President. The Director of Student Affairs shall keep records of the Committee's work.

Section 4   :   Policy Statement

4.1   ADSM strives to set policies and procedure to provide its community with a safe, equitable and orderly environment, and requires each member of that community to behave responsibly and ethically in compliance with ADSM's policies and procedures.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM has defined a set of expectations for all members of its Community via a comprehensive set of policies and procedures and shall ensure that these policies and procedures are accessible to all Community members, thus, ADSM requires all students to meet these expectations.

6.2.   ADSM requires all students to respect its Community, both in and out of the classroom, and expects all students to contribute to the development of ADSM as a positive living and learning environment in accordance with the *Code of Conduct Policy* and *Students Rights and Responsibilities Polic*y.

6.3.   ADSM strives to be a good neighbor to the surrounding community and requires its students to observe the same standards and expectations whether they are on or off campus.

6.4.   ADSM requires all students to be informed about, and familiar with the applicable policies and procedures, and to seek the help of faculty and staff in understanding their implications and applicability.

6.5.   Violations of ADSM's policies and procedures, and/or UAE's local and federal laws and regulations, shall be considered Misconducts, thus they may mandate the formation of a Disciplinary Committee, and may result in subsequent disciplinary action(s).

6.5.1.   Violations of Academic Integrity shall invoke the application of ADSM's *Academic Integrity Policy*.

6.6.   The Student Disciplinary Committee shall investigate students' Misconduct, The Committee may call members of ADSM Community to appear in front of the Committee, and shall conduct a comprehensive and fair investigation, prior to submitting its recommendation to the President for a final decision.

6.7.   The Director of Student Affairs shall maintain records of the Committee's work and shall update students' records in accordance with the *Student Records Policy*.

6.8.   Disciplinary Action(s) imposed on students who commit Misconducts shall be appropriate in severity and impact to the Misconduct committed.

6.9.   Disciplinary Actions may include, but not limited to, the following:

6.9.1.   Attendance of mandatory seminars or workshops.

6.9.2.   Temporary loss of privileges.

6.9.3.   Permeant loss of privileges.

6.9.4.   Fines.

6.9.5.   Counseling and/or medical or psychiatric evaluation.

6.9.6.   Suspension (temporal cease of enrollment).

6.9.7.   Expulsion (permanent cease of enrollment).

6.10.   Imposing any of the actions listed in 6.7 does not prevent ADSM right to:

6.10.1. Demand remuneration for damages.

6.10.2. Demand community restitution.

6.10.3. Pursue legal action.

6.11.   Students have the right to appeal Disciplinary Actions taken against them, the appeals process is governed by the *Student Grievance Policy*.

Section 7   :   Procedures

7.1.   Alleged student Misconduct shall be reported to the Office of Student Affairs by any member of ADSM's Community who witnessed or acquired knowledge of the Misconduct within two (2) working days of the alleged Misconduct occurring.

7.2.   The Director of Student Affairs shall, within five (5) working days of being informed about the alleged Misconduct, take the following steps:

7.2.1. collect supporting evidence and information that may support the investigation of the alleged violation.

7.2.2. send a request to the President to form a Student Disciplinary Committee.

7.2.3. arrange for the Committee to meet and investigate the alleged Misconduct in order to make an informed recommendation to the President.

7.3. The Student Disciplinary Committee shall issue a written recommendation to the President detailing the concerned student, the Misconduct committed, results of the investigation, and recommended Disciplinary Action(s), if any, along with any supporting evidence within five (5) working days of the first meeting taking place.

7.4. The President reserves the right to approve the Committee's recommendation, amend the recommendation, or request revaluation of the case.

7.5. The Director of Student Affairs shall issue a formal letter to the concerned student detailing the Misconduct, and the Disciplinary Action(s) based on the President's final decision within two (2) working days of receiving the President's decision.

7.6. The Director of Student Affairs shall ensure that all concerned parties internally and externally are informed of the final decision.

Section 8   :   Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1. Approval of this policy cancels P 412 - Student Disciplinary Policy_v6.0.

Section 10   :   Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Number	: P 414
Effective	: 06/04/2020
Revision	: 6

Abu Dhabi School of Management

Policy Name	:	**Student Rights and Responsibilities Policy**
Related Documents	:	CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.
		ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment
		ADSM P 115 – Code of Conduct Policy
		ADSM P 410 – Student Activities Policy
		ADSM P 411 – Student Finance Policy
		ADSM P 412 – Student Disciplinary Policy
		ADSM P 418 – Academic Integrity Policy
		ADSM P 424 – Student Enrollment Policy
		ADSM P 429 – Student Representation Policy
		ADSM P 431 – Student Council Policy
		Student Handbook
		Catalog

Section 1   :   Purpose

1.1   The purpose of this Policy is to clearly and justly outline students' rights and responsibilities at ADSM, to ensure that ADSM students are empowered and protected by appropriate policies and procedures.

Section 2   :   Scope and applicability

2.1   This policy is applicable to all ADSM's students.

Section 3   :   Definitions

The following definition(s) apply to this policy:

3.1   **Student Rights**: guidelines that prescribe and regulate a student's behavior and conduct at ADSM with a focus on ensuring that all students have fair access to education and facilities, are entitled to participate in activities and governance, while safeguarding their privacy.

3.2   **Student Responsibilities:** ADSM's expectations of its student while enrolled in any of its programs.

3.3 **Code of Conduct:** A set of rules governing an individual's behavior as set in the *Code of Conduct Polic*y.

Section 4 : Policy Statement

4.1 ADSM strives to clearly define the rights and responsibilities of its students as members of its community. It aims to outline what ADSM expects from its students, and what they can expect from ADSM.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall ensure that a comprehensive set of policies that govern Students Rights and Responsibilities is developed, approved, regularly updated, and appropriately disseminated**.**

6.2. The Office of Student Affairs shall act as an advocate for Student Rights and provide guidance on procedures, if needed.

6.3. **Student Rights**

6.3.1. To be provided with a safe and healthy environment to learn and prosper, in which they are free of discrimination, treated equally and can freely express their ideas.

6.3.2. To have the opportunity to effectively participate in the governance of ADSM via the Student Council at the School level and a Student Representative at the program level.

6.3.3. To have access to academic support, including, but not limited to, the allocation of an Academic Advisor and access to Library and Academic Support Center services.

6.3.4. To organize, participate, and engage in student activities, including organizing Student Groups and producing Media and Publications, as outlined in the *Student Activities Policy*.

6.3.5. To be guaranteed confidentiality and privacy in relation to their records, and for the information in their records to be shared in line with applicable policies and laws.

6.3.6. To have the right to appeal or raise a grievance, then receive fair and just treatment when processing their appeals and/or grievances. This shall include academic and non-academic matters.

6.3.7. To have access to their records and to be provided with accurate information regarding their academic standing and progression.

6.3.8. To have access to student services via the Office of Student Affairs in line with relevant policies. This shall be detailed in the Student Handbook and includes, but is not limited to, health services, career services and counseling.

6.4. **Student Responsibilities**

6.4.1. To abide by ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.

6.4.2. To adhere to ADSM's academic integrity rules as outlined in the *Academic Integrity Policy.*

6.4.3. To self-enroll in courses offered to his/her section in line with the approved study plan and within the determined add/drop period, as outlined in the *Student Enrollment Policy*.

6.4.4. To keep informed of and fully acquainted with ADSM's policies, procedures, regulations as published in the Student Handbook, the LMS and the Catalog.

6.4.5. To know the requirements of his/her program of study to meet them and to seek guidance when needed from the Office of Student Affairs.

Section 7   :   Procedures

7.1.   The Office of Student shall ensure that students are informed about their rights and responsibilities by:

7.1.1. Clearly outlining Students Rights and Responsibilities in the Student Handbook.

7.1.2. Ensure that students have access to the up-to-date and approved versions of related policies via the LMS or as appendices to the Student Handbook and Catalog.

7.2.   Students' violations of the *Code of Conduct Policy* shall be handled as per the *Student Disciplinary Policy.*

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 414 - Student Rights and Responsibilities Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable

regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Students Rights and Responsibilities Clearly defined in Section 6
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Counselling Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 405 – Student Records Policy

ADSM P 406 – Information Release Policy

ADSM P 408 – Career Services Policy

ADSM P 417 – Academic Advising Policy

ADSM P 219 – Confidentiality Policy

ADSM P 426 – Student Safeguarding Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline relevant student counselling services provided for students at
ADSM.

Section 2 : **Scope and applicability**

2.1 This policy applies to all full-time students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Mental Health:** the emotional, psychological, and social wellbeing of an individual. The level of someone's
mental health can affect his/her ability to handle interpersonal relations, cope with stressful situations,
and influence other areas such as productivity, motivation, and self-esteem.

3.2 **Counsellor:** A qualified ADSM staff member who supports students by providing services to maintain good
mental health. Services include personal counselling, workshops, as well as activities which improves the
overall wellness of all students.

3.3 **Key Unit:** ADSM members which facilitate a specific area of support for the students. The Key Units include
the Academic Affairs (Leadership and Faculty), Academic Support Center, Counselling Unit, Health and
Safety Officer, and Student Affairs.

3.4 **Academic Accommodation:** a modification or adjustment to the learning environment or assessments that supports students with specific needs, ensuring they have equal access to educational opportunities without changing course requirements.

3.5 **Academic Stress:** The overwhelming pressure students may feel to meet the academic demands of their studies and to excel, which may lead to significant stress, anxiety, or physical illness.

3.6 Stress: The body's reaction to demands or pressures, which can be academic, social, or personal. Stress can lead to physical and emotional symptoms like fatigue, irritability, and difficulty concentrating.

3.7 **Anxiety:** Persistent and excessive worry or fear about situations or outcomes, which can interfere with daily activities. It may involve physical symptoms like rapid heartbeat, sweating, and restlessness.

Section 4 : Policy Statement

4.1 ADSM aims to provide a healthy and safe environment for its students to support their wellbeing and enable them to achieve their educational goals to ultimately advance the School's mission in creating an enriching and rewarding environment.

Section 5 : Exclusions

5.1 None.

Section 6 : Principles

6.1 ADSM shall appoint qualified and experienced Counsellors to provide professional personal counselling services to its students.

6.2 Counsellors shall support with students to address any Mental Health issues they may face including but not limited to difficulties in adjusting to university life, Anxiety, distress, and any other emotional issues.

6.3 The ADSM student counsellor provide support and intervention for these issues through Individual Counselling, Group Sessions, Workshops and Programs, Referrals, Crisis Intervention, and Evaluation for Academic Accommodation.

6.4 The Office of Student Affairs and Counselling Unit shall ensure that students are able to book appointments with Counsellors by providing a platform for booking schedules and informing students of the booking process.

6.5   All interactions between Counsellors and students including but not limited to meeting logs are handled according to the principles of the *Student Records Policy* and *Information Release Policy* and *Confidentiality Policy*.

6.6   The Counsellor does not have the capacity nor permission to assign clinical diagnosis of students.

6.7   The Counsellor cannot conduct intensive therapy to students with mental disorders that is diagnosed as clinically severe.

6.8   In specific cases and as advised by Counsellors, ADSM may recommend students access professionally qualified counsellors for personal counselling services by contacting Abu Dhabi Health Services Company (SEHA). Email (care@seha.ae) or phone (800 50).

6.9   ADSM provides educational counselling/advice for its students as per the *Academic Advising Policy.*

6.10   ADSM provides career counselling to students as per the *Career Services Policy*.

6.11   The Counselling Unit may collaborate or consult with other key units within ADSM but is not responsible for, nor will it make decisions regarding, admissions, disciplinary actions, curriculum matters, or other administrative decisions involving a student.

Section 7   :   Procedures

7.1   At the start of each semester, the Office of Student Affairs shall announce the Counsellors availability schedule for all students. The schedule shall be published on the Website as well.

  7.1.1   The schedule must be accommodating and meets the students' needs.

  7.1.2   The schedule must contain contact information to allow students to book appointments privately.

  7.1.3   Counsellors must maintain a log of all meetings and notify the Office of Student Affairs of any issues (e.g. a student missing multiple appointments).

  7.1.4   Counsellors may recommend a student to contact SEHA (or other health care providers) by email or phone to book appointments and counseling services with a licensed practitioner.

  7.1.5   Students may also be referred by the faculty, the student affairs, or by the academic support members.

  7.1.6   Faculty or staff must endorse the referral to the student and notify them if a referral was made.

7.2   Students will be counselled by their Academic Advisors on the best suited courses for their program and other academic-related inquiry.

7.3   Students are given professional academic counselling by designated professional academic faculty if and when they are not able to maintain good academic standing.

7.4 **Group Sessions:** moderated group session to address common issues and provide peer support.

7.4.1   Group sessions must be documented in writing, informing the date, venue, and attendees. Data on the group session must comply with the P405 Student Records Policy and conduct practices necessary to maintain confidentiality of the participants.

7.4.2   The counsellor must send individual and confidential invitations to students

7.4.3   The counsellor must obtain written or documented consent from the students to participate in group sessions

7.4.4   The counsellor must ensure confidentiality and inform the students of their role in maintaining anonymity of the attendees.

7.4.5   The counsellor must facilitate the sessions, ensuring safety, and that students are well-informed of the scope and procedures of the sessions.

Section 8   :   Responsibilities

8.1   The President shall cause this policy to be implemented.

8.2   The Director of Student Affairs shall monitor implementation and keep a record of violations.

Section 9   :   Cancellations

9.1   Approval of this policy cancels P 415 - Student Counselling Policy_v6.0.

Section 10:   Review Statement

10.1   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	*[signature]*
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Definitions expanded, Principles and Procedures updated. Linked to P 219 – Confidentiality Policy.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Health Services Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 107 – Occupational Environment Health and Safety Policy

ADSM P 205 – Employment Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that on-campus health services are available to all students.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Health Services**: services available on campus, include general diagnostic medicine with referral services.

3.2 **HAAD**: Health Authority – Abu Dhabi.

Section 4 : **Policy Statement**

4.1 ADSM strives to ensure that every student is provided with Health Services while on campus and has access to an equipped clinic.

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

6.1. ADSM requires all students, faculty and staff to adhere to the stipulations of the *Occupational Environment Health and Safety Policy.*

6.2. ADSM shall establish a First Aid Room on Campus that shall be:

  6.2.1. Available during operational hours that fit ADSM's academic schedule.

6.2.2. Available for students, faculty and staff.

6.2.3. Licensed by the relevant authorities.

6.2.4. Managed by a HAAD registered nurse who shall maintain up-to-date and approved medical records and incident reports.

6.2.5. Clean and hygienic.

6.2.6. Includes an isolation room as required by relevant authorities to handle infectious cases, such as COVID-19 cases.

6.3. Medical records of students and incident reports are private and confidential.

6.4. All students are entitled to receive equitable and respective attention and service varied only by the urgency and criticalness of their cases.

6.5. Faculty and staff are provided with medical insurance in accordance with the *Employment Policy*.

6.6. All students must have a valid medical insurance while studying at the ADSM as follows:

6.6.1. UAE National students must obtain the Thiqa card based on the Emirate of their origin as follows:

6.6.1.1. Abu Dhabi Citizens are entitled to Thiqa health card Category I.

6.6.1.2. Non-Abu Dhabi Citizens are entitled to Thiqa health card Category III. They may upgrade to Category II by providing a "To Whom it May Concern Letter" from the Office of Student Affairs.

6.6.2. A student whose mother is a UAE National is entitled to Thiqa health card Category IV.

6.6.3. Expatriate students whose residency is sponsored by their guardians must obtain their medical insurance through their sponsor.

6.6.4. Expatriate students whose residency is sponsored by the employer must obtain their medical insurance through their employer.

Section 7   :   Procedures

7.1. Students may visit the First Aid Room anytime during its operation hours. However, students are encouraged to avoid visiting the First Aid Room during class time when possible.

7.2. Faculty and staff may visit the First Aid Room any time during its operation hours for urgent attention.

7.3. The nurse will attend to each visitor in order of arrival unless a later visitor requires urgent attention.

7.4. The nurse shall follow the applicable procedures of relevant health authorities in reporting medical cases, such as a suspected COVID-19 case.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 416 – Health Services Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	03/01/2022	P 107 and P 205 referenced in articles 6.1 and 6.5
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

	Abu Dhabi School of Management	Number	:	P 417
		Effective	:	06/04/2020
		Revision	:	8

Policy Name : **Academic Advising Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ADSM P 402 – Transfer Admissions Policy

ADSM P 408 – Career Services Policy

ESG 2015 Standards – 1.6 Learning Resources and Student Support

Section 1 : **Purpose**

1.1   This Policy aims to define a general framework for Academic Advising at ADSM, and to ensure that all students have access to timely and proper Academic Advising.

Section 2 : **Scope and applicability**

2.1   This policy applies to all students enrolled and to employees and units delegated to provide academic or administrative advice in ADSM programs.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1   **Academic Advice:** Individual attention provided to students to improve their academic performance. Academic advice may cover administrative, general or specialist academic advice**.**

3.2   **Academic Advisor**: a faculty member assigned to provide students with Academic Advice.

3.3   **At Risk Students**: at-risk students include, but not limited to, students who were issued warning letters or placed under academic probation. This may include students with borderline CGPAs.

3.4   **Good Standing**: Satisfactory progress towards graduation.

3.5   **Returning Students**: a student who was suspended, dismissed or withdrawn from his/her program of study and has received an approval from the Academic Dean or Associate Dean of Undergraduate Programs to resume his/her studies.

3.6   **Transfer Student:** a student who transferred credits to ADSM, as set in the *Transfer Admissions Policy*.

Section 4   :   Policy Statement

4.1   ADSM considers Academic Advising a vital aspect of students' learning experience. As it contributes towards achieving academic progress and is a responsibility shared between students and their Advisors.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall assign an Academic Advisor for every student at the time of enrollment. Students are recommended to arrange meetings with their assigned Advisors at least once every term/semester to ensure achieving satisfactory and timely progress towards completing their program of study.

