



Bachelor of Science in Management 'BScM' Comprehensive Program Specification Document

Academic Year
2024 - 2025

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1.0 Program General Information

Program Title:	Bachelor of Science in Management		
Program Code:			
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1.1 Program Description

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.

1.2 Employer Engagement

ADSM seeks to achieve effective, beneficial and sustainable engagement with employers to meet their current and future workforce development needs. These will satisfy the aspirations of employees and help meet the targets set by the Abu Dhabi Vision 2030.

ADSM's association with the Abu Dhabi Chamber of Commerce and Industry 'ADCCI' has set the trajectory of the BScM program to fulfill the needs of the evolving labor market of the Emirates. ADSM has relationships with the local employers through its association with the Abu Dhabi Chamber of Commerce and Industry. ADSM has accredited graduate programs in different fields of study in which almost all enrolled students are working professionals and executives at public and private organizations in the UAE. Undergraduate students will have opportunities to interact with graduate students as possible future employers.

1.3 BScM Program Goals and Learning Outcomes

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.

1.3.1 General Education Program

1.3.1.1 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.

1.3.1.2 General Education Learning Outcomes 'GLOs':

Students graduating from the General Education Program, as shown in Table 1, should be able to demonstrate achievement of learning outcomes as aligned with the QF Emirates strands of Knowledge, Skills, and aspects of competences.

Table 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
<u>Autonomy And Responsibility</u>
GLO5 Formulate clear and effective ideas using self-expression in written and oral communication.
<u>Role in context</u>
GLO6 Defend arguments individually and collectively in teams for the successful achievement of team goals.
<u>Self-development</u>
GLO7 Demonstrate the ability to use procedures, processes, and learning in a broad range of contexts.

1.3.1.3 General Education Learning Outcomes 'GLOs' and QFEmirates Level 6:

The General Education Learning Outcomes (GLOs) are aligned to the QFEmirates Level 6 Strands and Descriptors of Learning Outcomes: Knowledge, Skills, Aspects of Competence and CoreLife Skills (see Table 2).

Table 2

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)	Aspects of Competence			
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
Knowledge						CLS1, CLS2, CLS3, CLS4, CLS5, CLS6, CLS7
GLO1 Recognize topics in languages, history, culture in the Arab world and natural sciences.	KN1, KN5		AR4		SD3	
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

1.3.2 Management Program

1.3.2.1 Management Program Goals

This program aims to develop graduates' knowledge and skills in different scopes as outlined in Table 3 below.

Table 3

Management Program Scopes and Goals

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.

1.3.2.2 Management Program Learning Outcomes 'PLOs'

Students graduating from the Management Program, as shown in Table 4, should be able to demonstrate achievement of learning outcomes as aligned with the QF*Emirates* Level 7 strands of Knowledge, Skills, and aspects of competences.

Table 4

Management Program Learning Outcomes ‘PLOs’

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

1.3.2.3 Management Program Learning Outcomes ‘PLOs’ and QF*Emirates*

The ADSM BScM Program Learning Outcomes (PLOs) are aligned to the QF*Emirates* Level 7 Strands and Descriptors of Learning Outcomes: Knowledge, Skills, Aspects of Competence and CoreLife Skills

(see Table 5). The BScM PLOs are also designed to meet the key competencies required so that the graduates demonstrate effective participation in the workplace, in learning, and in daily life.

Table 5
Management PLOs mapping against QFEmirates Level 7 strands and CoreLife Skills

Program Learning Outcomes 'PLOs'	QFEmirates Level 7 Descriptors					CoreLife Skills (CLS)
	Knowledge (KN)	Skills (SK)	Aspects of Competence			
			Autonomy & Responsibility (AR)	Role in Context (RC)	Self-Development (SD)	
Knowledge						CLS1, CLS2, CLS3, CLS4, CLS5, CLS6, CLS7
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	

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					
<u>Autonomy And Responsibility</u>					
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
<u>Role in context</u>					
PLO6 Evaluate the importance of teamwork in the achievement of organizational outcomes.		SK4	AR3	RC2, RC4	
<u>Self-development</u>					
PLO7 Develop knowledge of digital technologies through a process of continuous learning for application in appropriate business contexts.	KN5	SK1		RC1	SD1

1.4 Course Learning Outcomes (CLOs)

Both the General Education and Management programs, forming together the BScM degree, are made up of core and elective courses. Each course has its own intended Course Learning Outcomes (CLOs). The mapping of the CLOs to PLOs is presented in Appendix 1. Students must achieve all the CLOs to obtain their qualification.

2.0 Program National and International Accreditations

ADSM's BScM program is intended to give graduates the theories, tools, and recent trends to work professionally in local or international organizations, or to establish their own business. Graduates will be knowledgeable and skilled to adapt to various environments and help organizations create competitive advantage. The program and its respective course learning outcomes are aligned with UAE and international standards.

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

The ADSM BScM program is not currently offered in an interdisciplinary or joint (i.e., with another institution) format. The program does not currently have any international accreditation and does not have any delivery support partners.

3.0 Program Structure and Degree Completion 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).

3.1 Program Structure

Tables 6, 7, and 8 below shows the program standing, course code, course title, credit hours, and pre-requisites/co-requisites in both General Education (as aligned with the requirements of the CAA 2019 *Standards*) and Management Programs. All course descriptions are available in the Catalog.

