



Master of Business Administration

Comprehensive Program Specification Document

Academic Year
2024 - 2025

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1.0 Program General Information

Program Title:	Master of Business Administration		
Program Code:	2.MS.0217		
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Academic Unit:	MBA	Director of Academic Programs:	Dr. Ahmad Jaffar (Acting)
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1.1 Program Description

The Master of Business Administration (MBA) program is one of the critical links in fulfilling ADSM's mission to develop entrepreneurial managers who can enhance the existing managerial capacity and also to encourage the growth of entrepreneurial ventures in the UAE.

Aimed at prospective MBAs who demonstrate entrepreneurial behaviors, ADSM develops global leaders with a strong business foundation and an entrepreneurial mindset. The driven MBA team of faculty and staff members do this by combining a holistic integration of the traditional business disciplines and our approach to teaching the entrepreneurial thought process. As a result, the MBA graduates succeed in a broad spectrum of global organizations needing leaders with a relentless bias for action, an ability to create opportunities in a variety of context, and the entrepreneurial skill to drive results and run businesses at optimal heights.

1.2 Program aim and goals

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

- Become recognized as the Gulf region's premier school for creating entrepreneurial managers.
- Train a local Emirati MBA workforce to run UAE organizations.

- Grow the number of entrepreneurial ventures in UAE.
- Develop a faculty known for its contributions to practice and to research.

1.3 Employer Engagement

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

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

2.0 Program accreditations and UAE Qualifications Frame

2.1 National and International Accreditation

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

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

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

However, ADSM MBA program has been a member of the Association of Master of Business Administration ([AMBA](#)), the Business Graduates Association ([BGA](#)), the United Nations supported institution, Principles for Responsible Management Education ([PRME](#)).

2.2 Program Learning Outcomes and QF*Emirates*

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

Table 1. PLO Mapping against QF*Emirates* Level 9 strands

Program Learning Outcomes (PLOs) Level 9. 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,	SK1	AR1,			CLS1
	KN3,		AR2			CLS2
	KN4					CLS3
PLO2 Demonstrate the ability to make decisions based on ethical values and social awareness in business contexts.	KN1,		AR1		SD3	CLS4
	KN3					CLS5
						CLS6

PLO3 Review multiple theories and perspectives for the interpretation of comprehensive challenges to the business.	KN1, KN4	SK1			SD2
PLO4 Evaluate the used of appropriate research approaches and tools to generate sustainable business solutions in domestic factors and global context	KN2, KN3	SK2, SK3	AR3		
PLO5 Combine relevant theoretical advances with functional business skills to construct timely and informed decisions reflecting entrepreneurial thinking.	KN1, KN4	SK2	AR1		SD1
PLO6 Develop advanced skills, such as those relating to team management, leadership, and digital transformation, to manage complex situations in various business contexts.	KN1, KN3	SK4, SK5	AR3	RC1, RC2	SD1

2.3 Course Learning Outcomes (CLOs)

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

3.0 Program structure and degree completion sequence

The MBA program consists of a total of 30 credit hours which includes 20 credit hours of core and 4 credit hours of elective courses, in addition to 6 Credit Hours thesis. The duration of each course is five weeks, except for the SLE and Thesis courses with a duration of 10 weeks.

3.1 Program Structure

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

Table 2: MBA Program Structure

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

3.2 Program Degree Completion

The delivery format enables students to complete the MBA program in 14-15 months, if enrolled on Full Time basis. Tables 3-5 below show the study plan and program sequence for full-time students.

Students may enroll on a Part Time basis and take a less number of credit hours per term. However, students will have to complete the program within 36 months of enrolling. Specific regulations and exceptions to this time frame are explained in the **P313 Academic Progress Policy** as found with all other ADSM policies at the ADSM Student Web Portal (lms.adsm.ac.ae).

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

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

Code	Type	Title	Credits
TBD	Elective	Elective 2	2
Term 4: Fall			
SLE 8200	Core	Signature Learning Experience II	1
MBA 8919	Thesis	Research-based Consultancy Project II (Final)	3
* First Term requirement			

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

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

Code	Type	Title	Credits
MBA 8918	Thesis	Research-based Consultancy Project I (Proposal)	3
Term 4: Winter			
SLE 8200	Core	Signature Learning Experience II	1
MBA 8919	Thesis	Research-based Consultancy Project II (Final)	3
* First Term requirement			

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

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

Code	Type	Title	Credits
MBA 8918	Thesis	Research-based Consultancy Project I (Proposal)	3
Term 4: Spring			
MBA 8919	Thesis	Research-based Consultancy Project II (Final)	3
* First Term requirement			

4.0 Program admission requirement

4.1 Graduate Admission Requirement

Applicants to the program are required to have;

- Three (3) year work experience and may be asked submit evidence in support of it. In addition, applicants may also be asked to attend an interview with the Admissions Committee,
- a recognized Bachelor’s degree earned in a discipline appropriate for the prospective graduate degree,
- a minimum of a 3.0 cumulative GPA on a 4.0 scale, or equivalent, and
- a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by the CAA, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS (see Appendix 2).