6.2.   Academic advisors' Responsibilities:

6.2.1.   Provide sufficient information on the academic requirements to complete the program of study.

6.2.2.   Recommending a suitable workload to students based on their abilities, circumstances and progress.

6.2.3.   Monitoring student progress towards graduation. This includes:

6.2.3.1.   Explaining academic policies and procedures.

6.2.3.2.   Recommending a study plan to enable a timely completion of the students' program of study.

6.2.4.   Support students to maintain a Good Standing:

6.2.4.1.   Identifying issues impacting student academic performance.

6.2.4.2.   Guiding students to utilize on-campus resources and support services, as made available.

6.2.5.   Providing career and progression advise, including:

6.2.5.1.   Supporting students in selecting a suitable HEI to progress into postgraduate studies.

6.2.5.2.   Providing career support in line with the *Career Services Policy*.

6.3.   Students' Responsibilities:

6.3.1.   Be aware of and familiar with ADSM's policies, program requirements, and their rights and responsibilities as ADSM students.

6.3.2.   Seeking the advice of their assigned Academic Advisor on academic matters.

6.3.3.   Request their Academic Advisor's guidance on seeking advice from other individuals.

6.3.4.   Meeting frequently with their Academic Advisor to discuss their progress and/or other matters.

6.3.5.   To be aware of and responsible for decisions that affect their progress.

6.4.   Students are allocated an academic advisor by the Director of Academic Programs, who shall determine the ratio of Academic Advisors to students in collaboration with the Academic Dean and Associate Dean of Undergraduate Programs.

6.4.1   Students who change majors may be assigned a different Academic Advisor.

6.4.2   'At risk' students may be allocated an additional Academic Advisor and be required to take part in special academic support sessions.

6.4.3   Transfer Students shall be assigned an Academic Advisor.

Section 7   :   Procedures

7.1.   **Assigning Academic Advisors:** The Director of Academic Programs shall assign Advisors as follows:

7.1.1.   No later than the end of the fourth week of each regular term/semester, in which an intake was accepted, the Office of Student Affairs shall provide the Director of Academic Programs with a list of students to be assigned an Academic Advisor.

7.1.2.   No later than the end of the sixth week of each regular term/semester the Director of Academic Programs shall notify the Office of Student Affairs of the Advisor assigned to each student.

7.1.3.   A maximum of fifty (50) students from graduate and/or undergraduate programs may be assigned to a single Academic Advisor.

7.2.   The Office of Student Affairs will announce the assigned Academic Advisors to students and update the Student Information System (SIS) accordingly.

7.3.   Academic Advisors must announce available advising hours to students under their supervision.

7.4.   Students may schedule meetings with their Academic Advisors via the Learning Management System (LMS). These meetings shall be utilized to discuss progress, review study plans, etc....

7.5.   The Academic Dean and Associate Dean of Undergraduate Programs shall complete a Critical Self-Evaluation Report (CSER) for Academic Advising at the conclusion of each academic year. This should include time-bound improvement actions that will be added to ADSM's Quality Improvement Action Plan for the next academic year.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 417 - Academic Advising Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	A maximum number of Advisees for each Academic Advisor is set and a CSER is mandated for each academic year.
4	07/03/2022	Role of Director of Academic Programs added
5	04/07/2022	General review and Review Statement updated.
6	10/07/2023	Annual review completed
7	13/12/2023	Reviewed for the provision of the undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for HEIs referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Number	: P 418
Effective	: 19/04/2020
Revision	: 9

Abu Dhabi School of Management

Policy Name : **Academic Integrity Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 301 – Grading and Assessment Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 419 – Student Appeals Policy

Section 1 : **Purpose**

1.1 This Policy aims to provide ADSM students, faculty and all relevant units with a clear framework for applying academic integrity standards at ADSM. It aims to specify the possible ramifications of any academic integrity violation. The Policy sets ADSM's academic integrity principles and procedures, including those related to violations of academic integrity.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students, faculty and staff at ADSM.

2.2 The policy serves as foundation to ADSM's Academic Integrity Committee in reviewing any violations by the student or for further review of decisions previously imposed on the students for academic integrity violations in the course of an appeal of initial decision(s).

2.3 Employees are required to understand the policy as they are required to assist the School in assurance, enforcement and prevention of complicity with the students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Academic Integrity**: is a concept that refers to intellectual honesty and responsible behavior, it is adhering to the values of honesty, respect, and responsibility in learning, teaching and research, including, but not limited to, giving credit for others when using their work.

3.2 **Academic Integrity Committee**: an ad-hoc committee formed by the Academic Dean and comprises two faculties and one staff to investigate students' violations of academic integrity and report findings.

3.3 **Cheating**: Claim, use or attempt to claim or use material created by others as own work in academic submissions such as assignments, reports, presentations, projects.

3.4 **Complicity**: assisting or attempting to assist other people in committing Academic Integrity violations.

3.5 **Fabrication**: Making up false information for use in academic or research submissions.

3.6 **Fabricating Signatures**: forging signatures on official documents, including forms.

3.7 **Honor Pledge**: a short statement confirming students' full compliance with ADSM's Academic Integrity:

"I verify that I have received a copy of the ADSM's Academic Integrity Policy and hereby pledge to fully comply with its principles."

3.8 **Inappropriate Proxy**: writing and submitting an academic assignment, project, report, presentation, etc. on behalf of another individual.

3.9 **Plagiarism**: an act of fraud, it involves both stealing someone else's work and lying about it afterward. In an academic context, it is representing another's words or ideas as one's own or failing to give proper credit to outside sources of information in any academic assignment, exercise, examination, project, presentation, report, etc. (Reference to www.plagiarism.org)

3.10 **Violation:** in relation to Academic Integrity, a Violation is defined as a breach to any of the principles set forth in this policy, including, but not limited to, cheating, complicity, fabrication, fabricating signatures, inappropriate proxy, and plagiarism.

3.11 **Similarity percentage:** a percentage of similarity of a student's submitted work based on the output of the Plagiarism detection software report by the Turnitin software.

3.12 **Plagiarism Violation**: is determined to be any percentage of similarity that is copied work that is not appropriately cited/referenced. The plagiarism levels reported by the software similarity report alone cannot be used to indicate a plagiarism violation. The details of the report will indicate the sources of the similarity, which could arise from use of commonly occurring words, references, insertion of the assessment question, or copying text from other sources as shown in the continuously highlighted content in the similarity report.

Section 4   :   Policy Statement

4.1   ADSM strives to apply and maintain the highest level of Academic Integrity. Any violation of these standards (e.g. Plagiarism, cheating, fabrication) as set forth in this Policy will not be tolerated and will have serious consequences. It is the collective responsibility of all ADSM's community members to ensure strict adherence to Academic Integrity, including reporting any violations.

4.2   ADSM believes that its faculty are quality improvement partners including in assuring Academic Integrity.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM is a business management undergraduate and graduate school that aims to prepare and develop graduates who are leaders in their area of specialty.

6.2.   ADSM will ensure that all admitted students have access to the *Academic Integrity Policy.*

6.3.   Faculty are required to impose the use and application of the Honor Pledge.

6.4.   ADSM has a responsibility of care and training to ensure that the students are familiar with detailed components of its academic integrity policy.

6.5.   The School is responsible for ensuring that all members of faculty and staff are aware of their responsibilities as defined within the policy.

6.6.   The students are responsible for familiarizing themselves with the principles of academic integrity and adhering to it.

6.7.   The *Academic Integrity Policy* will be published in the Course Catalog, Student Handbook, on the Learning Management System, and on ADSM's website.

6.8.   ADSM utilizes Turnitin as a Plagiarism detection software to evaluate student work for signs of plagiarism. Faculty will follow the principles of the *Grading and Assessment Policy* in this regard.

6.9.   ADSM encourages its students to optimize advent technology as part of their learning experience. This shall be done while upholding academic integrity principles.

   6.9.1. The use of artificial intelligence (AI) software (e.g. ChatGPT) to write academic assessments is in breach of academic integrity. Such software may be used to support learning while adhering to academic integrity principles.

6.9.2. ADSM shall utilize tools and resources (e.g. AI detection feature in Turnitin) to detect if a student's work was written by AI software and to ensure that students' submitted work is original and authentic.

6.10. Students who violate academic integrity are subject to disciplinary actions that may include specific penalties, as detailed in this policy. Students have the right to appeal these actions. The appeals process is governed by the *Student Appeals Policy*.

6.11. As quality assurance partners, faculty and units in general are involved in the regular review of the Academic Integrity Policy.

6.12. Students who have been found guilty of one violation with a penalty will have increasing penalties in future violations.

Section 7   :   Procedures

7.1.   ADSM shall train students on adhering to the principles of Academic Integrity, as follows:

7.1.1   Reminding the students before an assessment cycle.

7.1.2   Reminding the students before the start of an assessment paper.

7.1.3   Providing Academic Integrity training before the commencement of the Consultancy Research Projects (Theses).

7.1.4   Reminding students that it is their responsibility to check their work for plagiarism and ensure that there is no academic integrity violation before making their final submission on the LMS.

7.1.4.1   Students may make several submissions of their work in the LMS prior to the final submission to ensure that their work is free of plagiarism or other academy integrity violations.

7.1.4.2   Students cannot submit work after the due date for the assessment, and the plagiarism percentage detected on the due date will stand.

7.2.   Procedure to report and investigate violations resulting from Plagiarism and Fabrication:

7.2.1   A faculty member is required to analyze the similarity report of each student assessment. If a faculty member detects a possible academic integrity violation, he/she shall arrange a meeting with the student to discuss it.

7.2.2   Independent of the similarity report within Turnitin Match Overview, faculty are expected to provide a statement within the Turnitin Feedback Summary on their decision concerning similarity.

7.2.3   If the faculty member determines that no academic violation has occurred, according to Section 3.12 of this policy, the matter is dropped.

7.2.4   Following the meeting with the student, if the faculty member determines that a violation has occurred, s/he shall:

7.2.4.1   Grade the assessment,

7.2.4.2   Apply a penalty of 15% if continuous highlighted content is limited to 15% as outlined in the similarity report.

7.2.4.3   Apply an automatic failure (mark of 0) in the assessment in case similarity exceeds the limit shown in Section 7.2.4.2.

7.2.4.4   Notify the Director of Academic Programs and provide violation details to confirm the application of automatic failure as stated in Section 7.2.4.3.

7.2.5   The Director of Academic Programs will verify with Student Affairs if the student has been found guilty of a violation in the past. If so, the Director of Academic Programs will notify the Academic Dean and Academic Integrity Committee. The Committee will determine the supplementary penalty to be applied as stated in Section 7.4.

7.2.6   The Director of Academic Program will notify the faculty with the final decision of the Committee to change the grade as stated in will apply the decision accordingly.

7.2.6.1   The Director of Academic Programs shall submit a list of academic integrity violations to the Academic Dean and Office of Student Affairs in order to notify students accordingly.

7.2.6.2   Student Affairs will prepare and send a warning letter by email to any student for each case of violation with penalty. The letter should clearly indicate the violation committed, the number of times the student had a violation with penalty and the consequences for subsequent violations.

7.2.6.3   The Office of Student Affairs shall implement a mechanism to identify students who repeat violations and report them to the Academic Dean.

7.2.6.4   The Academic Dean may request the formation of a Student Disciplinary Committee to investigate students who commit a third violation to determine further action, as per the principles of the *Student Disciplinary Policy*.

7.3.   Procedure to report and investigate academic integrity violations committed through Cheating, Complicity, or Falsifying Signatures:

7.3.1   If a faculty member detects such violations, he/she must report it to the Director of Academic Programs and Academic Dean within one (1) day from the date it was identified.

7.3.2   The Academic Dean shall instruct the Academic Integrity Committee to further investigate the case:

7.3.2.1   The Committee may call the student and/or faculty member to examine evidence, as required.

7.3.2.2   The Committee may question any witnesses or relevant parties, as deemed necessary.

7.4   Based on evidence as stated in Sections 7.2 and 7.3, the Academic Integrity Committee shall submit a detailed report to the Academic Dean, and may recommend an appropriate action, including but not limited to mandating the student to attend a workshop on academic integrity, applying a penalty in accordance with this policy, issuing a warning letter, issuing a final warning letter, failing the course, suspension for one term/semester, and dismissal from ADSM.

7.4.1   The Academic Dean shall present the Committee's report to the President to determine a sanction, then communicate the final decision to the Office of Student Affairs to inform the student accordingly.

7.4.2   During the investigation of any academic integrity violation:

7.4.2.1   The student being investigated may not withdraw from the course in which the violation was allegedly committed.

7.4.2.2   Students with unresolved academic violations may not graduate.

7.4.2.3   Investigations shall continue regardless of the availability of any involved party.

7.4.2.4   Students may seek the Office of Student Affairs' advice about the policy and related procedures.

7.5   Procedure to report and investigate the use of AI software to write academic assessments:

7.5.1   If a faculty member detects that a student's assessment was written by an AI software, he/she has the right to call the student for a meeting to verify that the submitted work is original and authentic.

7.5.2   If a student's work was suspected to be written by AI software, the faculty member may:

7.5.2.1   Request that the student resubmit his/her work.

7.5.2.2   Apply a penalty based on the AI detection percentage as per Section 3.12 of this policy.

7.6   Faculty has the right to verify the originality and authenticity of students' work. This may be done by arranging a verbal assessment session to discuss submitted assessments.

7.6.1   If a student's work was proven to be not original (e.g. ghost writing), the faculty member may:

7.6.1.1   Request that the student resubmit his/her work.

7.6.1.2 Apply a penalty based on the level of suspected non-original work, in alignment with Section 7.2.4 of this policy.

7.7 Students have the right to appeal the final decision of the Academic Integrity Committee, as follows:

7.7.1 Appeals must be submitted to the Office of Student Affairs in writing and include new information.

7.7.2 Appeals must be submitted within ten (10) days from the date the decision was made available to the student. The Office of Student Affairs shall forward the appeal to the Academic Integrity Committee to review its decision. The Committee's decision following an appeal is final.

7.7.3 Appeals may possibly result in reducing, maintaining or increasing the initial penalty.

7.8 Academic Integrity Records:

7.8.1 Records of Academic Integrity violations shall be maintained by the Office of Student Affairs.

7.8.2 ADSM may provide students' sponsors with such records.

7.8.3 The Office of Student Affairs shall update students' records accordingly.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 418 - Academic Integrity Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*

Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	08/03/2021	Turnitin Similarity Index to be used in determining the Violation Severity
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	18/10/2022	Item 3.11, table name included. Item 7.2.4.1 amended.
6	10/07/2023	Procedure to detect the use of AI software to write academic assessments and procedure to ensure originality and authenticity of students' work added.
7	08/09/2023	Academic Integrity: Severity of Violation table amended
8	19/10/2023	Ranges of similarity index removed. Application of penalties by faculty and Academic Integrity Committee is based on levels and repetition of violations.
9	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Appeals Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 301 – Grading and Assessment Policy

ADSM P 303 – Grade Approval and Change Policy

ADSM P 405 – Student Records Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 418 – Academic Integrity Policy

ADSM P 707 – Information Release Policy

Section 1 : **Purpose**

1.1 This Policy aims to provide clear and accurate guidance to ADSM students submitting an academic appeal
or complaint, and ADSM's faculty and staff involved in handling or supporting appeals and complaints.
The Policy aims to define the rights of a student to raise an academic appeal and to seek resolution from
ADSM, and to ensure that appeals and complaints are conducted in a timely and fair manner.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all ADSM's faculty, students, and staff.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Academic Appeal:** A procedure allowing students in certain circumstances to request a review of a
decision related to the application of ADSM's policies that has an impact on their academic standing.

3.2 **Academic Appeals Committee:** an ad hoc committee that consists of the Academic Dean, the Director of
Academic Programs, and a third member of ADMS's faculty, as deemed appropriate and relevant by the
Academic Dean. The Committee is chaired by the Academic Dean and is tasked with making decisions
regarding students' academic appeals and complaints.

3.3   **Appeals Form:** an official ADSM form that the student fills detailing his/her academic appeal or complaint and submits to the Office of Student Affairs.

3.4   **Mitigating Circumstances:** All appeals or complaints in relation to academic circumstances / reasons / conditions not limited to teaching delivery and/or assessments.

Section 4   :   Policy Statement

4.1   The Policy provides a clear statement on students' right to submit an academic appeal and the processes to be followed by students when raising an appeal and by ADSM's staff when processing appeals.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   Students are advised to attempt to resolve each situation through informal channels. If after making a good-faith effort to reach an amicable resolution, no resolution has been reached, the student may utilize the procedures outlined within this policy.

6.2.   Students wishing to request grade appeals shall follow the principles and procedures stipulated in the *Grade Approval and Change Policy*.

6.3.   ADSM ensures that students can raise academic appeals without risk of disadvantage, by maintaining fairness, equity and transparency.

6.4.   The Academic Appeals Committee shall ensure that a decision is made regarding any appeal or complaint presented to it. The Chair shall keep a record of appeals and/or complaints demonstrating that the procedures set forth in this policy are implemented consistently.

Section 7   :   Procedures

7.1.   A student raising an academic appeal against a particular ADSM policy or application of a policy, shall complete and submit a signed Appeals Form to the Office of Student Affairs.

7.2.   Upon receiving the completed form, the Office of Student Affairs shall:

   7.2.1.   Advice, guide and encourage the student to engage in a constructive engagement with the appeals and complaints procedures without fear of being disadvantaged.

7.2.2. Advice the student to meet with the Director of Academic Programs within one (1) week of raising the appeal, to resolve the situation amicably.

7.2.3. If the meeting does not occur or does not resolve the situation, the Office of Student Affairs shall raise the appeal to the Academic Dean/Associate Dean of Undergraduate Studies, as applicable.

7.2.4. The Academic Dean/Associate Dean of Undergraduate Studies may meet with the student or other concerned parties for fact-finding purposes and to to resolve the situation.

    7.2.4.1 Criteria for decision-making is in accordance with the afore-defined academic mitigating circumstances, that are in relation to associated ADSM academic policies and their application.

    7.2.4.2 The criterion for decision-making is to ensure that the pre-defined conditions in ADSM academic policies are maintained.