3.1.1 General Education Program

Table 6

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

3.1.2 Management Program

Table 7

Management Program Structure

#	Semester	Program Standing	Couse Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3	Pre-requisite 4
1	Semester 1	Core	BUS 201	Introduction to Business	3	None			
2	Semester 2	Core	MGT 201	Fundamentals in 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	
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				
Total Program CH					93				

Table 8

Management Program Elective Courses

#	Semester	Program Standing	Couse Code	Course Title	Credit Hour	Pre-requisite 1	Pre-requisite 2	Pre-requisite 3
1	Semester 6 (Select 1) / Semester 7 (Select 1)	Digital Technologies - Electives	DGM 371	Social Media Management	3	DGM 210	MKT 201	
2			DGM 372	Cryptocurrency in Business	3	DGM 210	MIS 101	
3			DGM 373	Digital Business Design	3	DGM 210	MKT 201	MGT 201
4			DGM 374	Managing Digital Services in Government Entities	3	DGM 210		
5	Semester 7 (Select 1) / Semester 8 (Select 1)	Management Electives	FIN 471	Entrepreneurial Finance	3	BUS 310	INE 200	FIN 201
6			MGT 472	Family & Small Business Management	3	INE 200	MKT 201	ACC 201
7			MGT 473	International Entrepreneurship	3	INE 200	MKT 201	ACC 201
8			MGT 474	Public Sector Management	3	MGT 201	BUS 201	ECN 202
10			MGT 475	Healthcare Management	3	MGT 301	DGM 210	MGT 310

3.2 Program Degree 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. Table 9 below shows the study plan and program sequence for full-time students. Students may enroll on a Part Time basis and take fewer credit hours per semester.

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](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).



Table 9

BScM Study plan and program sequence

Year 1		Year 2		Year 3		Year 4	
Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	Semester 7	Semester 8
ENG 101	ENG 102	MTH 201	BUS 220	MGT 301	DGM 310	MGT 401	MGT 430
English I	English II	Quantitative Methods	Research Methods	Human Resources Management	Digital Transformation	Business Strategy	Competitiveness & Sustainability
GED 100	GED 121	ECN 201	FIN 301	MGT 210	DGM 320	MGT 410	TBA
History and Culture of the Arab World	Artificial Intelligence in the 21st Century	Principles of Microeconomics	Introduction to Finance	Organizational Behavior	Fundamentals in Machine Learning for Business	Business Ethics and Social Responsibility	Program Elective Management 2
GED 120	MIS 101	ACC 201	ECN 202	MGT 320	MGT 330	DGM 410	MGT 450
Introduction to Logic and Critical Thinking	Fundamentals in Management Information Systems	Fundamentals of Financial & Managerial Accounting	Principles of Macroeconomics	Project Management	Fundamentals in Leadership	Business Solutions with Artificial Intelligence	Business Internship
MTH 101	MTH 102	MKT 201	DGM 210	BUS 301	GED 110	MGT 420	
Mathematics for Business	Introduction to Probability & Statistics	Principles of Marketing	Emerging Digital Technologies	Business Analytics	Emirati Studies	Managing Global Perspectives	
BUS 201	MGT 201	INE 200	MGT 220	BUS 310	MGT 340	TBA	
Introduction to Business	Fundamentals in Management	Entrepreneurship & Innovation	Operations & Supply Chain Management	Business Law	Quality Management	Program Elective Digital Technologies 2	
			General Education Code TBA		TBA	TBA	
			GED Elective		Program Elective Digital Technologies 1	Program Elective Management 1	
15	15	15	18	15	18	18	9
30		33		33		27	

4.0 Program admission requirements

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

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. 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.

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.

4.1 Direct Entry

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

- 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, Examples of international high school certificates are listed in Table 10 below.

Table 10

Academic Requirements according to High School Curriculum for direct entry

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 that does not follow the UAE curriculum.*

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.

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 shown in Table 11 below.

Table 11

English Language Requirement for direct entry

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*.

4.2 Conditional Admission

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

1. Conditional ELR:

Applicants who do not meet English language requirements as stipulated in section 4.1.2 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 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:

- Achieve an EmSAT score of 1100 or its equivalent, as specified in section 4.1.2.
- 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 not follow UAE curriculum and do not provide an Equivalency Letter issued by the Ministry of Education as stated in Section 4.1.1, 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

ADSM does not allow admissions of applicants with UAE Secondary School Certificate or its equivalent approved by the UAE Ministry of Education below the scores stipulated in Table 10 above. Therefore, ADSM does not offer remedial courses in the BScM program.

Applicants may contact the Office of Student Affairs on 02 6917800 for further information.

4.2 Bridging Courses

Applicants to the BScM program may be required to complete non-credit bearing bridging courses before full admission. The bridging courses, shown in Table 12 below, aim to introduce students to fundamental concepts in Mathematics and English language. The categories of students who may be subject to register in bridging courses are identified in **P400 Undergraduate Admissions Policy**.

Table 12

Bridging courses in the BScM program

Course Code	Course Title
BRD 101	Pre-Calculus
BRD 102	English Skills

4.3 Transfer Admission Policy

Undergraduate students are typically expected to complete all degree requirements in residence at ADSM.

Transfer credits for courses taken elsewhere are accepted as deemed appropriate by ADSM (See **P 402 Transfer Admissions Policy** and **P400 Undergraduate Admissions Policy**).

5.0 Program Teaching Pedagogy

5.1 Teaching and Learning Methods

Over a duration of 16 weeks, the program will primarily be delivered through interactive lectures. This helps students to deepen their understanding of the key theories, approaches, and practices used in the real world. Lectures will follow the syllabus and draw upon the main textbook and other key readings. Students are also required to read around the topics to extend their understanding further. This enables students to actively evaluate and critically discuss lecture topics. It is important that undergraduate students discuss key topics to formulate and to articulate their views and perspectives. The teaching and learning methods also include activities, case studies, tutorials, videos, labs and assessment strategies.

5.2 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**.

5.3 Learning Management System (LMS)

ADSM's Learning Management System (LMS) is a customized version of Moodle 3.7. A reliable LMS is essential to the delivery of the program and enables students to access information remotely. This is an e-learning resource that hosts discussion forums, practice assessments and related reading. Independent learning is consistent with the expectations of graduate study. It provides a very effective basis for feedback and coaching improvements and encourages student engagement outside of class contact hours.