4.2 Transfer Admission Policy

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

Transfer credits for courses taken elsewhere are accepted as deemed appropriate by ADSM. (**See P 402 Transfer Admissions Policy and P 401 Graduate Admission Policy**).

5.0 Program teaching pedagogy

5.1 Teaching and Learning Methods

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

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

5.2 Mode of Delivery

The MBA program is offered in a traditional face-to-face teaching mode. Except for an emergency, its mode of delivery will be based on virtual online class sessions. Each MBA course 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. 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. Each 'Signature Learning Experience' course consists of one credit hour. The course will be delivered over a period of ten weeks and includes three weeks of lectures of five hours each. Each 'Thesis' course will be delivered over a period of ten weeks as outlined in **P 322 Thesis Policy**.

5.3 Learning Management System (LMS)

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

This is an e-learning resource that hosts discussion forums, practice assessments and related reading. Independent learning is consistent with the requirements of graduate study. It provides a highly effective basis for feedback and coaching improvements (formative assessment) and encourages student

engagement outside of class contact time. (Refer to **Section 8.3.1** Assessment of Classroom for further discussion on LMS).

6.0 Program aspects of competencies

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

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

7.0 Program Quality Assurance

7.1 Quality Assurance and Risk Management Office

ADSM ensures that each program meets the UAE's regulatory requirements. It adheres to the policies and procedures stipulated by its Quality Assurance and Risk Management Office (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 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 QARM team members participate in academic policy formulation committees and work closely with the

Academic Dean, Director of Academic Programs, and Director of Student Affairs to identify opportunities for improving the students' experience.

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

7.2 Institutional Planning

ADSM's maintains a Strategic Plan that charts the progress towards achieving its goals. At the program level, the Academic Dean and faculty members discuss the incremental changes in the course syllabus to meet the relevant learning needs of students. Such improvement in the course syllabus requires the institution's Curriculum Development Committee (CDC) approval. The CDC ensures that the curricula of each program are relevant and up-to-date in consultation with external industry experts through its Academic Program Advisory Board.

8.0 Student Services and Learning Resources

8.1 Student Services and Academic Advising

Students are supported through the work of ADSM's Student Affairs team. This includes admissions, registrations, fees, scholarships, and access to the Academic Support Center, that 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 of them. These supports are not limited to academic

progression, maintaining a good academic standing and career related issues. Students need to book appointments with their Advisor via LMS. Further references in P 417 Academic Advising Policy and P 408 Career Services Policy within ADSM Student [WebPortal](http://lms.adsm.ac.ae) (lms.adsm.ac.ae).

8.2 Learning Resources: Library

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

8.3 Learning Resources: Technology

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

Appendices

Appendix 1. Program CLOs vs PLOs

MASTER OF BUSINESS ADMINISTRATION

Table 6: Core Courses

RESEARCH METHODS FOR BUSINESS	
RES 6110	
CORE	
CLO1	Critically analyze the role of business research in devising innovative strategies for organizations.
CLO2	Critically assess the ethical implications and societal impact on business in a variety of contexts using literature reviews.
CLO3	Critically evaluate wide variety of methodological approaches related to business research.
CLO4	Produce research-based proposals that address real-world opportunities or challenges for sustainable business solutions.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
	X	X			
X			X		
		X	X		

INNOVATION & ENTREPRENEURSHIP	
IEP 6210	
CORE	
CLO1	Critically analyze the current business landscape, identifying gaps and opportunities for innovative and entrepreneurship businesses in various contexts.
CLO2	Synthesize multiple theories and frameworks to develop entrepreneurial thinking.
CLO3	Critically evaluate a wide variety of approaches used for developing innovative solutions.
CLO4	Defend proposals using relevant theoretical and conceptual underpinning to solve sustainable challenges for entrepreneurial businesses.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X				X	
		X		X	
X			X		
		X	X		

MARKETING	
MKT 6210	
CORE	
CLO1	Critically analyze the role of marketing in developing innovative products and services in different business contexts.
CLO2	Investigate multiple marketing theories and concepts to address current challenges for entrepreneurial businesses.
CLO3	Implement tools necessary for the development of innovative new products, and for generating digital marketing solutions.
CLO4	Generate marketing decisions using relevant digital technology and entrepreneurial skills for solving complex marketing issues.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
		X		X	
X					X
				X	X