    7.2.4.3 Related ADSM policies are defined in the above *Related Document* section.

7.2.5. The Academic Dean/Associate Dean of Undergraduate Studies shall convey his/her decision to all concerned parties within one (1) week of receiving the appeal.

7.2.6. If the student is not satisfied with the decision, the Academic Dean/Associate Dean of Undergraduate Studies shall form an Academic Appeals Committee to further investigate the situation.

7.2.7. The Academic Appeals Committee shall then conduct a fact-finding mission and has the right to request further information or to conduct interviews as deemed necessary. The Committee shall notify all concerned parties of its decision within one (1) week of its formation.

7.2.8. If the student is not satisfied with the Academic Appeals Committee's decision, he/she has the right to raise an appeal with the President within one (1) week of receiving the Committee's decision.

7.2.9. The President may meet with whomever is deemed necessary or appropriate. The President shall render a final, irrevocable decision and provide notice of a final decision within two (2) working days.

7.3. All records of appeals and the resolutions will be maintained by the Office of Students Affairs.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. The approval of this Policy cancels P 419 - Student Appeals Policy_v7.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process defined in 7.2.4 and Mitigating Circumstances defined.
6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Grievances Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 707 – Information Release Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 405 – Student Records Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to provide ADSM students with clear guidance on their rights in relation to grievances and the processes to be followed when raising a grievance at ADSM.

Section 2 : **Scope and applicability**

2.1 This policy is applicable to all students enrolled at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Grievance**: any alleged non-academic violation of an ADSM Policy that is raised by a student.

3.2 **Grievance Committee**: an ad-hock committee formed by the Academic Dean, and consists of the Director of Student Affairs, the Director of Academic Programs, and a third member of ADMS's faculty or staff, as deemed appropriate and relevant by the Academic Dean. The Committee is chaired by the Director of Student Affairs and is tasked with making decisions regarding students' grievances.

3.3 **Grievance Form**: an official ADSM form that the student fills detailing his/her grievance and submits to the Office of Student Affairs.

3.4 **Grievance Hearing**: a meeting that deals with any grievance raised by the grievant.

3.5 **Grievant**: a student wishing to raise a grievance.

3.6 **Preliminary Hearing**: a meeting to determine if there is enough information for a hearing to take place.

Section 4   :   Policy Statement

4.1   This Policy aims to clearly define the rights of a student to raise a grievance and sets the procedures by which ADSM shall investigate and resolve the matter.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM commits to providing its students with a timely method of resolving problems arising from alleged violations of ADSM policy.

6.2.   This Policy shall be utilized by ADSM students for non-academic matters. The *Student Appeals Policy* and the *Grade Approval and Change Policy* shall govern issues that implicate a student's academic standing.

6.3.   Students are advised to attempt to resolve each situation through informal channels. If, after making a good-faith effort to reach an amicable resolution, no resolution was reached, the student may utilize the procedures outlined within this policy to resolve the grievance.

Section 7   :   Procedures

7.1.   A Grievant raising a grievance against an alleged violation of a non-academic ADSM policy, shall complete and submit a signed Grievance Form to the Office of Student Affairs within ten (10) working days of becoming aware of the violation being committed against him/her.

7.2.   The Director of Student Affairs shall inform the Academic Dean/Associate Dean of Undergraduate Studies to form an appropriate Grievance Committee within five (5) working days.

7.3.   The Grievance Committee shall arrange for a Preliminary Hearing with the Grievant and/or any other ADSM faculty, staff or students involved in the grievance case, as deemed appropriate, to determine the need to move forward with further investigation and arranging a Grievance Hearing.

　　　　7.3.1.1   Criteria for decision-making is in accordance with the afore-defined definition of ***Grievance***, that is in relation to associated ADSM non-academic policies and their application.

　　　　7.3.1.2   The criterion for decision-making is to ensure that the pre-defined conditions in ADSM non-academic policies are maintained.

　　　　7.3.1.3   Related ADSM policies are defined in the above ***Related Document*** section.

7.4. If the Preliminary Hearing does not result in a grievance dismissal due to lack of information or grievance resolution, the Committee shall proceed with organizing a formal Grievance Hearing.

7.5. The Grievance Hearing requires the Grievant and other involved parties to submit evidence supporting their argument, as applicable. The Grievance Hearing shall be closed and confidential. The Committee's Chair shall keep a copy of any exhibits or documents the parties introduced as evidence.

7.6. The Committee's Chair shall conduct the hearing and supervise it. The Grievant will begin the hearing by presenting his/her case and has the right to call witnesses to appear in front of the Committee. Other parties involved in the grievance case shall have the opportunity to present as well.

7.7. The Committee may ask questions at any time and may call for additional information.

7.8. At the discretion of the Committee's Chair, the Grievant and other parties involved in the grievance case may be permitted to ask questions of their own and the other party's witnesses.

7.9. Within five (5) working days of the close of the Hearing, the Committee shall write its decision, including its determination of whether the grievant proved his/her grievance and any recommended remedies, and shall deliver it to the Vice President of Academic Affairs.

7.9.1. The Committee will not keep any deliberation records.

7.10. Within five (5) days of receiving the Committee's recommendations, the Vice President of Academic Affairs shall review these decisions and may accept, reject, modify, or restraint to the Committee its decision in whole or in part.

7.11. If the Vice President of Academic Affairs restraints the decision, in whole or in part, the Committee shall reconsider the restrained issues, may revise its decision as it deems appropriate, and will send its revised decision (if revisions are made) and an explanation of its reconsideration to the President within five (5) working days of receiving the President's restraint.

7.12. The Vice President of Academic Affairs will review the Committee's response and make a final, decision and provide notice of his/her decision to the Committee within two (2) working days.

7.13. The Grievance Committee shall notify all involved parties of the final decision.

All student grievances' records including resolutions are maintained by the Office of Student Affairs.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 420 - Student Grievances Policy_v7.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/04/2020	Policy First Approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	07/11/2022	Decision making process added in article 7.3
6	11/09/2023	Annual review completed.
7	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Number :	P 423
Effective :	12/05/2020
Revision :	11

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Abu Dhabi School of Management

Policy Name : **Student Attendance Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 319 – Intensive Mode of Delivery Policy

ADSM P 301 – Grading and Assessment Policy

ADSM P 312 – Capstone Project Policy

ADSM P 316 – Course File Policy

ADSM P 300 – Program Specifications

ADSM P 314 – Examination Policy

ADSM P 315 – Internship Policy

ADSM P 320 – Teaching and Learning Methodologies Policy

ADSM P 321 – Comprehensive Course Syllabus Policy

ADSM P 322 – Thesis Policy

ADSM P 417 – Academic Advising Policy

ADSM Student Handbook

ADSM Course Catalog

ADSM Quality Assurance Manual

Section 1 : **Purpose**

1.1 This Policy aims to set the requirements for students' attendance and establish the guidelines for monitoring and reporting on students' attendance rates.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all enrolled students at ADSM.

Section 3 : **Definitions**

3.1 **Credit hour:** a unit of measurement of the engaged learning time expected of a typical student in their overall effort (commitment to learning) towards attaining a qualification.

Section 4   :   Policy Statement

4.1   ADSM strives to provide its students with an academic schedule that accommodates their needs and encourages them to attend classes by adopting a pedagogical approach that is engaging and interactive.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   In compliance with the CAA Standards, ADSM allocates a minimum of 15 in-class contact hours for each credit hour in a credit-bearing course. In addition, students are expected to engage for a further two hours in independent learning and course assignments.

6.2.   ADSM shall provide an academic schedule that satisfies the diverse needs of its student population in the undergraduate and graduate programs, while ensuring that delivery is underpinned by sound pedagogical principles, as follows:

    6.2.1.   Master of Business Administration (MBA) Program: courses delivered over five (5) weeks, one session weekly, either on Friday (from 3:30 PM to 9:30 PM) or on Saturday (from 9:30 AM to 3:30 PM).

    6.2.2.   Master of Science (MS) Programs: courses delivered are during weekdays from 4:30 PM to 9:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy.*

    6.2.3.   Bachelor of Science in Management (BScM) Program: courses are delivered during weekdays from 10:00 AM to 09:30 PM in a duration that satisfies the required contact hours, as stipulated in the *Program Specifications Policy.*

6.3.   ADSM's classes include a variety of activities, these include, but are not limited to instruction, formative assessment, summative assessment, and students' feedback. These activities are detailed in the relevant course syllabus as set out in the *Comprehensive Course Syllabus Policy*.

6.4.   ADSM expects students in its graduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in taking into consideration the following:

    6.4.1.   Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.

    6.4.2.   Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.4.1). This is set to ensure that students

demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.

6.4.3. Students who missed or are considered absent from (as set in article 6.4.1) up to 50% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy,* until completing any required Catch-up activities.

6.4.4. Students who missed or are considered absent from (as set in article 6.4.1) more than 50% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.

6.5. ADSM expects students in its undergraduate programs to attend all classes allocated as hours of instruction for the courses they are enrolled in taking into consideration the following:

6.5.1. Students who fail to attend a minimum of 70% of any class allocated for instruction will be considered absent from this class.

6.5.2. Students may be required to complete Catch-up activities as set in article 7.5 of this policy for classes they missed or are considered absent from (as set in article 6.5.1). This is set to ensure that students demonstrate their commitment to learning and complete Catch-up activities for a minimum of 70% of classes allocated for instruction.

6.5.3. Students who missed or are considered absent from (as set in article 6.5.1) up to 70% of classes allocated for instruction may be awarded an 'IP' grade in the related course, as stipulated in the *Grading and Assessment Policy,* until completing any required Catch-up activities.

6.6. Students who missed or are considered absent from (as set in article 6.5.1) more than 70% of classes allocated for instruction will be awarded an 'W' grade in the related course, as stipulated in the *Grading and Assessment Policy*. Students in this case will be required to retake the course.

6.7. Attendance is mandatory in specific classes that include, but are not limited to, the following:

6.7.1. Controlled and formative assessments for graduate programs as per *Grading and Assessment Policy*.

6.7.2. Activities related to the following courses:

6.7.2.1 Capstone Project – Business Analytics in the Master of Science in Business Analytics program, as stipulated in the *Capstone Project Policy*.

6.7.2.2 Thesis for all graduate level programs as stipulated in the *Thesis Policy*.

6.7.2.3 Signature Learning Experience (SLE) in the Master of Business Administration program.

6.7.2.4 Internship for the BScM program as stipulated in the *Internship Policy*.

6.7.2.5 Final Exams, Midterms, presentations and quizzes for BScM courses as stipulated in the *Examination Policy*

6.8. Ramadan Timing: ADSM shall reduce class timing in accordance with relevant regulations and best practices, while maintaining the principles set in the *Teaching and Learning Methodologies Policy*:

6.8.1. MBA Program: Friday (from 1:30 PM to 5:30 PM) or on Saturday (from 11:30 AM to 3:30 PM).

6.8.2. MS Programs: courses delivered during weekdays from 2:30 PM to 5:30 PM.

6.8.3. BScM Program: courses delivered during weekdays from 10:30 AM to 5:30 PM.

6.8.4. Principles set in articles 6.4, 6.5 and 6.6 shall remain applicable.

6.9. ADSM shall adapt teaching and learning methodologies that encourage students to attend and participate in class classes, as stipulated in the *Teaching and Learning Methodologies Policy*.

6.10. ADSM shall monitor, examine, and report on students' attendance to determine its effect on attrition, retention, and graduation rates.

6.11. ADSM shall include students' attendance reports in course files, as stipulated in the *Course File Policy.*

6.12. ADSM shall conduct annual critical self-evaluative reviews of student outcomes include attendance rates with associated improvement action plans, as stipulated in Section 7.6 of this policy.

Section 7   :   Procedures

7.1. The Director of IT and the Office of Student Affairs shall support faculty in recording, monitoring, and reporting on students' attendance.

7.2. Faculty shall generate and maintain an attendance report for each class they deliver, and a cumulative attendance report for any course they are assigned to teach.

7.3. Based on the attendance reports for classes allocated for instruction, article 6.4 will be applied as follows:

7.3.1. The Academic Support Manager will be notified to follow up with the students who failed to attend a minimum of 70% of any given class.

7.3.2. An automatic notification will be sent to all students who failed to attend a minimum of 70% of the class. The notification may instruct students to complete the associated Catch-up activities, as set out in article 7.4.

7.4. Based on the cumulative attendance report for any course, articles 6.4 and 6.5will be applied as follows:

7.4.1. For MBA courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set out in article 7.5.

7.4.2. For the Controlled Assessment (Assessment 1) in MS courses, students who missed or were considered absent in two (2) classes allocated for instruction, will be required to complete the catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to sit for the Controlled Assessment.

7.4.3. For the Final Assessment (Assessment 2) in MS courses, students who missed or were considered absent in four (4) classes allocated for instruction, will be required to complete the Catch-up activities for at least one (1) of these classes as set-out in article 7.5 in order for them to be allowed to submit the Final Assessment.

7.4.4. An 'IP' grade may be awarded to students who were required to complete the Catch-up activities, as set-out in the *Grading and Assessment Policy*. To resolve the 'IP' grade, students need to complete the assigned Catch-up activities as set-out in article 7.5.

7.4.5. A 'W' grade will be awarded to students who missed or were considered absent in 50% or more of classes allocated for instruction, as set out in the *Grading and Assessment Policy*. Students will be required to retake the course.

7.4.6. Students who miss assessment activities (Final Exams, Midterms, Presentations and Quizzes) in the BScM program will be provided with a makeup opportunity, as follows:

    7.4.6.1 Final Exam: a makeup period will be announced after the conclusion of each semester.

    7.4.6.2 Midterms: a makeup period will be announced before the Final Exams for the relevant semester.

    7.4.6.3 Presentation and Quizzes: makeup sessions will be arranged by the instructor.

7.5. Catch-up Activities Procedure:

7.5.1. Missing or being considered absent for more than 70% of instruction classes leading to an assessment, as set in articles 7.4.1, 7.4.2 and 7.4.3 will result in students being required to complete Catch-up activities to be allowed to sit for this assessment.

7.5.2. Typically, Catch-up activities require the student to review learning materials and answer a question paper via the LMS.

7.5.3. Faculty may require students to repeat Catch-up activities if their work quality is not satisfactory.

7.5.4. Students may seek the support of their Academic Advisor as set in the *Academic Advising Policy*.

7.6. The Academic Dean, Associate Dean of Undergraduate Programs and Director of Academic Programs shall utilize attendance reports to produce course and program level Critical Self-Evaluation Reports and other purposes as set in the Quality Assurance Manual.

7.7. Faculty shall include the attendance report in the related Course File, as per the stipulations of the *Course File Policy*.

7.8. The Academic Dean, Associate Dean of Undergraduate Programs and Director of Academic Programs shall ensure that attendance is included in course files, as stipulated in the *Course File Policy*.

Section 8   :   Responsibilities

8.1. The President shall cause this Policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this Policy and report violations.

Section 9   :   Cancellations

9.1. Approval of this Policy cancels P 423 – Student Attendance Policy_v11.0.

Section 10   :   Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: Academic Council	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	11/01/2021	Revised in accordance with Executive Decision ADSM/572/18-06/2020.
2	08/03/2021	Articles 6.2 and 7.4 added to mandate awarding a 'W' grade to students who missed more than 30% of classes, and to allow exemptions to be made if students provide a valid justification of absence, providing that makeup classes are arranged, and absence does not exceed 50% of classes.
3	07/06/2021	Article 7.5 amended to cover the provision of catch-up activities
4	02/08/2021	Articles 6.2, 6.3, 7.4 and 7.5 amended to clarify the process for absence recording and Catch-up activities.
5	06/09/2021	The process for absence recording and Catch-up activities amended to add controls. Mapping to ESG 2015 Standards completed.
6	07/02/2022	Article 6.2.2 related to MS class timings amended.
7	04/07/2022	Review Statement updated.
8	10/07/2023	Annual review completed
9	12/10/2023	New MBA timing added in article 6.2, Ramadan Timing added in article 6.6.
10	13/12/2023	Reviewed for the provision of the undergraduate program.
11	23/09/2024	Article 6.5 added to mandate a minimum attendance rate of 70% in undergraduate courses.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Enrolment Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.4 Student admission, progression, recognition, and Certification

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 306 – Undergradaute Completion Requirements Policy

ADSM P 307 – Graduate Completion Requirements Policy

ADSM P 411 – Student Finance Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 300 – Program Specification Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that student enrolments are managed consistently throughout each program and to define the procedures for managing student enrolment.

Section 2 : **Scope and applicability**

2.1 This Policy applies to all ADSM's faculty, staff, and students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Enrolment Period:** the prescribed period in which students must be enrolled in their program.

3.2 **Leave of Absence:** authorized absence granted to students by the Office of Student Affairs.

3.3 **Not Active Students:** a student is considered not active if he/she did not enroll in any courses for two consecutive terms without obtaining an approved Leave of Absence.

3.4 **Restricted Enrolment:** restrictions imposed by the Academic Dean/Associate Dean of Undergraduate Programs on the number of courses a student may enroll in based on his/her academic standing.

3.5 **Withdrawal:** a notification from a student to withdraw from his/her program of study.

3.6 **Suspension:** a penalty imposed by the School to prevent a student from enrolling in courses for a specified period, for academic or non-academic reasons, including non-payment of tuition fees.

3.7 **Retention Rate:** the percentage of students enrolled in an academic term and either graduate or continue to enroll in courses in the next academic term.

3.8 **Attrition Rate:** the reciprocal of Retention Rate.

3.9 **Add Period:** a period, usually the first week of any given term/semester, in which students may self-enroll in courses offered within their study plan.

3.10 **Drop Period:** a period, usually the first two weeks of any given term/semester, in which students may withdraw from courses they enrolled in during this given term/semester and have fees refunded.

Section 4 **:** **Policy Statement**

4.1 ADSM strives to provide its students with clear guidelines on the rules and procedures to enroll in courses required to complete their program of study and shall work to accommodate students when possible.