6.0 Program Aspects of Competence

The BScM program adheres to ADSM's **P301 Grading and Assessment Policy**. This governs the principles of assessment at ADSM, including the compliance with QF*Emirates* Level 6 (see Appendix 2) and Level 7 (see Appendix 3), and CoreLife Skills (see Appendix 4). Students are required to complete three summative assessments. These will range in their level of difficulty. Each course, except 'MGT 460 Business Internship', will include three types of assessment with the below weightages:

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

Assessments in the 'MGT 450 Business Internship' course include three assessments with the below weightages:

1. An interim report worth 25% of the final grade, in week 8
2. A final report worth 45% of the final grade, in week 16
3. A presentation worth 30% of the final grade, in week 16.

The BScM program will use a variety of summative assessments as below:

- For the mid-term and final exams, the assessments are controlled individual-based and can take a variety of forms, such as short essay type answers, case studies, numerical problem solving depending on the nature of the course.
- For individual assessments during the course, this can take the form of quizzes and short assignments.
- For group assessments during the course, students will be required to deliver group work that can be based on projects, organization problem-solving, research about recent trends in management, and industry-based analyses.

Each type of summative assessment will use a comprehensive assessment instrument that provides full assessment details, including marking rubrics, detailed questions with their mapping to CLOs, due date, and duration of assessment. All summative assessments are conducted outside contact hours.

The BScM program adheres to ADSM's **P315 Internship Policy** and the **Internship Manual** that describes the process and outcomes in the MGT 450 Business Internship core course.

Assessments must be submitted through ADSM's LMS portal (specifically Turnitin through Moodle to evaluate the work for plagiarism). Work must not be emailed to the instructor. Penalties will apply for submissions that are made after the submission due date.

7.0 Program Quality Assurance

7.1 Quality Assurance and Risk Management Office

ADSM ensures that each program meets the UAE's regulatory requirements and adheres to the policies and procedures stipulated by ADSM's Quality Assurance and Risk Management Office (QARMO). The QARMO office is responsible for improving educational programs and ADSM's overall effectiveness. The QARMO team are dedicated to supporting and promoting the practice of continuous improvement. The team works closely with the Academic Dean, Associate Dean of Undergraduate Studies, and Head of

General Education to identify the direct and indirect criteria that best measure the achievement of program and course learning outcomes (see **P 106 Quality Assurance Policy**). The QARMO team members participate in academic policy formulation committees and work closely with the Academic Dean, Associate Dean of Undergraduate Studies, Head of General Education, Director of Academic Programs, Academic Advisor and Director of Student Affairs to identify opportunities for improving the students' experience.

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

7.2 Institutional Planning

ADSM maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean, Associate Dean of Undergraduate Studies, Head of General Education and faculty members discuss the incremental changes in the course syllabus to meet the relevant learning needs of students. Such an improvement in the course syllabus requires the institution's Curriculum Development Committee (CDC) approval. The Associate Dean of Undergraduate Studies and Head of General Education consult with external industry experts through the BScM 'Academic Program Advisory Committee 'APAC', to ensure that the curriculum of each program is relevant and up-to-date.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

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

In addition, students can seek academic advice, co-curricular help, and various forms of counselling from a dedicated Academic Advisor assigned to each program. A student requiring assistance needs to book an appointment with the Advisor via the LMS. For more information, see **P 417 Academic Advising Policy** and **P 408 Career Services Policy** within the ADSM Student [WebPortal](https://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.2 Learning Resources: Library

Students have access to excellent physical and digital resources. ADSM ensures that a sufficient number of physical copies of courses textbooks are available at the library. ADSM focuses almost exclusively on electronic learning resources. ADSM's library provides access to 76,403,073 eBooks, the ProQuest Business Premium Collection, LibriVox, public domain audiobooks; and Abu Dhabi Data, a platform of all Abu Dhabi Open Datasets. These resources can be accessed from off-campus sites (see **P 601 Library Policy**). The library supports both faculty members and students in their research-based undertakings. Student satisfaction with Library services is measured through the annual Student Survey (refer to 7.1), which includes the questions mandated by the CHEDS (Center for Higher Education Data and Statistics).

8.3 Learning Resources: Technology

ADSM's campus offers a stimulating learning environment through well-equipped facilities. Each classroom is equipped with a computer that is connected to the Internet and Smartboards to support instruction and Wi-Fi for students to facilitate coursework. There are computer suites where students can complete assignments, conduct research and browse the internet. There is high-speed Wi-Fi internet access throughout the campus. The IT unit facilitates technology requirements of faculty and students. This includes training for faculty and students in the use of the LMS as the official academic platform.

ADSM regularly evaluates Help Desk Tickets and assesses the problems, issues, and needs of its user community. ADSM obtains feedback from students on IT services through the Annual Student Experience Survey.

Appendices

Appendix 1. Program mapping CLOs vs. PLOs

BACHELOR OF SCIENCE IN MANAGEMENT

Table 13

General Education Core Courses

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
ENG 101 English I	CLO1	Identify effective techniques for informative, persuasive and analytical communication - both written and oral.	X					
	CLO2	Develop interpretation and critical analysis skills.			X			
	CLO3	Employ appropriate thesis statements, topic sentences and transitions for writing assignments.					X	
	CLO4	Recognize appropriate grammar and citation skills.					X	

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 100 History and Culture of the Arab World	CLO1	Recognize the historical and cultural background of the Arab world, particularly concerning the development of Islam's influence on Arab identity.	X					
	CLO2	Assess the impact of global and local economic developments on Islamic values.		X				

	CLO3	Evaluate the cultural and artistic contributions of the Arab world to the broader global community, particularly in the fields of literature, art, architecture, and social interaction.			X				
	CLO4	Appreciate the complexity and richness of Arab culture and society and appraise the Islamic cultural and historical context that shapes the Arab world today.		X					
	CLO5	Discuss the contributions Islam has made to the Middle East's social and cultural identity, including in the U.A.E.			X				