LEADERSHIP & ORGANIZATION BEHAVIOR	
LOB 6410	
CORE	
CLO1	Critically analyze organizational theories to discern patterns in individual and group behavior, ensuring value creation for stakeholders and society.
CLO2	Critically evaluate the role of ethical leadership in promoting positive organizational culture in the context of digital transformation.
CLO3	Investigate the impact of leadership styles on the achievement of sustainable business outcomes.
CLO4	Propose strategies for organizational change arising from digital transformation initiatives using relevant research approaches and tools.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	X	X			
	X				X
		X	X		
			X		X

STRATEGY	
MGT 6410	
CORE	
CLO1	Critically analyze the role of ethics in strategic decision-making for sustainable businesses.
CLO2	Critically examine approaches used for addressing the strategic implications of digital transformation.
CLO3	Critically evaluate strategic options for entrepreneurial decision making in addressing business growth and associated social implications.
CLO4	Create and defend strategic business proposals demonstrating effective leadership and digital transformation skills.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	X		X		
			X		X
	X			X	
				X	X

DIGITAL ENTERPRISE MANAGEMENT	
MGT6430	
CORE	
CLO1	Analyze contemporary digital enterprise management trends and their relationship with business innovation.
CLO2	Critically examine the impact of digitalization on managing operational excellence and supporting innovative and sustainable solutions.
CLO3	Critically examine the impact of digitalization on managing operational excellence and supporting innovative and sustainable solutions.
CLO4	Produce a digital transformation roadmap that incorporates informed decision making, which combines theoretical advances with functional business skills.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X					X
X			X		
			X	X	
				X	X

OPERATIONS MANAGEMENT	
OPS 6310	
CORE	
CLO1	Critically analyze the implications of operations decisions on managing product and service innovation.
CLO2	Critically review the theoretical models that address operations management challenges and foster entrepreneurship.
CLO3	Critically evaluate the impact of digital technologies on developing entrepreneurial approaches to improve operational performance.
CLO4	Propose innovative operations strategies for organizations using appropriate digital transformation skills.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X		X			
		X		X	
				X	X
X					X

MANAGERIAL ECONOMICS	
ECN 6310	
CORE	
CLO1	Critically analyze the impact of various economic policies on business innovation and sustainable growth.
CLO2	Critically evaluate the ethical implications of macro & micro economic decisions on addressing challenges for business stakeholders and society.
CLO3	Evaluate the impact of globalization on accelerating economic growth using appropriate economic tools and approaches.
CLO4	Develop recommendations that build social awareness of the role of economics in solving challenges arising from externalities and asymmetric information in a variety of contexts.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X			X		
	X	X			
		X	X		
X	X				

FINANCIAL & MANAGERIAL ACCOUNTING	
ACC 6330	
CORE	
CLO1	Critically analyze the ethical dimension and theories related to financial reporting and decisions that address business challenges.
CLO2	Critically evaluate the implications of accounting decisions on business sustainability, substantiated by empirical/ non-empirical research approaches.
CLO3	Formulate strategies for management accounting that drive entrepreneurial growth.
CLO4	Propose well-researched budget solutions for entrepreneurs to solve financial challenges relating to sustainability.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	X	X			
	X		X		
		X		X	
			X	X	

SIGNATURE LEARNING EXPERIENCE (SLE I)	
MBA 8100	
CORE	
CLO1	Discover the idea generation process and its alignment with entrepreneurial and market opportunities.
CLO2	Critically appraise both entrepreneurial and market development options, interpreting their feasibility, adequacy, and potential for implementation.
CLO3	Assess the appropriateness of business structures in addressing liability issues and intellectual property protection mechanisms for the SLE project
CLO4	Synthesize and apply the various theoretical components of the corequisite courses to the integrated SLE project

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X					
		X			
				X	
					X

SIGNATURE LEARNING EXPERIENCE (SLE II)	
MBA 8200	
CORE	
CLO1	Develop a project roadmap and interpret the usefulness of relevant technology, adequacy of the proposed sales approach, and feasibility of intended operational plan.
CLO2	Determine components and considerations related to project costs and their impact on final pricing.
CLO3	Investigate the entrepreneurial sources of capital in accordance with the selected budget.
CLO4	Integrate the various theoretical components of the corequisite courses through application to the SLE project.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X					
	X				
			X		
					X

RESEARCH-BASED CONSULTANCY PROJECT I (PROPOSAL)	
MBA 8918	
PROJECT	
CLO1	Select a complex organizational problem related to the field of study, and suitable for research

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X					

CLO2	Determine scientific, social, and ethical considerations relevant to an organizational problem
CLO3	Formulate high-level research questions to develop and communicate in a research-based consultancy project proposal
CLO4	Conduct a literature review to transform specialized knowledge, based on current research, for application in solving the organizational problem

		x			
			x		
				x	

RESEARCH-BASED CONSULTANCY PROJECT II (FINAL)	
MBA 8919	
PROJECT	
CLO1	Integrate knowledge, skills, and competencies to solve the specified research problem
CLO2	Design a research approach to address the problem, utilizing an appropriate methodology and data analysis methods/techniques, within relevant ethical parameters
CLO3	Propose and justify recommendations based on the research findings for future implementation
CLO4	Produce and orally defend a final report of publishable academic quality