Section 5 **:** **Exclusions**

5.1. None.

Section 6 **:** **Principles**

6.1. Students may complete their program of study on Full Time or Part Time Basis, as follows:

6.1.1. On a Full-Time basis, students will be eligible to complete their program of study as follows:

6.1.1.1 In Five (5) terms for the Master of Business Administration, Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development.

6.1.1.2 In Six (6) terms for the Master of Science in Business Analytics.

6.1.1.3 In Four (4) academic years, equivalent to Eight (8) semesters for the Bachelor of Science in Management (BScM) program.

6.1.1.4 Student's Enrolment Period in the Master of Business Administration, Master of Science in Quality and Business Excellence and Master of Science in Leadership and Organizational Development shall not be less than 15 months or more than 36 months.

6.1.1.5   Student's Enrolment Period in the Master of Science in Business Analytics shall not be less than 18 months or more than 36 months.

6.1.1.6   Student's Enrolment Period in the Bachelor of Science in Management (BScM) program shall not be less than four (4) academic years.

6.1.2.   On a Part-Time basis, students will be eligible to complete their program of study as follows:

6.1.2.1   In a maximum period of five (5) years for graduate programs.

6.1.2.2   In a maximum period of eight (8) years for undergraduate programs.

6.1.2.3   The Office of Student Affairs shall work with Part-Time students to devise a study plan in compliance with their program's specifications as stipulated in the Comprehensive Program Specifications Document (CPSD) and the *Program Specifications Policy*.

6.2.   To attend classes and/or participate in educational activities at ADSM, including receiving grades for completed courses, a student must enroll in his/her program of study.

6.3.   The Office of Student Affairs shall offer the courses scheduled for each academic term/semester and notify students to enroll in the courses offered to their cohort or their individual study plan, if applicable.

6.4.   Students are responsible for ensuring that they correctly enroll in each course required for them to progress in their program of study and may seek clarifications from the Office of Student Affairs or from their Academic Advisor.

6.5.   Students must self-enroll in courses via the Mobile Application, and it is their responsibility to ensure that enrollment details are accurate and advise the Office of Student Affairs of any errors or omissions.

6.6.   **Enrolment Deadlines for Programs:** students must enroll in their program of study during the Add Period for the first term/semester of study.

6.7.   **Enrolment Deadlines for Courses:**

6.7.1.   Students must enroll in courses offered within their study plan during the Add Period for the term/semester these courses are offered in.

6.7.2.   Students may withdraw from courses during the Drop Period for the term/semester these courses were offered in. A refund of fees is subject to the *Student Finance Policy*.

6.8.   Students are considered enrolled in their program of study until the student either:

6.8.1.   Completes the program of study, in which a status of 'Academic Requirements Met' is initially granted, and subsequently changed to 'Graduated.'

6.8.2. Withdraws from the program of study, in which case the student's status is changed to 'Withdrawn' and the student is included in the calculation of Attrition Rates.

6.8.3. The student is academically suspended from study.

6.8.4. The student is administratively suspended from study for non-academic matters in accordance with the *Student Disciplinary Policy* or for nonpayment of tuition fees.

6.8.5. Fails to enroll in any course during the first term/semester of study, in which case the status is changed to 'No Show' and the student is not included in the calculation of Attrition Rates.

6.8.6. Becomes 'Not Active' due to not enrolling in courses for two consecutive terms/semesters, as follows:

6.8.6.1 A student's status may be changed to 'Enrolled – NA' if the student does not enroll in any courses during any given term/semester or by the Finance unit if the student has overdue payments.

6.8.6.2 following two consecutive terms/semesters of being 'Enrolled – NA' the status is changed to 'Not Active,' and the student is not included in the calculation of Attrition Rates.

6.8.7. Remains in an 'Not Active' status for one term/semester, in which case the status is changed to 'Administrative Withdrawal' and the student is included in the calculation of Attrition Rates.

6.8.8. The student has been excluded for not meeting post-enrollment conditions as per the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.9. For graduate programs, students required to complete bridging or remedial courses, as stipulated in the *Graduate Admissions Policy*, may enroll in credit-bearing courses only after they have successfully completed the non-credit bridging or remedial courses.

6.10. For undergraduate programs, students required to complete bridging courses, as stipulated in the *Undergraduate Admissions Policy*, may enroll in General Education courses until they successfully complete the non-credit bridging courses.

6.11. Students may enroll in courses subject to the following:

6.11.1. They enroll within the Add period.

6.11.2. The course is part of the program in which they are enrolled.

6.11.3. The student does not have a restriction placed on his/her enrolment.

6.11.4. The course is offered in the given term/semester.

6.11.5. The student has met all post enrolment conditions, if applicable, as stipulated in the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.11.6. The student does not have any outstanding financial obligations to ADSM.

6.12.   A student whose enrollment is ceased due to suspension or dismissal may not enroll in any course or attend any class.

6.13.   Students may request late enrolment in courses after the closing period stipulated in article 6.6, providing that the reasons for not enrolling within the specific period were beyond their control, such as technical issues. In which case, students must apply for permission to enroll to the Academic Dean/Associate Dean of Undergraduate Programs, and upon receiving approval, Student Affairs shall enroll the student.

6.13.1. Student Affairs shall enroll the student subject to the approval of the Academic Dean or Associate Dean of Undergraduate Programs, providing that the student did not violate the *Student Attendance Policy*.

6.14.   Students may apply for a Leave of Absence from their program of study, as follows:

6.14.1. Students are eligible to apply for a Leave of Absence before the end of the fourth week of the term/semester for which the Leave is sought.

6.14.2. To apply for a Leave of Absence, students must submit a written request to the Office of Student Affairs and commence their Leave based on an approval from the Director of Student Affairs.

6.14.3. Students may take a Leave of Absence for up to three (3) consecutive terms or two (2) consecutive semesters, as applicable, after which they need to resume studies or re-apply to ADSM as stipulated in the *Undergradaute Admissions Policy* or *Graduate Admissions Policy*, as applicable.

6.14.4. Students may apply to the Director of Student Affairs to extend their leave of absence beyond the allowed period, for which an approval form the Academic Dean/Associate Dean of Undergraduate Programs will be required.

6.14.5. Students shall be informed that rules and conditions under which they initially enrolled may change during their Leave of Absence. Thus, upon resuming studies they may be subject to the currently applicable rules and conditions.

6.15.   Students enrolled in the Remedial Program, as set in the *Graduate Admissions Policy*, must attain a minimum CGPA of 3.0 on a scale of 4.0 to be allowed entry to any of ADSM's Master level programs.

6.15.1. Remedial students who fail to attain a minimum CGPA of 3.0 on a scale of 4.0 are not permitted to enroll in ADSM's graduate programs.

6.16. Students are responsible for ensuring that their personal and contact details are up to date to avoid missing important notices, such as course offerings.

6.17. Students must submit a written notification of name change to the Office of Student Affairs, accompanied by documentary evidence.

6.18. ADSM email account, SMS texts, and mobile application push notifications will be used by ADSM as the primary channels for providing important information such as course offerings, enrollment periods, the release of grades, etc.

6.18.1. Students must use their ADSM email account to communicate with the School. Emails sent from other accounts may not be considered.

6.18.2. Students must check their ADSM emails regularly to ensure staying informed.

6.19. Students will be presented with a description of the Elective Courses within their programs a term/semester before their planned delivery. ADSM will consider the student's preference amongst the elective courses in scheduling a specific elective course for a term/semester. The selection of the course will consider the *Class Size Policy*, the availability of faculty members and the preference of the students.

Section 7   :   Procedures

7.1   The Office of Student Affairs shall arrange an Orientation Session for each cohort of new students, this includes, but is not limited to, information about the student's program of study, academic schedule, policies and procedures, academic support services, health and safety measures, campus facilities, including the Academic Support Center, access to ADSM's systems, including the Learning Management System (LMS), assessment methods, academic integrity, and useful contact information.

7.1.1   The Orientation session for each new cohort shall be organized prior to the start date of classes.

7.1.2   For graduate programs, the duration of the Orientation session shall be equal to a class session, ideally from 4:30 PM to 9:30 PM on a day preceding the first day of classes.

7.1.3   For undergraduate programs, the duration of the Orientation session may be equal to one full day of classes, from 10:00 AM to 4:00 PM, and may include parents or legal guardians.

7.1.4   The Director of Academic Programs and the relevant Academic Administrator shall present or delegate a faculty member to present information on the program's structure.

7.1.5   The Orientation session shall result in all students having full access to the required ADSM systems to ensure their ability to join their scheduled classes.

7.1.6   The Orientation session shall include a Case Study Analysis, for graduate students, conducted by a faculty member to introduce them to the work level expected from them as postgraduate students.

7.2   The Office of Student Affairs shall offer courses and send notifications to students to enroll in offered courses in a timely manner and in accordance with the approved academic schedule.

7.3   Students may apply to take a Leave of Absence in accordance with Principle 6.13 of this policy:

7.3.1   The Office of Student Affairs shall update students' status accordingly.

7.3.2   Students may apply to extend their leave of absence beyond three (3) consecutive terms or two (2) consecutive semesters prior to their approved Leave ending. The request shall be forwarded to the Academic Dean/Associate Dean of Undergraduate Programs for approval. The student will be notified of the decision within two (2) days.

7.4   All students with a non-active status (e.g. Not Active, Withdrawn, No Show) and who wish to be readmitted should contact the Director of Student Affairs, who will review their academic standing and submit a report to the Academic Dean, Associate Dean of Undergraduate Programs and the Director of Academic Programs to decide in this regard. The Director of Student Affairs shall notify the student accordingly.

7.5   Retention and Attrition Rates are calculated in coordination with the Quality Assurance and Risk Management Office.

7.6   The Dean's Office will obtain student preference for elective course at least one term before the planned delivery of an elective course. Their preference is to be prioritized in the scheduling of courses.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 424 – Student Enrollment Policy_v14.0.

Section 10   :   **Review Statement**

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   **Approval**

Approval Authority	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   **Revision History**

Revision No.	Effective Date	Description
0	12/05/2020	Policy First Approved
1	10/08/2020	Full Time and Part Time mode of study defined.
2	11/01/2021	MBA Enrollment period amended to be before the start of the second course. Part Time Enrollment defined.
3	01/02/2021	Retention and Attrition Rates defined.
4	08/03/2021	'No Show' and 'Administrative Withdrawal' statuses added to article 6.7
5	06/09/2021	Mapping to ESG 2015 Standards completed.
6	07/02/2022	Amended to include the role of the Director of Academic Programs.
7	04/07/2022	Review Statement updated.
8	10/08/2022	Article 7.1.3 amended to remove Academic Administrator.
9	18/10/2022	Mechanism to offer elective courses added in Articles 6.16 and 7.6.
10	10/07/2023	Annual review completed
11	12/10/2023	Article 6.14 added for the Remedial Program.

12	13/12/2023	Reviewed for the provision of the undergraduate program.
13	06/02/2024	Add Period and Drop Period defined and added.
14	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Visiting Students Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 219 – Confidentiality Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 414 – Student Rights and Responsibilities Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to outline requirements and set guidelines for individuals wishing to join ADSM as Visiting Students.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all Visiting Students.

Section 3 : **Definitions**

3.1 **Visiting Student:** an individual wishing to participate in an activity at ADSM, including, but not limited to, enrolling in courses and participating in research activities.

3.2 **UAE Visa:** an official permit issued by UAE government for non-UAE citizens to legally visit the country for no longer than three (3) months.

3.3 **UAE Residency:** an official permit issued by the UAE government for non-UAE citizens to legally reside in the country for an extended period exceeding three (3) months.

3.4 **Health Insurance:** an insurance policy covering medical treatment during residency in the UAE and meeting the Emirate of Abu Dhabi requirements.

Section 4   :   Policy Statement

4.1   ADSM provides opportunities to local and international students to take part in the activities it organizes as Visiting Students.

Section 5   :   Exclusions

5.1.   Students enrolled in Executive and Continuous Education programs, as outlined in the *Continuous Education and Lifelong Learning Policy*.

Section 6   :   Principles

6.1.   Visiting Students are categorized as follows:

6.1.1.   Credit Visiting Students: local students enrolled in other higher education institutions in the UAE and wish to enroll in ADSM courses as part of completing their degree requirements.

6.1.2.   Non-Credit Visiting Students: local or international students wishing to participate in an activity at ADSM, including but not limited to attending a course without earning the associated credit hours, and participating in research activities.

6.2.   Credit Visiting Students are subject to the following:

6.2.1.   Must meet direct entry admission criteria as detailed in the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*, as applicable.

6.2.2.   May enroll and earn credit hours for a maximum of two (2) courses.

6.2.3.   Must be a citizen or a legal resident of the UAE.

6.2.4.   Must apply within the admission's timeframe for the term/semester he/she wishes to join ADSM.

6.2.5.   The Academic Dean/Associate Dean of Undergraduate Programs may extend the Credit Visiting Student's acceptance period or accept certain applications out of the acceptance period.

6.3.   Credit Visiting Students must provide the following documents to apply:

6.3.1.   Completed Visiting Student Application Form.

6.3.2.   Original Letter of Referral from their current higher education institute.

6.3.3.   Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.

6.3.4.   Emirates ID copy.

6.3.5.   One (1) passport size photograph.

6.4.   The Admissions Committee shall review and approve applications for Credit Visiting Students.

6.5.   Accepted Credit Visiting Students shall be registered in the Student Information System (SIS) as "Visiting Students", and shall be subject to the following:

6.5.1.   Upon successful course completion: The Office of Student Affairs will issue an official transcript with course code, course title, achieved letter grade, and quality points earned.

6.5.2.   Courses earned as Credit Visiting Students may be used to fulfill academic requirements of a program should the student register as regular student at ADSM.

6.6.   Individuals interested in attending classes, seminars, workshops or other academic or research activities without earning a credit may apply as visiting students.

6.7.   Non-Credit Visiting Students must be UAE nationals, UAE residents or have a valid UAE Visit Visa.

6.8.   Non-Credit Visiting Students may join ADSM at any point during the academic year.

6.9.   Non-Credit Visiting Students shall provide the following documents to apply:

6.9.1.   Completed Visiting Student Application Form.

6.9.2.   A Letter of Intent describing the purpose and goal of the visit, its expected duration, and any required access resources.

6.9.3.   Signed Confidentiality Statement in accordance with the *Confidentiality Policy*.

6.9.4.   Passport copy valid for a minimum of six (6) months, including the residency page for UAE residents.

6.9.5.   Emirates ID copy.

6.9.6.   One (1) passport size photograph.

6.9.7.   Any other documents supporting the Letter of Intent

6.10.   The Academic Dean, Associate Dean of Undergraduate Programs or Director of Research shall review and approve applications for Non-Credit Visiting Students.

6.11.   Non-Credit Visiting Students shall be registered in relevant systems as required and approved by the Academic Dean, Associate Dean of Undergraduate Programs or Director of Research.

6.11.1.   Upon course completion, the Office of Student Affairs shall issue an official Letter of Attendance for courses, workshops, and seminars, etc...., as applicable.

6.11.2.   Non-Credit Visiting Students who withdrew before completion of the activity they joined are not entitled to a Letter of Attendance.

6.11.3. Courses earned as Non-Credit Visiting Students may not be used to fulfill academic requirements of a program should the student register as a regular student at ADSM.

6.12. Acceptance of Credit or Non-Credit Visiting Students is subject to satisfying applicable UAE laws and requirements for entry and residency.

Section 7 : Procedures

7.1. The Office of Student Affairs shall maintain a page on the Website for Visiting Students including the full details and options available to them.

7.2. The Office of Student Affairs shall provide logistical support and advice regarding accommodation options and other matters for international Visiting Students, as required.

7.3. The Human Resources Office shall support Visiting Students in providing:

7.3.1. Required documents for official visa processing, as required.

7.3.2. Expected fees and other financial obligations required.

7.3.3. Expected timeframe for the process.

7.3.4. Disclaimer that government approval is not granted, and rejections are final.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 425 – Visiting Students Policy_v6.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Annual review completed, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name	:	**Student Safeguarding Policy**

Related	:	CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents		Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
		Education Institutions in Abu Dhabi – 2023.

UN Sustainable Development Goals (SDGs)

Principles of Sustainability *(See ADSM Sustainability Strategic Plan)*

ESG 2015 Standards – 1.1 Policy for Quality Assurance

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 120 – Risk Management Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 210 – Recruitment and Selection Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 415 – Student Counselling Policy

ADSM P 416 – Health Services Policy

ADSM P 603 – Appropriate Use of Technology Policy

ADSM P 901 – Community Engagement Policy

Section 1 : **Purpose**

1.1   The purpose of this Policy is to outline ADSM's responsibility in providing its students with a safe and supportive environment to learn. It aims to provide a clear process by which any Safeguarding Concern is reported and effectively addressed, and to ensure that all possible measures are taken to prevent the Radicalisation and Extremism of ADSM students.

Section 2 : **Scope and applicability**

2.1   This Policy is applicable to all ADSM's employees and students.

Section 3 : **Definitions**

3.1   **Safeguarding:** taking the appropriate measure to protect against harm or damage.

3.2   **Safeguarding Concern:** an issue that might cause harm or damage.

3.3   **Extremism:** opposing core values such as democracy, respect of others, and tolerance of beliefs that are different.

3.4   **Radicalisation:** a process by which an individual becomes supportive of Extremism and terrorism.

Section 4   :   Policy Statement

4.1   ADSM strives to provide its students with a safe and supportive environment to learn and shall take all necessary measures to safeguard its students and address any Safeguarding Concerns including the prevention of radicalization and extremism promptly and effectively.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall select and recruit highly qualified faculty and staff who demonstrate good conduct in accordance with the *Recruitment and Selection Policy*.

6.2.   ADSM acknowledges that its students' population consists of mature adults, and that the vast majority are working professionals. Thus, ADSM commits to taking the appropriate measures to safeguard its student population.

6.3.   ADSM shall provide a physical environment in which students feel safe and secure as stipulated in the *Occupational, Environment, Health and Safety Policy* **(SDG 6).**

6.4.   ADSM shall maintain a risk register the includes Student Safeguarding and the prevention of Radicalization and Extremism as specific risks, in accordance with the *Risk Management Policy*.