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 120 Introduction to Logic and Critical Thinking	CLO1	Recognize the key elements of logic and critical thinking.			X			
	CLO2	Apply the main tools, techniques, and procedures used for developing logic and critical thinking skills.						X
	CLO3	Produce reports that demonstrate sound argumentation, using deductive and inductive reasoning.						X
	CLO4	Examine key obstacles to the development of logic and critical thinking, and propose solutions.			X			

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
MTH 101 Mathematics for Business	CLO1	Identify the fundamental principles of mathematical modelling in a business context.			X			
	CLO2	Express quantitative situations with appropriate numerical, graphical, and algebraic procedures suitable for different businesses.						X

	CLO3	Develop effective problem-solving strategies and validation techniques for both well-defined and ill-defined problem situations.					X		
	CLO4	Integrate various numerical, graphical, algebraic methods in solving business challenges.							X
	CLO5	Model quantitative phenomena using numerical, algebraic, and graphical methods to better understand the sensitivity of solutions to changes in problem parameters.				X			

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
ENG 102 English II	CLO1	Engage appropriate procedures to select relevant literature from a variety of academic sources.						X
	CLO2	Identify and connect ideas to produce coherent conclusions and recommendations.			X			
	CLO3	Compile a written report based that summarizes information from academic literature.						X
	CLO4	Demonstrate the ability to defend arguments and communicate effectively in a variety of contexts.						X

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 121 Artificial Intelligence in the 21st Century	CLO1	Identify AI principles, with a focus on relevance and application in the 21st century.		X				
	CLO2	Discuss the ethical, legal, and societal implications of AI technologies.		X				

	CLO3	Explain the applications and roles of AI in different business domains in driving innovation, boosting performance, and increasing efficiency						X	
	CLO4	Present recent AI applications and limitations within various business operations.					X		
	CLO5	Relate government strategies with the implementations of AI in organizations .					X		

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
MIS 101 Fundamentals in Management Information Systems	CLO1	Discuss the concepts of systems and information in business contexts.		X					
	CLO2	Identify the business needs for management information systems.		X					
	CLO3	Assess the importance of business analytics in future data-driven organizations.							X
	CLO4	Apply Information technology tools relevant to modern electronic business organization.				X			
	CLO5	Illustrate how organizations optimize information systems to create business value.							X

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
MTH 102	CLO1	Discuss the fundamental principles of probabilistic and statistical modelling in management.					X		
	CLO2	Express probabilistic and statistical models in different business contexts.							X

Introduction to Probability & Statistics	CLO3	Develop appropriate probabilistic and statistical methods along with tools for business data analysis.				X			
	CLO4	Integrate various probabilities and statistical methods in solving business challenges.							X
	CLO5	Model business solutions using both descriptive and inferential statistics analysis.				X			

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 110 Emirati Studies	CLO1	Describe the history of the UAE.	X					
	CLO2	Discuss the key elements of civil society in the UAE.		X				
	CLO3	Identify the political and economic conditions in the UAE.	X					
	CLO4	Investigate the social and technological changes occurring in the UAE.						X
	CLO5	Analyze the alignment of technological development in the UAE with the UAE Vision 2030		X				

Table 14

General Education Electives

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 140 Environment Sciences and Sustainability	CLO1	Recognize the structure, function, and management of ecosystems.	X						
	CLO2	Explain the impact of human overpopulation on the natural environment.	X						
	CLO3	Summarize the causes of global climate change and its impact on society.					X		
	CLO4	Identify a range of alternative energy sources and their current uses.	X						
	CLO5	Review published information on natural environment issues, such as water shortage, food scarcity, and pollution .							X
	CLO6	Discuss the importance of species diversity in achieving environmental sustainability.					X		

Course	Course Learning Outcome		GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 142 Nutrition and Health	CLO1	Summarize the Recommended Dietary Allowances (RDA), Dietary Guidelines, Food Guide Pyramid, Food Exchange System, and Nutrition Facts food label.							X
	CLO2	Describe the six classes of nutrients, including carbohydrates, fats, proteins, vitamins, minerals and water.					X		

	CLO3	Discuss key facts relating to digestion and absorption, functions, food sources, and current recommendations for the most common macro- and micro-nutrients present in the food supply.			X				
	CLO4	Examine diet-related chronic diseases and how nutrition and exercise are used as means for prevention.							X
	CLO5	Explain ways to maintain a healthy body weight and address eating disorders.			X				
	CLO6	Review recent sports nutrition recommendations for individuals following casual fitness regimes relevant to the elite athlete.					X		

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 150 Human Interaction and Behavior	CLO1		X					
	CLO2		X					
	CLO3					X		
	CLO4						X	

Course	Course Learning Outcome	GLO 1	GLO 2	GLO 3	GLO 4	GLO 5	GLO 6	GLO 7
GED 152 Introduction to Psychology	CLO1 Describe general concepts, definitions, models, and theories of psychology and other sciences to understand the stages of development and learning.		X					
	CLO2 Distinguish between the various factors affecting learning and growth such as physical, cognitive, moral and psychological factors.		X					
	CLO3 Apply concepts and theories of learning and human development			X				
	CLO4 Assess the relevance of developmental and learning theories in understanding individual differences and diversity.						X	
	CLO5 Utilize technology, self-learning, and professional ethics to solve development and learning problems.		X					

Table 15

Management Program - Core courses

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 201 Introduction to Business	CLO1 Acquire the basic concepts and latest events in the business world; and describe their impact on the economy.	X	X					
	CLO2 Develop an awareness of the local and international challenges and complex problems related to businesses.		X				X	
	CLO3 Introduce the concept of entrepreneurship and small business, and explain how their establishment is affected by environmental factors and social responsibility expectations.		X				X	
	CLO4 Explore functional areas of business, such as production and operations; marketing, accounting and finance.	X						X
	CLO5 Produce and present a research project on a selected topic in business.						X	X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 201 Fundamentals in Management	CLO1 Acquire the basic concepts in management in the context of entrepreneurial ventures, corporations, and government organizations.	X				X		
	CLO2 Identify the range of areas within an organization where management skills are critical.	X		X				
	CLO3 Execute planning and decision-making activities relating to selected managerial issues.			X				X