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
		x			
			x		
				x	
					x

Table 7: Elective Courses (Students take 2)

UAE LEGAL AND REGULATORY FRAMEWORK	
LAW 6410	
ELECTIVE	
CLO1	Review the UAE's legal system that inform social awareness about laws and regulations related to the innovation needs of businesses.
CLO2	Examine regulatory constraints and opportunities for supporting innovative business models.
CLO3	Evaluate legal principles and regulations that support entrepreneurial ventures and sustainability in the UAE.
CLO4	Propose legal recommendations for businesses operating in the UAE considering emerging laws and regulations in domestic and global contexts.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
x	x				
x				x	
			x	x	
	x		x		

DECISION ANALYSIS	
QTM 6210	
ELECTIVE	
CLO1	Critically examine the principles of decision analysis in consideration of innovative and sustainable business practices.
CLO2	Validate the effectiveness and social awareness about digital transformation in enhancing decision models across diverse business scenarios.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
x			x		
	x				x

CLO3	Critically evaluate techniques and models related to decision structuring for business innovation.
CLO4	Predict potential impacts of ethical consideration and digital transformation on decision outcomes in global business contexts.

X			X		
	X				X

BIG DATA AND ARTIFICIAL INTELLIGENCE MANAGEMENT	
MGT 6440	
ELECTIVE	

CLO1	Critically analyze the innovation potentials of big data and artificial intelligence and their impact on different stakeholders.
CLO2	Investigate the ethical, societal, and business implications of deploying Artificial intelligence solutions.
CLO3	Critically review theories and perspectives addressing the future evolution of artificial intelligence technologies considering business innovation challenges.
CLO4	Propose big data analytics strategies, incorporating insights from recent research, to derive actionable business intelligence and address digital transformation challenges.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X	X				
	X				X
X		X			
		X			X

HUMAN RESOURCES MANAGEMENT	
HRM 7200	
ELECTIVE	

CLO1	Critically evaluate the strategic role of HRM in driving sustainable business practices within diverse organizational contexts.
CLO2	Investigate the ethical, legal, and societal perspectives in HRM practices, emphasizing their alignment with global standards and cultural diversity.
CLO3	Critically evaluate the changing role of human resource management in an era of digital transformation using a variety of tools.
CLO4	Propose HR strategies that foster employee engagement and retention in organizations that integrate digital transformation in their strategy.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
	X		X		
	X	X			
			X		X
		X			X

INTERNATIONAL ECONOMICS	
ECN 6420	
ELECTIVE	

CLO1	Critically examine the theories and concepts in international economics and their implications for sustainable and innovative global trade.
CLO2	Critically analyze various perspectives of international trade policies and their impact on global economic relationships.
CLO3	Investigate future trends in global economic systems from current research that addresses innovative solutions to potential business challenges.
CLO4	Integrate advanced problem-solving skills and entrepreneurial thinking to develop sustainable solutions that contribute to global economic growth.

PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
X			X		
		X		X	
X		X			
			X	X	

Appendix 2. MBA Program Admission Criteria

Table 8. Conditional Admissions into the MBA Program

Admission Status	Undergraduate CGPA	English Language Requirement (ELR)	Conditions to be Met During the First Term of Study
Conditional Academic	Between 2.5 and 2.999 on a 4.0 scale, or equivalent	a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 213 CBT, 79 iBT, 550 PBT, or 6.0 IELTS	<ul style="list-style-type: none"> • Take a maximum of nine credit hours of credit bearing courses • Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses
Conditional ELR	≥ 3.0 on a 4.0 scale, or equivalent	a minimum score of 1250 on the English language portion of the EmSAT examination, or its equivalent, such as TOEFL scores of 197 CBT, 71 iBT, 530 PBT, or 5.5 IELTS	<ul style="list-style-type: none"> • Achieve an EmSAT score of 1400 or equivalent • Take a maximum of six credit hours of credit bearing courses • Achieve a minimum CGPA of 3.0 on a 4.0 scale, in these courses

Table 9. Admission in the Remedial Program

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

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

Appendix 3. QFEmirates 5 Strands for Level 9

Table 10. QFEmirates Level 9 Knowledge and Skills

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

Table 11: QF Emirates Level 9 – Aspects of Competence

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

Appendix 4. CoreLife Skills

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, and are known, in the QF*Emirates*, as CoreLife Skills.

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

NQA expects that appropriate CoreLife Skills will be integrated into all qualifications recognized on 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.