6.5.   ADSM shall ensure all faculty and staff receive annual safeguarding training.

6.6.   ADSM shall establish a First Aid Room as per the *Health Services Policy*, **(SDG 3)** this Room shall be:

    6.6.1.   Available during operational hours.

    6.6.2.   Licensed by the relevant authorities.

    6.6.3.   Clean and hygienic.

    6.6.4.   Managed by a registered nurse who shall maintain up-to-date medical records and incident reports.

6.7.   ADSM shall ensure all campus visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit **(SDG 10).**

6.8.   ADSM shall ensure that its buildings are monitored by a digital surveillance system (e.g. CCTV) that is approved by relevant authorities **(SDG 10).**

6.9.   ADSM shall ensure that security guards are qualified and licenses by relevant authorities **(SDG 10).**

6.10.   ADSM requires all its community members to constantly demonstrate professional and ethical behavior as stipulated in the *Code of Conduct Policy*. (*SDG 5, Principle of Sustainability: Society*). This includes, but is not limited to, strictly prohibiting:

6.10.1. Bullying.

6.10.2. criminal or sexual exploitation.

6.10.3. substance misuse.

6.10.4. gang activity; and,

6.10.5. any other activity deemed illegal under the applicable UAE laws and regulations.

6.11.   ADSM requires all its community members to use its technology infrastructure, including computers and Email in an ethical and responsible manner, in accordance with the *Appropriate Use of Technology Policy*. Thus, ADSM strictly prohibits the use of its technology infrastructure for **(SDG 7 and 9):**

6.11.1. cyber bullying.

6.11.2. online grooming.

6.11.3. criminal and sexual exploitation.

6.11.4. gang activity; and,

6.11.5. any other activity deemed illegal under the applicable UAE laws and regulations.

6.12.   ADSM shall take all necessary measures to safeguard its students from radicalization, extremism, and terrorism, including, but not limited to, the following **(SDG 10)**:

6.12.1. ADSM shall evaluate guest speakers and visitors who may have direct contact with students.

6.12.2. ADSM shall review and pre-approve any content and materials shared with students in any capacity *(Principles of Sustainability: Society).*

6.12.3. ADSM shall ensure that students are provided with a safe channel through which they can raise any Safeguarding Concerns.

6.13.   Jeopardizing the safety of students may entail invoking the *Student Disciplinary Policy* or the *Faculty and Staff Discipline Policy*, as applicable **(SDG 10)**.

Section 7   :   Procedures

7.1.   Any guest speaker or visitor who may have direct contact with students is subject to a security check:

7.1.1.   The unit who is arranging the visit or event shall obtain the approval of the Academic Dean or the Director of Student Affairs prior to making any arrangements, and as applicable.

7.1.2.   The approval shall cover the topic and/or materials presented to students.

7.1.3.   The concerned Unit Head shall then arrange to submit the required identification documents of the guest speaker or visitor to General Services to proceed with conducting the security check at least one (1) week prior to the event's date.

7.1.4.   The Unit Head shall ensure that a security clearance is obtained prior to the event date.

7.2.   The Academic Dean, Associate Dean of Undergraduate Programs and Director of Academic Programs shall review and pre-approve any content and/or academic materials shared with students.

7.3.   The Director of Student Affairs shall review and pre-approve any content and/or non-academic materials shared with students. This includes those related to Community Engagement events and activities.

7.4.   The Human Resources Office shall organize safeguarding training for all employees as part of their professional development, as follows:

7.4.1.   The training to be held at least once every academic year.

7.4.2.   The training to cover techniques for identifying Safeguarding Concerns.

7.4.3.   The training focuses on the prevention of Radicalization and Extremism.

7.5.   General Services shall ensure that the First Aid Room is fully operational and is in compliance with the regulations of relevant authorities, as per the principles of the *Health Services Policy (Principles of Sustainability: Environment)*.

7.6.   General Services shall ensure that ADSM's campus constitutes a safe environment for students to learn, including but not limited to the following:

7.6.1.   The security guards on campus are licensed by relevant authorities and are able to identify and report any incident that may constitute a Safeguarding Concern.

7.6.2.   Visitors sign-in at the reception of each building, and wear date-stamped visitor badges that are recorded and returned at the end of the visit.

7.6.3.   ADSM campus is monitored by a digital surveillance system that is approved by relevant authorities.

7.7. Students or employees who wish to raise a Safeguarding Concern, shall inform the Director of Student Affairs. The Director shall then take the necessary action as follows:

7.7.1. The Director shall contact and meet with the affected student(s) and discuss the Concern in detail to form a clear and accurate description of the Concern.

7.7.2. The Director of Student Affairs may raise the Concern to the President directly based on the severity of the Concern and its impact on ADSM's operation and reputation.

7.7.2.1 The President may take the necessary action to alert concerned authorities if a breach of UAE's applicable laws and regulations is suspected.

7.7.3. The Director of Student Affairs shall refer the Concern to the related unit, as follows:

7.7.3.1 Academic Dean: if the Concern relates to academic matters, or to a faculty member.

7.7.3.2 General Services: if the Concern relates to ADSM's physical environment and facilities.

7.7.3.3 Human Resources Office: if the Concern relates to an ADSM staff member.

7.7.4. The Director of Student Affairs shall follow up with the related unit to ensure that the Safeguarding Concern has been addressed effectively.

7.7.5. The Director of Student Affairs shall submit a detailed report to the President confirming that the Concern has been addressed effectively.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels P 426 – Student Safeguarding Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/02/2022	Referencing SDGs and Principles of Sustainability
4	07/03/2022	Principles aligned with Sustainability Strategic Plan
5	04/07/2022	Review Statement updated.
6	10/07/2023	Annual review completed
7	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Guidance System Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 408 – Career Services Policy

ADSM P 415 – Student Counselling Policy

ADSM P 417 – Academic Advising Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to set the guidelines ADSM shall follow to ensure that proper guidance is provided to its students enabling them to make informed decisions about their learning and career.

Section 2 : **Scope and applicability**

2.1 This Policy applies to ADSM's students and graduates.

Section 3 : **Definitions**

The following definition(s) apply to this Policy:

3.1 None.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide its students with proper guidance to enable them to make informed decisions regarding their learning and to support them in achieving their career aspirations.

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

6.1. ADSM is a business management school offering undergraduate and graduate programs. ADSM aims to provide its students with an appropriate level of guidance.

6.2.   ADMS is committed to equip its students with a competitive advantage in the labor market by:

6.2.1.   Offering excellent education aligned with latest advancements in academia and industry.

6.2.2.   Enhancing the students' employability skills through interactive and engaging classes, workshops, seminars and other extra-curricular activities.

6.3.   Student Guidance at ADSM shall focus on four (4) aspects:

6.3.1.   Recruitment Advising: prior to enrolling as a student at ADSM, and during which prospective students are advised on selecting the academic program that better suits their capabilities, background, and career aspiration.

6.3.2.   Academic Advising: during the students' academic journey at ADAM and aims to support students in maintaining a good academic standing and achieve most of their academic goals and objectives in line with the principles of the *Academic Advising Policy*.

6.3.3.   Career Advising: during the student's academic journey at ADSM and as alumni students after graduation and aims to assist students in their career planning and development in line with the principles of the *Career Services Policy*.

6.3.4.   Personal Counselling: during the student's academic journey at ADSM and aims to provide mental and emotional support to students in line with the principles of the *Student Counselling Policy*.

Section 7   :   Procedures

7.1.   The Academic Dean/ Associate Dean of Undergraduate Programs shall organize a training workshop for the Student Recruitment team prior to the start of each recruitment cycle to ensure that the team is able to present accurate and comprehensive information to prospective students.

7.2.   Student Recruitment shall collaborate with the Academic Dean/ Associate Dean of Undergraduate Programs and the Office of Student Affairs to provide guidance to prospective students at the recruitment stage to support them in making an informed decision. This may include, but is not limited to, the following:

7.2.1.   Organizing information sessions during which prospective students will have the opportunity to meet ADSM's faculty and administrative staff to enquire and obtain detailed information about the School.

7.2.2.   Arranging meetings with faculty members to discuss academic program details to ensure that applicants are well informed about the requirements of the program they intend to join.

7.3.   Academic Advising is provided in accordance with the principles of the *Academic Advising Policy*.

7.4.   Career Advising is provided in accordance with the principles of the *Career Services Policy*.

7.5.   Personal Counselling is provided in accordance with the principles of the *Personal Counselling Policy*.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 427 – Student Guidance System Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed

2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Review Statement updated.
4	10/07/2023	Annual review completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Provision of personal counselling added.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Disadvantaged Students Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 107 – Occupational, Environment, Health and Safety Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 411 – Student Finance Policy

ADSM P 415 – Student Counselling Policy

ADSM P 416 – Health Services Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 426 – Student Safeguarding Policy

Section 1 : **Purpose**

4.1 The purpose of this Policy is to set the guidelines for ADSM to support disadvantaged and physically challenged students via the allocation of human and financial resources.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM students.

Section 3 : **Definitions**

3.1 **Disadvantaged Student:** a student whose personal, health, social or economic circumstances affect his/her ability to study at ADSM in the School's standard form of delivery.

Section 4 : **Policy Statement**

4.1 ADSM strives to provide its students with an equal and fair opportunity to learn, by supporting them in overcoming any personal, health, social or economic disadvantages or challenges that may hinder their ability to learn.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. ADSM shall allocate the required human and financial resources to support Disadvantaged Students, and to provide them with an equal and fair opportunity to learn.

6.2. The Student Recruitment Team shall identify and conduct an in-depth analysis of the circumstances of prospective students who may be disadvantaged for some reason (e.g. geography, health, social, economic, etc.).

6.3. The Office of Student Affairs shall identify and conduct an in-depth analysis of the circumstances of enrolled students who may have become disadvantaged for some reason during their study at ADSM (e.g. geography, health, social, economic, etc.).

6.4. The Office of Student Affairs shall keep a record of Disadvantaged Students and ensure that they are provided with the required support, and an equal and fair opportunity to learn.

6.5. ADSM strictly prohibits discrimination against Disadvantaged Students in accordance with its *Code of Conduct Policy* and *Student Safeguarding Policy*, violations may invoke disciplinary actions, as applicable.

6.6. ADSM shall ensure that its campus is fully equipped for Disadvantaged Students who are physically challenged or have health issues, as set in the *Occupation, Environment, Health and Safety Policy*.

6.6.1. The First Aid Room's registered nurse shall keep a record of students who are physically challenged or have health issues as per the *Health Services Policy*.

6.7. Disadvantaged Students for economic reasons are eligible to benefit from the Financial Aid Scholarship and/or the Remote Living Discount as stipulated in the *Student Finance Policy*.

Section 7 : Procedures

7.1. Students identified as Disadvantaged shall be referred to the Office of Student Affairs. The Office shall conduct an in-depth analysis of the student's circumstances, and make the necessary arrangements that may include the following measures:

7.1.1. Advise the student on how to benefit from the Financial Aid Scholarship as stipulated in the *Student Finance Policy*, if the disadvantage is due to economic reasons.

7.1.2. Design, in collaboration with the Director of Academic Programs, a flexible study plan.

7.1.3. Assign, in collaboration with the Academic Dean/Associate Dean of Undergraduate Programs, a dedicated Academic Learning Coach to support the student in his/her studies.

7.1.4. Ensure that the student's classes are scheduled in a suitable location that is accessible, if the disadvantage is due to physical challenges.

7.1.5. Advise students who are disadvantaged due to their geographical location on their right to benefit from the Remote Living Discount as stipulated in the *Student Finance Policy*.

7.1.6. Advise the student on the possibility of taking a Leave of Absence, as stipulated in the *Student Enrollment Policy*, if the disadvantage is due to personal reasons.

7.1.7. Assign a dedicated Student Affairs Officer to follow up regularly with the Disadvantaged Student to ensure that he/she is provided with an equal and fair opportunity to learn.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 428 – Disadvantaged Students Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Students Representation Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 100 – Standing Committees Policy

ADSM P 302 – Academic Programs Advisory Committees Policy

ADSM P 410 – Students Activities Policy

ADSM P 424 – Student Enrollment Policy

ADSM P 431 – Student Council Policy

ADSM P 801 – Academic Affairs Committee Policy

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure a diverse, engaging and rewarding student participation in the governance of ADSM, and to provide formal representation and opportunities for student participation in the decision-making processes within ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all students.

Section 3 : **Definitions**

The following definition(s) apply to this Policy:

3.1 **Student Representatives:** a student within ADSM appointed as a representative of other students in his/her program of study, and clearly authorized as member of the Student Council.

3.2 **Student Council:** a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and is tasked with advocating the rights and interests of ADSM's student population as outlined in the *Student Council Policy*.

Section 4 : **Policy Statement**

4.1 ADSM ensures that every registered student on campus (full time, part time or exchange) participates or is represented in ADSM's decision-making process.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall appoint a Student Representative for each of its academic programs, and regularly review appointments to ensure that the positions are always filled with current students.

6.1.1.   The Director of Academic Programs, Associate Dean of Undergraduate Programs and Academic Dean in collaboration with the Director of Student Affairs shall appoint a Student Representative for each of the programs offered at ADSM.

6.2.   Student Representatives Responsibilities:

6.2.1.   Act as the voice of students in their program of study and convey their feedback to the Student Council, as set in the *Student Council Policy*.

6.2.2.   Engage with students and promote partnership and teamwork spirit.

6.2.3.   Work closely with the Office of Student Affairs to address any non-academic issues, such as issues related to facilities, health and safety, etc...

6.3.   Student Representatives shall be members of the Student Council, as per the *Student Council Policy*.

6.4.   Student Representatives shall participate in Student Council meetings to ensure that students' feedback and issues are conveyed to ADSM's management, as outlined in the *Student Council Policy*.

6.5.   ADSM shall provide proper training to Student Representatives to ensure effective representation and ability carry out assigned tasks.

6.6.   Student Representatives shall work closely with the Director of Academic Programs to ensure that any issues raised by students are addressed.

Section 7   :   Procedures

7.1.   The Office of Student Affairs shall facilitate the appointment of Student Representatives for each academic program at ADSM in collaboration with the Academic Dean's Office:

7.1.1.   The Director of Academic Programs shall nominate good-standing students based on teaching faculty recommendations.

7.1.2.   The Office of Student Affairs shall contact students, inform them about the role and obtain their confirmation on becoming a Student Representative for their program of study.

7.1.3. The Office shall then obtain the Academic Dean/Associate Dean of Undergraduate Programs approval to confirm appointments and announce them to the existing student population.

7.1.4. The Office shall review appointments of Student Representatives at the start of each term/semester to ensure that they are still current students and identify the need to appoint new Representatives.

7.2. Training of Student Representatives entails:

7.2.1. Student Representatives will receive a three-tiered training structure at Program and School levels.

7.2.2. The Director of Academic Programs shall encourage Student Representatives to attend training sessions.

7.2.3. Training should emphasize the need to voice both positive and negative feedback in meetings.

7.2.4. Wherever possible, negative feedback from the Student Representatives should be accompanied by suggestions for improvements.

7.2. The Office shall then take the necessary action for Student Representatives to join the Student Council representing their program and attend scheduled meetings as outlined in the *Student Council Policy*.

7.2.1. As members of the Student Council, Student Representatives shall have the opportunity to join a selected number of ADSM's standing committees, as per the *Student Council Policy*.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Academic Dean shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy cancels Student Representation Policy_v7.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Abu Dhabi School of Management

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : Revision History

Revision No.	Effective Date	Description
0	06/09/2021	Policy First Approved
1	06/12/2021	Policy revised to identify the Committees Student Representatives may be part of, and to establish a communication channel with Student Panel.
2	07/03/2022	Revised to incorporate the role of the Student Council
3	04/07/2022	Academic Programs Committee canceled, Student Representatives responsibilities added, and Review Statement updated.
4	10/08/2022	Articles 6.1.1, 6.2.3 and 7.1.1 amended to remove Academic Administrator.
5	11/09/2023	Annual review completed.
6	13/12/2023	Reviewed for the provision of an undergraduate program.
7	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name **:** **Academic Support Center (ASC) Policy**

Related **:** CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 417 – Academic Advising Policy

Section 1 **:** **Purpose**

1.1 The purpose of this Policy is to:

1.1.1 recognize the necessity for the provision of support to students within the key functions of teaching and learning.

1.1.2 realize that ADSM is actively implementing changes to improve students' teaching and learning across all programs.

1.1.3 recognize the School's refinement of its support services to clearly demarcate the responsibilities of the Students Affairs and segregate it from the Academic Support provided by the Academic Support Center (ASC).

1.2 The Policy clarifies the functionalities, activities, and responsibilities of the ASC.

Section 2 **:** **Scope and applicability**

2.1 This Policy is applicable to and outlines how the ADSM ASC obtains personal information, how information is used and disclosed.

2.2 The Policy outlines how the ASC manages requests to help students become more successful through Academic Advising as a vital aspect of the students' learning experience.

2.3 The Policy also outlines the roles and responsibilities of all employees of the ASC.

Section 3 **:** **Definitions**

The following definition(s) apply to this Policy:

3.1 **Support:** An intervention aiming to assist learners/students/scholars in succeeding academically.

3.2 **Academic Support Center:** The unit that provides academic services for students and supports them to benefit from additional academic resources.

3.3   **Academic Support:** Refers to various teaching methods, services, or resources provided to support students in enhancing their learning progress, be on-par with peers, and meet the academic requirements of their program of study.

3.4   **Student-at-risk:** as defined in the *Academic Advising Policy*.

Section 4   :   Policy Statement

4.1   ADSM strives to enhance the quality of its students' learning experience. In support of this, the ASC will aim to support students in achieving academic success. The ASC will support students to overcome any academic challenges they may face and will provide advising and skills' development opportunities utilizing ADSM's resources and services. The ASC will particularly support students of determination in overcoming any potential challenges.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall seek to follow international best practices in academic advising.

6.2.   ADSM ensures that each student is assigned an Academic Advisor as set in the *Academic Advising Policy*. Advising is an essential element of the credit-hour system, and Academic Advisors remain in close contact with students.