	CLO4	Evaluate the effect of organizational culture on managers and managerial work.	X					X	
	CLO5	Examine the importance of effective human resource management on organizations.					X	X	
	CLO6	Appraise the relevance of different organizational structures to diverse organizational types.			X		X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MTH 201 Quantitative Methods	CLO1	Acquire knowledge of the fundamental theory and methods of statistical inference, particularly as they apply to hypothesis testing and regression modeling.	X			X			
	CLO2	Apply appropriate methods and techniques for summarizing numerical data for the purpose of effective communication of information to managers.			X				X
	CLO3	Communicate the analysis and interpretation of quantitative data using written and graphical representations.			X				X
	CLO4	Assess the likelihood of the occurrence of uncertain events, and their impact on managerial decision making.	X			X			

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ECN 201 Principles of Microeconomics	CLO1	Identify and define scarcity and the resulting trade-offs from a microeconomic perspective.	X			X			
	CLO2	Apply consumer choice theory and interpret measures of elasticity.	X				X		
	CLO3	Evaluate the theory of the firm and illustrate the models of perfect and imperfect competition.			X		X		
	CLO4	Explain resource markets and identify the links between resource and product markets.	X			X			
	CLO5	Assess reasons for market imperfections and evaluate alternative remedies.			X	X			
	CLO6	Establish the relationship between productivity and costs, and compute the short and long run costs that firms face.	X		X				

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ACC 201 Fundamentals of Financial & Managerial Accounting	CLO1	Identify necessary financial statements of the corporations.		X			X		
	CLO2	Describe how the use of a variety of accounting methods, principles and disclosures impact business financial reporting.		X			X		
	CLO3	Apply appropriate accounting mechanisms and reporting requirements for the major categories of assets and liabilities			X			X	
	CLO4	Recognize concepts and methods related to costs and measure their impact on business performance			X			X	

	CLO5	Evaluate the financial and managerial accounting issues commonly faced by businesses			X		X		
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MKT 201 Principles of Marketing	CLO1	Explain the importance of marketing.		X					X
	CLO2	Discuss the environmental forces affecting a company's ability to serve customers.		X	X				
	CLO3	Examine the key factors influencing consumer buying behavior.			X		X		
	CLO4	Investigate the major forms of digital marketing.					X		X
	CLO5	Develop a marketing plan.		X	X				

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
INE 200 Entrepreneurship & Innovation	CLO1	Explain the entrepreneurial process, and the role of innovation and entrepreneurship as growth engines of national economies.	X	X					
	CLO2	Develop insights into the entrepreneurial mindset and characteristics of entrepreneurs.	X					X	
	CLO3	Demonstrate creativity, by generating ideas for new products or services.	X				X		
	CLO4	Conduct marketing research and develop marketing plans.		X			X		
	CLO5	Investigate opportunities for the development of new ventures.	X					X	
	CLO6	Execute a feasibility study for a business idea.					X	X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 220 Research Methods	CLO1	Identify the principles and processes involved in developing and addressing a specific research question.			X	X		
	CLO2	Explore the academic databases available for accessing relevant journal articles.				X		X
	CLO3	Design research instruments, such as survey questionnaires and interview questions.			X			X
	CLO4	Determine the quantitative and qualitative research methods for addressing a particular research question.				X		X
	CLO5	Produce a research proposal that includes the key elements of a research project, including research problem, research design, data sources, methodology and analytical methods to be used, and expected contributions.			X			X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
FIN 301 Introduction to Finance	CLO1	Discuss the investment opportunities for firms and identify the alternative ways to finance them.	X	X				
	CLO2	Relate financial market effects to investment and financial decisions.		X				X
	CLO3	Illustrate debt and equity financing decision and capital structure theory.	X	X				
	CLO4	Apply tools for valuation of investment projects using capital budgeting techniques.			X			X

	CLO5	Analyze corporate financial statements and use appropriate tools for the selection of investment projects and valuation of companies.			X				X
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Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ECN 202 Principles of Macroeconomics	CLO1	Identify the conditions for economic growth and illustrate the business cycle.		X		X		
	CLO2	Calculate the key macroeconomic measures.		X	X			
	CLO3	Develop an aggregate demand / aggregate supply model, and utilize the model to evaluate monetary and fiscal policy.			X		X	
	CLO4	Identify the role of money and banking in the macroeconomic context, including the role of the central banks/federal reserve.		X		X		
	CLO5	Relate the voluntary trade, specialization, and comparative advantage to national economic growth.				X	X	
	CLO6	Apply appropriate tools that address trade restrictions, foreign exchange market and balance of payments.			X		X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 210 Emerging Digital Technologies	CLO1	Appraise concepts in digital technologies and their applications.		X				X
	CLO2	Evaluate business requirements to implement digital technology applications for an enterprise.				X		X

	CLO3	Analyze ethical, legal, and social implications of digital technologies and their impact on individuals, communities, and society as a whole.		X		X			
	CLO4	Appraise the impact of digital technologies on business processes.				X			X
	CLO5	Propose digital solutions for real-world problems using innovative tools and strategies.					X		X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 220 Operations & Supply Chain Management	CLO1	Discuss the dynamics of operations strategy in an organization.	X				X	
	CLO2	Explain and apply the concepts of process improvement and reengineering.	X		X			
	CLO3	Use a variety of forecasting techniques related to operations management.			X		X	
	CLO4	Evaluate various manufacturing technologies and their purposes			X			X
	CLO5	Discuss the importance of quality management and statistical process control.	X					X
	CLO6	Recognize and evaluate the inefficiencies that exist in a supply chain.			X			X
	CLO7	Identify the risks and benefits of a global supply chain.	X					X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 301 Human Resources Management	CLO1 Demonstrate an understanding of the changing nature of human resource management and planning.	X			X			
	CLO2 Appraise the importance of individual performance, job satisfaction, employee retention and organizational commitment in human resource management.	X					X	
	CLO3 Discuss the legal framework for Equal Employment Opportunity (EEO) programs, and their relationship with diversity management.		X				X	
	CLO4 Interpret the role of human resource management in labor markets and recruitment.		X		X			
	CLO5 Investigate the complex areas of compensation and benefits.	X			X			