6.3.   The ASC constitutes an environment in which academic assistance is provided to students to develop the knowledge base, skills, and strategies that will help them to become confident, independent, and active learners. ASC shall provide a range of individual consultations, workshops, and programs to help students identify and develop the academic skills they need for success in their studies.

6.4.   The ASC is managed by the Academic Support Manager.

6.5.   The ASC supports students to achieve academic success. This shall be accomplished in a proactive manner and a structured approach to enable students to determine their educational goals and achieve them. ASC will promote learning and skills development in a structured approach. ASC shall arrange advising sessions in an inclusive, empowering, and professional environment to allow students to take ownership of their learning.

6.6.   The ASC shall employ a varied range of tools (e.g. coaching and developmental advising). When engaging with students, the ASC will offer various engagement forms such as one-to-one sessions and workshops.

6.7.   ASC requests all Academic Advisors to submit an at-risk students list. ASC shall then contact at-risk students to offer support services and encourage them to benefit from ASC services to enhance their academic performance.

Section 7   :   Procedures

7.1.   **Induction Provisions**

7.1.1   The Academic Support Manager should provide induction of new students to the ASC for all cohorts at the point of entry and reach students that are deemed in difficulties to provide support. ASC will reach out to students to understand reasons of withdrawing from their programs of study and try to offer solutions.

7.1.2   The ASC's adopted approaches to induction should recognize and address the fact that induction is an ongoing process that extends beyond the first few weeks of a student's program of study.

7.1.3   The induction should be effective and be quality assured to ensure that students are supported throughout their time with ADSM. In addition, the ASC's induction process will ensure that students receive information to cover all aspects of the ASC provisions and experiences impacted by the ASC's team and services.

7.2   **General Provisions**

7.2.1   assurance that all students have access to ASC's services.

7.2.2   support for students facing academic challenges to enable them to reach their potential.

7.2.3   facilitation and encouragement of holistic academic and personal development.

7.3   **ASC's Proactive Elements of General Provision shall include the:**

7.3.1   promoting various forms of student support.

7.3.2   assurance that all students are aware of how to access support services.

7.3.3   enabling students' understanding of the ASC regulations.

7.3.4   assurance that students understand the processes and reporting procedures of the ASC to access its services in a timely and appropriate manner.

7.3.5   ensuring that the ASC supports ADSM's goals by providing skills training for students and Faculty.

7.4   **ASC's Reactive Elements of General Provision shall include:**

7.4.1   discussions with students concerning circumstances that may be affecting their progress and performance and providing advice appropriately.

7.4.2   provision of assistance to students for accessing support suitable to their specific circumstances as and when necessary.

7.4.3   providing specific individualized support as required.

7.4.4   providing basic skills training required for job applications and professional ethics.

7.4.5   offering appropriate advice and support on issues related to academic conduct (e.g. Plagiarism) according to the appropriate policies.

7.4.6   The ASC shall maintain confidentiality in accordance with ADSM confidentiality and data protection requirements and shall share such information only with authorized personnel.

Section 8   :   Responsibilities

8.1.   The President shall cause this Policy to be implemented.

8.2.   The Academic Support Manager shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 430 – Academic Support Center (ASC) Policy_v3.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Support Manager**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024

Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	06/12/2021	Policy First Approved
1	04/07/2022	General review and Review Statement updated.
2	10/07/2023	Annual review completed
3	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Student Council Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 100 – Standing Committees Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 410 – Student Activities Policy

ADSM P 412 – Student Disciplinary Policy

ADSM P 414 – Student Rights and Responsibilities Policy

ADSM P 429 – Student Representation Policy

Student Handbook

Section 1 : **Purpose**

1.1 The purpose of this Policy is to ensure that ADSM's students are represented by an active Student Council that allows them to effectively participate in the governance of ADSM.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM students.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Student Council:** a group of appointed and elected students, considered as the apex student body at ADSM. Acts as the students' voice and tasked with advocating the rights and interests of ADSM's student and conveying feedback to ADSM's management with an aim to enhance students' learning experience.

Section 4 : **Policy Statement**

4.1 ADSM strives to ensure that its students are represented by two active Student Councils: Student Council for Graduate Programs and Student Council for Undergraduate Programs. It shall ensure that the Councils has the authority and mandate to contribute to enhancing the students' learning experience, voice

students' concerns and safeguard the rights of all students while adhering to the applicable UAE laws and ADSM policies and procedures.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   ADSM shall ensure that the Student Councils are always active, by periodically reviewing its formation.

6.2.   **Student Council Structure:** The Councils shall include a minimum of eight (8) current students, with membership structured as follows, with all members holding equal voting rights:

6.2.1.   Five (5) members appointed by ADSM. These are the Student Representatives appointed as per the *Student Representation Policy*. This ensures that all programs are represented in the Council.

6.2.2.   Five (5) to ten (10) members are elected from ADSM's student population.

6.2.3.   All Council members should be in a good academic standing and not have been subject to any disciplinary actions as per the *Student Disciplinary Policy*.

6.2.4.   During the first meeting of the Council's current formation, a Chair and Vice Chair are elected.

6.2.5.   The term of appointment for Council members is two (2) years or until the member graduates, whichever comes first.

6.2.6.   The Community Engagement Officer shall liaise between the Council and ADSM's management.

6.3.   **Roles and Responsibilities of Council Members for each Council:**

6.3.1.   The Chair: leading Council meetings, acting as the main contact with ADSM's management, facilitating the nomination of designated Council members to join selected ADSM standing committees as set article 6.5 of this Policy, promoting partnership between ADSM's students' population and management, ensuring that all Council members are actively involved and reviewing the formation when necessary.

6.3.2.   The Vice Chair: responsible for supporting the Chair in carrying out his/her responsibilities, acting as the Chair and assuming his/her responsibilities as needed (e.g. if the Chair is absent).

6.3.3.   Student Representatives: as outlined in the *Student Representation Policy*.

6.3.4.   Council Members: be actively engaged and support Council activities.

6.4. To ensure effective participation of students in the governance of ADSM, each Student Council shall:

6.4.1. Nominate a designated Student Council member to join as a member of each of the following ADSM standing committees, as listed in the *Standing Committees Policy*:

6.4.1.1 Academic Council.

6.4.1.2 Policy Committee.

6.4.1.3 Information Technology Policy.

6.4.2. Nominate an alternative member to attend in case the designated member is not able to. Each Chair shall then inform the Community Engagement Officer of this change to take any necessary action.

6.4.3. Ensure that feedback from designated members is utilized to improve students' learning experience.

6.5. The Council shall hold at least four (4) meeting during each academic year, and shall be attended by:

6.5.1. The President.

6.5.2. Academic Dean/Associate Dean of Undergraduate Programs.

6.5.3. Director of Academic Programs.

6.5.4. Director of Student Affairs.

6.5.5. Representative(s) from other ADSM units, as deemed appropriate by the President.

6.5.6. Community Engagement Officer (Secretary).

6.6. The Student Councils' mandates are determined as follows:

6.6.1. Support ADSM's Mission and Strategic Objectives.

6.6.2. Enhance the learning experience of ADSM's students by providing constructive feedback to ADSM's management. This includes feedback on ADSM's policies.

6.6.3. Promote research, scholarly activities, and academic integrity.

6.6.4. Advocate for students' rights, act as their voice and foster an atmosphere of dialogue and cooperation between students and management.

6.6.5. Inform students of their rights and responsibilities as per *the Student Rights and Responsibilities Policy*.

6.6.6. Encourage students to be active members in ADSM's community and to participate in activities arranged by the School or embark on activities of their own as per the *Students Activities Policy*.

6.7. Members of ADSM's Student Councils shall not engage in any activities that may breach or violate UAE laws, ADSM's policies and/or ADSM's Code of Conduct as outlined in the *Code of Conduct Policy*.

6.8.   Members of ADSM's Student Councils shall refrain from discussing Individual staff members; Individual students; personal complaints, grievances or appeals during Council Meetings.

Section 7   :   Procedures

7.1.   Formation

7.1.1. The Office of Student Affairs shall arrange the formation of the Student Councils.

7.1.2. The Office shall send an invitation to all eligible students to nominate themselves for the Councils' elected positions as per article 6.3.2. The nomination period shall be five (5) days.

7.1.3. The Office shall then arrange electronic voting for a period of five (5) days to confirm appointments.

7.1.4. The Office shall submit the proposed Council members, as outlined in articles 6.3.1 and 6.3.2 and based on the voting results to the President and Academic Dean for their approval.

7.1.5. The Office shall then arrange an initial meeting to elect a Chair and a Vice Chair.

7.1.6. The Office shall announce the Student Councils formation to all students.

7.2.   Student Council Meetings

7.2.1. The Councils shall meet at least four (4) times per academic year.

7.2.2. The Office of Student Affairs shall determine meetings' dates, send out invitations and add them to ADSM's Quality Calendar.

7.2.3. The Community Engagement Officer shall record minutes of meetings, obtain members' approval and arrange for the Chair's signature as a true and accurate reflection of the meeting.

7.2.4. The Office of Student Affairs shall report any outcomes and recommendations of each Student Council Meeting in the subsequent Academic Council and Executive Committee meetings.

7.3.   Council Formation Review

7.3.1. The Office of Student Affairs shall review the formation of the Student Councils at the end of the Fall and Spring terms/semesters to ensure that all members are still current students.

7.3.2. The Office of Student Affairs shall arrange to replace members who are no longer considered current students as per articles 7.1.2 to 7.1.6, with electing a Chair and Vice Chair as needed.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9 : **Cancellations**

9.1. Approval of this Policy cancels P 431 – Student Council Policy_v4.0.

Section 10 : **Review Statement**

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	07/03/2022	Policy first approved
1	04/07/2022	Articles 6.4 and 6.3.5 added, and Review Statement updated.
2	10/07/2023	Annual review completed
3	13/12/2023	Reviewed for the provision of an undergraduate program.
4	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Subject **:** **Library Policy**

Related **:** CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023.

ESG 2015 Standards – 1.6 Learning Resources and Student Support

ADSM P 414 – Student Rights and Responsibilities Policy

ADSM P 603 – Appropriate Use of Technology Policy

ADSM P 115 – Code of Conduct Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 107 – Occupational, Environment, Health and Safety Policy

Section 1 **:** **Purpose**

1.1 This Policy aims to set a framework to provide quality learning resources and academic services to ADSM's community including access to educational resources, users' training, orientations, academic learning coaching, referencing services, access to databases, internet access, photocopying and printing services.

Section 2 **:** **Scope and applicability**

2.1 This Policy applies to all users of ADSM's Library.

Section 3 **:** **Definitions**

The following definition(s) apply to this policy:

3.1 **Physical Resources:** learning resources (e.g., Books, journals) available in the Library in printed format.

3.2 **Electronic Resources**: learning resources (e.g., Books, journals) available in a digital format either in the Library's database or through a subscription to another database.

3.3 **Textbooks**: Books required as mandatory readings in course syllabus.

3.4 **Reference Books**: either extra readings in course syllabus or recommended for research-related activities.

3.5 **General Collection**: learning resources (e.g., Books, journals) that are not directly listed in course syllabus.

3.6 **Library Resources**: all forms of learning resources are available in the Library.

3.7 **Circulation**: the process of borrowing the Library's leaning resources for a specific period.

3.8   **Librarian:** A qualified staff member responsible for providing services at the Library and supporting Users.

3.9   **Library Users**: ADSM's employees, current students, alumni or any other individual approved by ADSM management to use its Library.

3.10   **Academic Support Center:** a dedicated center that supports the academic development and education goals of students by utilizing the Library Resources.

3.11   **Weeding:** a process to eliminate worn out and outdated resources unnecessarily stacked.

Section 4   :   Policy Statement

4.1   ADSM strives to provide its students and employees with high quality Library services by ensuring that its Library is well organized and contains useful and appropriate resources.

Section 5   :   Exclusions

5.1   None.

Section 6   :   Principles

6.1   ADSM is a business management school offering undergraduate and graduate academic programs. ADSM shall provide Library resources to meet the needs of its diverse student population.

6.2   To meet the needs of its graduate students, ADSM's focus is on providing access to excellent digital resources as the majority of its graduate students are working professionals who visit the campus only during class hours. ADSM shall provide electronic resources that can be accessed by busy professionals from off-campus sites and further develops and extends each student's *QFEmirates* CoreLife Skills (Information, Organizing self and Technology (ICT)).

6.3   To meet the needs of its undergraduate students, ADSM shall provide sufficient and adequate Physical Resources and ensure that these resources are available and accessible to students.

6.4   ADSM subscribes to ProQuest Business Premium Collection, one of the largest online databases in this region. ProQuest Business Premium Collection functions as the ADSM e-library and is the primary academic research and information source for students and faculty researchers. ADSM incorporates 'PDF Drive' to its e-library resources, a search engine for PDF files that is continually increased with additional material. The search engine had an inventory of over 76,403,073 eBooks.

6.5   The use of Library Resources shall adhere to the following:

6.5.1   Library Users must abide by the *Appropriate Use of Technology Policy*.

6.5.2   Library Users must use the available workstations for research, teaching and learning activities.

6.5.3   Library Users must abide by ADSM's *Code of Conduct Policy* and *Student Rights and Responsibility Policy* while using the library.

6.5.4   To ensure a safe environment, Library Users must adhere to the *Occupational, Environment, Health and Safety Policy* while using Library facilities.

6.5.5   Library Users must abide by the principles set by the *Copyright and Intellectual Property Policy*.

6.6   ADSM's Library shall strive to meet the needs of all Library Users; this includes but is not limited to:

6.6.1   Circulation of Library resources.

6.6.2   Provide printing services, as per the *Appropriate Use of Technology Policy*.

6.6.3   Guide Library Users on the optimal utilization of Library resources.

6.6.4   Provide Internet access.

6.6.5   Access to Electronic Resources, including Multimedia.

6.7   General Rules:

6.7.1   The Academic Dean/Associate Dean of Undergraduate Programs shall set the general rules for using the Library in line with ADSM's related policies and procedures.

6.7.2   These rules shall be made accessible to Library Users via channels such as the Student Handbook.

6.8   The Library's operation hours are set according to class schedules and to accommodate the needs of all Library Users.

6.9   ADSM shall maintain Library Resources as per the following principles:

6.9.1   The Librarian shall manage and maintain Library Resources in collaboration with faculty with an aim to meet the needs of ADSM's academic programs and research activities.

6.9.2   The Librarian shall follow best practices in maintaining and enhancing Library Resources in a cost-efficient manner.

6.9.3   The Librarian will seek to enhance Library Resources by establishing collaboration agreements with other Libraries and information sources on a national, regional, or international level.

6.9.4   The number of copies for each Library Resource is determined by the Librarian based on program and research needs.

6.9.5   The Librarian may retire resources that are deemed defective or outdated.

6.10   Borrowing Library Resources:

  6.10.1 The Librarian shall manage the borrowing process.

  6.10.2 An official ID with a photo is required for borrowing resources.

  6.10.3 Library Users are not allowed to loan Library Resources to a third party.

  6.10.4 Library Users may not be allowed to borrow resources if they have outstanding fees or fines.

  6.10.5 Library Users may not borrow two copies of one resource.

  6.10.6 Library Users must adhere to permitted loan period.

  6.10.7 Library Resources that are available in one copy will not be available for borrowing.

  6.10.8 Borrowed Library Resources must be used in the UAE and may not be taken abroad.

  6.10.9 Borrowing is subject to the following:

Books			
Library Users	*Loan Period*	*Number of Resources*	*Renewals*
ADSM Students	10 days	3	1
ADSM Faculty	1 term	5	1
ADSM Staff	15 days	5	1
Newspapers and Magazines			
All users	No		No
Audio Video Material			
All users	5 days maximum		No

6.11   Fines:

  6.11.1 Violating the Borrowing procedure may result in applying fines.

  6.11.2 The Academic Dean/Associate Dean of Undergraduate Programs shall determine applicable fines.

  6.11.3 Failure to adhere to the allowed borrowing period may result in accumulated fines, incurring the cost of replacement or suspending borrowing rights.

6.12   The Academic Support Manager may utilize the Library Resources to support students at the Academic Support Center, as follows:

  6.12.1 Provide guidance on suitable resources in accordance with students' needs.

  6.12.2 Utilize Library Resources during support sessions, in which they provide support in relation to academic writing, academic integrity, research skills, and other topics as deemed appropriate.

6.13   The Librarian shall contact ADSM faculty and one student from each ADSM programs as needed to form an ad-hoc 'weeding panel' to recommend retiring resources that are deemed defective or outdated. This ensures the viability and appropriateness of collection in the ADSM Library. Weeding results in providing more space to accommodate current and newly collected resources. The weeding criteria are as below:

6.13.1   Physical condition,

6.13.2   Versions exceeding the recent three editions of textbooks used in ADSM courses,

6.13.3   Duplicate and unused books,

6.14   Reference materials like Dictionaries, Atlases, Manuals, Handbook, Yearbook, Encyclopedia and other rare materials are not subject to weeding.

Section 7   :   Procedures

7.1.   **Collection Development Procedure:** ADSM library involves relevant stakeholders in developing its collections and ensuring currency and relevance to programs. This involves the Dean, Associate Dean of Undergraduate Programs, Director of Academic Programs, faculty and students.

7.1.1   Criteria: importance /relevance to the curriculum, demand by faculty and students, adequacy of scope, physical quality.

7.1.2   Methods of building resources: Request from faculty-staff and students, publishers' catalogue, book exhibitions, vendors list & publishers' catalogue.

7.1.3   Duplication of books: Usage as indicated by LMS; curriculum as suggested by faculty & user demand.

7.2.   **Weeding Procedure:** this procedure eliminates the worn out and outdated materials which are no longer necessary. This process takes place once every three (3) years with the involvement of ADSM stakeholders.

7.2.1   For the process of weeding a panel will be formed by the Academic Dean with stakeholders to participate in the weeding process.