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 210 Organizational Behavior	CLO1 Explain the theories underpinning individual and group behavior in organizations	X					X	
	CLO2 Identify key aspects of individual, group and organizational behavior that are central to organizational development and change.	X					X	
	CLO3 Evaluate how individual values, styles, and preferences affect motivation and organizational performance.		X			X		

	CLO4	Discuss the key influences on group dynamics in teams within an organization.		X					X	
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 320 Project Management	CLO1	Discuss the role that project management plays in the achievement of an organization's strategic goals.	X					X	
	CLO2	Recognize the importance of the human, cultural and leadership dimensions of an organization in the successful management of projects.	X					X	
	CLO3	Develop a project schedule using appropriate tools and techniques.			X				X
	CLO4	Estimate project times and costs, and how they can be reduced through effective leadership of project teams.			X			X	
	CLO5	Determine how project performance can be measured, and when interventions are necessary.			X				X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 301 Business Analytics	CLO1	Appraise concepts in business analytics and its applications in management.		X		X			
	CLO2	Examine ethical considerations in the use of business analytics for decision-making.		X		X			
	CLO3	Demonstrate the ability to collect, clean, and manipulate various types of business data.			X				X
	CLO4	Investigate a wide range of business analytics approaches and tools to analyze business data.			X				X

	CLO5	Present business analytics solutions for enterprises to optimize business processes			X				X
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
BUS 310 Business Law	CLO1	Develop an understanding of the structure of the court system in the UAE.		X		X			
	CLO2	Discuss the legal framework for doing business in the UAE, including e-commerce.				X		X	
	CLO3	Explain the difference between patents, trademarks, and copyrights and how they apply to a business.		X			X		
	CLO4	Analyze the employment laws pertaining to businesses.		X				X	
	CLO5	Develop an understanding of the federal law on commercial companies, taxation laws for businesses, and entrepreneurs in the UAE.				X	X		
	CLO6	Identify what business acts constitute criminal violations in the UAE				X		X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 310 Digital Transformation	CLO1	Summarize the fundamental principles of digital transformation technologies applicable to business.				X			X
	CLO2	Discuss digital transformation technologies in the context of innovation.				X	X		
	CLO3	Select appropriate digital transformation tools for the analysis of business data.			X				X
	CLO4	Investigate how processes and procedures relating to digital transformation technologies				X			X

	contribute to solving business challenges.							
CLO5	Model business solutions based on digital transformation technologies analysis.			X		X		

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 320 Fundamentals in Machine Learning for Business	CLO1 Discuss machine learning concepts applicable to real-world business challenges, and identify potential areas where machine learning techniques can be applied to improve decision-making and outcomes in business.		X		X			
	CLO2 Examine ethical implications of using machine learning in business contexts, evaluating potential biases, privacy concerns, and social impacts associated with the implementation of machine learning applications.		X					X
	CLO3 Apply various machine learning algorithms and models in business scenarios.			X				X
	CLO4 Investigate a wide range of measures for evaluating machine learning models in business contexts, and their effectiveness in solving business problems			X	X			
	CLO5 Propose approaches for integrating machine learning insights into business strategies that align with organizational goals.		X					X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 330 Fundamentals in Leadership	CLO1	Identify leadership challenges in business, and select strategies for dealing with them.	X	X					
	CLO2	Review leadership theories and associated leadership styles.	X			X			
	CLO3	Assess the role of leadership in enhancing the effectiveness of teamwork.				X		X	
	CLO4	Evaluate the leader's roles and responsibilities in organizations and society.		X		X			
	CLO5	Explore the ethical dimensions that permeate all aspects of leadership.		X				X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 340 Quality Management	CLO1	Discuss the concepts of quality management and the relevance of quality management to the digital economy.	X			X			
	CLO2	Interpret statistical analyses and control-charts as relevant to organizational settings.			X	X			
	CLO3	Distinguish between statistical process control, total quality management, and six sigma, and their application in the context of government and industry.	X					X	
		Diagnose and analyze problems causing variation in manufacturing and service industry processes.			X			X	
	CLO4	Evaluate the quality analysis tools and techniques currently in use for solving quality management problems.			X	X			

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 401 Business Strategy	CLO1	Interpret an organizational vision, mission, goals, and strategic objectives.	X				X		
	CLO2	Analyze both the external and internal environments of an organization.	X	X					
	CLO3	Apply an integrative perspective when formulating strategic options for an organization.	X		X				
	CLO4	Demonstrate proficiency in the application of strategic management tools and techniques.			X		X		
	CLO5	Investigate the strategic drivers of organizational competitiveness.		X			X		

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 410 Business Ethics and Social Responsibility	CLO1	Recognize the principles and concepts of business ethics.	X	X					
	CLO2	Apply ethical decision-making frameworks within organizational contexts.	X					X	
	CLO3	Examine the impact of social responsibility on business position.		X				X	
	CLO4	Debate ethical issues in organizational contexts.	X				X		
	CLO5	Develop strategies for ethical leadership in organizations.					X	X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 410 Business Solutions with Artificial Intelligence	CLO1 Review concepts in artificial intelligence and its applications to organizations.		X					X
	CLO2 Discuss practical implications of artificial intelligence for decision-making in management.			X				X
	CLO3 Examine ethical and safety issues related to artificial intelligence in business and develop strategies to address these challenges.		X				X	
	CLO4 Investigate artificial intelligence tools used in management tasks for enhancing decision-making.			X				X
	CLO5 Present AI based solutions for enterprises to optimize business processes		X				X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 420 Managing Global Perspectives	CLO1 Discuss the role of culture, and cross-cultural communication and negotiation in organizational decision-making.	X					X	
	CLO2 Appraise the importance of social responsibility, ethics, and sustainability from a global business perspective.		X		X			
	CLO3 Analyze the macro-environmental factors influencing the cross-border strategies and operations of organizations.		X		X			
	CLO4 Investigate how managers formulate and implement strategies for international and global business.	X	X					