7.2.2   The panel shall present its finding to the Academic Dean with ten (10) days of its formation.

7.2.3   Based on the Academic Deans' approval, the Librarian shall implement the Weeding Procedure and eliminate any worn out or outdated materials which are no longer necessary.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Librarian shall monitor implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 601 - Library Policy_v8.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Librarian**	
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 11   :   Revision History

Revision No.	Effective Date	Description
0	26/02/2020	Policy first approved
1	01/02/2021	Annual review completed; Policy Owner changed to be the appointed Academic Support Manager
2	06/09/2021	Mapping to ESG 2015 Standards, Policy Owner changed to be the Librarian.
3	14/10/2021	Policy updated to remove the role of the Library Committee.
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	08/09/2023	Weeding and Collection Development procedures added.
7	13/12/2023	Reviewed for the provision of an undergraduate program.
8	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions referenced.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name : **Appropriate Use of Technology Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance
Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher
Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 219 – Confidentiality Policy

ADSM P 108 – Copyright and Intellectual Property Policy

ADSM P 604 – Equipment and Software Technology Support Policy

ADSM P 212 – Faculty and Staff Discipline Policy

ADSM P 412 – Student Disciplinary policy

ADSM P 115 – Code of Conduct Policy

Section 1 : **Purpose**

1.1 This Policy aims to provide a framework for the appropriate use of ADSM Information Technology (IT)
systems and services that effectively supports the mission and learning objectives of the institution. The
policy seeks to make ADSM Information Technology users aware of what constitutes acceptable use of
ADSM systems and services and their rights, responsibilities and restrictions while using ADSM
Information Technology systems and services.

Section 2 : **Scope and applicability**

2.1 This policy applies to all students, faculty and staff at ADSM. The policy shall also apply to visitors or
contractors who use ADSM IT systems and services.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **User:** A "user" is any person who is authorized to use ADSM IT systems and services. A user will normally
have a user account assigned to them and are usually members of ADSM community.

3.2 **IT Systems:** IT Systems include all computer hardware, software, data and telecommunication devices
owned, managed or operated on behalf of ADSM.

Section 4   :   Policy Statement

4.1   ADSM strives to clearly define for all its community members what are acceptable and unacceptable uses of the ADSM technology resources and infrastructure. The policy seeks to ensure that the School's infrastructure is being used in support of the institutional mission of teaching, learning and research. ADSM does not tolerate the abuse and misuse of its technology infrastructure, and the policy establishes processes for addressing misuse of IT infrastructure and the penalties for such violations.

Section 5   :   Exclusions

5.1.   None.

Section 6   :   Principles

6.1.   General Principles (See *Code of Conduct Policy*)

6.1.1   ADSM expects all Users to adhere to the *Code of Conduct Policy* when using technology resources. This includes using computers, Email, and network services. The use of technological resources shall be in a manner appropriate to an educational environment. It shall be effective, ethical and efficient manner. ADSM provides technology resources for learning, teaching, research and administrative activities to support the School's functions.

6.1.2   The misuse of technology resources will have a negative impact on all Users. ADSM expects Users to adhere to the standard morals and ethics when using technology resources.

6.1.3   Access to technology resources is a privilege that ADSM grants to its employees and students.

6.1.4   ADSM may restrict or terminate access to technology resources for any User as a result of misuse. This includes but is not limited to violating license agreement terms non-compliance with applicable laws and regulations, causing damage or loss, and violating the rights of a third party. ADSM reserves the right to demand coverage of any incurred costs as a result of misuse.

6.1.5   Technology resources are not used to violate the privacy of individuals, ADSM's *Confidentiality Policy*, *Copyright and Intellectual Property Policy* or related laws.

6.1.6   Any information created by or stored on ADSM's systems is considered property of ADSM. This includes, but is not limited to communications, electronic information, telephone data.

6.1.7   ADSM expects Users to utilize its technology resources for job-related purposes. If used for personal purposes, it should be within reasonable limits and in respect to ADSM's policies and procedures.

6.1.8   ADSM's licensed technology and information resources are intended for use by Users within ADSM for job-related purposes and may not be used for other purposes.

6.1.9   Communication services, such as networks and telephones, shall be used for job-related purposes and may not be amended beyond their expected use. This applies to all communication hardware. Users should refer to the *Equipment and Software Technology Support Policy* required modifications.

6.2.   Authorized Use of IT Systems

6.2.1.   Users are expected to utilize ADSM's IT systems in the way they are authorized and intended to be used. Users must use IT systems conscientiously, consider the rights of other Users, adhere to license agreements, where applicable, consider security and confidentiality aspects (e.g. changing and not sharing passwords, logging off, locking screens).

6.2.2.   Users must exercise caution while dealing with confidential School data. They should not be stored on personal devices or external storage devices. They should be stored on School network drives which are backed-up and for which access is controlled by the IT unit.

6.2.3.   Users should handle IT systems with care and will be held accountable for damage to IT systems and the School reserves the right to recover the costs associated with the damage. Users are not expected to move IT equipment without authorization from the IT unit. Users are required to report any such damage to the IT unit.

6.2.4.   Users should exercise restraint while using shared IT resources and must refrain from use that excessively increases network traffic.

6.2.5.   Users are permitted to access only those IT Systems of the School for which they have been granted authorization to use. Users should not attempt to access other users' accounts or find out their passwords. Users must not share their account details with other users and will be held accountable for any activity arising from their account.

6.3.   Monitoring of IT systems

6.3.1.   ADSM reserves the right to monitor or intercept any of its IT systems, with or without notice, including but not limited to system logs, visited web pages, emails, network accounts or any other data on any of its computer or telecommunication systems.

6.3.2. Monitoring or intercepting of IT devices may be initiated in response to the following reasons:

- Safeguarding the School from liability.

- Complying with requirements or investigating violations of applicable UAE laws, regulations, or School policies.

- Preventing or detecting potential criminal activities.

- Investigating or detecting unauthorized use of telecommunication systems.

- Ensuring that use of IT systems is business-related.

- Securing effective system operation

6.3.3. ADSM may remove any IT equipment from its network if it is deemed interrupting network operations.

6.3.4. ADSM reserves the right to maintain audit records and logs of Users' activities on its IT systems, including computers, for security and/or legal purposes.

6.3.5. ADSM reserves the right to take appropriate action including reporting to the Police in case of identification of any activity considered to be unlawful activity on its IT network.

6.4. **Copyright Rules** (See *Copyright and Intellectual Property Policy*)

6.4.1. Users are required to comply with applicable UAE legislation on copyrights, ADSM Copyright Policy and the copyright requirements of software or data used.

6.4.2. Unauthorized copying and usage of School's digital resources may lead to disciplinary action.

6.4.3. Users are not allowed to download onto School computers materials that may cause potential infringement of copyrights. Users must not install software on School computer software that is not licensed for use by the School. Users must contact IT staff if they require any software to be copied for teaching or research purposes.

6.4.4. Users must not attempt to copy any School-owned software on to their personal computing devices without explicit approval from the Director of IT.

6.5. **Inappropriate Use**

6.5.1. Users must not delete, alter or cause damage to any School software and/or hardware.

6.5.2. Users must not engage in activities that will compromise ADSM IT security systems.

6.5.3. Users must abide by the *Copyright and Intellectual Property Policy* when accessing and using information and other materials.

6.5.4.   Users must not use ADSM computing systems for storage, creation, downloading or dissemination of material that is of a threatening, harassing, defaming or intimidating nature. Examples include offensive, hateful, violent, discriminatory, obscene or indecent images or material.

6.5.5.   Users must not undertake any hacking activities and should not distribute or launch computer viruses, worms, or other rogue programs.

6.5.6.   Users are prohibited from impersonating or misrepresenting one's identity.

6.5.7.   Users must refrain from activities that violate ADSM's contractual obligations including within software licensing agreements.

6.5.8.   Users must not engage in activities that will potentially disrupt the work of other users or will prevent them from accessing ADSM IT systems and services.

6.5.9.   Users shall not attempt to gain access to data or systems that they are not authorized to use.

6.5.10. Users must avoid sending unwanted e-mail such as chain letters, jokes, or unwanted attachments.

6.5.11. Users must not send emails with materials that constitute violation of copyright laws or other School policies or are offensive in nature.

6.5.12. Users must not forge email messages and emails can be sent on behalf of other users only with their explicit permission.

6.6.   **Complaints of Alleged Violations:** If a staff member or student believes that they have been subject to an alleged violation of this policy or have observed a violation of this policy may report the violation along with applicable evidence as per the reporting procedure outlined in article 7.1.

6.7.   **Penalties of Violations:** Violations of this policy are governed by the school's disciplinary polices including the *Faculty and Staff Discipline Policy* and *Student Disciplinary Policy*. A range of penalties may be imposed depending on the severity of violations. Penalties include, but are not limited to:

6.7.1   Temporary or permanent suspension of user's right to access ADSM IT systems.

6.7.2   Remove materials uploaded by the user.

6.7.3   Depending on the severity of the violation, ADSM may choose to report the violation to the Police or other law enforcement agencies.

Section 7   :   Procedures

7.1.   **Reporting Policy Violation**

7.1.1. If a staff member is aware of violation of this policy or has been adversely affected by an alleged violation, the staff member must report the violation to their direct supervisor and the Director of IT. The staff members must provide any evidence that they have of the alleged violation.

7.1.2. A student who is subject to or is aware of a violation of this policy should report the matter to the Director of Academic Programs and/or the Academic Dean, who shall forward the complaint to the Director of IT for investigation.

7.2. Alleged violations will be first investigated by the Director of IT.

7.3. The outcome of the investigation will be forwarded to the relevant Disciplinary Committee for investigation and action in accordance with the provisions in the relevant policy, as stated in article 6.7.

7.3.1. The Disciplinary Committee may invite the Director of IT to participate in the meeting(s) investigating the alleged violation.

7.3.2. The Committee may decide to dismiss the allegation or impose one of the penalties as stated in section 6.7 of this policy or as per the relevant policy.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of IT shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 603 - Appropriate Use of Technology Policy_v6.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Director of IT**	*Sanjeev Kibbinhalli Ananth*
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	07/03/2022	Role of Director of Academic Programs added
4	04/07/2022	General review and Review Statement updated.
5	10/07/2023	Annual review completed.
6	23/09/2024	Annual review completed; owner changed to be Director of IT.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Number	:	P 700	
Effective	:	19/04/2020	
Revision	:	11	

Abu Dhabi School of Management

Policy Name : **Research Support Policy**

Related : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance

Documents Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023.

ADSM Initial Licensure Submission Documents, 2010

ADSM P 324 – Graduate Faculty Status Policy

ADSM P 701 – Ethical Research Policy

ADSM P 706 – Funding for Conference Participation Policy

ADSM P 707 – Course Release Policy

ADSM P 708 – Publications Reward Policy

ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : **Purpose**

1.1 This Policy aims to set the support framework ADSM has established for its faculty to engage in research

activities, and to outline the provision of supervision, technical facilities, advice and appropriate resources

or reference materials for the enabling of effective students' and employees' research.

Section 2 : **Scope and applicability**

2.1 This policy applies to all ADSM's faculty, students, and staff involved in research activities.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **RIF:** Research Incentive Fund.

Section 4 : **Policy Statement**

4.1 As a business management school, ADSM strives to foster research activities by providing its faculty,

students, and staff engaging in these activities with the full support they need.

Section 5 : **Exclusions**

5.1. None.

Section 6 : **Principles**

6.1.   ADSM shall outline the procedures and mechanisms for securing research support for its academic staff.

6.2.   ADSM's up-to-date and approved Research Strategy shall guide the principles of this Policy.

6.3.   **Grant Application Support:** ADSM shall provide its faculty with opportunities to apply for research grants and shall support them in their application to grants at local and international levels. The Research Committee shall support faculty in their efforts.

6.4.   **Research Incentive Fund (RIF):** ADSM shall provide its faculty with opportunities to receive RIFs. The Research Committee shall offer these RIFs to faculty annually, and faculty may compete to be awarded. The aim of RIFs is to promote a research culture at ADSM to create "new knowledge" in management, its implementation, and impact on local and international levels. RIFs are awarded for one (1) to two (2) year projects and may be awarded to individuals or interdisciplinary teams.

6.5.   **Participation in Conferences:** ADSM encourages its faculty and supports them to participate in conferences. This may be for a faculty member to present research findings or to attend, in the latter case justification is required. This is governed by the *Funding for Conference Participation Policy*.

6.6.   **Course Release:** research-active faculty may be granted course release when publishing in Scopus-indexed journals and/or high impact factor journals. Priority is given to faculty who have received external research grants. Course release is governed by the *Course Release Policy,* and it is subject to the President's approval.

6.7.   **Promotion:** Faculty may be eligible to apply for an academic rank promotion, as set in the *Faculty Promotion Policy.* Promoted faculty will be compensated as set in the *Compensation and Benefits Policy*. The amount of the increase is determined by the President in consultation with HR and Finance units.

6.8.   **Compensation for Publications:** Faculty may be eligible to receive financial compensation for research output instead of, or in addition to course release. In collaboration with a faculty, the Academic Deans and the President will determine the compensation mix, which serves the best interest of ADSM.

6.9.   **Special Research Time Allocation:** research-active faculty may be allocated a maximum of three (3) credit hours of their workload for special research projects per term. This shall not exceed twelve (12) credit hours per year. Noting that ADSM's Graduate Level Faculty have time allocated for research with a maximum workload of eighteen (18) credit hours per year. Faculty must apply to the Research Committee to obtain a recommendation from the Academic Dean followed by a final approval from the President.

6.10. **Faculty Research Expectations**: Faculty shall abide with the expectations per academic year as indicated in the *Graduate Faculty Status Policy*.

Section 7 : Procedures

7.1. **Research Incentive Fund Grants:** Grants from the Research Incentive Fund shall be awarded to faculty through an annual grant cycle. The procedure involves application submission during the first term/semester, and an awarding of grants during the second term/semester. Submissions should be made before December to the Research Committee who will recommend to the Academic Dean and President to award grants upon their merits by February. Special attention will be given to RIF proposals that align with Abu Dhabi's Policy Agenda, entrepreneurship, and the ADCCI's mandate to support a healthy and robust private sector. Collaborative research with faculty from other research institutions will be highly encouraged.

7.2. **Conference Attendance:** Applications for conference attendance should be submitted to the Research Committee using ADSM's Conference Attendance Form. The Research Committee will review the submission and will provide a recommendation to the Academic Dean and President, who has final approval. Refer to the *Funding for Conference Participation Policy*.

7.3. **Course Release:** Faculty can request for course release from the Academic Dean through a formal request. The Dean shall forward to the President for consideration, as per the *Course Release Policy*.

7.4. **Proof of Research Active Status:** Research active faculty publish frequently in the Journal List published by the Research Committee, and at conferences and workshops. The faculty's status as research active is determined during the annual performance review process. The faculty expectations are agreed with the Academic Dean during the yearly workload agreement at the start of the academic year.

7.5. **Databases and Software:** Faculty may request support to acquire software and/or databases to support research activities. These are considered based on the research merit and its impact on School's mission, as well as budget and other constraints.

7.6. **Knowledge dissemination**: Faculty can request information for any research funds availability, research initiatives and collaborative partnerships that support ADSM mission and its strategic goals. The faculty have the right of free pursuit and dissemination of knowledge which serves the best interest of ADSM.

7.7. **Intellectual property rights:** IP ownership of tangible and intangible outcomes of research that result from internal or external funded research projects shall reside with the school. ADSM makes it imperative to abide by all UAE laws and regulations governing intellectual property rights.

7.8. **Area of support**: ADSM shall recognize only publications associated with business and management studies as part of its research output and to contribute towards the total research productivity.

Section 8 : Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Research shall monitor the implementation of this policy and report violations.

Section 9 : Cancellations

9.1. Approval of this policy cancels P 700 - Research Support Policy_v11.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Research**	*Miroslav Mateev*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy First Approved

1	10/08/2020	Policy updated in accordance with Compliance Indicator 1 of the Framework for the Compliance Inspection of Higher Education Institution – 2020
2	02/08/2021	Annual Review Completed
3	06/09/2021	Mapping to ESG 2015 Standards completed.
4	03/01/2022	P 708 reference in article 6.9
5	07/03/2022	Article 6.10 added to identify research expectations
6	04/07/2022	Review Statement updated.
7	10/07/2023	Annual review completed
8	01/08/2023	Article 6.10 amended and article 7.8 added
9	19/10/2023	Reference to P 324 – Graduate Faculty Status Policy added in article 6.10.
10	13/12/2023	Reviewed for the provision of an undergraduate program.
11	23/09/2024	ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023 referenced.

Next scheduled review: 23/09/2025

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Policy Name : **Ethical Research Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.5 Teaching Staff

Section 1 : **Purpose**

1.1 This Policy aims to set the guidelines for ethical approval process at ADSM in relation to research activities. This includes the general framework, application, approvals and appeals.

Section 2 : **Scope and applicability**

2.1 This Policy is applicable to all ADSM's students, faculty and staff.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Child:** an individual below the age of 18 years, as defined by the United Nations Convention on the Rights of the Child (1989).

3.2 **Protected Group:** ADSM considers any individual below the age of 18 as a Protected Group member.

3.3 **Harm:** in relation to research, ADSM defines Harm as a deliberate or unintentional physical or mental damage inflicted by a researcher on an individual participating in research activities, e.g. causing distress, fear, extortion or causing damage to property of others.

3.4 **Participant:** an individual providing data for research.

3.5 **Vulnerability:** an individual is considered vulnerable if they are members of a Protected Group, has diminished capacity, dependent on others, etc...

Section 4 : **Policy Statement**

4.1 ADSM seeks to provide clear guidelines on maintaining the ethics of its research activities. This includes ensuring that any research activity entailing the participation of students or employees undergoes an ethical review. This Policy will determine the ethical boundaries ADSM commits to while prompting creativity, innovation, research and scholarly activities.

Section 5   :   **Exclusions**

5.1.   None.

Section 6   :   **Principles**

6.1.   ADSM will ensure that all research and scholarly activities abide with the highest level of ethical standards, this entails fostering values of respect, equality, impartiality and trust.