	CLO5	Review the requirements and issues associated with managing human resources in a global context.				X		X	
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 430 Competitiveness & Sustainability	CLO1	Elaborate on the relationships between business, society, and sustainability.	X			X			
	CLO2	Review the issues associated with environmental protection and sustainability		X		X			
	CLO3	Analyze how the relationship between business, stakeholders and sustainability impact perceptions of business competitiveness.			X	X			
	CLO4	Investigate social accountability and sustainability issues.		X	X				
	CLO5	Demonstrate how complex internal and external interactions impact the competitiveness of an organization.	X	X					

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 450 Business Internship	CLO1	Discuss the workplace dynamics and professional expectations of the organization in which the internship occurs.	X	X		X			
	CLO2	Apply knowledge, skills and competencies from the program relevant to the tasks assigned in the workplace setting.		X	X				X
	CLO3	Communicate effectively and professionally using written reports and oral presentations.				X		X	X

	CLO4	Evaluate the internship experience in determining professional and career goals.			X		X	X	
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Table 16

Management Program - Elective courses

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 371 Social Media Management	CLO1	Identify the fundamental principles associated with social media management.			X	X		
	CLO2	Review social media management models in a variety of business contexts.		X	X			
	CLO3	Implement appropriate social media management methods along with tools for business data analysis.				X		X
	CLO4	Model business solutions based on social media management methods.					X	X
	CLO5	Identify the fundamental principles associated with social media management.				X	X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
DGM 372 Cryptocurrency in Business	CLO1	Discuss the implications of blockchain technology in organizations.	X			X		
	CLO2	Review tools used to conduct transactions with cryptocurrencies			X			X
	CLO3	Investigate alternatives to Bitcoin, such as Altcoins, Ethereum and Bitcoin Cash.			X			X

	CLO4	Analyze frameworks for regulating cryptocurrencies.	X				X		
	CLO5	Evaluate the future applications of cryptocurrencies for organizations.					X		X

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	
DGM 373 Digital Business Design	CLO1	Discuss the concepts and applications relating to digital business.					X		X
	CLO2	Analyze approaches when designing a digital business strategy.					X		X
	CLO3	Examine practical management issues associated with digital business design.				X		X	
	CLO4	Investigate best practices that should be incorporated in a digital business plan.				X			X
	CLO5	Develop strategies for solving digital business problems in organizations.					X	X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	
DGM 374 Managing Digital Services in Government Entities	CLO1	Demonstrate an understanding of the key concepts underpinning digital government.				X			X
	CLO2	Analyze approaches to the development of digital government strategies.				X	X		
	CLO3	Investigate the technologies required for successful digital government applications.				X			X
	CLO4	Assess practical tools for solving challenges related to digital government services.				X		X	

	CLO5	Design strategies to support the implementation of digital government.						X		X
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
FIN 471 Entrepreneurial Finance	CLO1	Discuss the importance of finance for entrepreneurs.	X				X		
	CLO2	Identify the types and costs of financial capital for new ventures.	X				X		
	CLO3	Evaluate the necessary financial resources for an entrepreneurial venture.			X		X		
	CLO4	Explain the different stages of venture capital financing.	X						X
	CLO5	Examine methods for measuring the value of a new business venture.			X				X

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 472 Family & Small Business Management	CLO1	Explore various types of family business strategies for small firms.	X				X		
	CLO2	Analyze current issues and trends in family and small business management.		X				X	
	CLO3	Evaluate the processes of initiating an innovative small family business, and developing it into a self-sustaining enterprise.		X			X		
	CLO4	Identify the issues of leadership succession in family and small businesses.	X					X	

	CLO5	Develop a strategic business plan for a small company or a family-owned business.						X	X	
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Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 473 International Entrepreneurship	CLO1	Recognize the challenges facing entrepreneurial firms internationalizing into new markets		X		X			
	CLO2	Analyze the political, economic, socio-cultural, economics, legal and ecological environments of an international market		X			X		
	CLO3	Evaluate the different international market entry strategies available to firms entering new international markets.			X	X			
	CLO4	Recommend a high level international marketing strategy, based on the core elements of the marketing mix.					X	X	
	CLO5	Propose how new technologies may impact the internationalization process for international entrepreneurs.			X			X	

Course	Course Learning Outcome		PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 474 Public Sector Management	CLO1	Distinguish between the roles of public and private sector organizations.		X		X			
	CLO2	Discuss the ways in which the public and private sectors interact, and how this impacts the governance of core assets.		X				X	

	CLO3	Recognize the importance of national strategic priorities in public sector organizations.		X		X			
	CLO4	Assess the impact of e-government services on the operations of public and private sector organizations.			X	X			
	CLO5	Explore the impact of the public sector on social enterprises and non-profit organizations.			X			X	

Course	Course Learning Outcome	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
MGT 475 Healthcare Management	CLO1	Demonstrate an understanding of the healthcare industry and the interactions between the key stakeholders.	X	X				
	CLO2	Analyze the impact of emerging technologies on particular areas within the healthcare industry.		X				X
	CLO3	Discuss key challenges for businesses in the healthcare industry, and propose strategic options for overcoming them		X	X			
	CLO4	Identify the requirements for ensuring staff and patient safety in relevant healthcare organizations.	X					X
	CLO5	Evaluate the preferred human behavioral characteristics for employees to be successful in organizations within the healthcare industry.	X		X			