6.2.   Research activities will be subject to an ethical review, in case ethical concerns are raised (e.g. plagiarism).

6.3.   ADSM's faculty and employees must demonstrate responsible and ethical conduct in research activities, with honesty as a core value, and to consider ethical implications of their research and properly address issues such as honesty and objectivity, intellectual property, social responsibility, confidentially, non-discrimination and the applicable UAE laws and regulations.

6.4.   Participants have the right to withdraw their consent to participate in a research activity. As applicable, Participants must be informed of the date(s) after which they cannot withdraw their consent.

6.5.   Researchers must exert all possible efforts to protect themselves and Participants from any Harm during research activities. The risk of Harm must be reduced to the minimum level possible.

6.6.   Researchers must adhere to and respect the applicable UAE laws and regulations, in addition to any applicable international laws when engaging in research activities.

6.7.   Informed consent ensures that Participants are totally aware of any Harm that may result from their participation in research. Informed consent ensures that the participants do not feel humiliated, mistreated or manipulated, humiliated by researchers. Full consent of the participants should be attained in advance of the research unless there is a very strong rationale for a no consent requirement. All information likely to sway participants' decision on taking part in the research should be given to them well in advance of securing their consent. The researcher should ensure that he/she allows participants to ask all the questions they have before securing their consent. Where the study involves more than a one-off research interaction, such as the case in the use of longitudinal research methods, it may be pertinent that the researcher secures approval from participants at more than one point during the study.

6.8.   Researchers must identify the Vulnerability of Participants prior to conducting research. This may result from Participants being considered a Protected Group, being unable to give consent due to diminished abilities, or as a result of bereavement or mental illness. Vulnerability may also result from a Participant's

employment or immigration status, or freedom of information in the work environment. If a Participant is deemed Vulnerable, consent to participate must be granted from a legal guardian.

6.9. Researchers must determine the confidentiality level of their research prior to engaging in any related activity. Research activities shall be conducted, and findings published in a manner that protects Participants' identity and data, unless otherwise agreed upon. Participants' clear and informed consent must be obtained in cases where confidentiality cannot be maintained due to the nature of the research.

6.10. Participants' engagement in research activities must be based on their interest, not due to possible monetary or other incentives.

6.11. The Research Committee is responsible for completing a comprehensive ethical review of all research proposals to ensure that the rights, dignity, and wellbeing of animal as well as human subjects are adequately protected and that the matters of confidentiality and data protection are respected.

6.12. ADSM nurtures research that integrates and demonstrates principles of sustainability through the ethical use of resources and protection of the environment.

6.13. ADSM promotes integrity in scholarly research and publication addressing authorship of copyrights and author contribution as per the requirements of peer-reviewed Scopus-indexed journals. The authors should keep a record of copyrights and contribution for each paper submission.

Section 7   :   Procedures

7.1. Any research with potential ethical concerns shall be reviewed by the Research Committee.

7.2. The Research Committee shall establish and announce a meeting schedule to review research applications that require ethical approval.

7.3. The Research Committee must make a decision in regard to an ethical approval within four (4) weeks from receiving an application. The Committee may hold impromptu meetings to process applications.

   7.3.1.   The Chair must ensure that all applications are thoroughly scrutinized.

7.4. If the research proposal is submitted by a member of the Research Committee, this member shall not participate in meetings in which his/her proposal is being reviewed.

7.5. The Research Committee must maintain a record and an archive of all submitted proposals. These may be made available for audit purposes or as requested by regulators and accreditation bodies.

   7.5.1.   The Research Committee shall maintain the records and archive for a minimum of three (3) years.

7.6.   In case a research proposal is rejected by the Committee, the rejection justification must be documented, and the applicant(s) must be informed, and provided with an opportunity to resubmit, if appropriate.

7.7.   If an adverse event occurred during research activities, it must be reported to the Research Committee's. The Research Committee reserves the right to terminate any research approval at any stage.

7.8.   If any form of research misconduct is detected (e.g. plagiarism or fabrication), the research project will be ceased. The Research Committee will then provide the applicant(s) with a detailed report within seven (7) days. The report must include termination justification and details.

   7.8.1.   Applicants are not allowed to submit appeals in such cases.

   7.8.2.   Applicants may submit a complaint to the Research Committee's Chair.

   7.8.3.   The Research Committee must provide applicants who submit complaints with a detailed report addressing their complaint within fourteen (14) days of receiving it.

7.9.   All clearance granted by the Research Committee to students and researchers shall be terminated by the Committee if a breach of the clearance granted occurs.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Research shall monitor implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 701 – Ethical Research Policy_v7.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Research**	*Miroslav Mateev*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	17/03/2020	Policy First Approved
1	08/03/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	07/03/2022	Article 6.13 added
5	04/07/2022	General review and Review Statement updated.
6	01/08/2023	Article 6.11 added
7	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy   :   **Student Involvement in Research Policy**

Related   :   CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance

Documents   Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher

Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

Student Handbook

ADSM P 410 – Student Activities Policy

ADSM Research Strategy

Section 1   :   **Purpose**

1.1   This Policy aims to provide clear guidelines for students' participation in research activities at ADSM.

Section 2   :   **Scope and applicability**

2.1   This Policy is applicable to all ADSM students.

Section 3   :   **Definitions**

The following definition(s) apply to this policy:

3.1   None.

Section 4   :   **Policy Statement**

4.1   ADSM strives to provide a framework for students to participate in research activities such as collaborating with faculty on publications, participating in conferences, seminars or workshops, joint research projects or research competitions. ADSM shall seek to provide its students with appropriate training and provide them with opportunities to participate in research activities.

Section 5   :   **Exclusions**

5.1.   None.

Section 6   :   **Principles**

6.1.   ADSM encourages its faculty and students to engage in research activities of quality and national interest.

6.2.   ADSM shall foster and create opportunities for students to participate in research activities. This includes, but is not limited to joint research initiatives, conferences, seminars and research competitions.

6.3.   ADSM shall motivate its students to publish research papers in collaboration with faculty members, by supporting them to participate in research related conferences and seminars.

6.4.   ADSM shall allocate an appropriate budget to support student participation in research as detailed in *ADSM Research Strategy*.

6.5.   ADSM through its programs provides research training for all of its students. All programs have a research component.

Section 7   :   Procedures

7.1.   The Office of Student Affairs shall announce research activities and events to all students in coordination with the Director of Research.

7.2.   Students may form a research related club in accordance with the principles of the *Student Activities Policy*.

7.3.   Students are eligible to receive funding support to participate in scientific conferences, training workshops and research competitions, subject to the following:

7.3.1   The research activity should be in line with ADSM Research Strategy.

7.3.2   Students must submit supporting documents to attend conferences or other research events. This may include a letter of invitation, event agenda, and required budget, as applicable.

7.3.3   Students should submit the request to participate in writing to the Director of Research through their Academic Adviser.

7.3.4   The Director of Research shall review the request, and recommend it to the Academic Dean, if approved.

7.3.5   The Academic Dean shall then obtain the President's approval.

7.3.6   Subject to the President's approval, the Office of Student Affairs shall make all arrangements.

7.3.7   Participating students shall present the outcomes of their participation to other students and faculty through a Research seminar in coordination with the Director of Research.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Academic Dean shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 702 – Student Involvement in Research Policy_v6.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Academic Dean**	*Valerie Jean Lindsay*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	19/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	14/10/2021	Alignment with other research related policies.
4	04/07/2022	General review, and Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

END OF DOCUMENT

Policy Name	:	**Funding for Conference Participation Policy**

Related Documents	:	CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023. ESG 2015 Standards – 1.5 Teaching Staff

Section 1   **:**   **Purpose**

1.1   This Policy aims to set a framework for providing ADSM faculty with financial support to participate in international scientific conferences, research and professional development events and activities.

Section 2   **:**   **Scope and applicability**

2.1   This Policy applies to ADDSM's faculty and students.

Section 3   **:**   **Definitions**

The following definition(s) apply to this policy:

3.1   None.

Section 4   **:**   **Policy Statement**

4.1   ADSM strives to provide clear guidelines on conference participation and application process for faculty members, including the eligibility criteria, required supporting documents, applicable funding and summary report.

Section 5   **:**   **Exclusions**

5.1.   None.

Section 6   **:**   **Principles**

6.1.   Research-active faculty members and students are entitled to apply for part or full financial support to participate in international conferences and other research events. This should be used to cover expenses, including, but not limited to air ticket, accommodation, registration fees for an amount not exceeding (10,000) AED.

6.2.   Only faculty members who completed the probation period are eligible for conference funding.

6.3.   Faculty members should submit supporting documents as evidence of the requested funding. This could include but is not limited to air ticket and accommodation costs, and registration fees.

6.4.   Faculty's application for funding should contain information related to the quality of conference, such as if it is ranked as ABC (ERA list) (available at http://www.conferenceranks.com/) or other appropriate ranking list (to be reviewed and verified by the Director of Research).

6.5.   The Director of Research will assign a higher weight for the participation of a faculty in a conference that publishes the presented paper in conference proceedings listed in Scopus.

6.6.   To apply for approval, faculty members need to submit a written request at least eight (8) weeks before the date of the event.

Section 7   :   Procedures

7.1.   To request funding for conference participation, faculty members should submit a written request to the Research Committee, subject to the following:

7.1.1   provide all supporting documents including conference/event agenda, invitation, evidence of paper presentation, and evidence of publication of proceedings, as applicable.

7.1.2   Based on the outcome of the Committee's review, the Director of Research shall submit the request to the Academic Dean for approval.

7.1.3   The Academic Dean shall review the request and submit it to the President for final approval.

7.1.4   Subject to the President's approval, the Academic Dean shall notify the Director of Research and the Human Resources Office to make the required arrangements.

7.1.5   The participating faculty should submit a summary report on the event, maximum two (2) pages, to the Director of Research, two weeks following the event.

Section 8   :   Responsibilities

8.1.   The President shall cause this policy to be implemented.

8.2.   The Director of Research shall monitor implementation and report violations.

Section 9   :   Cancellations

9.1.   Approval of this Policy cancels P 706 – Funding for Conference Participation Policy_v6.0.

Section 10 : **Review Statement**

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : **Approval**

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Research**	*Miroslav Mateev*
Recommended by: **Academic Council**	Reviewed and Recommended on 23/09/2024
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12 : **Revision History**

Revision No.	Effective Date	Description
0	06/04/2020	Policy first approved
1	05/04/2021	Annual review completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	06/12/2021	Policy scope updated to include students.
4	04/07/2022	Review Statement updated.
5	10/07/2023	Annual review completed
6	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

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Policy Name : **Community Engagement Policy**

Related Documents : CAA Standards of Licensure & Accreditation – 2019, MoE Framework for the Compliance Inspection of Higher Education Institution – 2024, ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ADSM P 116 – Continuous Education and Lifelong Learning Policy

ADSM P 302 – Academic Program Advisory Committee(s) Policy

ADSM P 410 – Student Activities Policy

ADSM P 421 – Alumni Relations Policy

ADSM P 408 – Career Services Policy

ADSM Strategic Plan 2021 - 2025

Section 1 : **Purpose**

1.1 The purpose of this Policy is to establish a framework by which ADSM can develop collaborative external partnerships that yield mutually beneficial outcomes for the community it belongs to, and for all the institution's faculty, staff, and students.

Section 2 : **Scope and applicability**

2.1 This policy shall apply to all faculty, staff, and students at ADSM.

Section 3 : **Definitions**

The following definition(s) apply to this policy:

3.1 **Community Engagement Committee:** a standing Committee comprised of external and internal stakeholders, including the Director of Student Affairs who shall act as the Chair.

3.2 **Community Engagement Officer:** a dedicated staff member within the Office of Student Affairs, whose main focus is establishing internal and external relationships, facilitation, and/or delivery of ADSM's community engagement activities that involve direct contact with ADSM's community.

3.3 **Community Engagement Strategic Plan:** a plan developed to engage with the community, identify opportunities that positively contribute to maintaining productive relationships with the community, and promote the School's activities and services in line with its up-to-date and approved Strategic Plan.

3.4 **Community Engagement Operational Plan:** a specific Operational Plan that includes goals, objectives, KPIs, time frames for action and targets linked to the annual budget and monitored on a quarterly basis.

3.5 **Community Engagement Calendar:** an events calendar that comprehensively lists all activities and events planned under the Community Engagement Plan.

3.6 **Community Engagement Evaluation:** a periodical process to measure, evaluate and improve the effectiveness of the Community Engagement Program.

3.7 **Academic Program Advisory Committees:** advisory committees formed for each academic program at ADSM and comprised from representatives of various employers within the community.

Section 4 : Policy Statement

4.1. As an institution, ADSM shall develop mechanisms to maintain productive relationships between its faculty, staff, and students, and the community it belongs to, including but not limited to, employers, other education providers, and alumni.

Section 5 : Exclusions

5.1. None.

Section 6 : Principles

6.1. To provide a student-centric approach, a Community Engagement function will be contained within the Office of Student Affairs, with a Community Engagement Officer reporting directly to the Director of Student Affairs. However, ADSM shall engage with its wider community through channels established by other units. This includes, but is not limited to:

    6.1.2 Engaging with other HEIs through the activities of the Academic Dean and Director of Research.

    6.1.2 Providing professional development opportunities to the wider community through the activities of the Director of Enterprise Engagement and Continuing Education as set in the *Continuous Education and Lifelong Learning Policy*.

6.2. ADSM shall create a specific Community Engagement Strategic Plan that cascades from its up-to-date and approved Strategic Plan.

6.3. A Community Engagement Operational Plan shall then be created to monitor progress.

6.4. The Community Engagement Committee shall ensure that ADSM's Community Engagement activities are in line with its Community Engagement Strategic Plan.

6.5. The Community Engagement Officer shall prepare a Community Engagement Calendar for each Academic Year, it shall include events and activities that aim to develop and maintain productive relationships with the community with a student-centric approach.

6.6. The Community Engagement Calendar shall take into consideration events and occasions that are within an educational context, and/or relevant to the UAE community. This includes events that focus on students' career development, as stipulated in the *Career Services Policy*.

6.7. The Community Engagement function will focus on activities and events that advance the mission of the School and should overlap with and reinforce the School's key functions, teaching, learning and research.

6.8. Faculty and staff are expected to positively contribute to the community engagement initiatives of ADSM. This may take different forms based on employee interest and time commitments. Examples of activities include membership in professional organizations in one's discipline, particularly in leadership roles, serving on boards of schools, organizing conferences, delivering lectures and disseminating knowledge that is beneficial to the community, organizing events to promote public awareness, applying one's academic expertise in the local community, undertake activities to support research initiatives in the community etc. Structured opportunities shall be provided for faculty, staff, and students, to provide input and feedback in regard to the proposed events and activities, via the Community Engagement Survey, and any other appropriate channel.

6.9. The members of each Academic Program Advisory Committee shall be appointed in accordance with the principles of the *Academic Program Advisory Committee(s) Policy*.

6.10. Program Advisory Committees will serve as a conduit between ADSM and its community of employers and will focus on engaging with employers and interlinking with community organizations, associations and institutions, in order to facilitate the accomplishment of the relevant program's educational goals.

6.11. ADSM considers its alumni as an important constituent of its community and will actively engage with the community by organizing events, providing opportunities for alumni professional development and developing a platform for alumni networking, as per the *Alumni Relations Policy*.

6.12. The Community Engagement Strategic Plan shall be reviewed and updated annually to ensure its relevance and ability to achieve the required outcomes.

6.13. The Community Engagement Officer shall be responsible for conducting an annual critical self-evaluation and presenting the results to the Director of Student Affairs.

6.14. The Director of Student Affairs shall work with the Community Engagement Officer to update the Community Engagement Calendar to take into consideration the input from faculty, staff and students.

6.15. The Community Engagement Officer will facilitate the implementation of the activities and events under the supervision of the Director of Student Affairs.

Section 7   :   Procedures

7.1. The Academic Dean and the Director of Student Affairs shall prepare a Community Engagement Strategic Plan that cascades from ADSM's up-to-date and approved Strategic Plan. Based on which a specific Community Engagement Operational Plan shall be created to monitor progress.

  7.1.1   The Community Engagement Operational Plan must include goals, objectives, KPIs, time frames for action and targets which are linked to the annual budget and monitored on a quarterly basis.

7.2. The Executive Committee must approve the Community Engagement Strategic Plan and resulting Operational Plan prior to implementation.

7.3. The Community Engagement Committee shall meet at least twice each academic year:

  7.2.1.   The first meeting shall occur prior to the start of the academic year and shall aim to set the direction and objectives of the Community Engagement function.

  7.2.2.   The second meeting shall occur towards the end of the second term to evaluate the implementation of the Community Engagement activities and make any necessary changes.

  7.2.3.   The Committee should meet more frequently and as needed to ensure that ADSM's Community Engagement objectives are met.

7.4. The Community Engagement Officer shall create a Community Engagement Calendar, coordinate the various activities, measure the satisfaction with and evaluate the effectiveness of these activities, and prepare an improvement plan to the Director of Student Affairs for Approval.

Section 8   :   Responsibilities

8.1. The President shall cause this policy to be implemented.

8.2. The Director of Student Affairs shall monitor the implementation of this policy and report violations.

Section 9   :   Cancellations

9.1.   Approval of this policy cancels P 901 - Community Engagement Policy_v5.0.

Section 10   :   Review Statement

10.1.   ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations, such as the CAA's Standards for Licensure and Accreditation and the Ministry of Education's Framework for the Compliance Inspection of Higher Education Institutions. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11   :   Approval

Authorization / Ownership	Signature and Date
Policy Owner: **Director of Student Affairs**	
Approved by: **Executive Committee**	Reviewed and Approved on 23/09/2024

Section 12   :   Revision History

Revision No.	Effective Date	Description
0	11/02/2020	Policy first approved
1	01/02/2021	Policy reviewed and updated to reference Continuous Education and Lifelong Learning Policy.
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	Policy reviewed to include a mandate to create a Community Engagement Strategic and Operational Plans. Review Statement updated.
4	10/07/2023	Annual review completed
5	23/09/2024	Annual review completed.

Next scheduled review: 23/09/2025

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