Appendix 2. QFEmirates 5 Strands of Learning Outcomes for Level 6

Table 17

QFEmirates Level 6 – Knowledge and Skills

Level	1 - Knowledge (KN)	2- Skill (SK)
6	specialised factual knowledge and an understanding of the boundaries in a field of work or discipline, encompassing a broad and coherent body of knowledge and concepts , with depth in the underlying understanding of the principles and concepts KN6-1	specialist technical, creative and conceptual skills appropriate to solving complex problems associated with a field of work or discipline SK6-1
	an understanding of allied knowledge and theories in related fields of work or disciplines and in the case of para-professional respective discipline including related regulations, standards, codes, conventions KN6-2	a comprehensive range of specialist cognitive and practical skills appropriate to planning and implementing solutions to varied, unpredictable and unfamiliar problems within a field of work or discipline SK6-2
	an understanding of critical approach and analysis, research approaches and methods and analytical problem-solving techniques from a range of sources KN6-3	selection and use of appropriate research tools and strategies associated with the field of work or discipline SK6-3

	familiarity with sources of current and existing knowledge and the integration of concepts from related fields	advanced communication and information technology skills to present, explain and/or critique interdependent complex matters
	KN6-4	SK6-4
	literacy to comprehend and/or produce coherent texts , covering complex and/or diverse relations from a wide-range of information	literacy skills to comprehend and/ or produce , from a wide-range of information, coherent texts covering complex and/or diverse relations
KN6-5	SK6-5	
numeracy covering a wide-range of mathematical procedures and representations used across a broad-range of contexts	numeracy skills to select, apply, assess and communicate a widerange mathematical procedures and representations in a broadrange of contexts	
KN6-6	SK6-6	

Table 18

QFEmirates Level 6 – Aspects of Competence

Level	3-Aspects of Competence		
	Autonomy and Responsibility	Role in Context	Self-development
6	<p>can take responsibility for developing appropriate approaches to managing complex work procedures and processes, resources or learning, including leading teams within a technical or professional activity with little support</p> <p>AR6-1</p>	<p>can function with full autonomy in technical and supervisory contexts and adopt para-professional roles under guidance</p> <p>RC6-1</p>	<p>can evaluate own learning and identify learning weaknesses and needs, in a familiar and unfamiliar environment</p> <p>SD6-1</p>
	<p>can supervise technical, supervisory or design processes in varied, unpredictable, unfamiliar and a broad-range of contexts</p> <p>AR6-2</p>	<p>can take responsibility for the setting and achievement of group outcomes and for the supervision of the work of others</p> <p>RC6-2</p>	<p>can take initiative to address learning needs and function independently and within learning groups</p> <p>SD6-2</p>
	<p>can work effectively as a specialist or in team leadership roles</p> <p>AR6-3</p>	<p>can take responsibility for supervising the development of individuals and groups</p> <p>RC6-3</p>	<p>can support and observe ethical standards</p> <p>SD6-3</p>
	<p>can express an internalised, personal world view, reflecting engagement in society at large and in socio-cultural relationships</p> <p>AR6-4</p>	<p>can participate in peer relationships with qualified practitioners and lead multiple groups</p> <p>RC6-4</p>	

Appendix 3. QFEmirates 5 Strands of Learning Outcomes for Level 7

Table 19

QFEmirates Level 7 – Knowledge and Skills

Level	1 - Knowledge (KN)	2- Skill (SK)
7	<p>specialised factual and theoretical knowledge and an understanding of the boundaries in a field of work or discipline, encompassing a broad and coherent body of knowledge and concepts, with substantive depth in the underlying principles and theoretical concepts</p> <p>KN1</p>	<p>technical, creative and analytical skills appropriate to solving specialised problems using evidentiary and procedural based processes in predictable and new contexts that include devising and sustaining arguments associated with a field of work or discipline</p> <p>SK1</p>
	<p>an understanding of allied knowledge and theories in related fields of work or disciplines and in the case of professional disciplines including related regulations, standards, codes, conventions</p> <p>KN2</p>	<p>evaluating, selecting and applying appropriate methods, procedures or techniques in processes of investigation towards identified solutions</p> <p>SK2</p>
	<p>understanding of critical approach to the creation and compilation of a systematic and coherent body of knowledge and concepts gained from a range of sources</p> <p>KN3</p>	<p>evaluating and implementing appropriate research tools and strategies associated with the field of work or discipline</p> <p>SK3</p>

	a comprehensive understanding of critical analysis, research systems and methods and evaluative problem-solving techniques	highly developed advanced communication and information technology skills to explain and/or critique unpredictable complex matters
	KN4	SK4
	familiarity with sources of current and new research and knowledge with integration of concepts from outside fields	
	KN5	

Table 20
QFEmirates Level 7 – Aspects of Competence

Level	3-Aspects of Competence		
	Autonomy and Responsibility	Role in Context	Self-development
7	can take responsibility for developing innovative and advanced approaches to evaluating and managing complex and unpredictable work procedures and processes, resources or learning	can function with full autonomy in technical and supervisory contexts and adopt para-professional roles with little guidance	can self-evaluate and take responsibility for contributing to professional practice , and undertake regular professional development and/or further learning
	AR1	RC1	SD1
	can manage technical, supervisory or design processes in unpredictable, unfamiliar and varying contexts	can take responsibility for the setting and achievement of group or individual outcomes and for the	can manage learning tasks independently and professionally , in complex and sometimes unfamiliar learning contexts

	<p>AR2</p>	<p>management and supervision of the work of others or self in the case of a specialisation in field of work or discipline</p> <p>RC2</p>	<p>SD2</p>
	<p>can work creatively and/or effectively as an individual, in team leadership, managing contexts, across technical or professional activities</p> <p>AR3</p>	<p>can participate in peer relationships with qualified practitioners and lead multiple, complex groups</p> <p>RC3</p>	<p>can contribute to and observe ethical standards</p> <p>SD3</p>
	<p>can express an internalised, personal view, and accept responsibility to society at large and to socio-cultural norms and relationships</p> <p>AR4</p>	<p>can take responsibility for managing the professional development and direct mentoring of individuals and groups</p> <p>RC4</p>	

Appendix 4. CoreLife Skills

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

Table 21

CoreLife Skills description

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

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